



Facilitator's Guide

THE **5** COMMUNICATION SECRETS

**THAT SWEEP OBAMA
TO THE PRESIDENCY**

Revealed by leading
communication expert
Richard Greene

Step-by-step lessons you
can use to build charisma
and power in your personal
and professional life!

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Introduction

The video, **The 5 Secrets of Effective Communication**, is presented by Richard Greene, the creator of the 5 Secrets. It is designed to quickly advance the public speaking and presentation skills of participants through five sets of lessons illustrated by video examples from the public speeches of Barack Obama.

Even as President Obama has entered the crosshairs of public evaluation every president must face, the public and professionals alike remain impressed with his powerful presence and skill in communicating his vision. This consistent ability to inspire and unite, to convey a vision of accomplishment and stimulate action in pursuit of a goal is why the course is designed using video examples from Barack Obama's speeches.

The video and Participant Workbook address five key areas in communicating with individuals or to large groups, in private or in public venues:

Secret #1: Words, Voice Tone and Body Language

Secret #2: A Lasered, Compelling Message

Secret #3: The Communication Effectiveness Continuum

Secret #4: 4 Languages of Human Communication

Secret #5: Authentic Passion

Mr. Greene explains the effectiveness of each of the techniques and their sub-categories; he then shows a clip illustrating how Barack Obama applies them in some of his most powerful speeches.

Each section of the video is supported by facilitated discussion that recaps the key concepts of the lesson and then provides practical advice and exercises to help develop these skills.

About the Author

Richard Greene is considered one of the leading communication coaches in the world. His success in coaching Princess Diana toward more impactful public appearances led The Sunday Times of London to dub him "The Master of Charisma".

An attorney by trade from USC Law School, Mr. Greene left the practice of law to share his communication breakthroughs with presidents, prime ministers, political candidates, CEOs and CFOs of Fortune 500 companies, attorneys, judges, actors, and marketing professionals in 26 countries. The skills he develops and strengthens include message development, media training, speech writing, and speech coaching, as well as helping clients overcome the fear of public speaking, a service he provided to Princess Diana in 1996.



Mr. Greene's ability to read body language and analyze all aspects of human communication drew the attention of national news organizations, many of which approached him to assist in their coverage of key news events. This expertise and experience, plus his analysis of the great speeches of the 20th century for a best-selling book, led him to distill the essential elements of effective communication into five categories.

Concepts and Themes Presented in the Video

The **Five Secrets of Effective Communication** video is presented in 10 lesson chapters. These represent the 5 Secrets and some sub-themes that warrant their own chapter. The 5 Secrets, and the core concept of each, are:

Secret #1: Words, Voice Tone, Body Language – Using your voice tone and your body language to make every word you speak have power, feeling and impact.

Secret #2: The Lasered, Compelling Message – Turning all the data and information you want to share into a "Lasered, Compelling Message" that becomes a memorable mantra for the audience.

Secret #3: The Communication Effectiveness Continuum – Helping you relax and connect with the audience by turning your speech or your presentation, into a personal *conversation* – one of the most powerful secrets of all great speakers.

Secret #4: The 4 Languages of Human Communication – Different people listen in different ways. This secret focuses on analyzing which of the 4 Languages of Human Communication you speak fluently and which you are deficient in. Then the video illustrates how to access "languages" you have not yet mastered, so you can communicate to anyone, no matter which languages they "listen" in.

Secret #5: Authentic Passion – Helping you tap into your honest, authentic passion for your subject or idea. All of the other secrets are amplified by your own fascination with and commitment to your subject. No matter how dense, obscure or ordinary what you are talking about seems, there is a way to the heart of it that can make it come alive for your listeners.

Flexible Implementation of the Course

This program was designed with flexibility in mind. Your first job as facilitator is to determine how best to deliver your program. Here are a few options:

- Have participants watch the video on their own, as prework, and then come to class ready to review, discuss and practice the exercises. There are so many exercises present; you will need to pick and choose which exercises are appropriate for your participants.
- Discuss each lesson in a separate session. This allows you to really take the time to discuss each secret and give participants time to practice. The facilitator's guide is designed so that each lesson can be completed in 1½ - 2 hours depending on your number of participants. Keep in mind, the larger the class the more time each exercise will take.
- Depending on time constraints you could even combine two lessons together for a ½ day of training (3-4 hours).
- It is possible to do a one day training program covering all 5 of the secrets, however, you will need to drastically reduce the number of exercises in order to fit everything in.

Facilitator Notes

Taking Ownership of the Lessons

Often participants can come into a workshop environment with a critical “show me” attitude. Overcoming this resistance is accomplished by a method that also amplifies the power of the lessons themselves: encourage participants to find their own examples of these techniques in action and stimulate discussion of just how the technique has its unique effect on the listener. This makes each team member feel like the material to be learned is his or hers and contributes to their experience of being invested in the course.

This is especially effective if you have periodic discussions about how participants feel each of the techniques could be impactful on their own areas of responsibility: how might problems be solved and possibilities be generated for them? Hearing some members brainstorm aloud can draw others into the circle of participation.

Setting Goals, Managing Expectations

Make it clear at the beginning of the workshop that, rather than mimicking Barack Obama, the goal is to tap into the natural abilities, knowledge and passion that each participant has.

The target result is to develop a powerful and personal style that allows participants to consistently and effectively accomplish the objectives of purposeful communication.

---Communication Objectives

Interpersonal and group communications are intended to accomplish a variety of objectives—almost always some combination of them. Among these goals are:

- **To Inform** – to pass on data and news; to make announcements.
- **To Reveal Intentions** – to announce to listeners what the speaker knows, feels, has done, or plans to do.
- **To Persuade** – to convince others of the correctness or desirability of a position or argument.
- **To Enroll** – closely connected to persuasion; the speaker wishes to move

listeners to joining a group or to take action in support of a specific goal.

- **To Acknowledge** – to alert the listener that the speaker is aware of them, of their character, ability, accomplishment. Also to acknowledge a position, a set of concerns, or capabilities or limitations.
- **To Stimulate a Response** – to move the listener to communicate meaningfully back to the speaker.
- **To Teach and Train** – to establish a loop of instruction, action, and feedback in order to pass on knowledge and abilities.
- **To Shift Attitude** – to change or intensify the feelings of listeners toward something: a person, policy, course of action.

You may notice that all of these objectives overlap and interconnect in many ways. In fact, communication strategy is often concerned with managing the order and interaction of these objectives.

Of particular importance is the last on the list: **to shift attitude**. This is actually the intention or part of the design of all the other objectives, because any purposeful communication must engage the listener emotionally in order to be effective.

Later in this program, we observe that every decision is an emotional decision. If decisions were made merely by sorting data and parsing options, a computer could do it—people would be unnecessary. But we are emotional beings. After we have gathered facts and considered options, we make our choices based on how we feel about the results of that process and what it says about our likelihood of success.

This is why much of the focus of **The Five Secrets of Effective Communication** is on emotionally engaging and moving listeners.

Practice the Exercises Yourself

Prior to facilitating the program, you will want to go through the exercises and actually do them yourself. This will help you prepare for the program and anticipate where participants may struggle with the exercises. It will also give you an opportunity to come up with your own personal stories and examples that will help drive the lessons home. Being an effective role model is important with this type of program; participants will be looking to see if you are practicing what you preach. Remember you don't have to be the "expert," but you should try to show how

effective these lessons are as you use them in your own presentation.

Materials and Logistics

For this workshop, please have prepared:

- A room large enough for participants to sit, either at a table or arranged in chairs. Chairs may be most advantageous, since this setup allows you to reconfigure seating to accommodate different exercises.
- A DVD player and monitor.
- Flip chart or whiteboard and markers.
- Copies of the Participant Workbook.
- Paper pads and pencil for participant notes and as required for the exercises.

Playing the Video

If you are playing this video from the DVD (as opposed to over a network feed), here are instructions for accessing each chapter.

- The DVD can be played continuously without cueing each chapter by clicking on the **PLAY ALL** option on the Main Menu.
- For purposes of the workshop, you will probably be using the option that allows you to access each chapter separately. To do this, click on **LESSONS** in the Main Menu. This will take you to the first of several pages where you can select the Lesson chapter of your choice. When you play a Lesson in this mode, at completion you are returned to this menu and the next Lesson is highlighted.
- Also on the main Menu is an option called “How to Use This DVD”. The information accessed through this selection is included in the workbook, so playing this is unnecessary.

Before You Begin

- Familiarize yourself with the video, this guide and the exercises you will be using in the workshop.
- Reserve the room or space you will be using and make arrangements for breakout space if necessary.
- Set up the audiovisual equipment and make sure it is working properly. Insert the DVD and check audio levels. Set the sound so it can be heard throughout the room.
- Arrange the room for viewing and make sure everyone has a comfortable sightline to the screen.
- Set up the flip chart or whiteboard and write the agenda on it.

PREVIEW ONLY

Program Introduction

Time Needed: 15 minutes

Materials Needed: PowerPoint™ Screen 1-2
Participant Workbooks
Flipchart, Markers

1. Before participants arrive, **DISTRIBUTE** participant workbooks to the tables.
2. **DISPLAY** PowerPoint™ (PP) 1 and have it showing as participants arrive.
3. **WELCOME** participants and make any necessary introductions.
4. **INTRODUCE** the program. As you are preparing your introduction to the program be sure to include the following:
 - This workshop is about developing and empowering your personal styles, rather than imposing rigid rules that might feel like a straightjacket.
 - Your stories and personal experiences are welcome and will really add to the quality of the training experience for everyone.
 - An added bonus is that the same skills you're learning will serve you in your personal life: interpersonal communications, speaking at family gatherings and community organizations. (These are excellent areas from which to draw personal experiences for the exercises. Feel free to step outside of your business lives.)
 - Please remember this workshop and video implies no endorsement of Barack Obama. Whatever your political persuasion, everyone can learn from the skill he has exhibited on his path to the Presidency. You can be certain that other politicians are studying him, even if they plan to run against him in the future! **Prior to the session read pages 3 and 4 of the Participant Workbook. And, if you feel it's necessary, you can direct participants to those pages during the session. **

5. **DISCUSS** the agenda and take care of any housekeeping items. Be sure to explain up front whether this will be a series of short two-hour sessions or if you will be completing the training in two four-hour sessions, one 8-hour session, etc.
6. **ASK** participants to share what they hope to get out of this session. **CHART** their answers. This will help you better understand and manage participant expectations.
7. **DISPLAY PP 2 and DISCUSS The 5 Communication Secrets.**

Secret #1: Words, Voice Tone, Body Language – Using your voice tone and your body language to make every word you speak have power, feeling and impact.

Secret #2: The Lasered, Compelling Message – Turning all the data and information you want to share into a "Lasered, Compelling Message" that becomes a memorable mantra for the audience.

Secret #3: The Communication Effectiveness Continuum – Helping you relax and connect with the audience by turning your speech or your presentation, into a personal *conversation* – one of the most powerful secrets of all great speakers.

Secret #4: The 4 Languages of Human Communication – Different people listen in different ways. This secret focuses on analyzing which of the 4 Languages of Human Communication you speak fluently and which you are deficient in. Then the video illustrates how to access "languages" you have not yet mastered, so you can communicate to anyone, no matter which languages they "listen" in.

Secret #5: Authentic Passion – Helping you tap into your honest, authentic passion for your subject or idea. All of the other secrets are amplified by your own fascination with and commitment to your subject. No matter how dense, obscure or ordinary what you are talking about seems, there is a way to the heart of it that can make it come alive for your listeners.

View Video and Discussion: Chapters 1 & 2

Time Needed: 15-30 minutes

Materials Needed: PowerPoint™ Screen 3-5
DVD, *The Five Communication Secrets that Swept Obama to the Presidency*
Participant Workbooks
Flipchart, Markers

1. **DIRECT** participants to page 8 of their workbooks to take notes on Chapters 1 & 2.
2. **VIEW** Chapter 1 on the DVD, *The 5 Communication Secrets that Swept Obama to the Presidency*.
3. **ASK** Participants about their impressions of Barack Obama's speeches in the clips in the beginning of the video.
 - a. *What did you notice about how Barack Obama was speaking?*
 - b. *How did his speeches make you feel? Remember; don't get caught up in the politics – just look at the power of his speech.*
4. **DISPLAY PP 3:** *Captivate listeners with words, voice tone and body language.*
5. **SAY:** The world's greatest communicators know that people are persuaded, people are moved and people act based on more than words alone. They know that it is the effective use of all three avenues of human communication that drives great communication.
6. **DISPLAY PP 4:** *7% - Words, 38% - Voice Tone, 55% - Body Language*
7. **SAY:** Studies have put the impact of voice tone as high as 38%, the impact of body language as high as 55% and the impact of one's words...as low as 7%. Even though this is a low percentage we can still have impact with our words if we keep a few things in mind. Let's take a look at the next lesson on words.
8. **VIEW** Chapter 2 on the DVD, *The 5 Communication Secrets that Swept Obama to the Presidency*.
9. **ASK** participants the following questions about Chapter 2:

- a. According to the video segment, what are the two biggest mistakes people make with their choice of words? Answer: Abstract Language and Use of Jargon
- b. Can you think of any examples of when either you or someone you work with has used abstract language or jargon?
- c. How did their abstract language or jargon affect their message? Was the message well received? What was the impact of the message?

10. DISPLAY PP 5: Words

- Sensory Specific vs. Abstract
- User-Friendly vs. Jargon
- Stories vs. Unending Data

11. SAY: Words, while generating only 7% of the impact of your presentation, are very important. We will talk about words in more depth in Secret #2 (Lasered, Compelling Messages). Here, though, I want to help you focus on eliminating the two biggest mistakes that people make with their choice of words:

Mistake #1: Using *abstract language* as opposed to concrete, sensory specific words and phrases. If you speak in the abstract, listeners will be using their time and energy filling in the blanks instead of absorbing the sense of your message.

Mistake #2: Using *jargon*, or specialized words unavailable to the average listener, instead of plain speak and easily accessible terms. If you use jargon, listeners will be trying to decipher the meaning of your language instead of responding to the power of your communication. Even with listeners in the same area of business as you, keep specialized jargon and buzz words to a minimum.

Words Exercises

Time Needed: 15-30 minutes

Materials Needed: Participant Workbooks
Two-Page Speeches (see Appendix)

Facilitator's Note: In order to complete the following exercises, you will either need to provide two pages of a speech or presentation as an example, or participants will need to bring two pages of a speech or presentation, that they have written or are writing, with them to the training.

Exercise 1: Abstract

1. **DISTRIBUTE** sample speeches (Appendix, Page to participants or **DIRECT** participants to take out their own speech.
2. **DIRECT** participants to turn to page 9 in their workbooks.
3. **SAY: Review the speech. With each sentence, ask the following questions: "Is it tangible? Can I see, hear, taste, smell or touch/feel what is being described?" Use the worksheet on page 9 to review the speech.**
4. Give participants 5-10 minutes to review the speeches.
5. **DEBRIEF** the exercise by asking participants about what they learned from reviewing the speech. What changes would they make?
6. **SAY: Ideally you want to have ZERO abstract sentences. This removes the burden of your audiences having to translate abstract sentences. This is one of the biggest reasons why audiences get tired and tune out during a talk. If they are working to figure out what your words mean, they are missing the power of what you are working to communicate. At the very most, you should have 10% abstract and the rest clear, vivid sentences. If you have more than that, make changing this balance a priority. You may be presenting ideas and strategies, but it is the emotional connection and visceral impact that will persuade your listeners.**

Exercise 2: Jargon

1. **DIRECT** Participants to page 10 in their workbooks.
2. **SAY:** Unless you are speaking exclusively to an audience that fully understands the jargon that you speak as well as or even better than you, you should NEVER use it. So, any words that are specific to your work or profession or area of expertise – that are not normally understood by the general public – should be eliminated completely. The key is to find ways of expressing those words in plain, everyday language anyone can understand. Even if your audience understands the jargon you are tempted to use, re-expressing in new language that they are familiar with may awaken them to new possibilities. This is especially important when you are presenting concepts that your listeners know will eventually be part of a campaign to reach consumers or the general public. Your audience will want to know that what you are saying can be universally communicated.
3. Give participants 5 minutes to review their speeches for jargon using the worksheet on page 10 of their workbooks.
4. Debrief the exercise by asking participants about the use of jargon in the speeches. Did they find it easy to remove the jargon? What challenges did they have replacing the jargon?
5. If there's time, ask participants to review their speeches and see if they have included any stories. Give them a few minutes to identify a few places within their speeches where they can include a story or two.

View Video and Discussion: Chapter 3 – Voice Tone

Time Needed: 15-30 minutes

Materials Needed: PowerPoint™ Screen 6-8
DVD, *The Five Communication Secrets that Swept Obama to the Presidency*
Participant Workbooks
Flipchart, Markers

1. **DIRECT** participants to page 11 of their participant workbooks to take notes on Chapter 3.
2. **VIEW** Chapter 3: Voice Tone on the DVD, *The 5 Communication Secrets that Swept Obama to the Presidency*.
3. **ASK:** *What three ways does Richard Green give us to vary our voice tone?*
4. **DISPLAY PP 6: Voice Tone: Variation- Volume, Pitch, Pace**
5. **ASK:** *Can you think of other famous speeches that use volume, pitch and pace effectively? What two ways were provided to use punctuation?*
6. **DISPLAY PP 7: Voice Tone: Punc-tu-ation by Word or Syllable**
7. **ASK:** *Can you think of some other famous speeches that effectively used punctuation? Who can name the final two ways of affecting voice tone?*
8. **DISPLAY PP8: Voice Tone: Pause & Resonance**
9. **SAY: Mastering your ability to use your voice is one of the quickest, easiest and most effective ways to improve your power to sway and motivate listeners. Just a little bit of practice with these 7 aspects of voice tone will yield tangible and profound results.**

Tone of Voice Exercises

Time Needed: 15-30 minutes for each exercise

Materials Needed: Reading Material for Participants
Participant Workbooks

Note to Facilitator: For the following exercises, participants will need a page in a speech that they've given, a page in a book, or an article in a newspaper or magazine.

Exercise 1: Tone Variations

1. **DIVIDE** participants into groups of 2 or 3 depending on your group size.
2. **DISTRIBUTE** something for them to read aloud.
3. **DIRECT** participants to take turns practicing each of the Voice Tone variations.
4. **DIRECT** participants to page 12 in their workbooks. Have them go through each approach out loud with their partner. Ask the partners to give feedback.
5. **DEBRIEF** by asking:
 - a. *What did you notice about your voice?*
 - b. *Was one approach more comfortable than another?*
 - c. *What did you learn about your voice by doing these exercises?*

Exercise 2: Punctuations

1. **DIRECT** participants to page 14 in their workbooks.
2. **SAY:** Next let's talk about the pause. This is the skill that turns excellent communicators into truly great communicators. A well-timed pause can, more than just about anything else a speaker might do, instantly shift the energy in a room, create a sense of drama, increase the engagement of the entire audience and position you as someone who is in complete command.

It is, however, the one skill that people generally find to be the most difficult. That is mainly because people don't understand what a pause really is.

A pause is NOT simply the act of stopping talking. It is NOT like pulling back on the reins of a galloping horse. It is NOT standing still, alone in front of a room soaking in the anxious stares of the audience.

A pause IS the opportunity for a communicator to go more deeply inside of his or herself. And it is the process of deepening that creates the drama and transforms the audience. *It is creating a suspenseful tension that builds anticipation for what follows the pause.*

The ONLY way to do this, though, is to immerse yourself fully in what you are talking about. But you should be doing this anyway. For example, by saying the sentence, "Pausing will profoundly increase your impact on any audience" like this . . .

"Pausing . . . will pro-FOUND-ly . . . increase your impact . . . on ANY audience" you take a routine sentence and turn it into something that will captivate.

Notice the interrelationship between pausing and punc-tu-a-ting. This is one of the great secrets of mastering the pause. Saying the word "profoundly" without punctuation makes it almost awkward to use the pause. Saying the word "profoundly" with punctuation, however, creates a fantastic momentum that sets up the pause perfectly.

Here's another, even simpler sentence. "We must make this happen", spoken as...

"WE . . . MUST . . . MAKE . . . THIS . . . HAPPEN!"

If you are already at a place where you feel these words deeply, you can make this work. If not, it WILL feel awkward. So, instead of fighting the idea of pausing, use it to force you even deeper into your own speech.

Filling up every space with words is a particularly dangerous trap for people in sales. Some sales professionals feel pausing will allow the prospect they are addressing to raise objections or deflect the pitch being made. But pausing and letting the other person speak is a vital technique for understanding and responding to their concerns. Hearing what is important

- to a prospect is essential to demonstrating the value of what you are selling.
3. **DIRECT** participants to get into different pairs and take turns practicing the punctuations on page 14 of their workbook.
 4. Ask participants to share their experiences when they have completed the exercise.

Exercise 3: Pausing

1. **DIVIDE** participants into pairs.
2. **DIRECT** participants to page 14 of their workbooks.
3. Give participants five minutes to practice the pause exercise in their workbooks aloud with their partner.
4. When participants have finished, ask them to share their experiences or observations of their partner.

Exercise 4: Resonance

1. **SAY:** Now let's talk about **resonance** in greater detail. Resonance not only makes you seem more impressive, but also lets you trade speaking loud for speaking compellingly. Speaking with resonance allows you to draw your listeners closer, creating an experience of trust and intimacy; using volume alone as a way of forcefully impacting your listeners keeps them at a distance, both physically and emotionally.

Resonance is saved for a separate discussion because of all the elements of speaking effectively, Resonance may seem like the one least responsive to improvement or practice. After all, your voice is your voice, right? How do you change a quality that is inherent to who you are?

The truth is, the Resonance of your voice can be both improved and protected so you will be more impressive in your communication. A little exploration of what creates resonance is helpful.

Resonance is produced when a sound's vibrations are enhanced by the space through which it travels. To demonstrate this, step into a crowded closet and close the door. Then speak aloud and notice how small your voice seems

and how its power drops off immediately.

Now go into a large bathroom and speak aloud. Notice how your voice seems fuller and the sound lasts longer. No wonder people like to sing in the shower!

While the initial depth and timbre of your voice is a good starting place for Resonance, the spaces through which it travels enhance its power. People think of a booming, powerful voice as coming from the chest, but the chest has little to do with resonance, because is it below your vocal chords. Sound travels up and out, so the upper passages are more important. These include the pharynx (the back of your throat), your oral cavity (mouth) and your nasal cavity (nose).

2. ASK: *How does knowing this help you increase your resonance?*
3. SAY: Let's begin where the sound begins. Your vocal cords are muscular folds in your larynx that produce vibrations when air is forced over them. If the cords are lengthened and tightened, they produce faster vibrations and higher sounds. If they are more relaxed, they produce deeper, richer sounds.

The key here is *relaxed*. Stress and tension act on the vocal cords like they do on muscles around the body: they cause them to tighten, so it is more difficult to produce deep, rich sound. Relaxing, through vocal exercises and calming exercises, allows you to create greater resonance. It's interesting to note that following the 5 Secrets guidelines for Body Language helps enhance your Resonance! If you stand straight, square your shoulders and stay centered and calm, you help your vocal cords stay more relaxed.

You can also do specific exercises to deepen your voice. The simplest is to practice speaking in a deeper tone to develop a sense of how your body feels when you are speaking resonantly. Doing so in front of a mirror lets you see the posture that produces more resonance. And staying relaxed allows you to retain what practice has produced, rather than lapsing back into a less resonant voice.

Practicing speaking aloud helps in another way. If you've been to a sports event where you screamed and rooted for a team for over two hours, you may

remember that your voice sounded raspy and weak afterward. (You might even “lose your voice” for a time!) Overuse of your voice can negatively affect it. So how do public speakers and singers keep on producing sound for hours on end? How do heavy metal singers scream at the top of their lungs through a two hour concert? (Did you know that some have screaming coaches?!) They practice, practice, practice. Like any muscle in the body, those in your vocal apparatus can be strengthened and toned. Do more speaking from calm, relaxed place, and your vocal tone and ability will improve. (This is another reason for being thoroughly prepared for a presentation. Knowing that you’ve covered all your bases will help you stay relaxed and confident.)

4. **DIRECT** participants to page 15 in their workbooks. **DISCUSS** The Resonant Chambers and ways to protect your voice.
5. **SAY:** If you are preparing to speak in public, at a business meeting, or know you have a significant personal conversation coming up, you can do specific exercises to relax and limber up your vocal apparatus.
6. **DIRECT** participants through each of the activities listed below.
 - First, focus on **relaxing your tongue** – let it rest in the back of your teeth.
 - Say the following aloud 10 times, consciously exaggerating your facial movements: *Ooo-aaahh-eee, ooo-aaahh-eee*. Notice that the shape of your lips and your mouth’s interior changes greatly as you move from one sound to the other. This exercise is flexing a great number of facial and oral muscles, building strength and stretching them just like an athlete stretches his or her body muscles before an event.
 - Now repeat the following 10 times: *Me-ooo-me, me-ooo-mee*. Don’t worry if you think you’re sounding like the Wicked Witch’s guard marching in The Wizard of Oz! What you are actually doing is **ranging from compressing your lips to stretching them**, again increasing your relaxation.
 - Now begin **humming in a series of notes** ranging from low to high and back again. This helps you focus on the experience of **creating resonance inside your body structure**.
 - Finally, spend a **few moments in silence**, breathing **slowly and steadily**, perhaps with your eyes closed. The object is to relax and center yourself. If you have a **favorite meditation technique**, practice it. Perhaps you can visualize yourself on a quiet tropical beach, watching the waves lap

peacefully, rhythmically on the sand, or noticing the breeze move the fronds of a palm tree slowly back and forth.

Additional Exercises

Professional speakers and vocal artists all have their favorite methods of exercising and relaxing their vocal mechanisms. Below are some others for you to try out and choose from.

- **Make a bird sound** by “trilling” the letter R. You do this by placing your tongue against the hard palate just behind your upper teeth while making an extended “r” sound. When done correctly, the tip of your tongue will flutter rapidly, making a sound like a jungle bird (or like a small child making power boat noises!)
- **Flutter your lips** by relaxing them while holding you jaw together, pressing your tongue flatly against the roof of your mouth and forcing air out past your lips. Done correctly, your lips will flap rapidly, again making a “power boat” sound. (Think of the noises you make entertaining a baby!)
- **Flutter your tongue** in the back of your mouth by repeatedly flattening and widening it so the edges of your tongue press against the inside of your back teeth.
- Using a variety of sounds (*aaah, eee, ooo, ohh*), **“siren” your pitch up and down** to the extremes of your vocal range.
- **Yawn widely**, so you can feel your soft palate stretching.
- Press the front of your cheeks together with your hands, squishing your lips together to **make a 'fish mouth" and speak aloud.**

View Video and Discussion: Chapter 4 – Body Language

Time Needed: 15-30 minutes

Materials Needed: PowerPoint™ Screen 9-10
DVD, *The Five Communication Secrets*
Participant Workbooks

1. **DIRECT** participants to page 17 of their workbooks to take notes on Chapter 4.
2. **VIEW** Chapter 4: Body Language on the DVD, *The 5 Communication Secrets that Swept Obama to the Presidency*.
3. **ASK:** *What are the two important points that Richard Green provided regarding Body Language?*
4. **DISPLAY and DISCUSS PP 9 Body Language:** *“The Body Never Lies” “The Body Always Speaks First”*
5. **ASK** the following questions:
 - a. *What does “The Body Never Lies” mean?*
 - b. *Who can provide an example where someone was communicating one thing with their body and another with their words?*
 - c. *What does he mean when he says, “The Body Always Speaks First”?*
 - d. *Who can provide an example of this?*
6. **DISPLAY and DISCUSS PP 10 Body Language: Posture, Eye Contact, Gesture, Listen, Stay Centered**
7. **ASK** participants to provide examples of each aspect of body language. If possible include a personal anecdote or story to drive home the importance of body language.
8. **Note to the Facilitator:** The Body Language Exercises on pages 18-19 of the participant workbook should be done as homework and is not intended as an in-class exercise. If time permits, you can use debrief their experiences and impression of the exercises and a jumping off point for the next session.
9. **Direct participants to page 18-19 in their workbooks and assign as homework.**

View Video and Discussion: Chapter 5

Time Needed: 15-30 minutes

Materials Needed: PowerPoint™ Screen 11-13
DVD, *The Five Communication Secrets*
Participant Workbooks
Flipchart, Markers

1. **DIRECT** participants to page 20 of their participant workbooks.
2. **VIEW** Chapter 5: Lasered Compelling Message on the DVD, *The 5 Communication Secrets that Swept Obama to the Presidency*.
3. **SAY:** The world's greatest communicators know that it is not the brilliance of the words, nor the overwhelming detail that creates results. They know that it is the art of concentrating those words into a simple, identifiable message, as vivid and focused as a laser, which drives great communication.
4. **DISPLAY PP 11: Secret 2: Grip Listeners with your Lasered Compelling Message.**
5. **ASK:**
 - a. How did Barack Obama's speeches in the video example make you feel?
 - b. What do you think he wanted?
 - c. What happens if a message isn't lasered and compelling? How does it make you feel?
6. **DISPLAY PP 12: Lasered Compelling Message –**
Franklin D. Roosevelt – *“The only thing we have to fear is fear itself.”*
Winston Churchill – *“I have nothing to offer but blood, toil, tears, and sweat.”*
John. F. Kennedy – *“Ask not what your country can do for you. Ask what you can do for your country.”*
Martin Luther King, Jr. – *“I have a dream.”*
7. **ASK:**
 - a. Take a look at these compelling messages. What is it about these messages, in

your opinion that make them lasered, compelling messages?

b. *Can you think of other messages that have the same effect?*

c. *What emotions are experienced when you hear a lasered compelling message?*

8. **DISPLAY PP 13: Lasered Compelling Message –**

“What do I feel?” (also, “What is my experience?”) “What do I want?” (also “What am I asking of the listener?”)

9. **ASK:**

a. *Why do you think these two questions are so important?*

b. *What happens to the communication when you don’t answer the question, “What am I asking of the listener?”*

10. **SAY: One of the greatest challenges for really smart people, in any profession, is to realize that it is not intelligence or massive amounts of data that drive results... it is the communication of intelligent ideas or themes, in a “user-friendly” package, that creates the desired impact.**

Human beings only consider a communication “user-friendly” if they can understand and fully grasp it. To the extent that a message is unclear, at any point of the communication, a speaker will lose part or all of his audience.

Human beings are forced to expend energy and attention if they have to process abstract ideas or themes. Unless the ideas or themes are sensory specific we are forced to translate what we hear into an expression of one of our five senses, as that is the only way we can understand and store input.

Sensory specific communication encompasses words and ideas and themes that an audience member can either see, hear, smell, taste or touch/feel inside of his or her mind’s eye or body. Anything other than that is abstract.

Lasered Compelling Message Exercise

Time Needed: 15-30 minutes for each exercise

Materials Needed: Participant Workbooks

1. **SAY: Sensory specific communication encompasses words and ideas and themes that an audience member can either see, hear, smell, taste or touch/feel inside of his or her mind's eye or body. Anything other than that is abstract.**

A speech or any communication should have a *theme* that is a provocative point of view rather than the simple, neutral statement of a *topic*.

Following the statement of the lasered, compelling theme, each sub-theme should also be a provocative point of view and support the master theme. To support and bring to life each sub-theme, use the best facts, visual aids, anecdotes, stories and personal perspectives that you have and for which you have time.

2. **DIRECT** participants to page 21 of their participant workbooks.
3. **EXPLAIN** to participants that it is now their job to write an entire "Lasered Compelling Message" Speech about anything they feel passionate about. There is a skeletal outline provided for them in the workbook.
4. Give participants 15- 20 minutes to brainstorm and then have participants share what they created.
5. **SAY: Using the Lasered Compelling Message is especially important in business communications, where you are speaking with people who have to digest and organize great quantities of information every day.**

View Video and Discussion: Chapter 6

Time Needed: 15-30 minutes

Materials Needed: PowerPoint™ Screen 14
Participant Workbooks
Flipchart, Markers

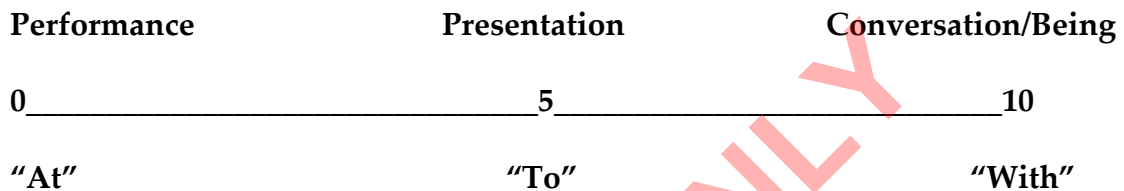
1. **DIRECT** participants to page 20 in their participant workbooks.
2. **VIEW** Chapter 6: Engage Listeners on the DVD, *The 5 Communication Secrets that Swept Obama to the Presidency*.
3. **SAY:** The world's greatest communicators know that delivering a performance or a presentation is not what seduces audiences to pay attention and be engaged with speaker and message. They know that it is only by the sending and receiving of energy through a conversational style of communication that listeners suspend resistance and pay attention. And the greatest speakers understand that their own willingness and vulnerability can create a sort of spiritual conversation that takes audiences beyond listening to a place that they will never forget.
4. **DISPLAY** PP 14: Secret #3 – Engage Listeners by Applying the Communication Effectiveness Continuum.
5. **ASK:**
 - a. *What are some things that you noticed about how Barack Obama spoke that really engaged his audience?*
 - b. *Can you think of other people in your personal lives or work lives that also have this ability to really engage their audience?*
 - c. *Think back to a time when you have been listening and really engaged in a speaker's message. How did they make you feel?*
 - d. *Now think back to a time when you have been sitting and listening to someone present data. How did that make you feel?*
6. **SAY:** Now, Let's take a closer look at each of these styles of conversation.

Communication Effectiveness Continuum Exercises

Time Needed: 15-30 minutes for each exercise

Materials Needed: PowerPoint™ Screen 15
Participant Workbooks
Plastic Cups – 1 for each participant

1. DISPLAY PP 15: The Communication Effectiveness Continuum.



2. SAY: There are 3 styles of communication:

- A Performance style where the speaker is highly rehearsed and the speech is memorized does not connect with the audience and speaks “AT” them – not terribly effective unless it is authentic and very, very well done.
- A Presentation style where the speaker is highly focused on delivering the data and presents the material in a step by step, linear, textbook fashion “TO” the audience. This is the standard style in almost all presentations and can rarely be more than moderately compelling or effective.
- A Conversation style where the speaker realizes that there is, indeed, a conversation raging between them and each member of the audience, where the speaker is communicating with words and voice tone and body language and energy, and the audience, at every moment, is communicating back with their body language and energy. This speaking style is, by far, the most effective as well as being the most relaxed, the least scary and the easiest. You will feel that there is less at stake or at risk when you are participating “WITH” your listeners, rather than performing or presenting something for them to judge. In the Conversation style, speaker and listener are on the same team!

There is a rare style that transcends the effectiveness of even a masterful conversation . . . and that is when the speaker is able to go to a place inside of

him or herself that can be described as “magical”, “transcendent”, “mesmerizing”, and “spiritual”. Few can reach this exalted place because few are willing to do what is required: to be completely open and vulnerable on a human, as well as a professional level, when one speaks.

To move to the right on the continuum can be as easy as simply reminding oneself to just have a conversation with the audience or to speak WITH rather than AT or TO. To move beyond that one must connect to one’s authentic passion (See Secret #5) but also be willing to speak that passion and one’s true thoughts and feelings without censorship and without regard for the reaction – this a very difficult feat.

3. **DIRECT** participants to page 22 of their workbooks. Ask participants to take a few minutes to think about where they may find themselves on the Continuum.
4. Give participants a few minutes to reflect.
5. **SAY: Wherever you were, you can move yourself pretty quickly to the right on the continuum if you do a really simple thing.**

Take a portion of the presentation you made, or one that you will make, (or just some theme you would like to speak about) and go grab a glass of beer or wine (or the social beverage of your choice). Hold the glass in your hand and give the presentation. Imagine, as you do, that you are with friends, at a bar or a restaurant on a Friday night.

Notice how your tone becomes less formal, less stilted and, yes, more “conversational”.

6. **DISTRIBUTE** Cups. Tell participants that they will now get a chance to practice this with a partner. **Facilitator’s Note: If it is within your budget provide root beer or grape juice to simulate the “beer” or “wine”. You also may want to have some paper towels close by in case someone gestures to wildly with their cup. **
7. Give participants 10-15 minutes to take turns with their partner practicing their speech while holding a glass.
8. **DEBRIEF** the exercise by having participants discuss their experiences practicing with the cups.

9. **SAY:** There's a story that Albert Einstein once said "Unless you can explain it to a 12 year old, you don't fully understand it yourself!"

Exceptional communicators apply the genius of "simplicity on the other side of complexity", that is, the ability to distill and yet contain high levels of detail and sophistication into a simple expression. In many ways that is what Abraham Lincoln accomplished in his "Gettysburg Address" and what the great and inspiring teachers at universities and graduate schools can do.

There is a temptation in business environments, especially large corporations where competition can be fierce, to make presentations "impressive" with tons of statistics and a flood of technical language. But remember that large amounts of data are better conveyed through documents that can be referred to repeatedly. Just bring out enough data to support your argument and employ language that is emotionally persuasive rather than ponderously technical.

So, use "The Einstein Test" whenever you give a talk or explain anything. Ask yourself whether a 12 year old can understand it. If not, work on making it simpler, but *still just as accurate*.

View Video and Discussion: Chapter 7-10

Time Needed: 15-30 minutes

Materials Needed: PowerPoint™ Screens 16-18
DVD, *The Five Communication Secrets*
Participant Workbooks
Flipchart, Markers

1. **DIRECT** participants to page 24 of their participant workbooks.
2. **VIEW** Chapters 7-10: The Four Languages on the DVD, *The 5 Communication Secrets that Swept Obama to the Presidency*.
3. **DISPLAY** PP 16: Secret #4 Reach Out to Your Listeners by Speaking All “Four Languages of Human Communication”
4. **SAY:** The world’s greatest communicators know, instinctively, that there are four “frequencies” that human beings operate on, communicate with and live in, and that it is never good enough to “broadcast” or “receive” on only one or two. By developing their own ability to broadcast and receive all four languages, the greatest communicators can be on the same wavelength with anyone and everyone and take their audiences anywhere and everywhere!
5. **DIRECT** participants to page 25 in their workbooks.
6. **DISPLAY** PP 17: The Four Languages of Human Communication
 - 1) **Visual** - The ability to see, create, visualize, dream, animate, process the “big picture”.
 - 2) **Auditory** - The ability to hear, think, discuss, communicate through words.
 - 3) **Auditory-Digital** - The ability to take in quantities of information and analyze that information with great precision.
 - 4) **Kinesthetic** - The ability to taste, smell, touch and be touched, connect with one’s self and others, and to feel.
6. **SAY:** Human beings communicate with the world through five distinct senses:

Visual (sight), Auditory (sound), Olfactory (smell), Gustatory (taste) and Kinesthetic (feeling or touch).

Each of these five senses carries information to and from the world at different frequencies. Visual is the fastest (186,200 miles per second and trillions of Hertz, or cycles per second), Auditory is quite a bit slower (hundreds of miles per hour and hundreds or thousands of Hertz) and the Olfactory, Gustatory and Kinesthetic senses operate much slower still (in the tens of Hertz)

EVERY human being is born with all 5 senses. The Visual and Olfactory, Gustatory and Kinesthetic develop first while the language aspect of the Auditory sense takes several additional years to develop.

These five senses are grouped into FOUR "LANGUAGES" of human communication: The Auditory sense is broken into two languages because they are very different and the Olfactory, Gustatory and Kinesthetic senses are grouped as one, because they are very similar in how they communicate with the world.

The great communicators communicate in – are "fluent in" – ALL FOUR languages. Examples are: Franklin Roosevelt, John F. Kennedy, Martin Luther King, Bill Clinton, Oprah Winfrey, and of course, Barack Obama. They can speak everyone's neurological "language", around the world.

The goal of all communicators is to become a Four Language Communicator. This, however, is very rare. Approximately 0.5% of all human beings have all four of their "languages" developed enough to be called a "Four Language" or "Complete" Communicator.

Some people are only well developed in one language, and are called One Language Communicators. This, thankfully, is rare. Pee Wee Herman is a dramatic example of one. In his character he communicates only via the "Visual" language.

The vast majority of speakers are Two Language Communicators. The most common variation of this, at least in America and especially American business is the Auditory-Auditory Digital combination. Bill Gates and Al Gore are good examples of this kind of Two Language Communicator. Ross Perot, on the other hand, is an example of a Visual-Auditory Digital combination while Dan Quayle is an example of the Visual-Auditory combination.

About 10% of communicators reach the Three Language ranks. John McCain is a great example of a Three Language Communicator as he shows great abilities in Auditory, Auditory Digital and Kinesthetic.

7. ASK participants the following questions:

- a. *Do you know any four language communicators? Why do you think they speak all four languages? What specifically do they do that makes you think they speak all four languages?*
- b. *Can you identify what language your spouse or significant other speaks?*
- c. *Which languages do you think you speak fluently?*

PREVIEW ONLY

The Four Languages Exercise

Time Needed: 15-30 minutes for each exercise

Materials Needed: PowerPoint™ Screen 18
Participant Workbooks

1. DISPLAY PP 18: Four Languages of Human Communication

VISUAL

- Energy and Excitement

AUDITORY

- Easy To Listen To

AUDITORY-DIGITAL

- Data and Analysis

KINESTHETIC

- Feelings and Connection

2. **SAY: Your ability, literally, to live the values you choose, or any values, depends on the depth, breadth and width of your capacity to exploit your own human capacities.**

All human capacity derives from one of the 5 human senses:

1. The ability to see, create, visualize, dream, animate, process the “big picture”,
2. The ability to hear, think, discuss, communicate through words and the ability to take in quantities of information and analyze that information with great precision
- 3 – 5. The ability to taste, smell, touch and be touched, connect with one’s self and others and to feel.

Notice how the Four Languages fit neatly into this pattern:

1. Visual - The ability to see, create, visualize, dream, animate, process the “big picture”.
2. Auditory - The ability to hear, think, discuss, communicate through words.
3. Auditory Digital -The ability to take in quantities of information and analyze that information with great precision.
4. Kinesthetic - The ability to taste, smell, touch and be touched, connect with

one's self and others, and to feel.

It is impossible to operate at one's fullest potential as a human being without utilizing all of one's senses, or communicating with one's self and the world through all 4 languages.

Excellence requires a constant and never-ending search for personal development and improvement.

Within your circle of family, friends and associates there are many individuals who are proficient in Two Languages, fewer who are proficient in Three Languages and a handful that are proficient in all Four Languages. Those who are HIGHLY proficient in any one of the languages that you do not have proficiency in must be your models, your teachers, your guides . . . to the development of that language, that capacity, in your own life experience.

There are two ways to generate EXCELLENCE in the four languages:

- Modeling the behavior of those who have excellence.
- Developing the values that are consistent with that language.

First, let's find out where you are

3. DIRECT participants to pages 26-30 of their workbooks and ask participants to rate each section of statements as they apply to them with 5- being Always, Very Much True and 1- being Never, Never True.
4. Give participants 10 minutes to complete the assessment.
5. DEBRIEF the exercise by rating their responses.
6. SAY: You may consider that you "speak" a neurological language if you are at a "3.5" or higher.
7. ASK: *How many languages do you speak?* _____
8. SAY: Your success in "Shaking The World" with your words is directly proportional to your fluency in these four languages. Unless you score a 3 or 4 in language fluency you are holding back significant amounts of what you are here to share with the world. You can develop your Four Languages skills as you would by going to the gym to develop your muscles, by listening and observing and practicing. As with your body, the capacity is there to develop as

much as you wish. Everyone was born with the innate neurology to speak and inspire with all four languages and, in doing so, to be a profoundly charismatic human being!

PREVIEW ONLY

View Video and Discussion: Chapters 11-12

Time Needed: 15-30 minutes

Materials Needed: PowerPoint™ Screens 19-23
DVD, *The Five Communication Secrets*

1. **DIRECT** participants to page 31 of their participant workbooks.
2. **VIEW** Chapters 11-12: The Four Languages on the DVD, *The 5 Communication Secrets that Swept Obama to the Presidency*.
3. **DISPLAY PP 19: Secret 5: Move and Motivate People with Your Authentic Passion**
4. **SAY:** Like Barack Obama, the world's greatest communicators know that it is impossible to truly persuade or move people through the head alone and that human beings are primarily driven to act by feelings in their gut and, even more so, feelings in their heart. And they also know, these great communicators, that all human beings have instinctual biological mechanisms to alert them to anything that looks or sounds or feels "unsafe" . . . and that manipulation and disingenuousness are the ultimate violations of trust between a speaker and an audience. These great communicators understand that to persuade and move audiences they must give the ultimate gift every time they speak . . . the gift of reaching into their own heart to find and share, whatever the subject, the authentic passion that resides within.
5. **ASK** participants the following questions:
 - a. *What do you think is the biggest obstacle people face with Secret #5?*
 - b. *When someone is truly, authentically passionate about what they are talking about, how do you know? What does it look like?*
 - c. *What are some ways you think you can overcome not feeling passionate about what you have to communicate?*
 - d. *What did you notice about how Barack Obama spoke in the final example? How did his authentic passion show itself? How did it make you feel?*
6. **SAY:** Now, let's explore moving and motivating people with your authentic passion a little more.

The Authentic Passion Exercise

Time Needed: 15-30 minutes for each exercise

Materials Needed: PowerPoint™ Screen 20
Participant Workbooks

1. **DISPLAY PP 20: Ignite the Fire Within You Before You Speak to Others**
2. **SAY: Words devoid of connection to the gut or the heart are incapable of moving an audience. One must, only, ever speak about things that they are passionate about. Authentically Passionate about. Regardless of the topic, it is YOUR job to find that personal, passionate connection . . . or simply don't speak!**
3. **DISPLAY PP 21: Find the most fascinating, compelling thing about your subject and let that guide your communication**
4. **SAY: Approach the topic with a visceral, NOT a purely academic or purely intellectual question, in order to elicit the Authentic Passion.**
5. **DISPLAY PP 22: What turns you on about your subject?**
6. **SAY: A general question that will direct the initial focus in the right direction is: "What is "so f'ing cool" (you choose the variation of that term that works best for you although using swear words – to yourself - works best as they unleash a level of raw, visceral energy that cannot usually be duplicated otherwise). I call this "The SFC Question" or, simply, SFC. If you prefer you may use a variation on this theme "What is so darn cool about this (topic, idea, argument, project, product, etc.)? More specific questions are: "What is exciting about this?" "What is fascinating about this"? "What, specifically, is fascinating about this?" "What do I feel passionate about (regarding this)"? "What moves me (about this)?" "What angers me?" "What touches me?"**
7. **DISPLAY PP 23: Be real. Be fully yourself. Be honest. Always be authentic.**
8. **SAY: The great thing about planning your communication around something you're truly passionate about is that you are rarely at a loss for what to say. Think about something that really turns you on: a favorite sports team, a TV series, a hobby, an exciting project at work, your kids. Do people have to coax you to talk about it? Or, more likely, is it the other way around – is it a struggle to get you to stop talking about it?**

I may be going out on a limb here, but I'm going to make a bold statement: *every*

decision a person makes is an emotional decision. Think about this: if a decision were based solely on the facts, crunching the numbers, sorting through the variables, a computer could make it. Human beings always operate in an emotional realm. Once they have gathered all the facts and done their calculations, the decision is made based on how they *feel* about that data and their conclusions. If you communicate your Authentic Passion, you are giving people a reason to choose in your favor. Everyone will want a piece of whatever it is that's lighting you on fire!

Exercise 1: SFC

1. **DIRECT** participants to page 32 of their workbooks.
2. **DIRECT** participants to take a few minutes to think about the question, "What is SFC about (my idea, project, product, service, cause, etc.) is that ..."
3. Give participants several minutes to reflect on the question.

Exercise 2: Authentic Passion

1. **DIVIDE** participants into groups of two or three. In their small groups, ask participants to have a conversation with one another about something they are passionate about.
2. Give participants 10 – 15 minutes to have a conversation.
3. **ASK:**
 - a. *How easily did the words come?*
 - b. *Did you feel your listeners getting caught up in your enthusiasm?*
 - c. *Did you notice how speaking in the Four Languages comes more easily for you?*
4. **SAY:** With Authentic Passion as the engine that powers your communication, you will find that all of the skills you are developing through the 5 Secrets come more easily. Suddenly presentations, meetings, and conversations that may have been intimidating are more natural and relaxed. Instead of trying to perform as someone you are NOT, you are speaking from the place of who you truly ARE. Notice in the video samples on the DVD how engaged people are by Barack Obama when he is totally on his Authentic Passion game: they are nodding in agreement, aglow with optimism, overcome with emotion. All of these possibilities are available to you when you tap into your passion!

Exercise 3: Practicing Authentic Passion

1. **DIRECT** participants to page 33 of their workbooks.
2. **SAY** Take a subject about which you have no particular feelings one way or another. Notice how at first, you feel lost in coming up with an approach to communicate the subject to others. Now take something you feel passionate about *and use it as a doorway into your subject!* For instance, maybe you're an avid fly fisherman. Perhaps that becomes a metaphor for your subject, letting you illustrate the benefits of focus and patience, of attempting over and over, each time correcting from what you learned before and getting closer to the target. Or maybe you have a hobby of knitting; this can convey the value of perceiving the larger pattern as a way of motivating you in the small steps toward a goal. What if you want to have a conversation with your teenage child about applying him or herself more in school? You may be more effective if you talk about an **impactful** memory from your teen years which still affects you, letting your **teen** know you've experienced the same distractions and uncertainties they face. Remember – Authentic Passion can come from **negative** experiences as well as positive enthusiasms. The trick is to show how you have turned those negatives around and benefited from them.
3. Have participants identify a subject and then create a short speech.
4. **DIVIDE** participants into groups of three.
5. Ask each participant to take turns giving their speech and providing feedback on the speeches.
6. **DEBRIEF** the exercise by having each group share their observations about the speeches.
7. **ASK:**
 - a. *What were your biggest challenges?*
 - b. *What were your overall observations about the speeches?*
 - c. *What would you suggest for improvement?*

Action Plan Exercise

Time Needed: 10 minutes

Materials Needed: Participant Workbooks

1. **DIRECT** participants to page 34 of their workbooks.
2. **TELL** participants to complete the action plan.
3. **ASK** participants to share some of the things they plan to do differently as a result of the training.

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Appendix – Sample Speeches (from commentaries by Jack Welch, former Chairman and CEO of General Electric)

Resolutions for the Recession

By Jack Welch

Every year around this time people swear off donuts, take a vow of treadmill (or some other type of personal reform), and promise themselves that—this time—their New Year's resolutions are really, truly going to stick.

And every year, right around February or March, those same resolutions come a little unglued. That's O.K.; we're only human. But this year—since it promises to be unlike any other in memory—calls for another routine. As 2009 looms with steep challenges and deep uncertainty, we suggest that you add four work resolutions to your list, especially if you're leading a company, division, or even a team. They won't solve every problem, but ardently abiding by them might help you make the best of a (very) bad situation.

First and foremost, we suggest you resolve to make 2009 a year during which you stay outward-facing and on the offensive. Yes, defensive actions are necessary right now. Many companies have conducted a round of layoffs or reduced compensation, and more of the same may follow, along with cutbacks in other guises. But watch out. In such an environment people typically start obsessing on the internal, in particular on who and what will be next to go. Even more counterproductive, they start forgetting what keeps the whole enterprise alive in the first place—customers.

As a leader, your job over the daunting quarters ahead is to block that tendency. With your positive energy and example, keep your people riveted on delivering innovative products and services. And remember: Your customers are hurting, too. Offer them better-than-ever value, and you will sell more today and raise your chances of keeping their loyalty after these dark days pass.

Second, resolve to make 2009 the year you become excruciatingly clear with your people about the meaning of the term integrity. Of course you've been there, done that. You've told your team that integrity is a given; you've insisted you have zero tolerance for people who act unethically. But violations aren't always on a grand scale, à la Bernard Madoff. Far more often, they're committed by "regular" employees who have found a way to

maneuver on the edges of your business.

So this year, pledge to take time and lots of it—to explicitly spell out what's right and wrong. Make integrity black and white; try to eliminate the gray. And let your people know that when it comes to protecting customers and the company's reputation, ignoring an ethical violation is as bad as committing one.

Third, resolve to educate your whole team, wherever they sit in the hierarchy, about the dangerous consequences of the Employee Free Choice Act.

On this one, you'd better act fast. Most Democrats campaigned in support of this legislation, and many D.C.-watchers believe the new Congress will push it to a vote before summer. If it becomes law, Americans can say goodbye to the secret ballot in labor elections and expect a widespread increase in unionization efforts. No industry or company will be immune, from national banks to local machine shops.

Now, as the Big Three automakers struggle for survival, it's possible some of your employees are watching the president of the United Auto Workers on TV and thinking: "I wish I had someone like that to protect my job." But as you talk about this legislation with your people, you might point out that union work rules are a big reason Detroit is so close to bankruptcy. In 2009, Americans will not be in a secure enough position to withstand a resurgent unionization movement.

Finally, resist the impulse to make 2009 a year devoid of celebration. When times get tough, leaders often assume it's unseemly to stop now and again and, well, have some fun. But this year—because of its severe challenges—is sure to be filled with remarkable small victories and heroic efforts. What a lost opportunity to build morale it would be, then, not to recognize and reward the people who are over-delivering. More than ever, they need and deserve it.

Look, the forecast for 2009 is awful. You have your operating plan in place. But there's no time like New Year's to add an amplifying set of "rules" for getting through the year in decent shape. Four resolutions—and a heavy-duty dose of resolve—should help.

What is Leadership?

By Jack Welch

What is Leadership? A timeless question—which has perhaps never been more timely. People all around the world today are confused, frightened, and angry; many feel deeply betrayed by the institutions and individuals they trusted to protect and guide their lives and livelihoods. They're wondering what kind of leadership will get us out of the mess we're in, both in government and business.

Leaders, too, are feeling the burden of these unprecedented times. Like the rest of us, the vast majority did not see the collapse coming or anticipate its scale, and few know when it will end. Indeed, all that most leaders know for sure right now is that confidence in authority is at a generational low and that the margin for managerial error has evaporated. So, to the question: What is leadership under these circumstances?

The first answer is that it's the same as always, only in overdrive. Leaders need to exude positive energy. Define vision. Build great teams. Care. Reward. Teach. Decide. Innovate. Execute.

Some things never change. But if you're running a team, division, or company right now, there's one defining aspect of leadership that you cannot, must not, neglect in the craziness and morass. Inventing the future.

In normal times, the central challenge of leadership is balancing your organization's short- and long-term needs. Everyone knows that. You manage people, sales, and costs to hit immediate financial commitments, and you simultaneously invest in future projects to capture market trends and ensure a going concern. As we've characterized it before, this essential paradox of leadership is the ability to do and dream at the same time.

Today, however, most managers are only doing. They're fixated on the short term. We understand; they have to be, for sheer survival. They're reducing staff, slashing costs, and squeezing productivity. They're sweating the details like never before and pushing people to find the innovative killer app that could save the organization. Moreover, leaders are turning to their people—most of whom are already feeling frantic about job security—and asking for redoubled intensity. "Work faster, harder, and smarter," they're saying, "or it could be that none of us will be here tomorrow."

But that takes "tomorrow" for granted; too many leaders are neglecting to define and create it.

Why? Partly, it's human nature. When you're drowning, you're not thinking about what to put in the picnic basket for your next trip to the beach. You're thinking, "Kick, kick, kick."

But another part of the problem is pure conflict avoidance. Leaders right now can feel in their bones how their people will react to talk of long-term planning. "How can you be spending on blue-sky B.S. when you're laying off Joe and Mary, and cutting back our benefits?" they'll demand to know.

Look, in a time of drastic cutbacks, spending money on anything can set off a deafening sound and fury. But don't let the noise overwhelm you. In fact, try to break through it to get your people to listen as you talk about down-the-road ideas.

The future you describe will need to be exciting and promising to overcome organizational fear and cynicism. You just have to help people understand that someday the company will be different—and better—with everyone's determination and buy-in.

We're definitely not suggesting that leaders today should try to balance short- and long-term needs 50-50. In this environment, that's overkill. But if you're a leader putting 100% of yourself into the present, you could certainly shift that to something like 75% or 80% and throw some time and energy into figuring out what your company's future could and should look like, and galvanizing your people to create it with you.

When the upturn arrives—in a year or two or three—the business landscape will be brand new. There will be fewer competitors and perhaps more opportunity for those companies that are primed and ready to seize it. So remember, inventing the future is one crucial definition of leadership. The true leaders of 2009 ultimately will be known when that future arrives.

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