

Leadership Through Art of Story Telling

Envision, Engage, Energize!



“Put it before them *briefly* so they will read it, *clearly* so they will appreciate it, *picturesquely* so they will remember it, and above all, *accurately*, so they will be guided by its light..”

- Joseph Pulitzer
Founder
Pulitzer Prize

“If you want to run the show someday and run it well, you had better *learn to think, write and speak*, in the that order – clearly, forcefully, concisely and to the point...”

- Ed Artz
Former CEO
P&G (World's Top 10 Most Admired Company)

Start-up

- Setting The Stage
- Agenda review
- Ice-Breaker!

Ground Rules

- Facilitation vs. Training
- Please switch off/mute mobile phones
- Time Management
- Do not expect a magical wand

Agenda

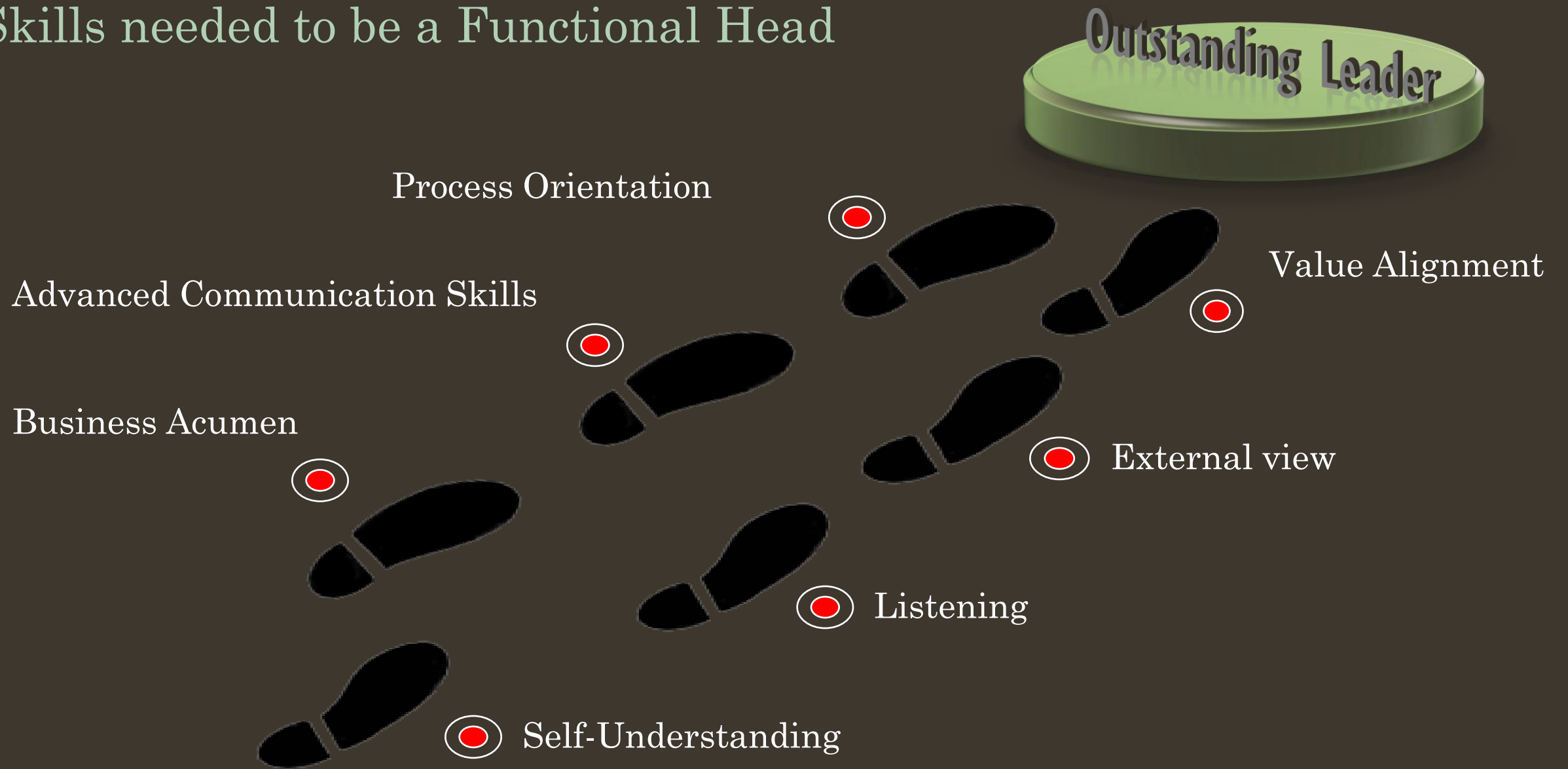
1. Leadership and Influencing
2. Thinking Right
 - Pyramid Principle: Governing Statement, Supporting Logic
 - MECE: Mutually Exclusive, Collectively Exhaustive
 - Insights: Synthesis Vs. Summary
3. Telling A Story
 - Audience Analysis
 - Giving Feedback
 - Rule of Story Telling
 - Story Lining
4. Expressing Right
 - Crispness: Summarizing
 - Ethos, Pathos, Logos
 - Stylistic Devices: Creating Powerful Impressions
 - PowerPoint Basics
 - Body Language

Leaders are Communicators!

"Developing excellent communication skills is absolutely essential to effective leadership. The leader must be able to share knowledge and ideas to *transmit a sense of urgency and enthusiasm to others*. If a leader can't get a message across clearly and motivate others to act on it, then *having a message doesn't even matter*."

— Gilbert Amelio
President and CEO of National Semiconductor Corp.

Skills needed to be a Functional Head



What Motivates Knowledge Workers: Drive

- Autonomy – control over their work and lives
- Mastery – desire to get better at what they do
- Purpose – be part of something bigger
- Watch TED Video: Dan Pink (author of Drive)

http://video-subtitle.tedcdn.com/talk/podcast/2009G/None/DanielPink_2009G-low-en.mp4

When do you feel most motivated?

- “I really delivered something big”.
- “There was a wonderful team feeling.”
- “Work was meaningful and interesting.”
- “Expectations were reasonable and clear.”
- “There was frequent and actionable feedback.”
- “Manager treated everyone with consistency and fairness.”
- “I had maximum control over work life.”
- “Manager cared for me.”

A great presentation: Dr. Bonnie Bassler

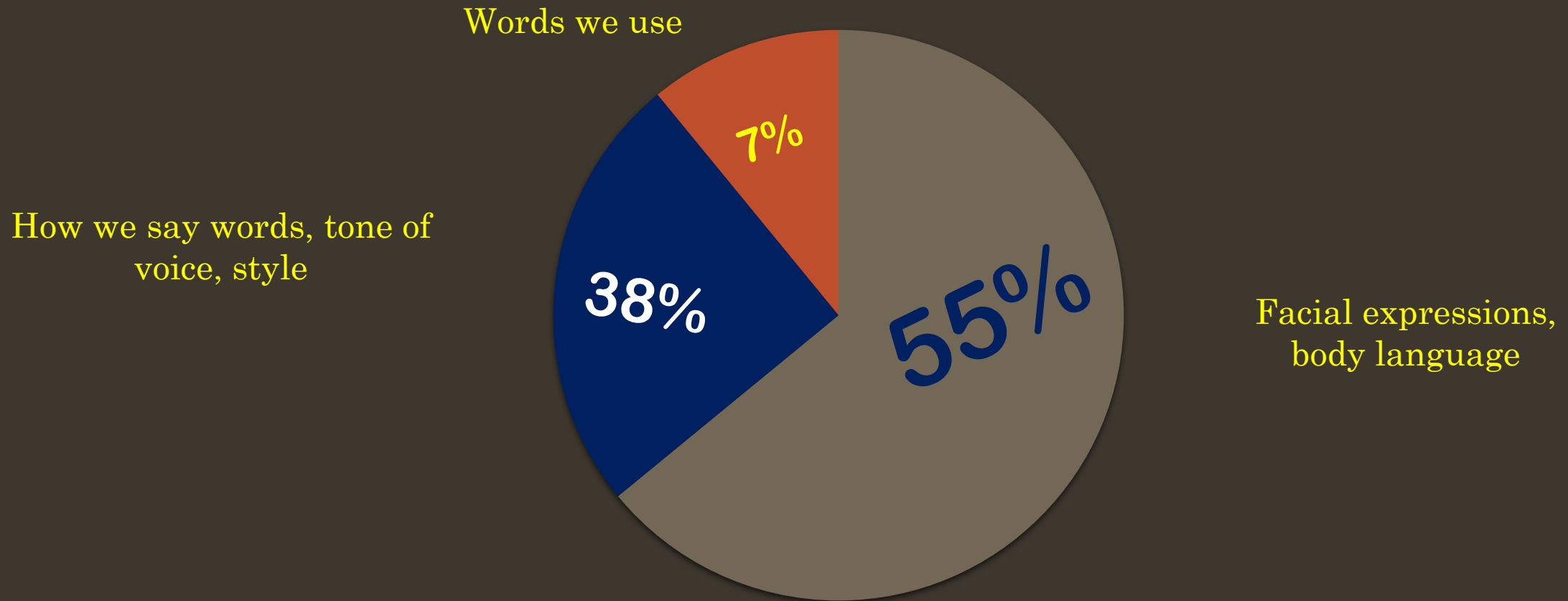
Professor of Molecular Biology at Princeton

http://www.ted.com/talks/bonnie_bassler_on_how_bacteria_communicate.html

What can we learn?

- *“She seems to focus on telling a story that the audience will remember, rather than simply showing all their data.”*
- *“Simplifying the complexity”*
- Clear core message (*Bacteria also talk to each other using a chemical language*) with convincing proof/supporting logic
- *Body Language, Stage Presence*
- Easy to understand powerpoint slides and visuals that stand out
- Memorable quotes: *Humans are 99% bacteria*
- Use of humour woven into the talk

How We Communicate



Connect – Convey – Convince - *Connie Dieken*

1. **Inner Presence:** a steadiness based on a sense of purpose greater than yourself that doesn't rise or fall in response to people or situations.
2. **Verbal Presence:** the credibility to transform rhetoric into results by connecting, conveying and convincing others to follow.
3. **Outer Presence:** the agility to match your intentions with your impact so that others are drawn to you, trust you, and respect you.

Orchestra Leadership!

- Itay Talgam's video

[What can we learn from world's best music conductors]

http://www.ted.com/talks/itay_talgam_lead_like_the_great_conductors.html

- *Work is play, work is passion, work is happiness*
- *It is about their stories, not mine. Leader as enabler*
- *The rule book of expectations should be clear*
- *Team as partners, not just 'instruments'*
- *Balance: when to let go, and when to show control*
- *Complement from the heart*
- *Effortless effort, doing-without-doing*
- *Build processes and people and then relax!*

“When I was a young manager I used to spend about a half an hour meditating before every big important meeting... reflecting on the important points I wanted to get across... being clear with myself first about those things I felt were critical for others to understand in the same way that I did”

- Wade Miquelon

Global CFO

Walgreen (US's leading drug retailer, Forbes #250)

Language of Leaders – survey of 60 CEOs

- Trust is essential: need to be authentic and passionate
- Articulate a mission that goes beyond profit
- Create leaders throughout organization by relentlessly communicating a framework of values that enable action and decision-making
- Put into words a vision of the future which powers all their communication
- Bring external views of their organization in to the organization to drive change
- Use conversations to engage and motivate people

- *Kevin Murray, author of The Language Of Leaders and Chairman of Bell Pottinger*

Language of Leaders

- Address the concerns of your audience BEFORE delivering your own messages
- Learn to listen better and master the most difficult communication skill of all
- Develop strong points of view on key issues
- Use more stories to capture hearts and imprint messages on memories
- Be aware of the power of unintended signals
- Prepare properly when appearing on public platforms
- Keep reviewing and honing your communication skills

- *Kevin Murray, author of The Language Of Leaders and Chairman of Bell Pottinger*

High Impact Middle Managers – *Lisa Haneberg*

Qualities of a High Impact Middle Manager:

- **Being an owner:** Assumes direct responsibility for the outcome
- **Being Active:** Takes initiative, gets things done, isn't deterred by setbacks
- **Generating/Creative:** New and better alternatives
- **Keeping promises:** Does what's promised, meeting commitments
- **Influencing through enrollment:** Influence others by having them see, understand and take ownership of the goals themselves
- **Being Service-oriented:** Seeing his/her role as one that provides service to the others, facilitating co-operation, commitment and learning
- **Being Coachable:** Accepts and uses feedback, criticism and ideas from others without getting defensive
- **Practicing quality dialogue:** Communicates with the intent of making a difference or moving a topic forward

GE's 5Es of Leadership

- Envision
- Engage
- Energize
- Enable
- Execute

To summarize

- Leadership is the art of Influencing, and therefore, Effective Communication, is an absolute *sine qua non*! Unfortunately, most corporate managers do not realize it.
- Good communication is not the same thing as language ability or even eloquence. Even before speaking, we require *Authenticity and Listening*.
- Good communicators *speak from their heart* – they are intensely passionate of what they are saying. They perform... they are happy... it is an *effortless effort*!
- Connect-Convey-Convince: Inner Presence – Verbal Presence – Outer Presence
- *Clear and Concise Core Message with Convincing Proof*
- Executive Presence: Body Language. Words only 7% of communication!

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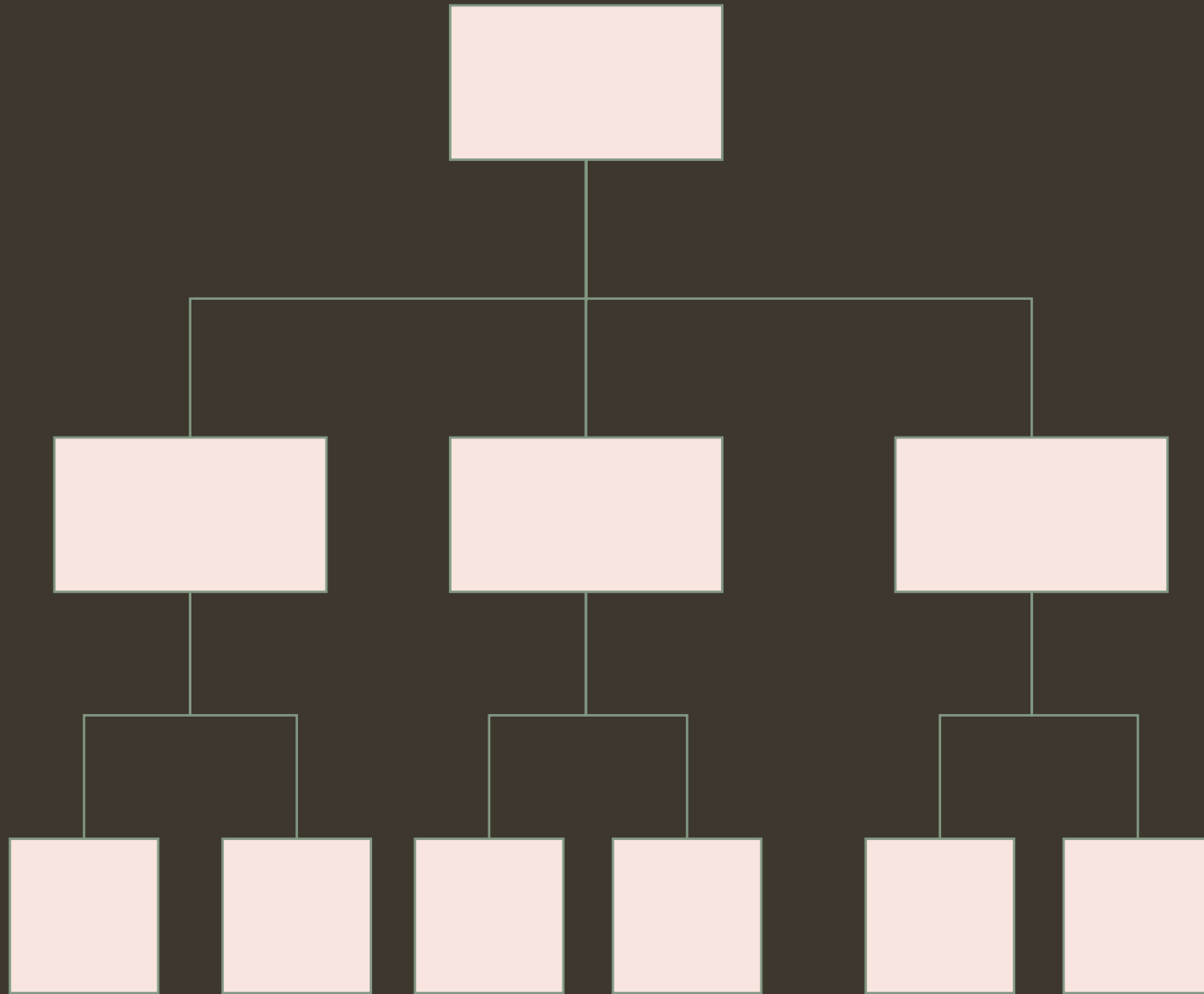
Pyramid structure

Only one stone at the top

Every stone supported by 2 or more stones

A very robust structure that is tough to break-down – has stood the test of time for 4500 years





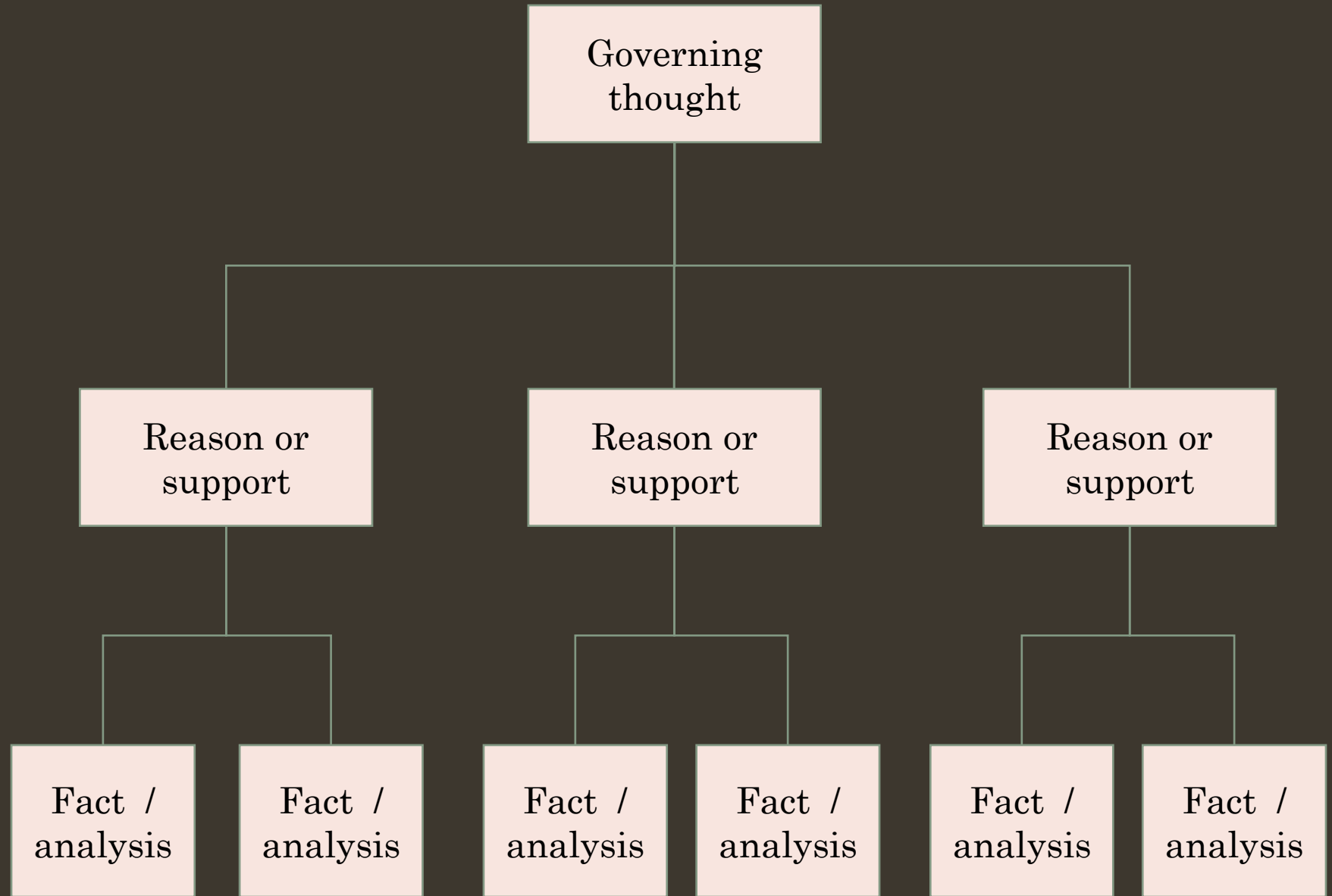
Only one idea at the top

Every idea supported by 2 or more ideas

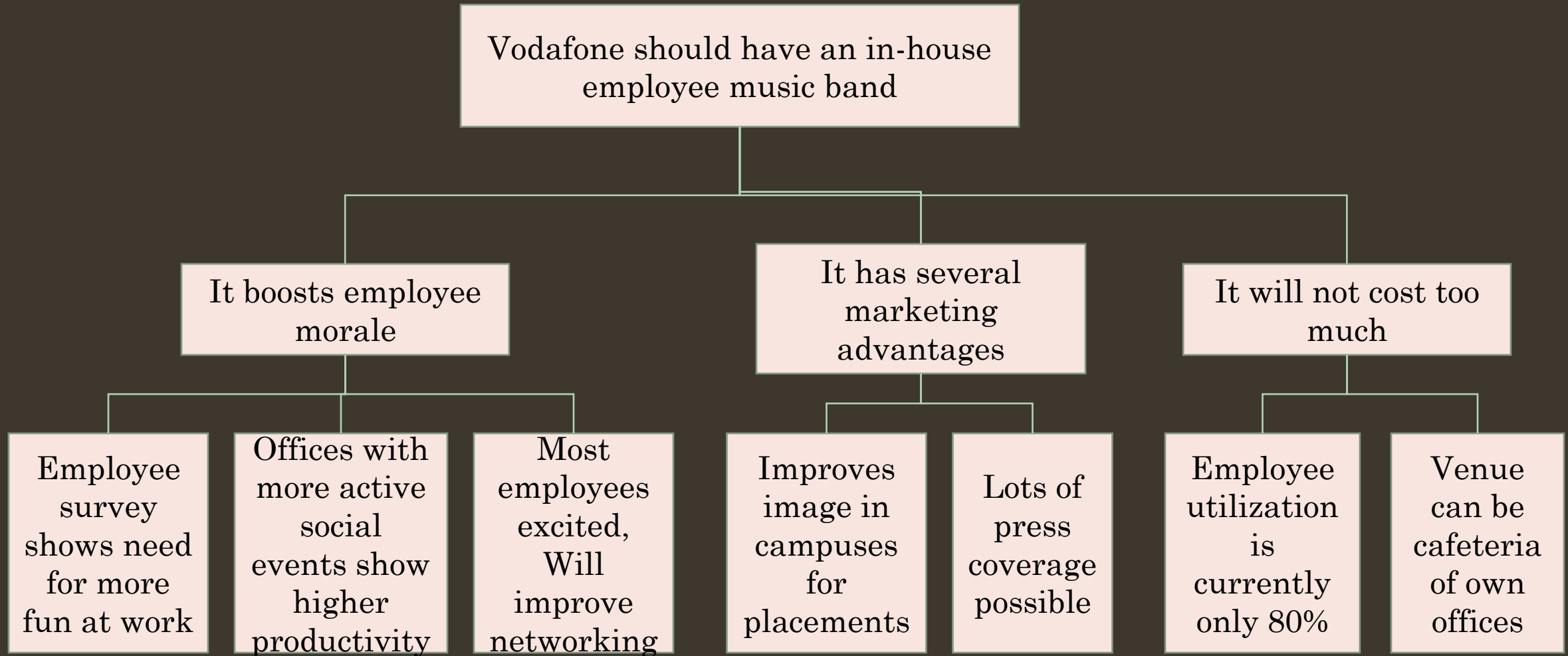
A very robust structure that is tough to break-down – can withstand questions from tough audiences

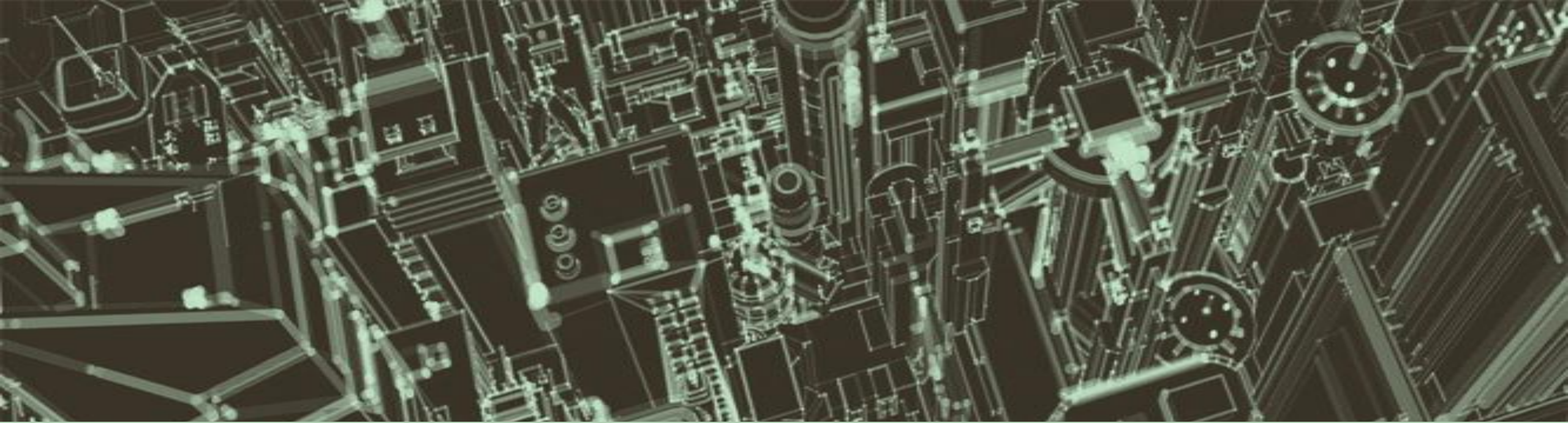
**What?
Why?
How?**

**How do
you know
that?**



Pyramid structure example





Exercise

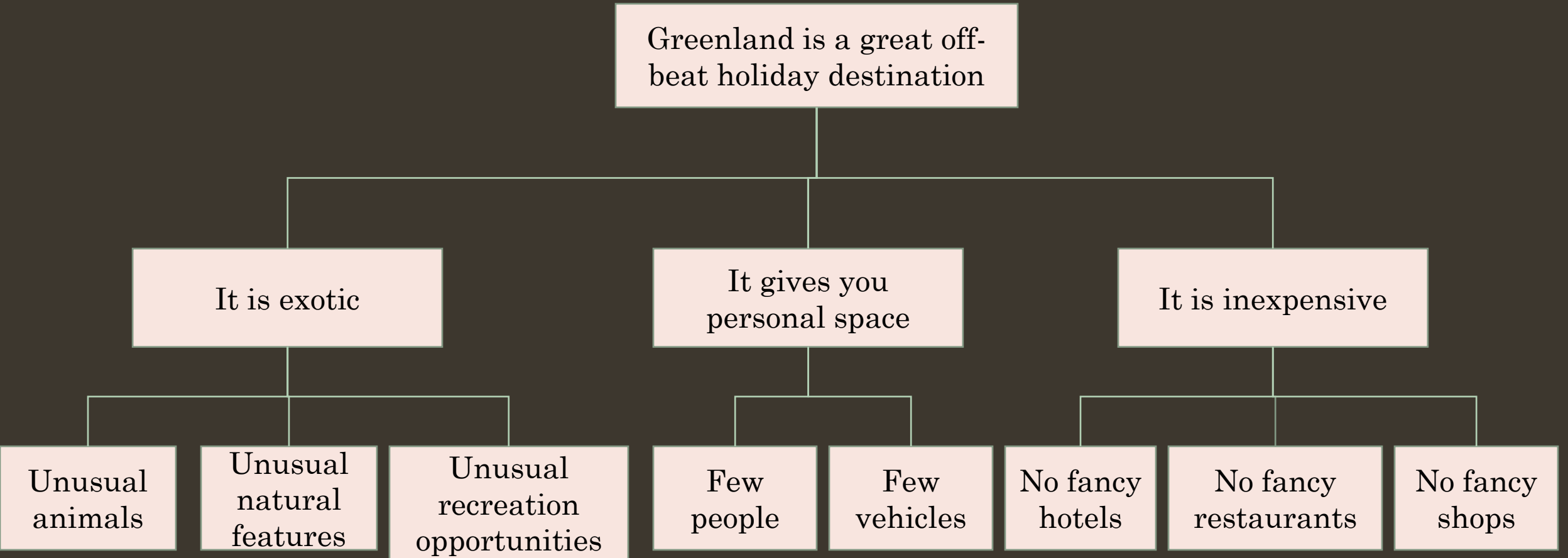
Greenland - Pyramid



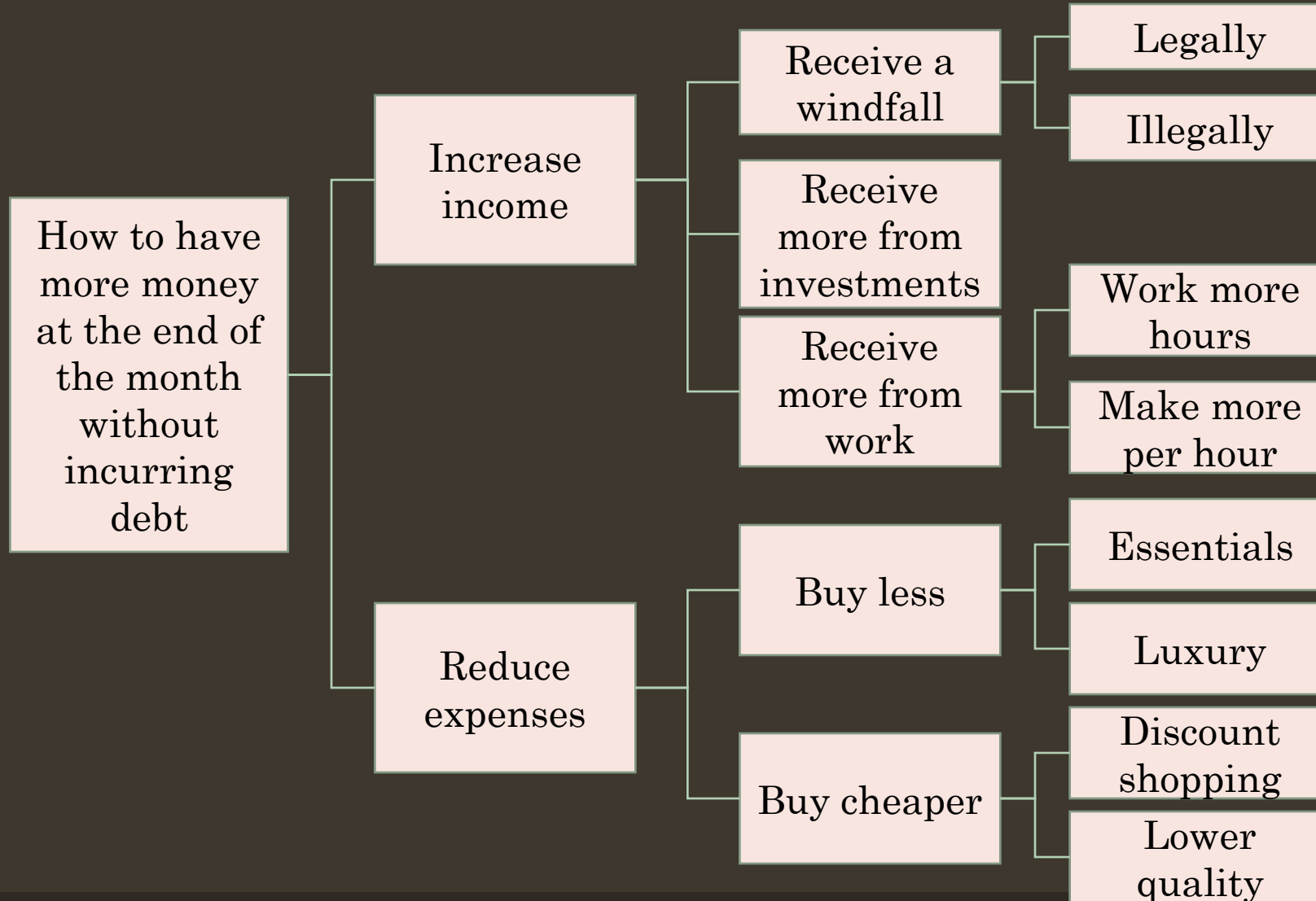
Exercise

- Build a pyramid from the following data about Greenland
 - Not many people live there
 - No big hotels
 - No fancy shops
 - Provides unusual recreational possibilities
 - Has rare natural features
 - Gives opportunity to observe unique forms of wildlife in their natural habitat
 - Very few restaurants and that too inexpensive ones
 - Not that many vehicles

Possible solution



Issue tree - logical structuring



- MECE –Mutually Exclusive Collectively Exhaustive

- Pareto principle or the 80-20 rule: Prioritize

Insights: The art of pattern recognition

- **Facts:**

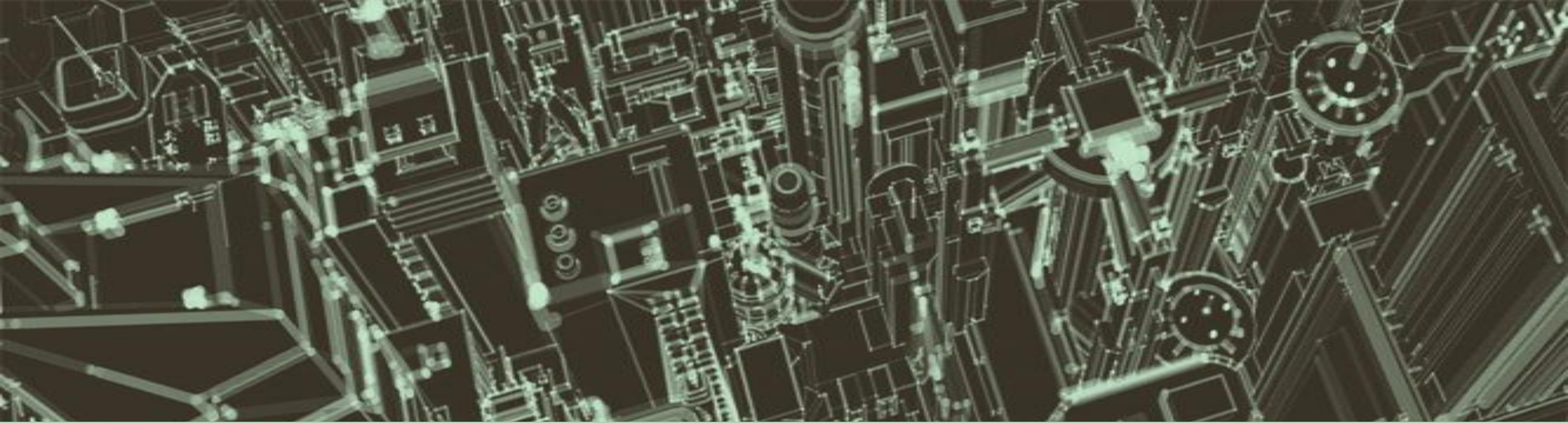
- I have misplaced my I-card
- I dropped my room keys somewhere on way to the class
- I still haven't prepared my CV

Summary:

I have lost my I-card and my room keys, and my CV is not ready

Synthesis:

I have been careless



Exercise


Synthesis about industry?



Exercise: What is the synthesis?

X [apparel and accessories luxury brand] has taken following initiatives in recent times:

- X has been streaming all its fashion shows online since September 2009
- X is one of the leading luxury brands on Face book with over one million fans
- In November 2009, X launched 'artofthetrench.com', a social media website which introduced the iconic trench coat to the digital generation. Between November 2009 and June 2010, this site received over 7million page views
- X broke new ground by live streaming in 3D the Autumn 2010 show to five locations around the world. The web cast also allowed consumers to purchase items for expedited delivery – another pioneering effort in the luxury sector
- A new interactive X ad campaign uses motion-responsive images to simulate in-store experience for customers




Synthesis about industry?

Possible solution

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Luxury brands are embracing 'new media' to connect with their target segments

The Ten Topics That a Venture Capitalist Cares About

- 1 Problem
 - 2 Solution
 - 3 Business model
 - 4 Underlying magic/technology
 - 5 Marketing and sales
 - 6 Competition
 - 7 Team
 - 8 Projections and milestones
 - 9 Status and timeline
 - 10 Summary and call to action
-

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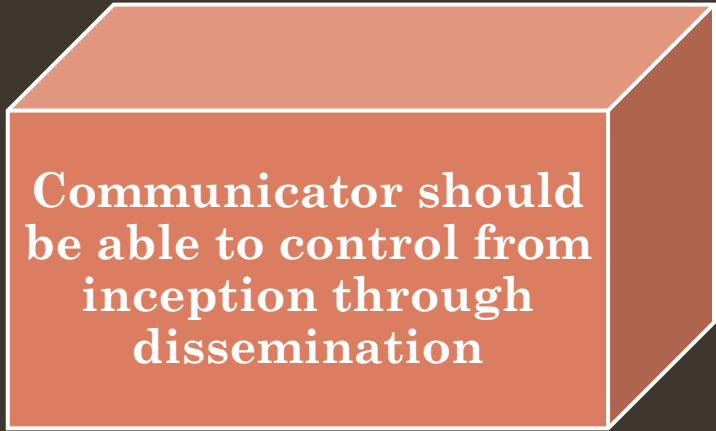
Audience Analysis



Trap of presenting
what you'd like to
hear



The audience isn't you



Communicator should
be able to control from
inception through
dissemination

Seven Questions to Knowing Your Audience

- | | |
|---|--|
| 1 What are they like? | Demographics and psychographics are a great start, but connecting with your audience means understanding them on a personal level. Take a walk in their shoes and describe what their life looks like. |
| 2 Why are they here? | What do they think they're going to get out of this presentation? Why did they come to hear you? Are they willing participants or mandatory attendees? This is also a bit of a situation analysis. |
| 3 What keeps them up at night? | Everyone has a fear, a pain point, a thorn in the side. Let your audience know you empathize—and offer a solution. |
| 4 How can you solve their problem? | What's in it for the audience? How are you going to make their lives better? |
| 5 What do you want them to do? | Answer the question "so what?" Make sure there's clear action for your audience to take. |
| 6 How might they resist? | What will keep them from adopting your message and carrying out your call to action? |
| 7 How can you best reach them? | People vary in how they prefer to receive information. This can include everything from the setup of the room to the availability of materials after the presentation. Give the audience what they want, how they want it. |

Get feel of the GM's mind

- What do GM and his/her core team need to decide?
- What information will they require to make that decision? What are their priorities?
- A short corridor discussion on: We are presenting this. What are your expectations?
- Engage your manager as necessary.
- Talk to the key people with whom the GM is likely to consult before deciding, what are their thoughts. Build those into the presentation.



Exercise

Audience analysis.



Empathic Listening: Listen to understand, not to reply

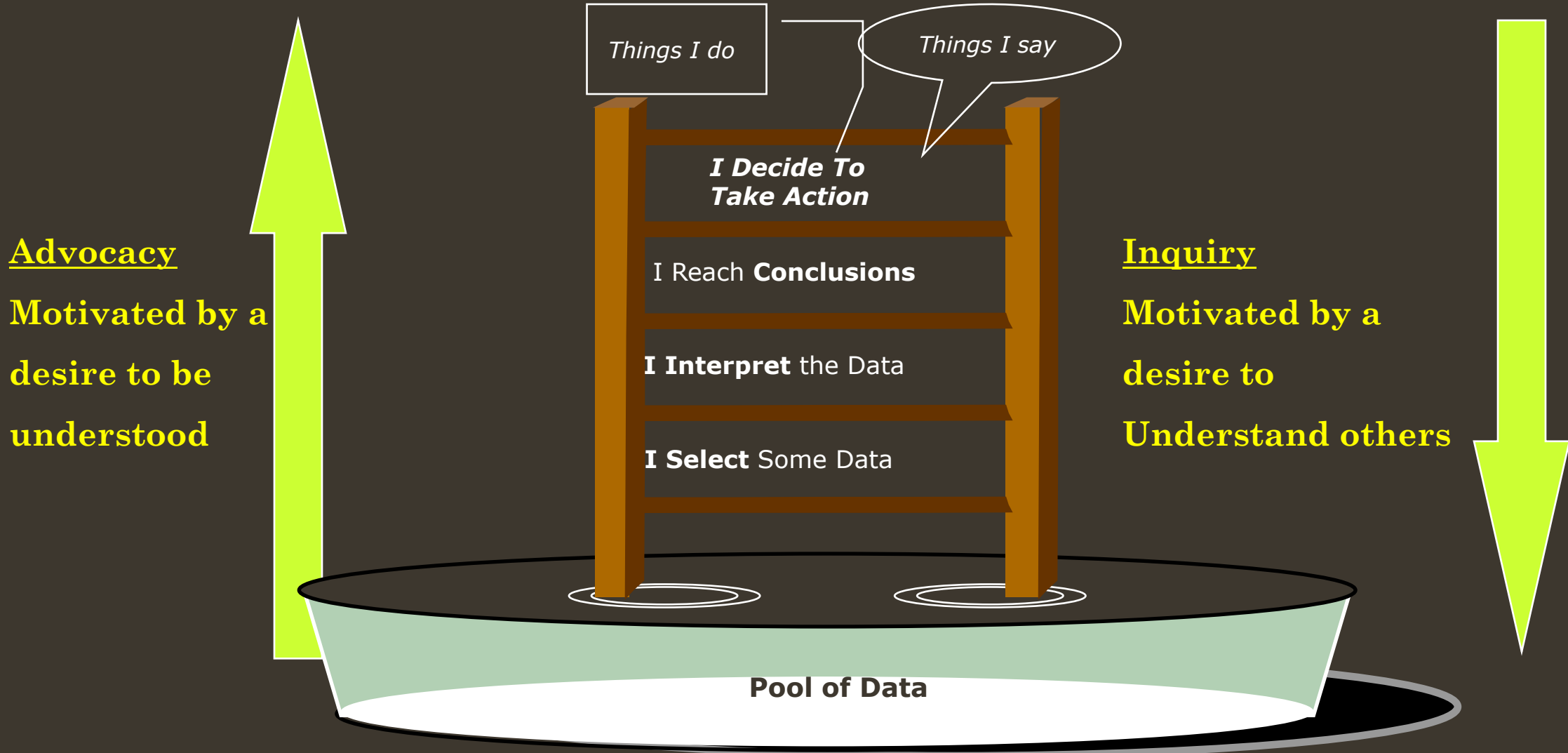
Ears



Eyes

Heart

The Ladder of Inference



Advocacy & Inquiry:

Protocols for Improved Advocacy

Make your thinking process visible (walk up the ladder of inference slowly).

What to do

- State your assumptions and describe the data that led to them.
- Explain your assumptions.
- Make your reasoning explicit.
- As you speak, try to picture the other person's perspectives on what you are saying.

What to say

“Here’s what I think and here’s how I got there.”

“I assumed that...”

“I came to this conclusion because...”

“To get a clear picture of what I’m talking about, imagine that you’re the customer who will be affected...”

Advocacy & Inquiry: Protocols for Improved Inquiry

Ask others to make their thinking process visible.

What to do

- Use unaggressive language. Ask in a way which does not provoke defensiveness or “lead the witness.”
- Draw out their reasoning. Find out as much as you can about why they are saying what they are saying.
- Explain your reasons for inquiring, and how your inquiry relates to your own concerns, hopes and needs.

What to say

“What leads you to conclude that?”
“What data do you have for that?”
“What causes you to say that?”

Instead of “What do you mean?” or “What’s your proof?” say, “Can you help me understand your thinking here?”

“What is the significance of that?” “How does this relate to your other concerns?” “Where does your reasoning go next?”

“I’m asking you about your assumptions here because...”

Giving Feedback – 10 Tips

- Double-edged sword – can spoil relationships/performance even more!
- Behaviour, not the Person
- Re-inforce the importance of the person, be supportive
 - “I am so impressed with you, and feel concerned that this one behaviour may hold you back.”
- Specific – what exactly was wrong, and what was the impact (4W+H)
- Describe – don’t judge! It’s your opinion, not gospel truth
- Timely – near to the ‘event’, but when receiver’s emotions have subsided
- Giver needs to be Calm, mature, not emotional.
- Listen to understand receiver’s point of view
- Provide re-direction/solution for future (‘right way to do things’)
- Feedback is continual

But before you give feedback, Ask yourself...

What is my TRUE intention behind giving this person feedback?

- Is it to return a feeling of hurt that we may have nurtured (this is your way to

- Is

- Is

- Or be

If it's



- How do I make the other person also feel that I genuinely care for him/her and this is only a small help to make that person even better?

yourself:

Feedback - Examples

- “Great report! Keep up the good work!”
- “Try to put a little more ‘oomph’ in your presentations.”
- “Late again! Why can’t you just buy a better watch!”
- “I liked the way you incorporated the 2 graphs in your report, making it much easier to follow the cash flow.”
- “Your presentations are factually rich, but the energy is missing. Your voice is too soft and monotonous, the enthusiasm is missing in your eyes, and people tend to get bored. What can you do to make your passion visible?”
- “In this week, this is your third late entry. We would have lost at least 12 client calls, and Niharika had to work even after her shift because of you.”

Feedback - Timing

The person receiving the feedback can react with:

- Anger – ‘He is always finding fault with me’
- Denial – ‘I cant see any problem with that’
- Blame – ‘It’s his and not my fault.’
- Rationalisation – ‘I’ve had a particularly tough week’
- Acceptance
- Renewed Action

Story Telling



Decisions are made on
feelings about facts,
not on facts themselves.

Kevin Daley

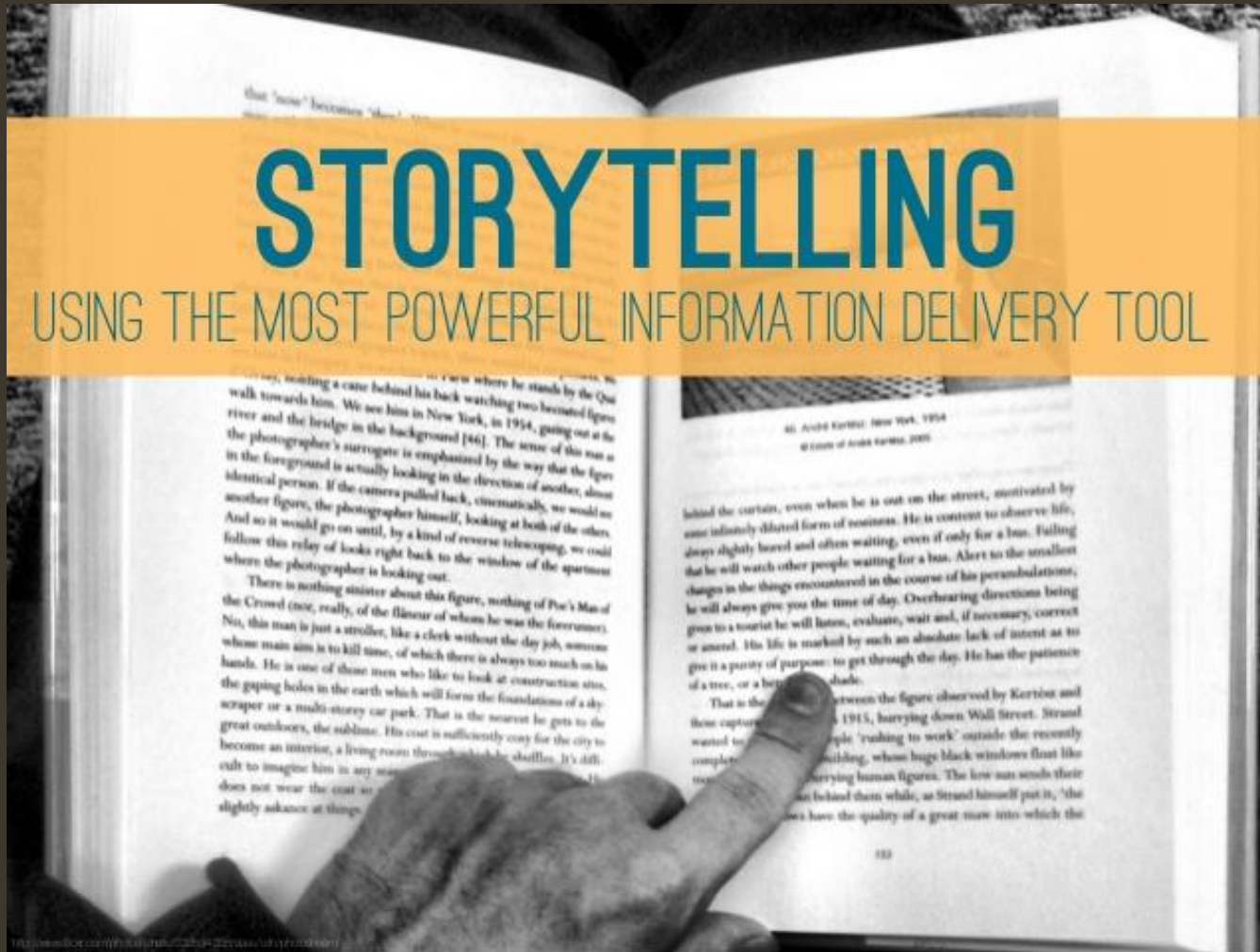
Founder – Communispond Inc.

Presentations are not about the transfer of information (memos or reports are used for that), they are about the transfer of ideas or insights!

Before every presentation

Think about the story you want to tell and how can it bring your content to life.

- What is the goal of your talk?
- What are the key takeaways you want your audience to remember?
- What do you want them to feel, do or know when you are done speaking?





“For too long, the business world has ignored the power of stories, preferring soulless PowerPoint slides, facts, figures, and data. There is a strategic difference between a data dump and a winning story. Non-stories may provide information, but stories have a unique power to move people’s hearts, minds, feet and wallets!”

- Peter Guber, Chairman and CEO of Sony Pictures

What slides are not...

- PowerPoint
- Instructional
- Statistics
- Lists
- Flipcharts
- Raw facts
- Decks



Building A Story: Challenge, Struggle & Resolution...

- First, get your listener's attention by an unexpected challenge or question.
- Next, provide an emotional experience by narrating a struggle to overcome the challenge.
- Finally, galvanize your listener with an eye-opening resolution that calls them to action.

[Adapted from Tell To Win, Peter Guber]

When asked to donate charity for Africa, MBAs gave



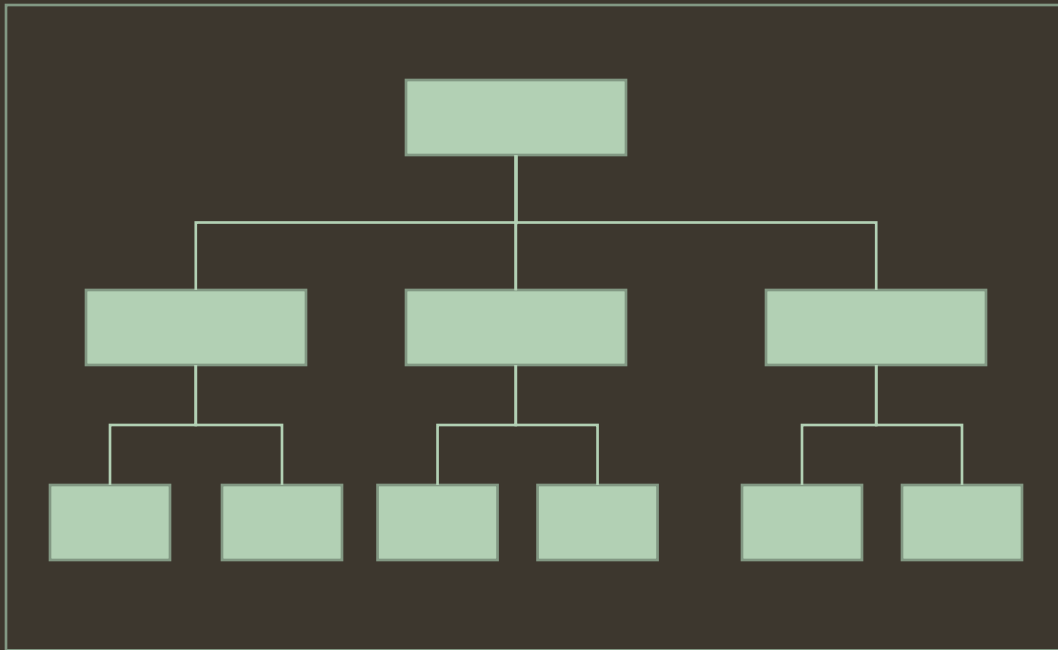
For a purely logical appeal

For a purely emotional story-based appeal

From: "Sympathy and Callousness: The Impact of Deliberative Thought on Donations to Identifiable and Statistical Victims," Deborah A. Small, George Loewenstein, Paul Slovic; Organizational Behavior and Human Decision Processes, March 2007.

Story-lining

Structure



Story-line

- Governing thought
 - Reason 1
 - Reason 2
 - Reason 3
- Reason 1
 - Fact 1
 - Fact 2
 - Fact 3
- Reason 2
 - Fact 1
 - Fact 2
- Reason 3
 - Fact 1
 - Fact 2

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Summarizing

Great presenters connect with their audience, speak naturally, and allow the slides to enhance their story.

But that's easier said than done! Memorizing an entire presentation may seem difficult and time-consuming.

Learning to Ride

- Put training wheels on the bike
- Raise the training wheels so you wobble
- Wear clothing and a helmet to protect yourself
- Remove the training wheels and practice falling on the grass
- Enjoy riding your bike wherever you need to go

Learning to Ride

- Put **training wheels** on the bike
- Raise the training wheels so you **wobble**
- Wear **clothing** and a helmet to protect yourself
- Remove the training wheels and practice falling on the **grass**
- Enjoy riding your bike wherever you need to **go**

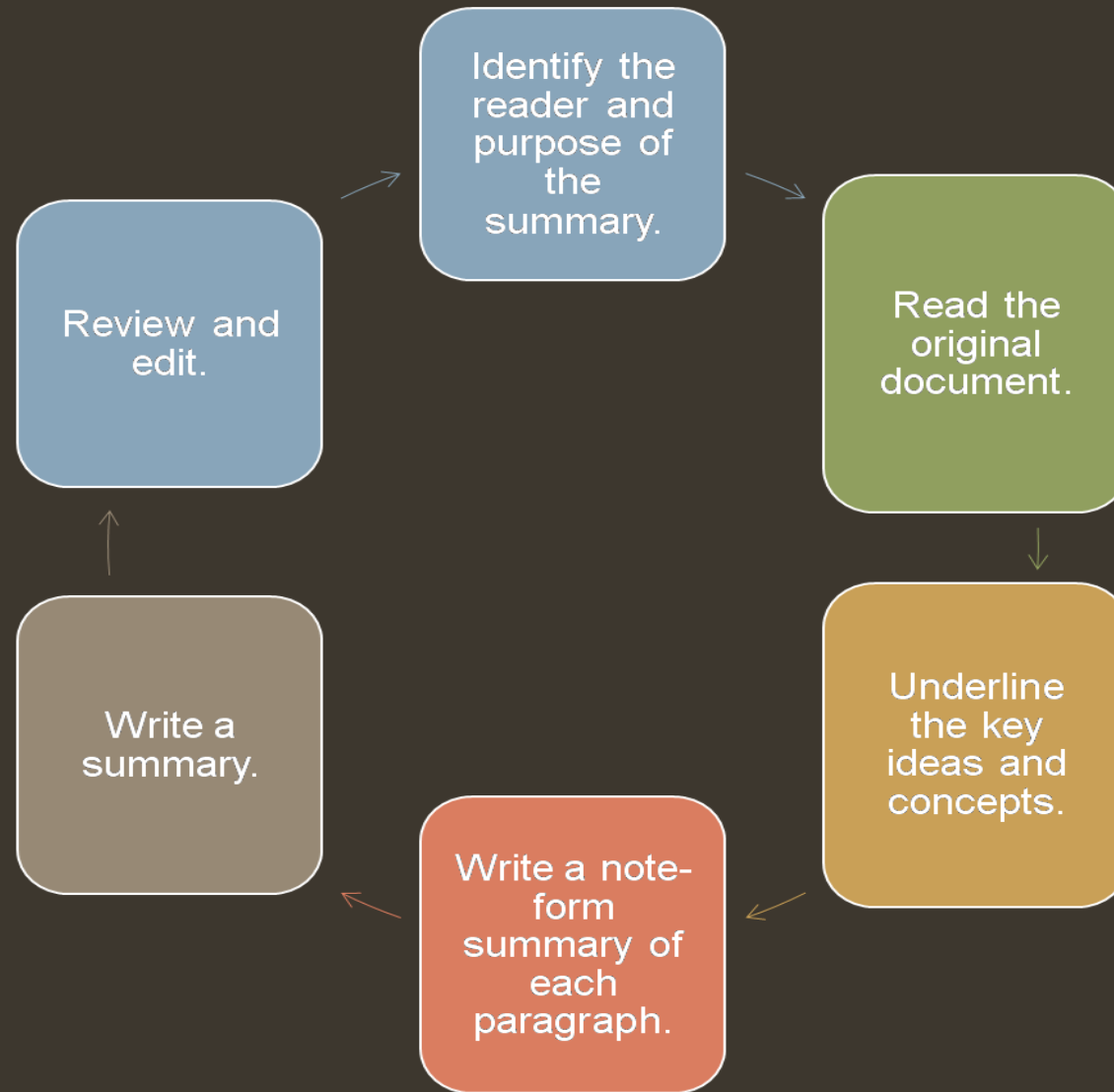
Learning to Ride

- **Training wheels**
- **Wobble**
- **Clothing**
- **Grass**
- **Go!**

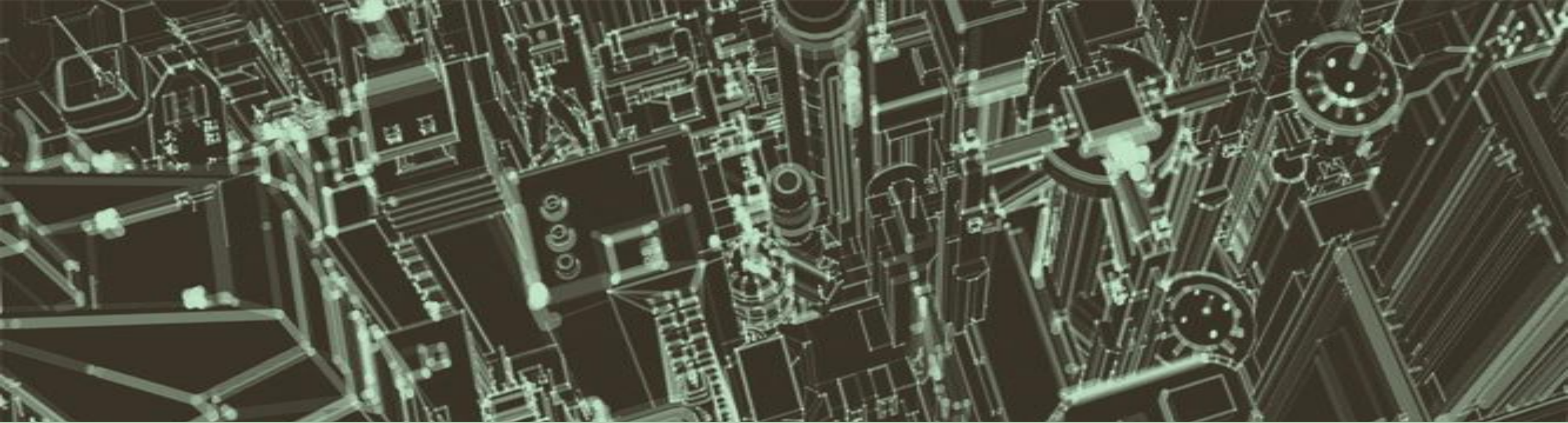
1. Select a slide that has too many words on it.

2. Highlight one key word per bullet and rehearse the slide until you can remember all the content when you look only at the highlighted word.

3. Remove all other text on the slide leaving just the keywords as mnemonics.



Process of Summary Writing



Exercise

The ability to communicate effectively plays an important part!



Exercise

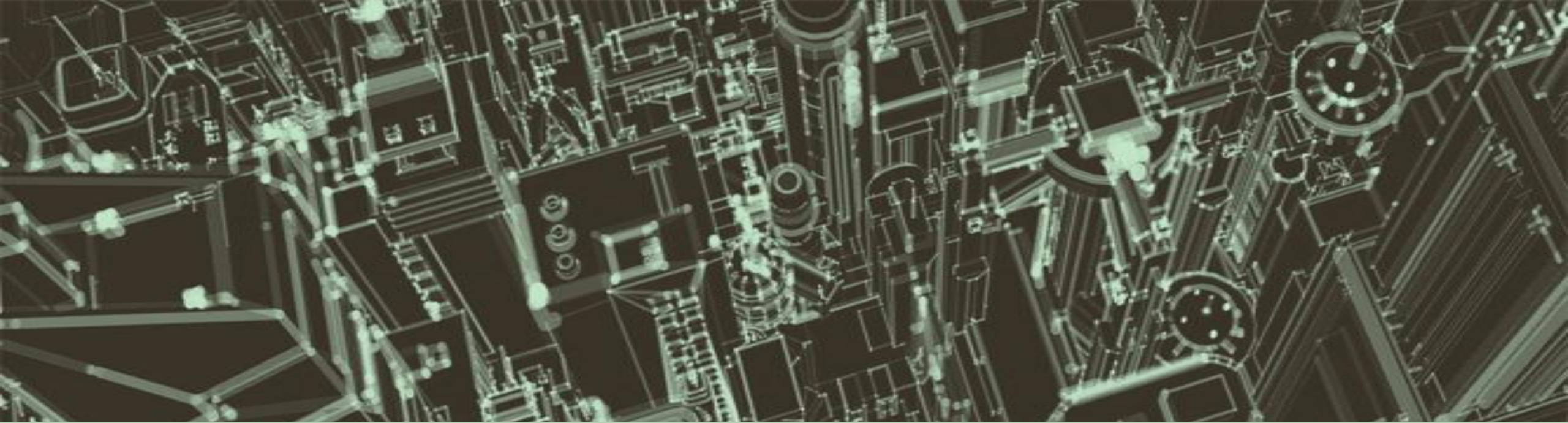
Because the ability to communicate effectively plays an important part in an accountant's success on the job, many employers screen prospective accountants for adequate skills in oral and written communication. In fact, one study shows communication skills to be the most important factor in decisions to hire. Employers view the ability to write and speak effectively as even more important as a prospective employee's academic results.(66 words)

Solution

Key Points to be included in summary

- Ability to communicate effectively is important to accountant's success
- Important factor in decision to hire
- Employers value communication skills even more than academic results

Employers recognize the importance of oral and written communication in accounting, and therefore prefer to hire graduates with effective communication skills. (21 words)



Exercise

Y is a holding company.



Exercise

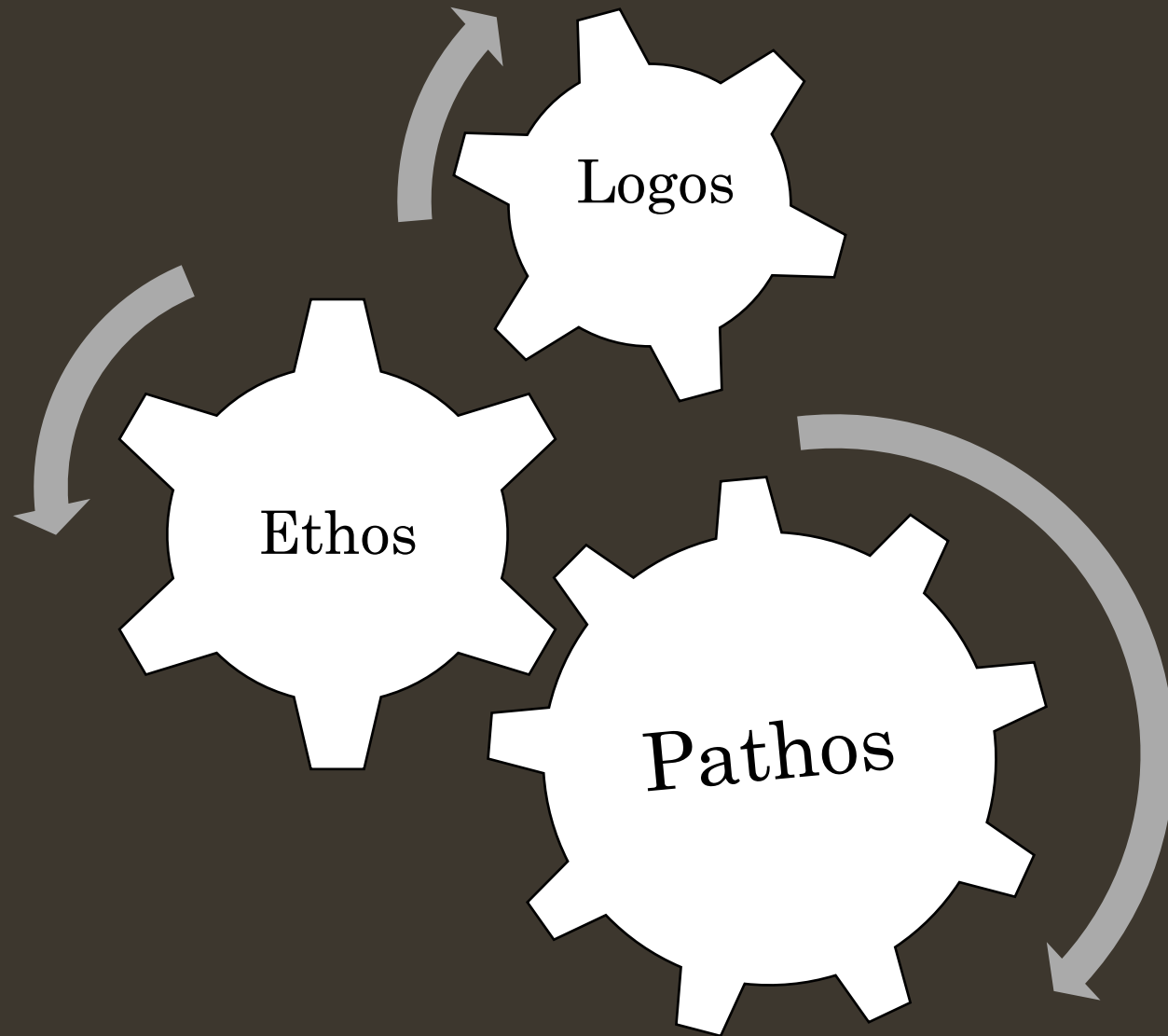
Y is a holding company. The Company designs, sources, manufactures and markets luxury men's, women's and children's clothing and non-apparel accessories globally through a diversified network of retail, wholesale, franchise and digital commerce channels worldwide.

Y also licenses third parties to manufacture and distribute products using the Y trademarks

- Its segments are Retail/Wholesale and Licensing. Retail/Wholesale revenues are generated by the sale of luxury goods through Y's mainline stores, concessions and outlets, as well as Y's franchisees and prestige department stores globally
- Licensing revenues are generated through the receipt of royalties from Y's licensees in Japan and global licensees of fragrances, eyewear, timepieces and European children's wear (110 words)

Possible Solution

- Y is a holding company that designs, sources, manufactures and markets luxury clothes and accessories globally.
- Y operates through a diversified network of retail, wholesale, franchise and digital commerce channels worldwide. These include mainline stores, concessions and outlets, Y franchisees and prestige department stores globally.
- Y also licenses third parties to manufacture and distribute products using the Y trademark. It generates royalties through licensees in Japan and global licensees of fragrances, eyewear, timepieces and European children's wear (79 words)



Expressing
Better

Using Stylistic Devices in Writing

Rhythm and Balance

- Do more with less, Do even more with even less

Metaphor

- Dark storm clouds of opposition

Personification

- ‘India, the dear mother of us all’

Using Stylistic Devices in Writing

Parallelism

- But we refuse to believe that the bank of justice is bankrupt

Alliterations

- Rising Revenues, but poor profitability

Antithesis

- 1963 is not an end but a beginning

Talking caption vs. Topic caption

- Topic caption: Impact of prices on Profitability
- Talking caption: Profit margin increases 1% for every Rs 1 increase in price

The Power of Words

<http://www.youtube.com/watch?v=Wgi0t2ap-us>

Placement of Elements Creates Meaning

Nancy Duarte

Contrast

The audience can identify the main point quickly.

Flow

The audience knows the order in which to process the information.

Hierarchy

The audience sees the relationship between elements.

Placement of Elements Creates Meaning

Nancy Duarte

Unity

The audience senses that the information belongs together.

Proximity

The audience perceives meaning from the location of elements.

Whitespace

The audience has visual breathing room.

A man in a dark shirt and jeans stands on a stage to the left of a large projection screen. The screen displays the text '5M' and '58 songs every second'. The audience is visible in the foreground, mostly in silhouette. The stage is lit with blue light from the left.

5M

58 songs every second

Death By Powerpoint!

- <http://www.slideshare.net/thecroaker/death-by-powerpoint>
- <http://www.slideshare.net/mrcoryjim/smoke-the-convenient-truth-5602255>

Font	Personality
Georgia	formal, practical
Times New Roman	professional, traditional
Courier	plain, nerdy
Arial	stable, conformist
Tahoma	young, plain
Century Gothic	happy, elegant

Every font
has its own
personality

Income StatementPeriod Ending: Oct 22, 2006 @ 05:00 PM

Revenues

Revenue (5,500 units) \$1,100,000.00

Less: Cost of Goods Sold (COGS)

Beginning Inventory	\$0.00	
Add: Cost of Goods Manufactured	\$325,247.69	
Goods Available for Sale	\$325,247.69	
Less: Ending Inventory	\$0.00	
Total COGS		\$325,247.69

Gross Profit \$774,752.31**Operating Expenses**

Advertising	\$100,000.00	
Research & Development	\$40,000.00	
Sales Support	\$85,000.00	
Market Research	\$0.00	
Office Expense	\$55,069.19	
Leasing Expense	\$11,010.73	
Severance	\$0.00	
Training & Development	\$0.00	

Total Operating Expenses \$291,079.93**Income Before Interest & Taxes** \$483,672.39

Interest (0.00 %) \$0.00

Income Before Taxes \$483,672.39

Income Tax (20.00 %) \$96,734.48

Net Income (Loss) \$386,937.91

Statement of Retained EarningsAs at: Oct 22, 2006 @ 05:00 PM

Retained Earnings (Loss) at Start of Period \$6,596,843.58**Net Income (Loss)** \$386,937.91**Retained Earnings (Loss) at End of Period** \$6,983,781.48

Income Statement

Revenue

1,100,000

COGS

325,247

Gross Profit

774,753

Expenses

291,079

Income Before Tax

483,674

Tax

96,735

Net Income

386,939

35%

Web resources for advance powerpoint

- For more PowerPoint shortcuts: http://www.shortcutworld.com/en/win/PowerPoint_2007.html
- For PowerPoint ideas: apolloideas.com/portfolio/
- For interesting templates:
 - www.presentationpro.com
 - www.poweredtemplate.com
 - www.slidegeeks.com
 - www.slideteam.net
- For charts <https://www.duarteshop.com/diagrams.html>
- For fonts:
http://www.fontspring.com/about?utm_source=fontsquirrel.com&utm_medium=bottom_banner&utm_campaign=Worry_Free_Plain
- For good photographs:
 - http://www.freedigitalphotos.net/images/Finance_g198.html
 - <http://spillink.com/freeimages-9>

The Silent Language Of Leaders – Carol Kinsey Goman

How Body Language Can Help Or Hurt How You Lead

- Power Pose – high testosterone, low cortisol
- Listen and show you are listening – don't multi-task; lean forward, nod, tilt you head
- Remove physical obstructions – maintain line of sight
- Touch, shake hands – even 1/40th of a second creates a bond, people 2x more likely to remember you
- Smile genuinely – comes on slowly, crinkles the eyes, lights up the face, goes slowly
- To show agreement, mirror expressions and postures
- Use gestures – Broca's area in brain lights up (powers up thinking, improves speech)

Body Language: Let's evaluate Shah Rukh Khan's expressions!

<http://www.youtube.com/watch?v=W6dacWmdDG8>

- Don't inform, perform!
- Passion: coming from the heart
- Eyes: The window to the soul
- Facial expressions
- Smile
- Hand movement
- Energy

Now, You Present!

- 3 minutes on a real business topic
- Video recorded
- Audience to evaluate – criteria attached
- Intellectual Presence – Content
- Physical Presence – Body Language
- Verbal Presence - Voice

Summary

1. Leadership requires Influencing, and hence Effective Communication
2. Insights/core messages, not just information
3. Pyramid Principle: Governing Statement, Supporting Logic
4. MECE: Mutually Exclusive, Collectively Exhaustive
5. Synthesis Vs. Summary: Pattern recognition
6. Audience Analysis : What do they want, how will they be convinced
7. Story Telling: Using emotions to make a case
8. Crispness: Summarizing in minimum possible words
9. Rhetoric - Ethos, Pathos, Logos
10. Stylistic Devices: Creating Powerful Impressions
11. PowerPoint Basic Rules: Templates, fonts, sizes, colours, images, density
12. Body Language: Perform, don't just inform!

Thank you
-Nishant Saxena
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