

**Mark Murphy**, Chairman & CEO

## HOW TO SPEAK SO EVERYONE LISTENS

# DOWNLOADABLE RESOURCES

2

## Slides:

### LEADERSHIP IQ

#### JOIN WEBINAR

Join us on Tuesday, Sep 18, 2012 12:00 PM - 1:00 PM EDT

Dear Kim,

Thank you for registering for:

**Speak the Truth Without Making People Angry**  
Tuesday, Sep 18, 2012 12:00 PM - 1:00 PM EDT

1. Click here to join:

<https://www1.gotomeeting.com/join/681027312/106529318>

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Webinar ID: 681-027-312

YOU'LL WANT TO READ THIS:

You will receive the slides that accompany this webinar on September 17, 2012 in a reminder email.

- Please direct any questions to Sarah at [sarah@leadershipiq.com](mailto:sarah@leadershipiq.com) or call 1-800-814-7859

#### System Requirements

PC-based attendees

Required: Windows® 7, Vista, XP or 2003 Server

Macintosh®-based attendees

Required: Mac OS® X 10.5 or newer

## Talking Points:



LEADERSHIP IQ  
TALKING POINTS MEMO

**Why we care:** Keeping tough conversations free from emotional distraction allows people to listen, take accountability and respond with the desired behavioral changes. Take the four-question Speak the Truth quiz (found in the webinar slides) to determine how successful you are at Speaking the Truth without Making People Angry.

#### Avoid:

- Conversations that are attacking, pleading, disintegrating, shirking, soft pedaling, or that include "compliment sandwiches" (a criticism sandwiched between two compliments).
- "Trigger words" that instantly make people defensive ("you" language that attacks, adverbs and absolutes that exaggerate the facts, and negations and negative emotions).
- Interpretations ("Sally ignores everything I say"), emotional Reactions ("I'm really irritated at Sally"), and desired Ends ("Everything Sally writes has to be edited"). The F.I.R.E. model eliminates the IRE and keeps conversations focused on the Facts.

**Instead:** stick to fact-based communications that are candid, objective, specific, timely and unemotional ("Yesterday there were two typos in Sally's memo") by using one of three scripts:

**I.D.E.A.L.S.:** the foundation script used in most tough conversations with employees who have moderate self awareness, this conversation (which takes seconds to have) focuses on the facts, establishes accountability, and quickly moves on to finding solutions:

**Step 1:** Invite them to partner: "Would you be willing to have a conversation with me about (insert the facts)?"

**Step 2:** Disarm yourself: "I'd like to review the situation to make sure I'm on the same page as you."

**Step 3:** Eliminate blame: "And if we have different perspectives, we can discuss those and develop a plan for moving forward."

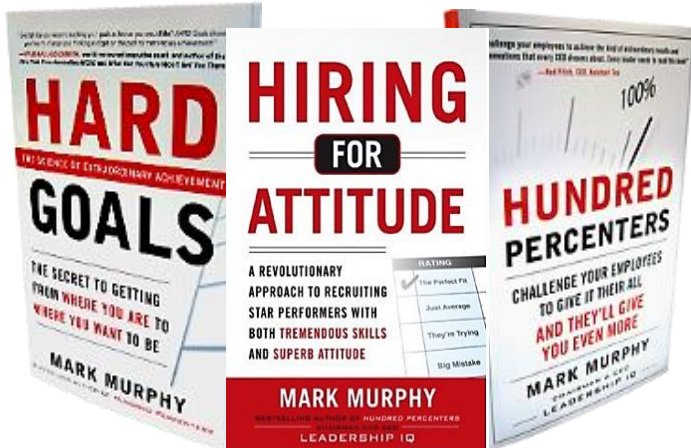
**Step 4:** Affirm their choices: "Does that sound OK? I can talk now, or if necessary, I have time later today."

**Step 5:** List corrective feedback: list the facts and then listen to determine whether or not they've made a corrective leap.

**Step 6:** Synchronize your understanding: "Tell me how you think we can work together to build on this and make things even more effective next time."

# EVERYTHING BASED ON RESEARCH

3



Contributor

## Mark Murphy

I solve the "people pain points" that keep leaders awake at night. [Full Bio »](#)

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## New Data Shows That Leaders Overestimate How Much Their Employees Want To Change

Thirty-seven percent of top executives say that people generally like to remain in the status quo, while 45% of

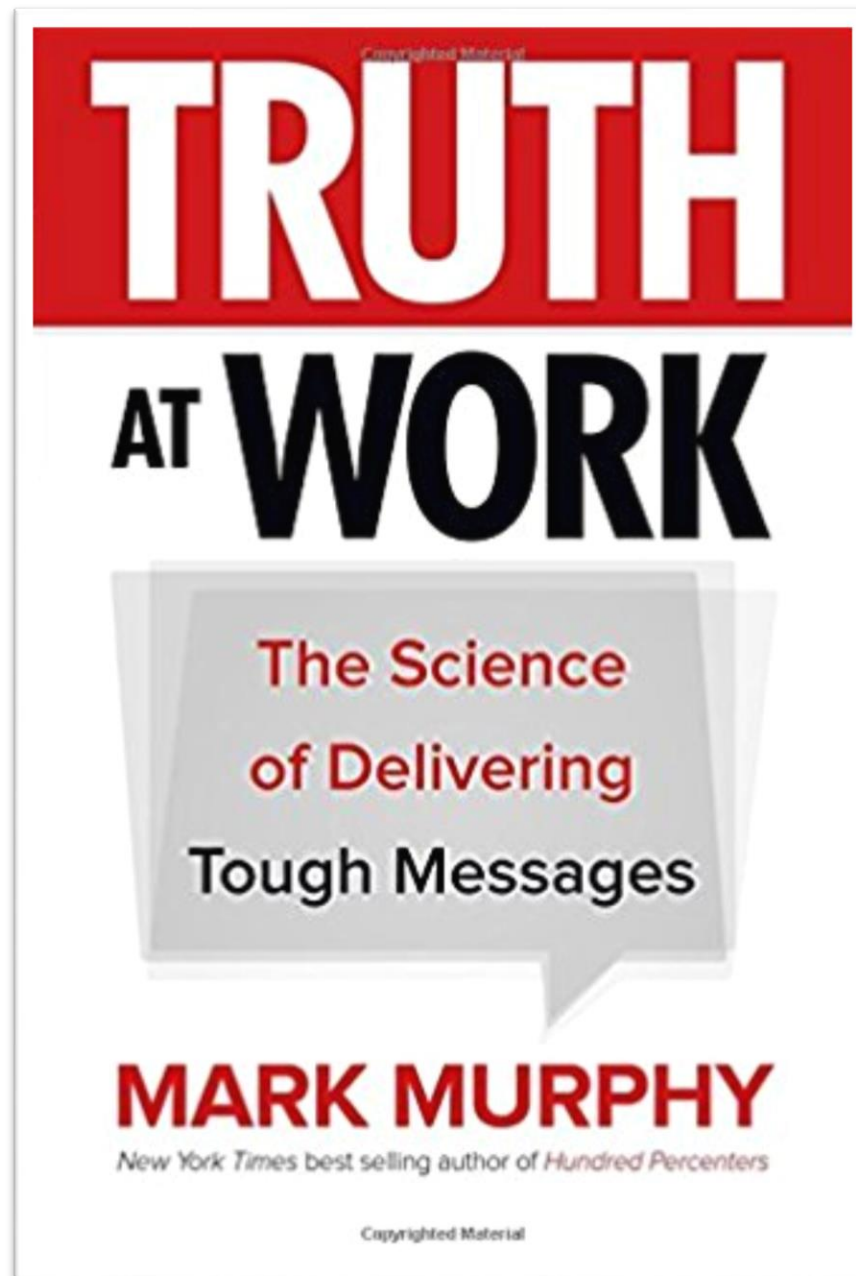
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Feb 5, 2016 | 19,806 views

## This Neurological Trick Makes Your Presentations Twice As Memorable

<http://www.forbes.com/sites/markmurphy>



# What is Communication?

- Communication is getting your message heard and understood so that people do what you need them to do.
- Communication is NOT...
  - Talking
  - Talking to hear yourself talk
  - Getting something off your chest
  - Being slick and suave

# The Challenge



- 93% of leaders think they're effective communicators.
- Only 11% of their employees think these leaders are effective communicators.

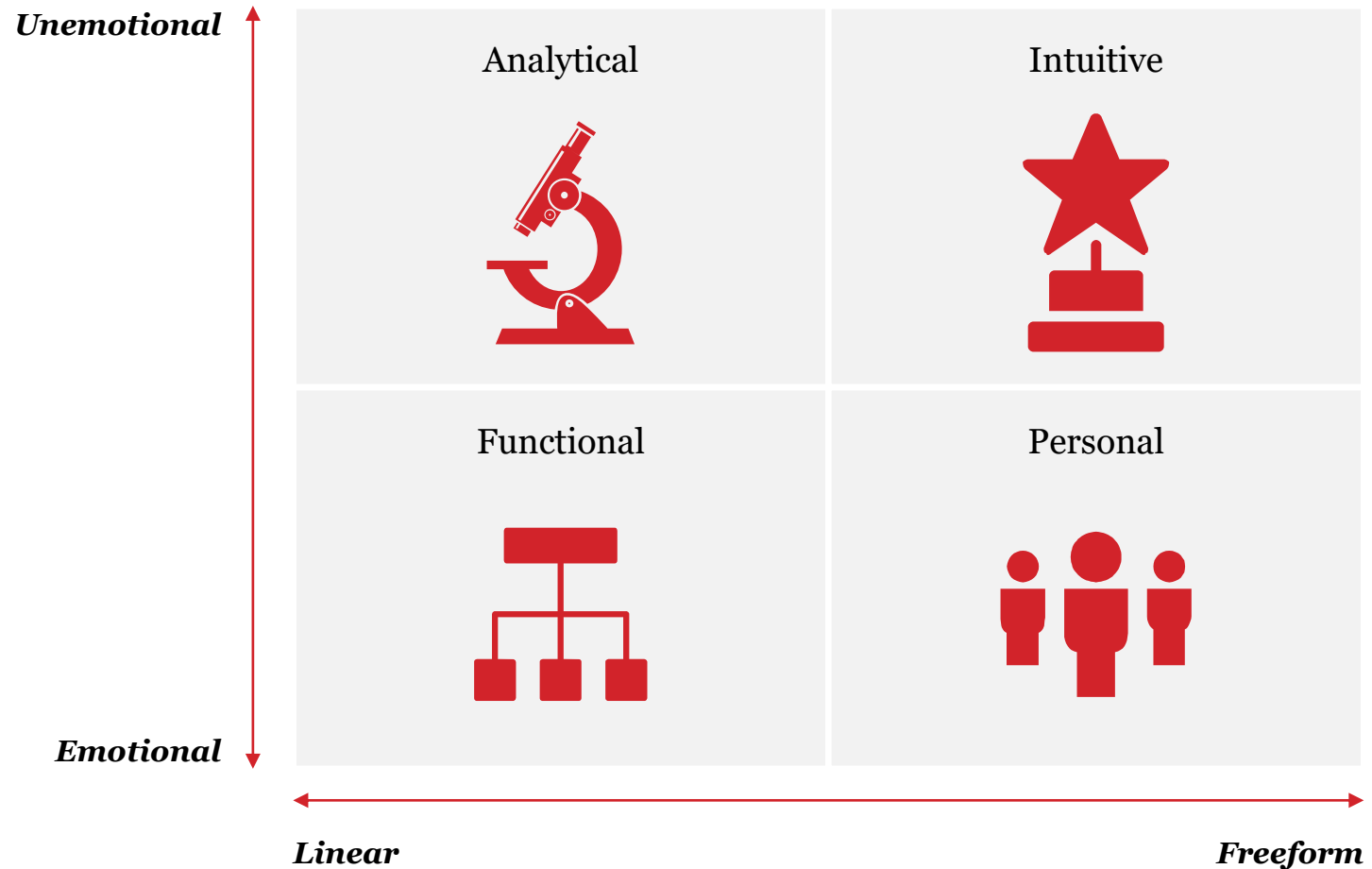
# Reach Out to Others Where They're At

7

- Never assume others are just like you...
  - Everyone has different emotional needs
  - Everyone is in a different emotional state
  - Everyone has different communication styles and preferences
  - Everyone hears information differently
  - Cultural, educational and economic diversity increase these differences

# Communication Styles

8



# Vertical Questions

## *Question 1*

I hear too many people communicate like they're a weepy daytime talk show host.		I hear too many people communicate like they're an unfeeling robot.
<b>A</b>	OR	<b>B</b>

## *Question 2*

Emotions are imprecise and can easily cloud one's judgment.		Emotions are a critical component of how one should make decisions.
<b>A</b>	OR	<b>B</b>

## *Question 3*

When I make a decision, logic is my primary tool.		When I make a decision, I trust my gut feelings.
<b>A</b>	OR	<b>B</b>

# Vertical score

Give yourself **1 point for every A** you circled and **-1 point for every B** you circled.

The total is your **vertical score**.

*Example: If you circled 2 A's and 1 B, your vertical score is 1 (2-1)*

Total Vertical  
Score \_\_\_\_\_

# Horizontal questions

11

## Question 4

I am much more likely to be convinced of something if the person doing the convincing really understands the bigger picture and the larger context.		I am much more likely to be convinced of something if the person doing the convincing has a firm handle on specifics and details.
<b>C</b>	OR	<b>D</b>

## Question 5

Decision-making should be free of rules and constraints, and allowed to proceed freeform.		Decision-making should be a very structured and linear process
<b>C</b>	OR	<b>D</b>

## Question 6

Ordered and linear thinking means lack of creativity and originality.		Ordered and linear thinking means efficiency and clarity.
<b>C</b>	OR	<b>D</b>

# Horizontal score

Give yourself **1 point for every C** you circled and **-1 point for every D** you circled.

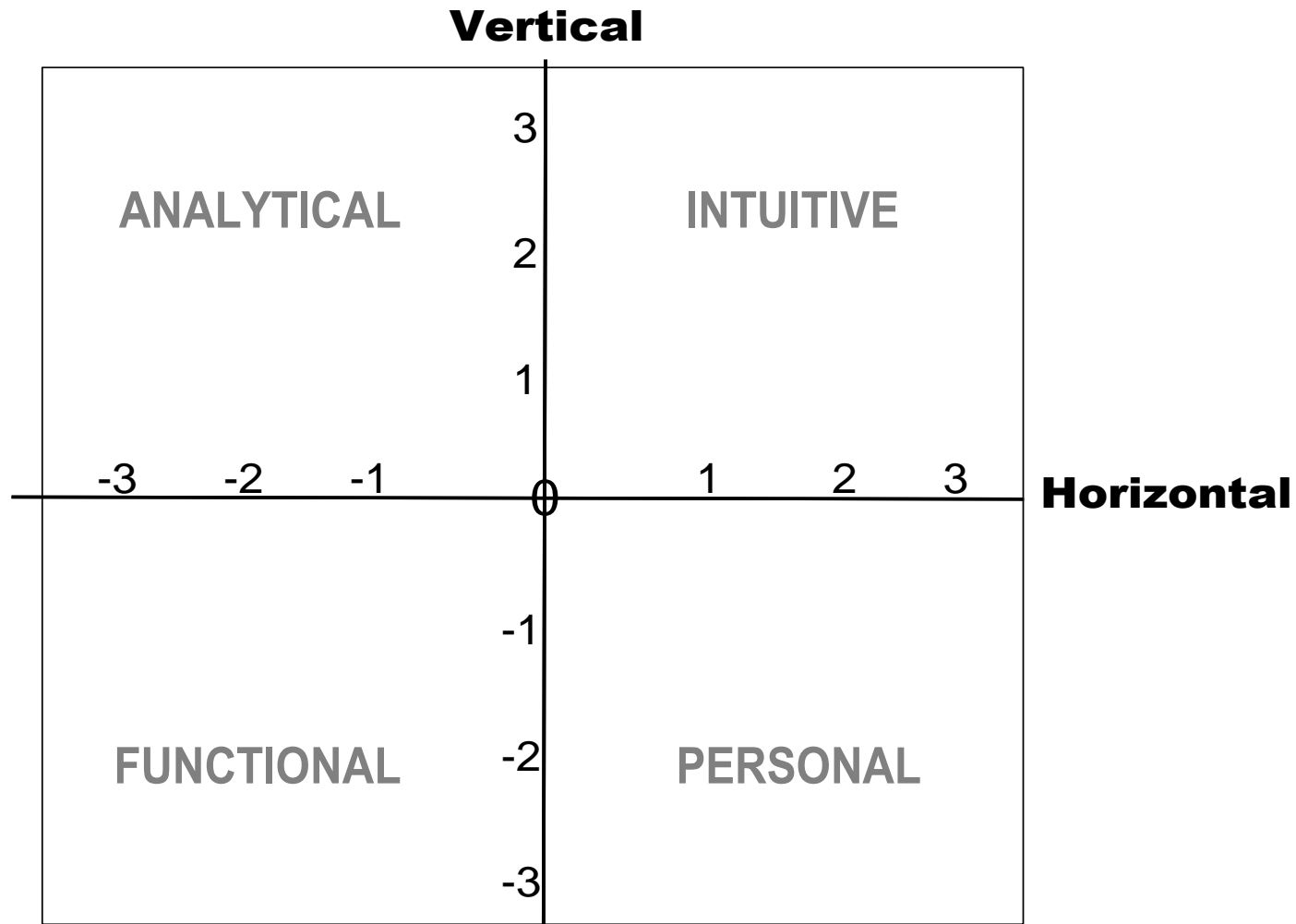
The total is your **horizontal score**.

*Example: If you circled 1 C and 2 D's, your horizontal score is -1 (1-2)*

Total Horizontal Score\_\_\_\_\_

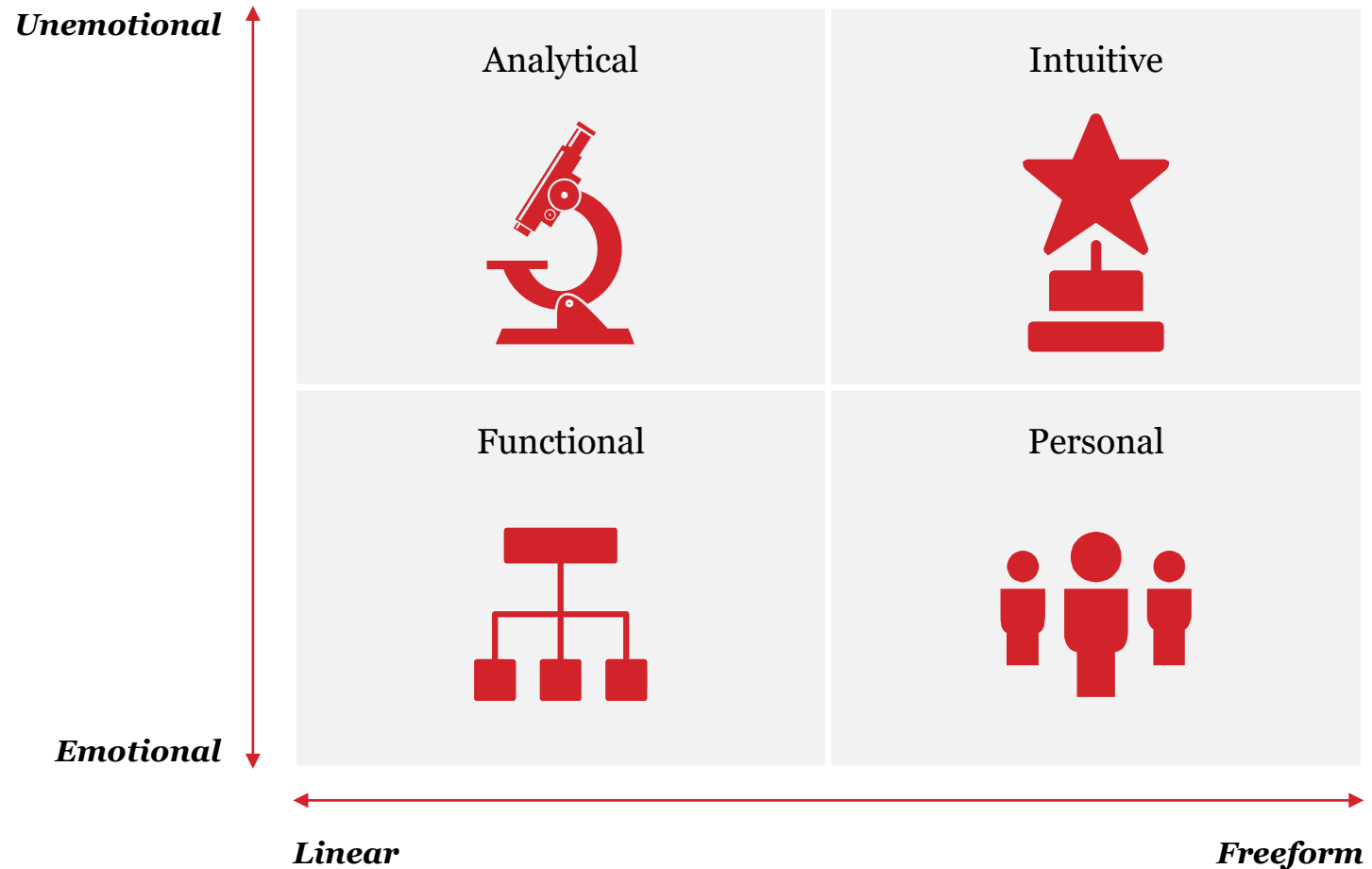
# Plot your score

13



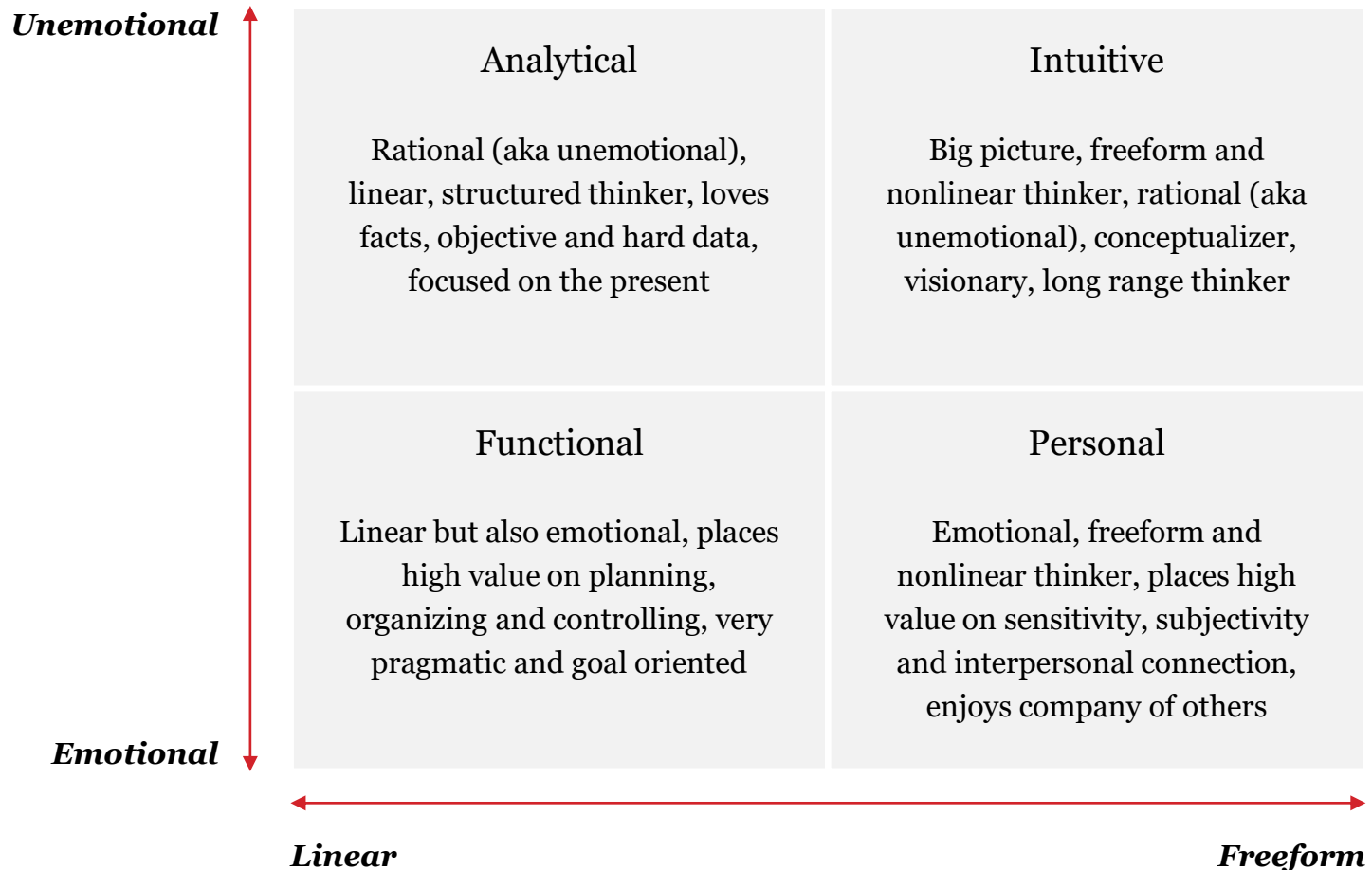
# Communication Styles

14



# Communication Styles Grid

15





## Intuitive

01

Recommendation up-front

02

Do not equivocate

03

Bottom-line big picture

04

Attention comes from not wasting time



# PECHAKUCHA WILL FORCE YOU TO 'TIGHTEN'



PechaKucha 20x20 is a simple presentation format where you show 20 images, each for 20 seconds. The images advance automatically and you talk along to the images.

## Why invent this format?

Because architects talk too much! Give a microphone and some images to an architect -- or most creative people for that matter -- and they'll go on forever! Give PowerPoint to anyone else and they have the same problem.



## Analytical

01

Unemotional delivery

02

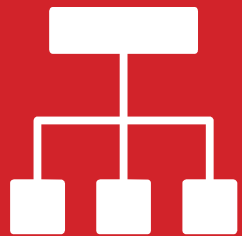
Specific numbers vs. feelings

03

Have lots of supporting evidence in reserve

04

Attention comes from technical competence



## Functional

01

Process, Process, Process

02

Highly detailed

03

Recommendation at end

04

Attention comes from proceeding step-by-step



## Personal

01

Get them involved

02

Informal, friendly

03

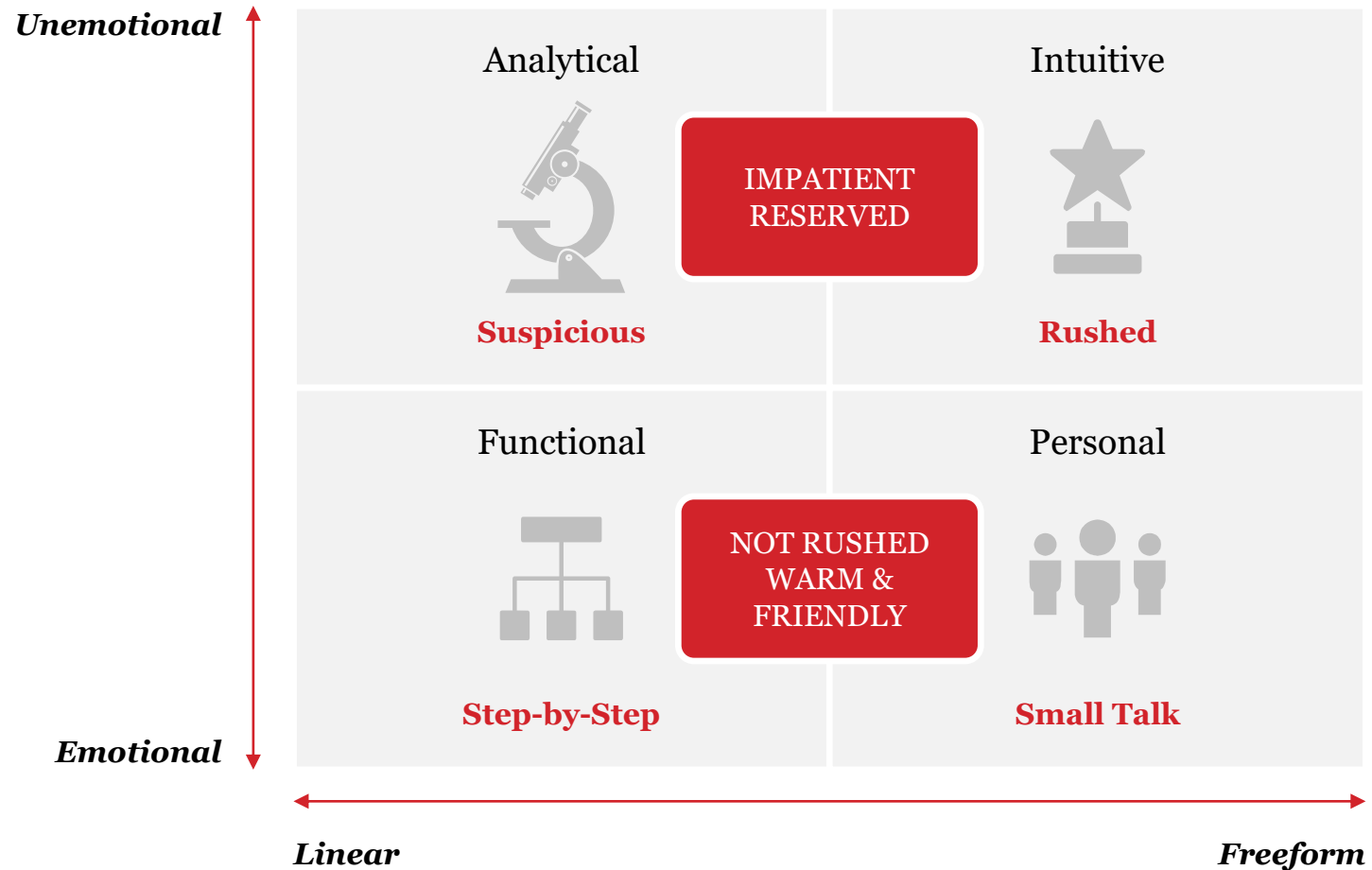
Are others doing it?

04

Attention comes from interpersonal warmth

# Communication Styles

22



## WHEN IN DOUBT ASK...

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*What's the 1 question  
you need answered  
today?*



# WHAT ARE THEIR VERBAL INDICATORS?

24



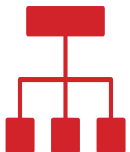
## ANALYTICAL

- Questions about numbers.
- Where's the data from?
- How do we know?
- Are we sure?



## INTUITIVE

- Where does this get us?
- Can we brainstorm?
- Can I throw some ideas around?



## FUNCTIONAL

- What's the process?
- What happens first?
- How long?
- Who does what?



## PERSONAL

- Feeling words.
- Who will be involved?
- How do they/you feel?

# PERSPECTIVE TAKING

25

Subjects were asked to write an essay describing a time a boss had treated them unfairly.

Then they were told that an outside reader would react to their essay.

- *One group of subjects was told that the reader said “I tried to take their perspective, but I just couldn’t put myself in their shoes.”*
- *The other group was told the reader said “I tried to take their perspective, and **I could really put myself in their shoes.**”*

Perspective-taking: they liked that person 19% more. And they felt 78% more empathy towards them. 59% more likely to give up their turn and cost themselves a better chance of winning money.

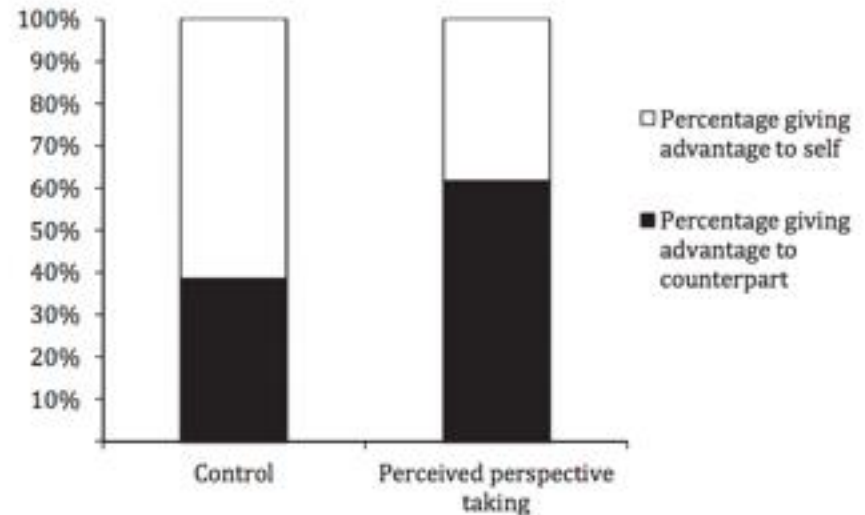
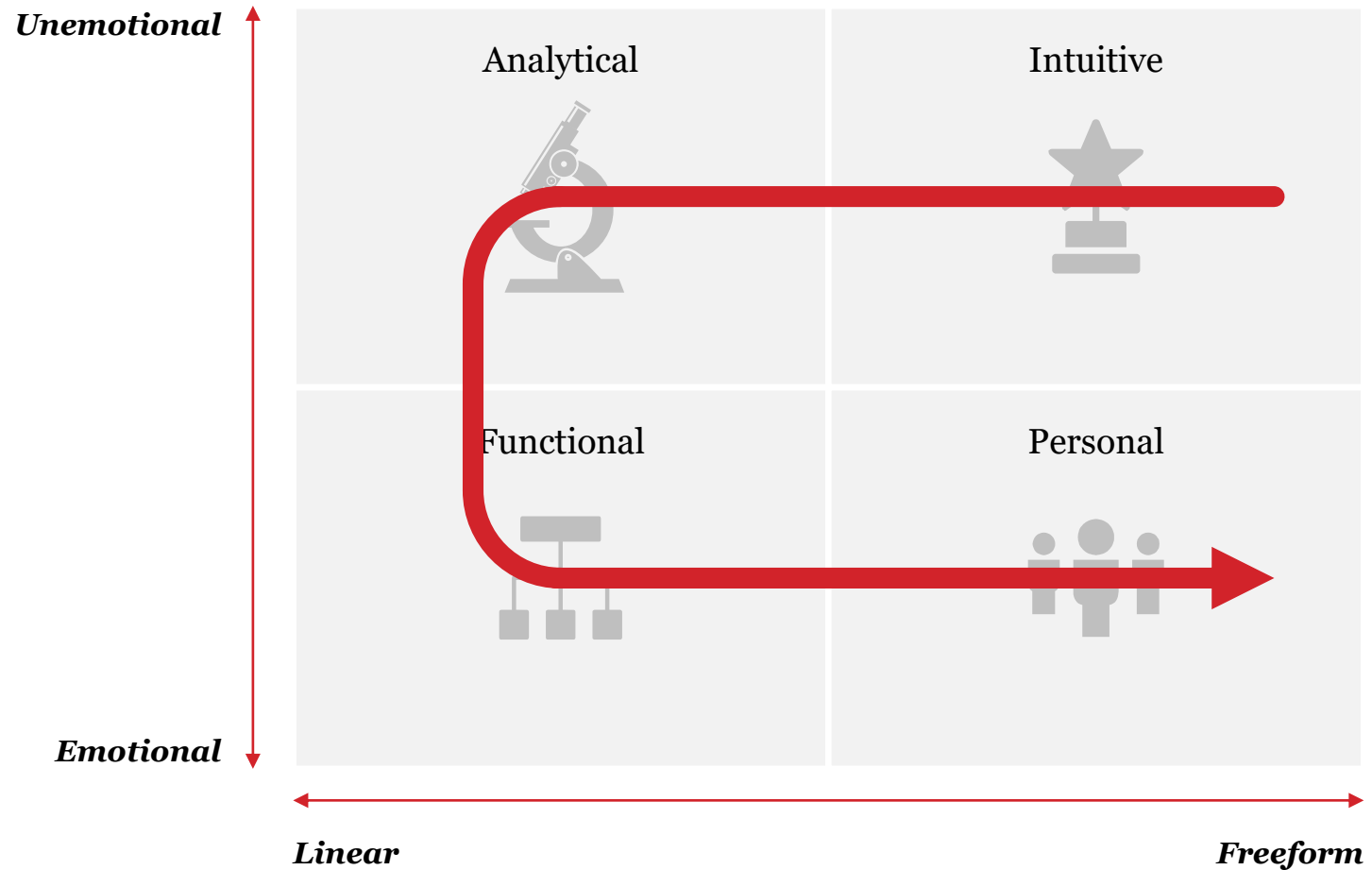


Figure 4. Percentage of participants choosing to give an advantage in the game to themselves or the counterpart by condition in Experiment 4.

# Communication Styles

26



88 Which of the following ..

89 Which of the following best describes your ..

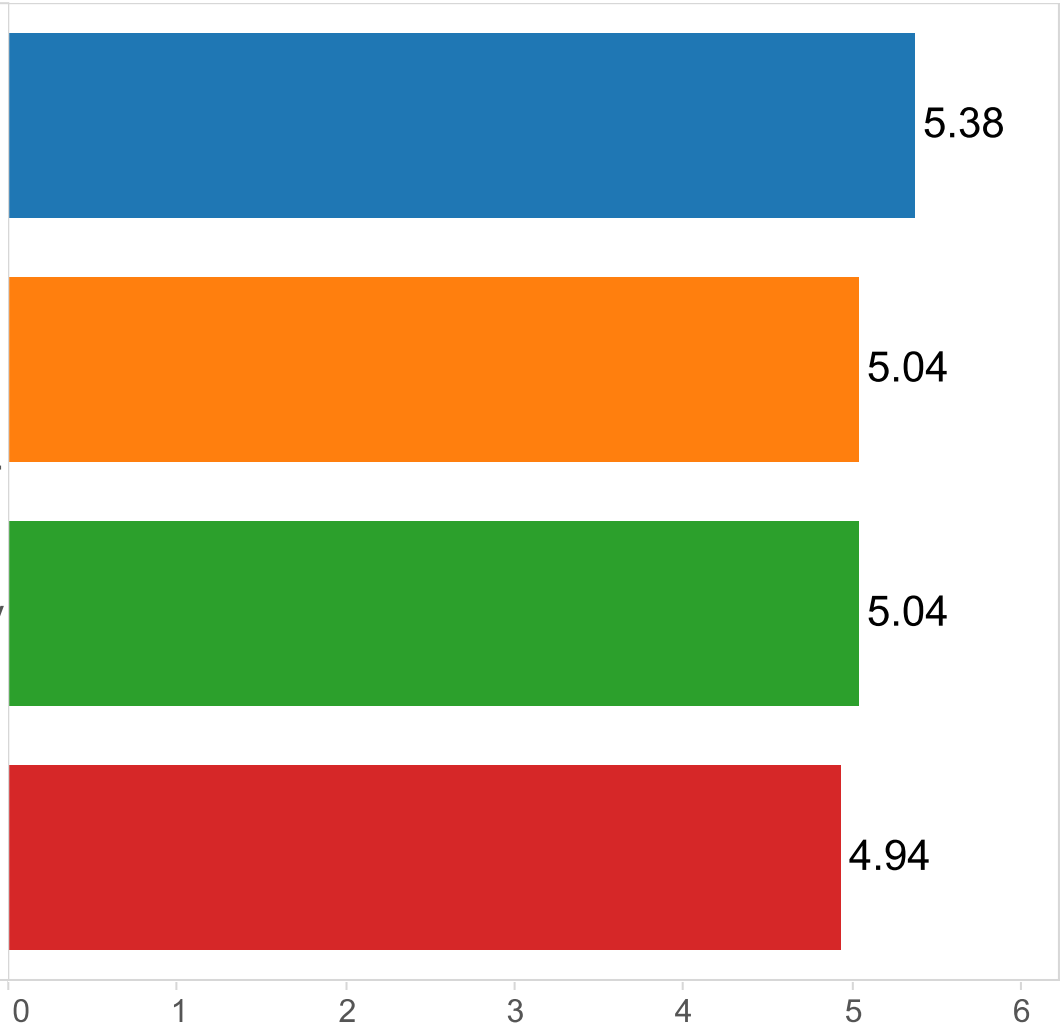
**I'm 'process-driven' person—I'm very methodical, I walk through things step-by-step, and I like nitty-gritty detail**

They're 'process-driven' person—They're very methodical, they walk through things step-by-step, and they lik..

They're a 'big picture' person—They get right to the point, they don't waste time, and they don't get bogged down in too much..

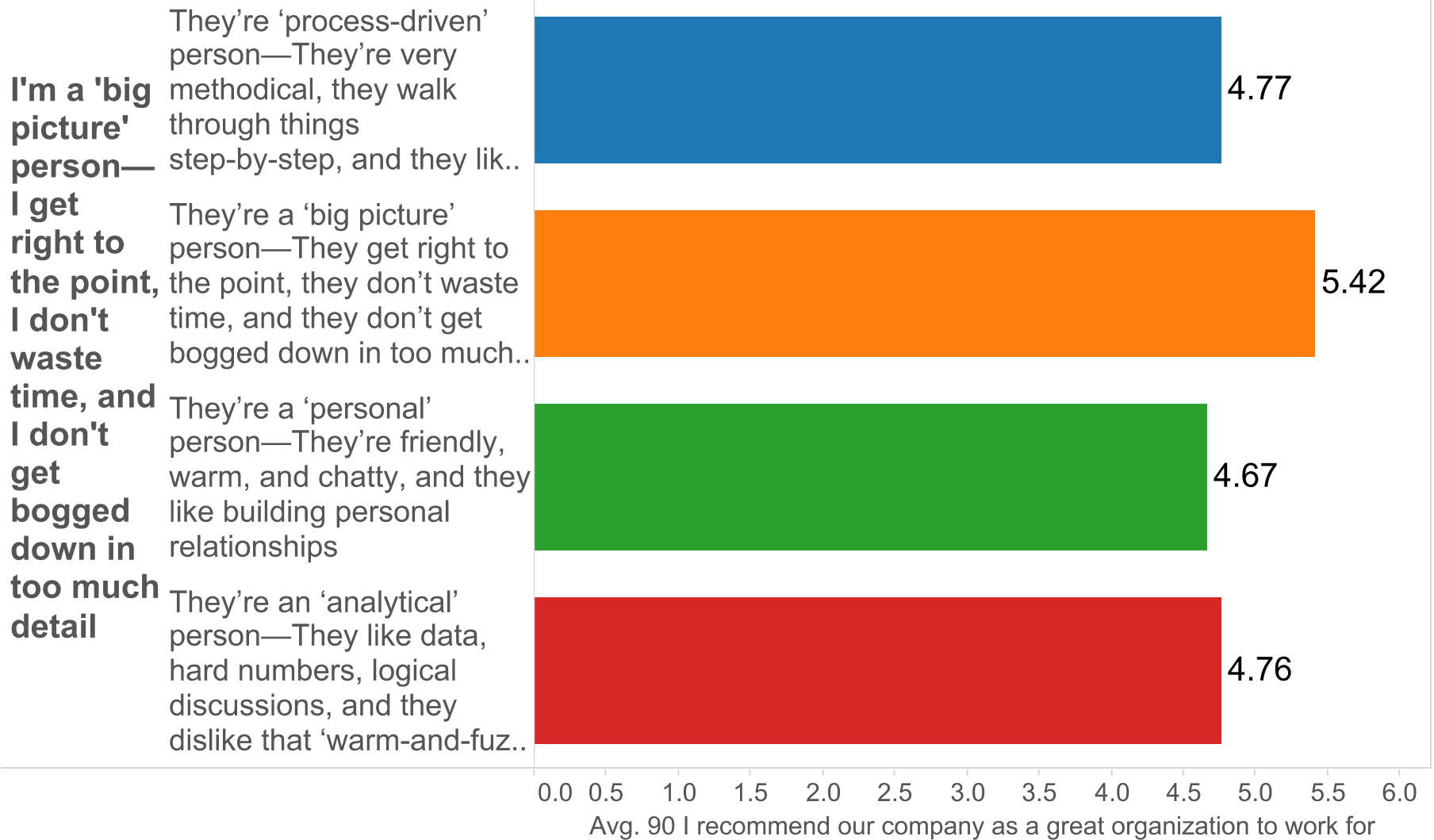
They're a 'personal' person—They're friendly, warm, and chatty, and they like building personal relationships

They're an 'analytical' person—They like data, hard numbers, logical discussions, and they dislike that 'warm-and-fuz..



Avg. 90 I recommend our company as a great organization to work for

88 Which of the fo.. 89 Which of the following best describes your ..



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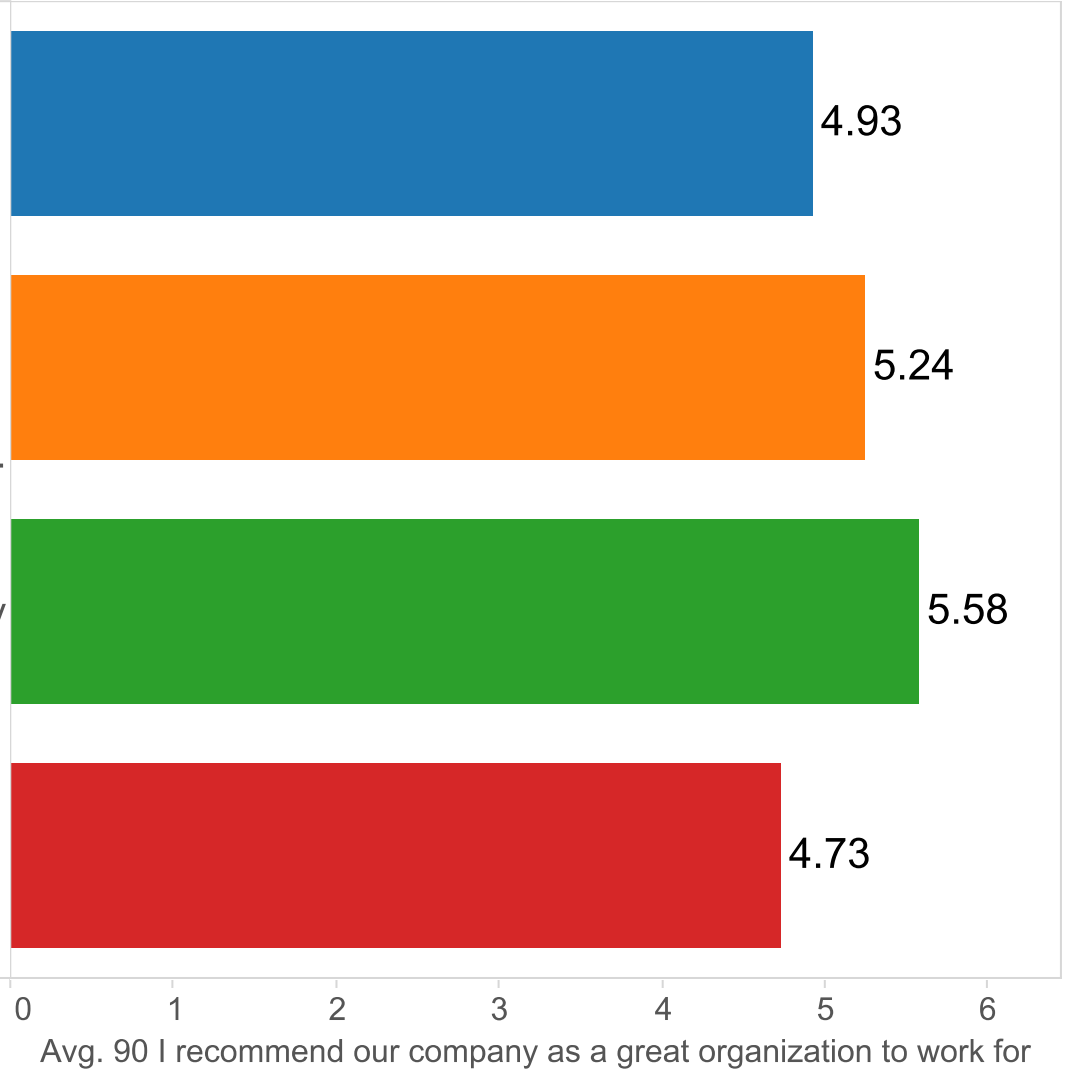
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person—I'm  
friendly,  
warm, and  
chatty, and I  
like building  
personal  
relationships**

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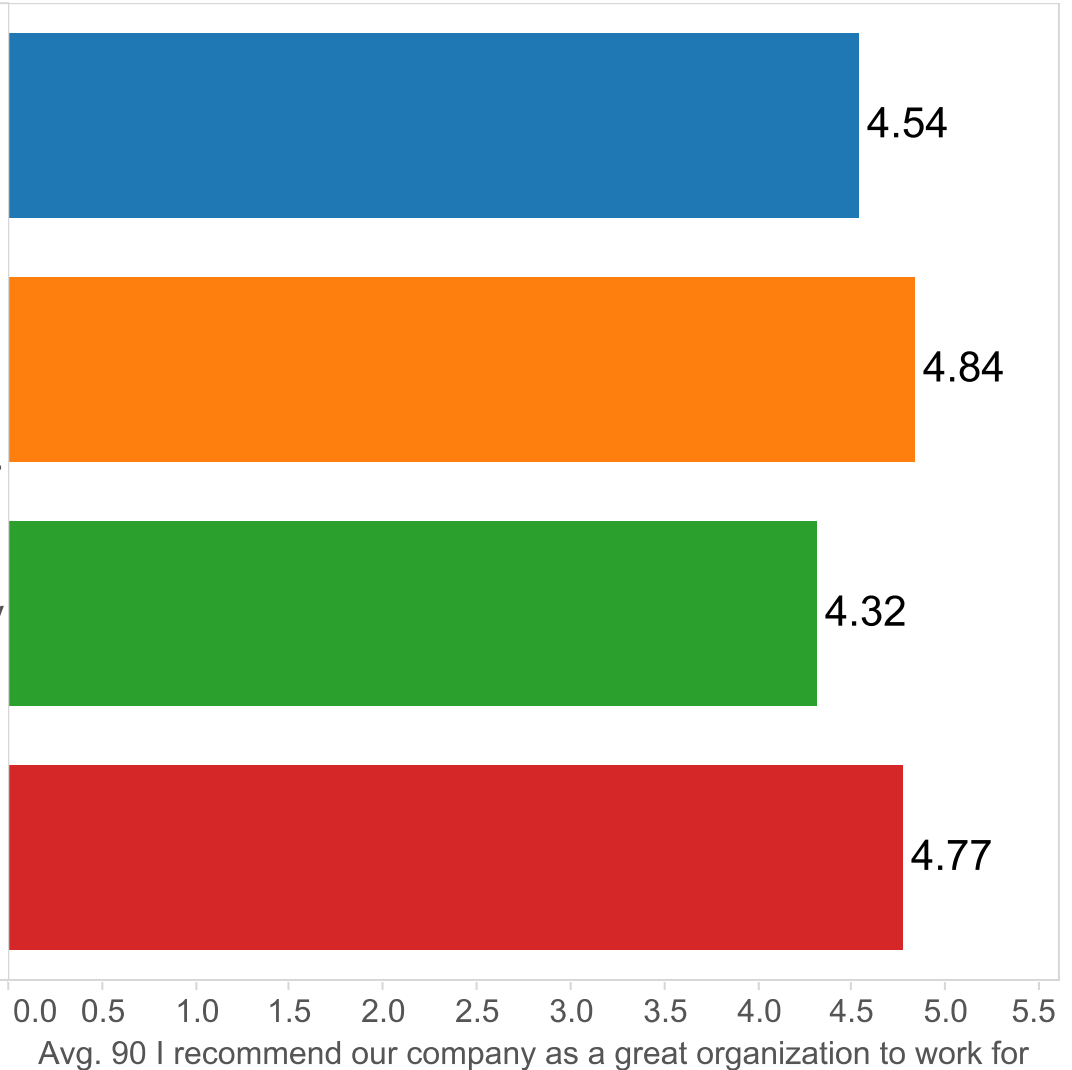
**I'm an 'analytical' person—I like data, hard numbers, logical discussions, and I dislike that 'warm-and-fuzzy' stuff**

They're 'process-driven' person—They're very methodical, they walk through things step-by-step, and they lik..

They're a 'big picture' person—They get right to the point, they don't waste time, and they don't get bogged down in too much..

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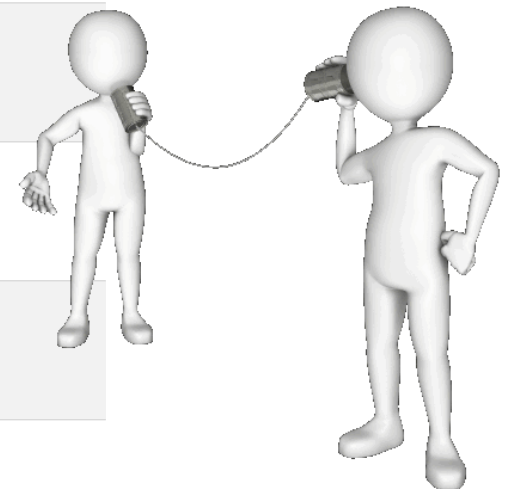
They're an 'analytical' person—They like data, hard numbers, logical discussions, and they dislike that 'warm-and-fuz..




# TECHNOLOGY STRENGTHS & LIMITATIONS

31

Media	Tone	Two-Way	Body Lang.
Face-to-Face	●	●	●
Video Conferencing	●	●	◐
Phone	●	●	
Voicemail	●		
IM		●	
Email			

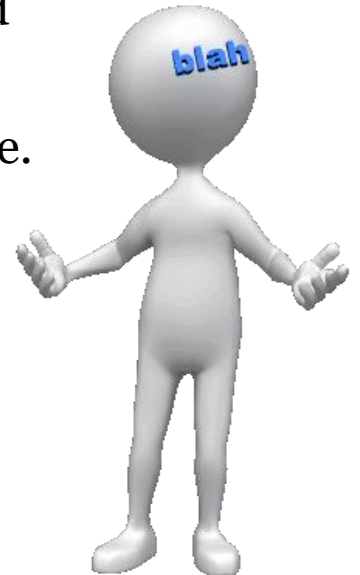




**ONE OF ABC'S CORPORATE OBJECTIVES IS TO DEVELOP STRATEGIC RELATIONSHIPS WITH KEY CUSTOMERS AND BE RECOGNIZED FOR OUR ABILITY TO DELIVER SERVICES OF SUPERIOR VALUE.**

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This competitive advantage will be achieved through continued focus on our core competencies, management attention to the development of operations and process management excellence.  
..."



# ABSTRACT WORDS NOBODY REMEMBERS

33



- Complete set
- Annual event
- Useful purpose
- Original finding
- Critical condition
- Reasonable request
- Constant attention
- Adequate amount
- Significant result
- Possible guess

---

Allan Paivio

# DEAD BODY & HAPPY CLOWN

34



# The world's **thinnest** notebook



**1,000 songs**  
in your  
pocket



# GOOGLE

---

provides access to the  
world's information in  
one click.



# STARBUCKS

---

creates a third place  
between work and  
home.

# Narcissism Ratio

37

- When communicating goals, count the number of times you say “I” or “me”
- Count the number of times you say “customers” or “employees” or “you” or other variations

**Good**

Others > I or me

**Bad**

Others < I or me

Well, as you know, I think that we presented the top line data in our last earnings release. Obviously, our key focus is to get this data published, and obviously the reason we've not shared the overall results is not to prejudice that publication, so we anticipate that data being published during the second half of this year, and we're looking forward to the rollout of that optimized formulation in the first quarter of next year, and as you know, the results overall showed a 41% reduction in the overall severity of flush and a 42 to 43% reduction in the duration of flush, significance of the .0001 level, so we're excited about the data. We anticipate launching that formulation during the next few months. We are very excited about 1040 milligram strength. The overall goal in dislipidemia therapy, and with our strategy with our customers, is to get more and more patients up to the highest effective dose, that gives them the protection that they require, and the life saving benefits that are offered. And we believe that the 1040 milligram strength of Advicor, which by the way, was the dose that was used in the [Advocare] study, which demonstrated superiority over Lipitor and Zocor. We believe that that is going to help us even broaden further the Advicor patient base with regard to , the impact and overall financials, obviously, would not given specific guidance in relation to Advicor, but we'll certainly, this will allow more patients to get, not just Advicor therapy, but also a more effective dose, so we're very excited about it and I think that our doctors will be as well.

# WATCH THE TONE...

39

01

“I don’t understand how you can believe that our Technical Support Line doesn’t impact sales revenue.”

02

“You aren’t listening to what our COO is saying...”

03

“If we were living our values as an organization we wouldn’t have this product recall situation.”

04

“Our marketing strategy has so many targets that it’s impossible to see any strategic focus in what we’re doing.”

05

“Come on, you can’t keep making these mistakes!”

06

“You’re not making any sense.”



# Trigger Words

- **“you”**
- **adverbs** (*e.g.* “very”, “really”, “quickly”)
- **negative emotions** (*e.g.* “angry”, “aggravated”, “afraid”, “pessimistic”, “unhappy”)
- **absolutes** (*e.g.* “always”, “absolutely”, “unquestionably”)



# SAY THE WORD “NO”

- Say NO
  - Not “Well I just don’t think so”
- Do NOT say “I’m sorry”
- Do NOT give a long-winded reason for your decision (this is just ammunition for them to convince you to say yes)
- Limit your reason to 1 sentence

# OWN YOUR DECISION

42

- Where possible, use the words "I won't" or "I've decided not to", rather than "I can't" or "I shouldn't".
- This emphasizes that you have made a choice.

# SYNC YOUR NON-VERBAL MESSAGE

43

- Practice in front of a mirror
- Many people give conflicting non-verbal signals
  - Shaking head yes
  - Looking away
  - Covering mouth
  - Cowering
  - Trembling

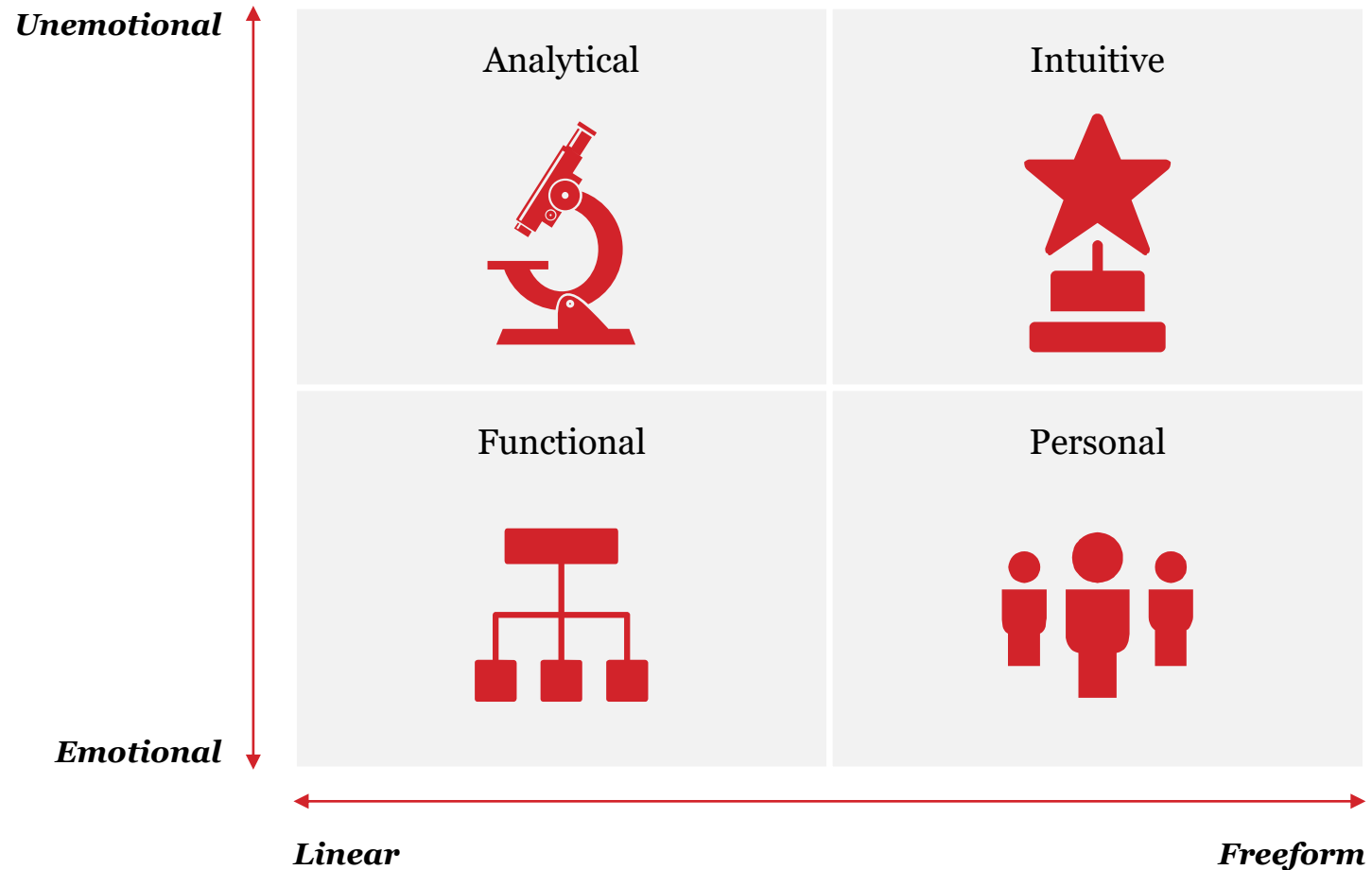
# PRACTICE AND SCRIPT

- Anticipate and rehearse answers to various comebacks
  - Put-offs, denials, jokes, sob stories, arguments, debates
- Practice until confident
- Create note cards or crib notes



# Communication Styles

45



**THANKS  
FOR  
WATCHING**



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