

IMPACT & PRESENCE Pocketbook



2nd Edition

A pocketful
of tips, tools and
techniques on how to create
'brand you', build leadership
presence and achieve impact

**Pam Jones &
Janie van Hool**

"A brilliant toolkit packed with stimulating insight, thought-provoking self analysis, and practical tips. This is a 'must-read' for both the experienced and novice who are looking to further develop their presence and impact to shine through today's fog of mass communication channels."

John Griffiths, Change Leader, Project One Consulting

"Full of practical ideas to help you harness your strengths and present the best version of yourself."

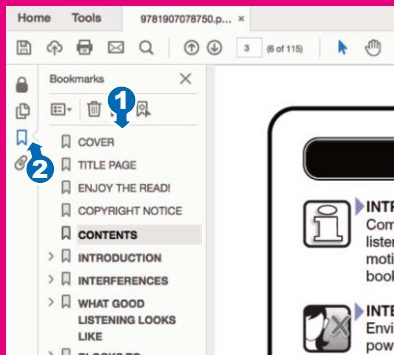
Dr Dina Dommett, Dean, Ashridge Executive Education, Hult International Business School

"I've just started out in my career and am finding the tips in this book hugely insightful and beneficial."

Tilly Wickens, Financial Planning & Reporting Analyst, DS Smith



© Pam Jones and
Janie van Hool 2004, 2020
This edition published 2020
ISBN 978 1 907078 80 4

IMPACT & PRESENCE
Pocketbook



Enjoy the read!

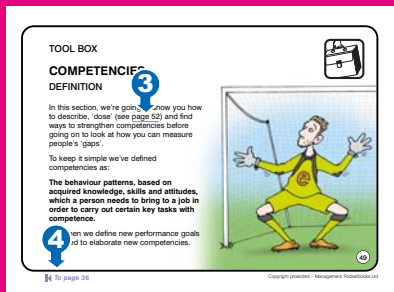
To help you move around this e-Pocketbook we have included a full **1 'Table of Contents'**, with links that take you instantly to the chapter or page of your choice. Be sure to reveal the Table of Contents within the navigation pane **2 (sidebar)** of your file viewer.

In addition, we have **3 embedded links** within the book itself, denoted by coloured arrows  and text that is underlined (or highlighted). These embedded links will get you swiftly from the Contents page to a specific chapter and from cross-references to other parts of the book. A link at the foot of the page **4**  will get you back to where you started.

The web browser or document viewer you use to read this e-Pocketbook may well provide further features (e.g. word search, zoom, page view options) to help improve your reading experience.

It is well worth spending some time familiarising yourself with your document viewer in order to get the best from this e-Pocketbook.

Enjoy your reading!





**COPYRIGHT
NOTICE**
Please Read

The contents of this electronic book (text and graphics) are protected by international copyright law. All rights reserved.

The copying, reproduction, duplication, storage in a retrieval system, distribution (including by email, fax or other electronic means), publication, modification or transmission of the book are **STRICTLY PROHIBITED** unless otherwise agreed in writing between the purchaser/licensee and Management Pocketbooks.

Depending on the terms of your purchase/licence, you may be entitled to print parts of this electronic book for your personal use only. Multiple printing/photocopying is **STRICTLY PROHIBITED** unless otherwise agreed in writing between the purchaser and Management Pocketbooks.

If you are in any doubt about the permitted use of this electronic book, or believe that it has come into your possession by means that contravene this copyright notice, please contact us.



**MANAGEMENT
POCKETBOOKS**

Wild's Yard, The Dean,
Alresford, Hampshire
SO24 9BQ UK

Tel: +44 (0)1962 735573
Fax: +44 (0)1962 733637
sales@pocketbook.co.uk
www.pocketbook.co.uk

CONTENTS



INTRODUCTION

5

Who should use this book?, impact & presence – why are they so important?, presence, authenticity & impact, who makes an impact & how?, start right now, three key elements



GAINING CONTROL – THE INNER THINKING TOOLKIT

13

Questionnaire, understanding yourself, identifying your strengths, overdone strengths, your values & inner motivation, stress responses, impostor syndrome, mindfulness, breathing, visualisation, energy flow, breathing in your presence, handling rejection, celebrating impact, power bases, finding and choosing a mentor, exercise, maintaining the inner engine



IMPACT STRATEGIES

39

Impact questionnaire, what others see, posture, gesture, greetings, eye contact, warmth v strength, rapport, building empathy, using energy, creating rapport through content & language, tuning in to others (listening and questioning), language, sounding authentic, simplicity & clarity, impact the assertive way, being heard, voice workout and tips



CREATING CONNECTIONS

69

The science of storytelling, how to build a story including basic plots and categories, advice for using social media to develop your online presence



AREAS OF FOCUS

83

Meetings (face to face and virtual), small talk, remembering names, 15-second introduction, presentations (content and approach), virtual presentations, being in the spotlight, impact & influencing, interviews, impact & promotion

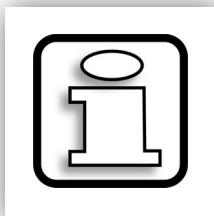


ACTION PLANNING

103

Creating your plan, ways to get started, four action plans





INTRODUCTION

INTRODUCTION

WHO SHOULD USE THIS BOOK?



This book is for people who want to maximise their presence and create a powerful impact on the people they meet and work with. It provides a wealth of tips and techniques, using questionnaires and exercises to help you assess your impact, and enhance your communication style and strategy.

The book shows you how to appear confident and use a dynamic style of communication, but also how to feel positive and self-assured in any situation. It takes a holistic approach, helping you to project an image that reflects your values and strengths.

The authors bring together experience from the worlds of business and theatre to provide a broad perspective on the benefits of taking control of personal impact.



INTRODUCTION

IS THIS BOOK FOR YOU?



- Do you want to create a personal brand that reflects who you are?
- Do you want to enhance your leadership impact?
- Do you want to take control of how others perceive you?
- Do you want to create an image that reflects your ability and potential?

If so read on.

*'You never know when
you are making a memory.'*
Rickie Lee-Jones



INTRODUCTION

IMPACT & PRESENCE – WHY ARE THEY SO IMPORTANT?



*'If you think you are too small to make a difference,
you haven't spent the night with a mosquito.'*
African proverb

Your image and how you use it is central to others' perception of your abilities, skills and potential. It is amazing how quickly you make an impression on others.

You need to pay attention to your image because:

- To develop your career you will need to sell yourself to others
- People buy people
- While adapting to the environment you work in you need to stay true to yourself, and know how to do this
- There is a clear relationship between impact and self-concept; each feeds off the other
- Confidence is contagious, but so is lack of confidence
- Your personal presence will affect the climate around you, so make the impact a positive one

INTRODUCTION

PRESENCE, AUTHENTICITY & IMPACT



We are so much more than what we do.

How others experience you is a mixture of three important elements:

- **Presence – how you show up**
Connecting with the thoughts and feelings of others
- **Authenticity – who you are**
Staying true to your values, beliefs and who you are.
- **Impact – what you do**
The influence you have and the lasting impression you make on others

These three elements will create the perception people have of you and the memory they will take away.

INTRODUCTION

WHO MAKES AN IMPACT & HOW?



Every day we are bombarded with images of people who make an impact: politicians (national and international), actors, artists, sporting heroes and social media influencers. These people inspire strong reactions from their audience, both positive and negative.

Think of some of the famous people who inspire you with their authenticity, presence and impact.

- What is it that they think, say or do that makes you feel this way? How do they demonstrate this?
- Which of the qualities that you are drawn to do you think you share?

In this book, we will consider many of the elements that enable us to maximise our presence, make an impact and maintain our authenticity. It's important that you achieve your potential in developing your impact, but only if you can be true to yourself.

INTRODUCTION

START RIGHT NOW

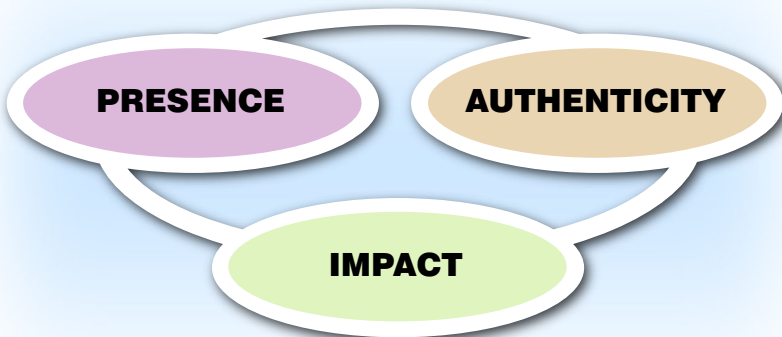


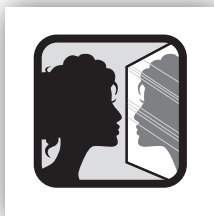
To create impact, you need to reflect on yourself in a number of different ways. Using this book, you can explore each section or dip in at an appropriate place.

Gaining Control – The inner thinking toolkit	<ul style="list-style-type: none">• Understanding yourself• Being mentally prepared• A positive strategy
Impact Strategies	<ul style="list-style-type: none">• Physical presence• Using your voice• Showing curiosity
Creating Connections	<ul style="list-style-type: none">• Connecting with audiences• Storytelling• Your impact on social media
Areas of Focus	<ul style="list-style-type: none">• Influencing others• Presentation skills• Interviews

INTRODUCTION

THREE KEY ELEMENTS





GAINING CONTROL - THE INNER THINKING TOOLKIT

GAINING CONTROL – THE INNER THINKING TOOLKIT

QUESTIONNAIRE



Impact and presence is as much about **YOU** as it is about how you look. This section will focus on your 'inner engine'. Look at the questions below to determine how aware you are of the importance of your inner thinking toolkit. Spend some time reflecting on your answers.

Each question relates to some aspect of your self-confidence and how this is expressed.

1	Do you think positively or negatively about your impact on others?
2	When communicating, do you ever anticipate what others might be thinking about you?
3	How does stress manifest itself with you?
4	Do you control your stress levels when anxious? How?
5	When do you feel at your most confident?
6	When do you feel at your least confident?
7	Do you sometimes feel self-conscious?
8	Do you feel like a different person at work from how you feel at home or with friends? If so, what changes?

GAINING CONTROL – THE INNER THINKING TOOLKIT



QUESTIONNAIRE

9	Do you feel comfortable with how you look?
10	Which are you more aware of: your strengths or your weaknesses?
11	Do you feel powerful? If so, when?
12	Are you aware of your inner critic?
13	When do you feel at your best?
14	Do you prepare yourself mentally, physically and emotionally before communicating?
15	Do you focus on the other person or people when communicating?

The following pages will show you ways to strengthen your inner engine by:

- Understanding yourself
- Understanding what holds you back
- Identifying ways of preparing yourself mentally and emotionally to create great impact

Read this section, complete the exercises and then revisit these questions to review whether you now feel better equipped to create impact.

GAINING CONTROL – THE INNER THINKING TOOLKIT

UNDERSTANDING YOURSELF



A first step in developing your personal impact and presence is identifying what it is that you want to project to others.

- What are your strengths?
- What are your values? This will provide a clue to what really motivates and inspires you
- How do you want others to see you?
- How do you want to be?

Real presence and impact comes from being congruent at all these levels.

Remember you can't sell yourself unless you know what you are selling.



GAINING CONTROL – THE INNER THINKING TOOLKIT

IDENTIFYING YOUR STRENGTHS



'Strengths are the underlying qualities that energize us and we are great at (or have the potential to become great at).'

Brewerton and Brook 2014

The field of positive psychology is showing that focusing on strengths both enhances performance and creates the confidence to develop new skills and abilities.

- Reflect on and identify your strengths – these may be skills, abilities, personality attributes and behaviours
- To help you do this, think about something you did that you were proud of. What did you contribute to the situation? How did it influence the outcome?
- Looking back over your life so far, what have you enjoyed doing and what have you been good at? What new skills and attributes have you developed?
- Ask your friends and colleagues to describe you – send a message to at least five people asking: *'What do you see as my key strengths and qualities?'*

GAINING CONTROL – THE INNER THINKING TOOLKIT

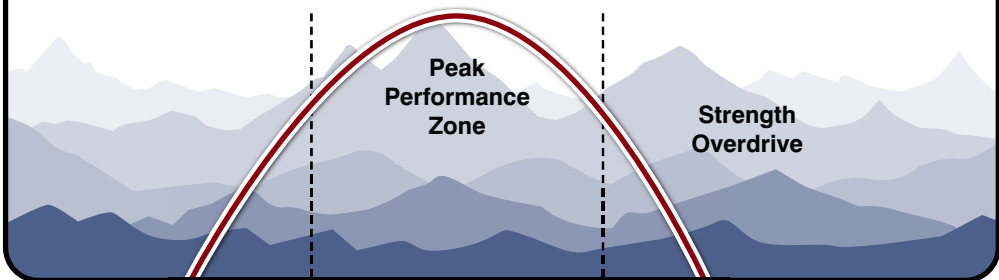
RECOGNISE YOUR OVERDONE STRENGTHS



One thing to recognise is that a strength in excess can become a weakness. For example:

- Being clear and direct is a strength but in excess could be perceived as being dictatorial
- Being helpful and accommodating in excess may be perceived by others as giving in

The secret is to use your strengths effectively. Get feedback from others about what you do well and what you could do differently to enhance your performance.



GAINING CONTROL – THE INNER THINKING TOOLKIT



YOUR VALUES & INNER MOTIVATION

Identifying your inner values is important, but may not be something you have given much time to. If you are not clear about your values, use these questions as a prompt:

- List five things you value in yourself and five things you value in others
- Think about a time when you were really motivated: what were you doing and what was it that motivated you?
- Think of five people you really respect (they can be friends, colleagues, leaders, etc). What is it you value about them? We often respect those with similar values to our own, so what does this tell you? (You may want to refer back to the exercise on page 10.) Now jot down some key messages:

The values I want to convey to others are:

1. 2. 3.

I want others to see me as someone who

If you are living your values, your passion will shine through.

GAINING CONTROL – THE INNER THINKING TOOLKIT



STRESS RESPONSES & IMPACT CONSEQUENCES

'We are not thinking machines, we are feeling machines that think.'

Anthony Damasio

Neuroscience is demonstrating how critical it is to manage our inner state in order to influence others. Stress responses are governed by our primitive brain functions and send us automatically into either *fight* or *flight* mode. These responses are easily recognised and have a dramatic influence on how we come across.

Stress responses	Impact consequences
Raised heartbeat	<ul style="list-style-type: none">• Feeling of panic• Talking too quickly
Blood moves away from peripheral areas	<ul style="list-style-type: none">• Unable to focus/listen clearly• May be unable to pick up on cues and responses from your audience

GAINING CONTROL – THE INNER THINKING TOOLKIT



STRESS RESPONSES & IMPACT CONSEQUENCES

Stress responses	Impact consequences
The brain is focused on fight or flight	<ul style="list-style-type: none">• Messages from your long-term memory aren't passed effectively to your short-term memory, leading to slow thinking and, in extreme cases, stage fright
Temperature changes	<ul style="list-style-type: none">• From sweating/flushes to feeling extremely cold
Dry mouth	<ul style="list-style-type: none">• Voice less expressive, can be difficult to get the words out
Emotional reaction	<ul style="list-style-type: none">• You become aggressive or submissive; less assertive• Voice tone reflects the emotional reaction• Body language changes into either defensive/protective responses (arms crossed, looking down, closed posture) or more aggressive responses (eg finger pointing)

If you can learn to manage these fears you can learn to manage your impact.

GAINING CONTROL – THE INNER THINKING TOOLKIT

OVERCOMING IMPOSTOR SYNDROME



Impostor syndrome is defined as: *'A psychological phenomenon in which people are unable to internalise their accomplishments'*.

The many people who experience it often feel a fraud, see their success as luck and worry that they may be found out. Here are a few tips to help turn some of those feelings around:

- Recognise it and be open about how you feel
- Separate feelings from facts – identify what you have achieved
- Accentuate the positives and keep a record of what goes well
- Don't be a perfectionist, allow for mistakes
- Develop a new response to failure – don't beat yourself up but move on and learn from experience
- Visualise success – it sets your mind up for a positive outcome
- Reward yourself when things go well

'The only way to stop feeling like an imposter is to stop thinking like an imposter.'
Valerie Young

GAINING CONTROL – THE INNER THINKING TOOLKIT



MINDFULNESS

The practice of being mindful has become a recognised tool for achieving excellence in performance – and is recommended by researchers and psychologists as a discipline for managing nerves, stress and anxiety. Often when you are trying to make an impact and optimise your presence, nerves appear and you feel stressed. This reduces your sense of control over events, which in turn increases your anxiety.

Mindfulness is useful in enhancing your presence because you allow yourself to be in the moment – to notice your surroundings, and to be conscious of how you are feeling. This is really what being present is all about.

Additionally, the practice of mindfulness is about removing judgement – you are not trying to push yourself to calm down or relax, which is so tempting to do when making an impact is important to you. You simply notice what's happening and let the experience continue, maintaining your attention on noticing and observing how you feel moment by moment.

Some approaches to being more mindful are on the next page.

GAINING CONTROL – THE INNER THINKING TOOLKIT

MINDFULNESS



Your mind

Mindfulness training is about quieting the chatter in your mind, and being calmly present in the moment. Worrying about the past, however recent, or being concerned about the future, however near, is unhelpful to your presence, so noticing your thoughts is a great place to start in managing how you feel. It takes practice, of course. Try paying attention to your thoughts in everyday activities, without judging yourself – when showering, eating, ordering coffee or even climbing the stairs.

Your body

Try to notice any areas of tension in your body. Sit well, with both feet planted on the floor. Close your eyes and scan your body in your mind...starting at your feet and working up to your face, paying close attention to all the muscle groups. Notice how you are feeling, but don't try to change it. Just paying attention will have a positive impact and you will naturally feel more relaxed if you don't put yourself under pressure.

GAINING CONTROL – THE INNER THINKING TOOLKIT



BREATHING

How you breathe is key to your inner impact. You can use breath to control your emotional state and influence your behaviour. Breath also conveys a subliminal message to others, affecting their mood, energy and impression of you. When nervous, you may take in short, shallow breaths that increase your sense of anxiety. This also sends out a message to others, who, in turn, become anxious about your nervousness and focus on that, not on your message.

Try the following breathing exercises to manage nerves and stress. Remember to breathe in and out through your nose to control breathing and slow the system response where adrenaline is present.

1. **Four-step breath** – breathe in, silently counting to four. Hold the breath for a count of four and breathe out for a count of four. Do not hold the breath if you have high blood pressure.
2. **Temperature breath** – notice the change in temperature as you breathe in and out of your nostrils – the air is cool as you inhale and warmer when you exhale. Try to focus on this and let all other thoughts come and go freely.

Always remember, if you feel nervous, breathe **less** not **more**.

GAINING CONTROL – THE INNER THINKING TOOLKIT



VISUALISATION

Visualisation is the process of imagining a future event in your head and mentally preparing yourself to achieve the outcome you want. It has been used to great effect for many years in sport. The old saying '*it's all in the mind*' is true and it will help you make an impact.

Visualisation is different from mindfulness because you are projecting – with controlled thoughts – into the future. Like mindfulness, it's a skill and all skills require practice so that when you need them, they're there.



GAINING CONTROL – THE INNER THINKING TOOLKIT

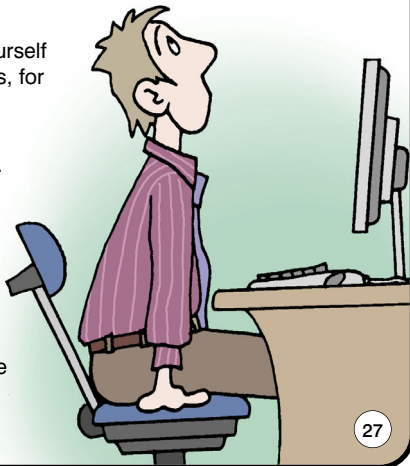
VISUALISATION



Effective visualisation needs to be realistic:

- If you are likely to be nervous, then visualise yourself feeling nervous but coping by using mindfulness, for example
- If you will be making a presentation standing in front of an audience, visualise yourself standing. This will make the image more real for your mind and body
- Try to imagine how good you will feel when the experience is finished

Visualisation is a mental rehearsal. When the real situation happens, you will feel like you've been there already. This will give you greater confidence and a sense of control.



GAINING CONTROL – THE INNER THINKING TOOLKIT



ENERGY FLOW

You can't operate at a peak level all the time. So you need to know when you are likely to be at your best and schedule accordingly. That way, you can give the situation your best attention and energy and make the most impact.

Your body operates in complex rhythms. The 24-hour rhythm of the body is called the Circadian rhythm. A typical person who goes to bed at 11.00pm and gets up at 7.00am can expect a post-lunch slump at around 2.00pm and an early evening slump at around 7.00pm. These are not the best times for scheduling important meetings, as your attention will be low. Aim for midday, which is probably the peak operating time for this time clock.

Within the Circadian rhythm is the Ultradian rhythm, a 90-minute cycle during which you reach a peak and then begin to tail off in terms of energy and attention. To keep the focus of others, and ourselves, we should work in 90-minute cycles with a short break.

Find out when you feel at your best and, where possible, schedule your day accordingly.

GAINING CONTROL – THE INNER THINKING TOOLKIT



BREATHING IN YOUR PRESENCE

This 10-breath exercise is an important part of impression management. You are able to make clear decisions about how you want others to perceive you. Used by Tibetan monks for 2,000 years, this is a centring exercise. It works by combining imagery/verbal instruction with breathing. You breathe in the qualities you want to present and as you breathe them out... your emotional state will follow. Breathe in and out through the nose – small, natural breaths. No extra effort is required.

- Think of three words that represent how you want to be perceived by others. These words must be **unique** to you and have **meaning** for you; it does not matter what they are, as long as they are **right** for you and **appropriate** for the situation
- Breaths 1-3 Easy breathing, in and out through the nose, repeating in your mind the first of your three words. The order in which you choose the words may or may not have significance for you
- Breaths 4-6 As above, but focus on the second of your three words
- Breaths 7-9 As above, but focus on the third word
- Breath 10 All three words in the order used for breaths 1-9

You may find that pictures or mental images work just as well, but they **must** be in combination with the breathing.

GAINING CONTROL – THE INNER THINKING TOOLKIT

HANDLING REJECTION



'Learn to eat rejection, it will make you stronger.'

Bob Ragland

Everyone has experienced rejection, either personally or professionally. It can make you feel devalued and affect your confidence. Positive energy is dynamite for impact and presence. To create it, you need to maintain your self-belief, confidence and motivation.

- Get used to handling rejection and see it as a learning experience
- Get feedback on what you can do differently next time
- Bounce back and use the learning to grow and change
- Don't be limited by a fear of failure which can sabotage you from even trying
- Go for it! Just imagine when you are successful how it will feel
- Make a decision to benefit and learn from each experience of rejection. As Nelson Mandela said, *'I never lose, I either win or learn'*

GAINING CONTROL – THE INNER THINKING TOOLKIT

CELEBRATING IMPACT



Do you find that you tend to dwell on the mistakes you make rather than the things you do well? If you do, this means that your frame of reference is often negative and can sometimes become a self-fulfilling prophecy.

'Believing in negative thoughts is the single greatest obstruction to success.'
Charles F. Glassman, Brain Drain - The Breakthrough That Will Change Your Life

Rather than dwelling on mistakes, think about what you did well and then think about what you can do to be even better next time. Making an impact is about feeling good about yourself, feeling you have the right to be present. It's important to put good memories in accessible places for times when you need that boost of confidence.

Use the table on the next page to start to celebrate and build on your impact.

GAINING CONTROL – THE INNER THINKING TOOLKIT



CELEBRATING IMPACT

Think about some examples when you used your impact and presence, perhaps in a presentation, interview, meeting or conversation.

Use the table below to reflect on what you did well and what you could do differently in future to build on your strengths

Impact	What did you do well?	What could you do to enhance your impact in the future?
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____

GAINING CONTROL – THE INNER THINKING TOOLKIT



IDENTIFYING YOUR POWER BASES

- Personal power and impact go hand in hand. If you don't feel powerful you will never make an impact
- You are more powerful than you think you are. Others are less powerful than you think they are
- Power comes in different forms

Type of power	Definition
Position	Based on the position or title someone holds.
Reward	The ability to bestow rewards. (A reward can be something as simple as a piece of praise.)
Coercion	The ability to make someone do something through the threat of negative consequences.
Expert	The knowledge and expertise someone brings to the situation.
Information	Access to information and the perceived value this brings.
Personality	Based on the individual's personality. Are they liked, respected or admired in any way?
Network	Contacts and connections both inside and outside the organisation.

GAINING CONTROL – THE INNER THINKING TOOLKIT

ASSESSING YOUR POWER BASE



Given that many of us do not have formal position power, and are often influencing without formal authority, it is worth assessing your power bases as a way of understanding and developing your impact.

Karim was 24, had been working with his organisation as an accountant for two years, and was asked to present to the senior management team to convince them to invest in a new IT system. Karim had no position power. His age and lack of experience made him feel nervous about the event. However, when he sat down and reflected on the situation, he recognised that he was very knowledgeable about the system and its benefits. He also had a good network of contacts in the organisation who could help him to prepare for the presentation, and he had been asked because his manager had recommended him. While his position power was low, his knowledge, personality and network power certainly made up for any lack of confidence.

As part of your impact preparation, assess your power bases. They will change from situation to situation but generally you will find that you have more to offer than you initially realised.

GAINING CONTROL – THE INNER THINKING TOOLKIT



FINDING A MENTOR

A mentor is someone who takes a personal interest in an individual, helping them to succeed. Mentors are particularly helpful in the area of impact, as they can often provide help and feedback around issues such as exposure, visibility, networking and organisational politics. All these areas are important if you want to create the right impact and impression in the organisation.

A mentor is usually someone more senior than you in the organisation, and may be from a different business area, so that they can offer impartial advice. A mentor can help develop your impact in several ways:

- Helping to sift through complex organisational issues
- Listening
- Giving constructive feedback on your style
- Guiding communications – who to see, how to present the message
- Giving practical tuition when required
- Providing some clear tips on what to do to develop yourself for the future

GAINING CONTROL – THE INNER THINKING TOOLKIT



CHOOSING A MENTOR

The ideal mentor should be someone you can learn from. You will probably have different mentors at different stages in your career but as a general suggestion, your mentor should be someone:

- You can trust and respect
- Who likes to see people progress
- Who has a wide range of current skills
- Who understands the organisation and its needs
- Who has a good network
- Who can be challenging

If you can think of someone who would be a good mentor, just ask them. Usually mentors are pleased to be asked and get as much out of the relationship as you.



GAINING CONTROL – THE INNER THINKING TOOLKIT



EXERCISE FOR IMPACT

One of the most obvious ways to enhance your presence is to make sure you feel good physically. Energy is infectious – and so is lack of energy. Regular exercise has many health benefits, and also ensures that you look and feel at your best and can manage yourself more efficiently through stressful times.

The following benefits of exercise relate directly to your impact and presence. Exercise can:

- Make you feel happier as endorphins are released into your system
- Increase your energy levels. No need to fake enthusiasm - you will simply be feeling brighter
- Enhance your muscle control, thus improving your posture and giving you greater physical presence
- Help brain health and memory – very useful in interviews and presentations
- Help you relax more and sleep better, making it easier to control your mood and your performance

It takes discipline to find the time to exercise, but the results make it worthwhile.

GAINING CONTROL – THE INNER THINKING TOOL KIT



MAINTAINING THE INNER ENGINE

Research confirms that your emotional state influences your behaviour. If you can manage your inner engine you will be more in charge of your external behaviour and this sense of control will enhance your impact and presence.

In this section we have looked at a range of techniques to help you:

- Become more self-aware
- Identify and work with your strengths
- Understand your values so you can be more authentic
- Recognise your responses to stress and how to manage them
- Manage your energy
- Become more mindful
- Be aware of your power bases and use them effectively
- Gain support and feedback from others

Do take time to reflect on and nurture your inner engine as it provides the fuel which feeds and develops your impact.



IMPACT STRATEGIES

IMPACT STRATEGIES

IMPACT QUESTIONNAIRE



'Perception is reality.' Lee Atwater

We measure the success of our impact by our effect on others. The following questions will help you assess your strengths and weaknesses in all your communications.

Give yourself a score from 1-10, where 1 is low and 10 is high. Low scores will indicate where you need to enhance your impact and what steps to take to achieve improvements.

When I enter a room, people notice and remember me

1 2 3 4 5 6 7 8 9 10

When I speak, I convey confidence with my voice

1 2 3 4 5 6 7 8 9 10

When I communicate, I choose my language carefully and know the impact my words will have

1 2 3 4 5 6 7 8 9 10

My body language and gestures project confidence and assert credibility

1 2 3 4 5 6 7 8 9 10

IMPACT STRATEGIES

IMPACT QUESTIONNAIRE



When asked 'How are you/ How are things?' I respond positively and consider what will be interesting to the listener.

1 2 3 4 5 6 7 8 9 10

In conversation, I am always curious about the perspectives of others

1 2 3 4 5 6 7 8 9 10

I am aware and in control of my presence in pressured situations, like interviews

1 2 3 4 5 6 7 8 9 10

I am aware of what makes me unique, which enables me to differentiate myself and create a distinctive and unique personal brand

1 2 3 4 5 6 7 8 9 10

Why not try these questions again when you have completed the book...and maybe again in a few months, to see how your impact has changed with increased awareness and attention?

IMPACT STRATEGIES

WHAT OTHERS SEE



As we've explored, much of your impact and presence is associated with how you think and feel. For others, though, your impact and presence is likely to be associated, at least initially, with impressions – what they see, what they hear and how you make them feel.

You may gain more immediate confidence by controlling the external impression – initial or immediate impact – rather than working first from your mindset and emotional landscape. This means looking at:

- Posture
- Gesture
- Image
- Energy
- Facial expression
- Eye contact



IMPACT STRATEGIES

POSTURE



The key to making a positive impact from a physical perspective is **ease**. Think about someone who impresses you with their style and confidence. Chances are they have an upright, confident posture.

Before communicating with anyone, try to take a few seconds to check how you feel. Ask yourself: 'Do I feel tense anywhere? Does it show?'

If the answer is yes, then shake out the tension. Try the following:

- Shake your hands vigorously for a few minutes
- Scrunch your body, face, everything as tight as you can – hold for a count of five and then let everything go
- Take a five minute brisk walk
- Stretch, yawn

Ease in the body suggests confidence. It also sends a positive message to the body that all is well. Posture is all about habits. Change your habits by reminding yourself constantly that with better posture you look stronger. You make a more dynamic impact and create far more energy for yourself when you get rid of tension and stand up. Remember, *gravitas* is anti-gravity.

Good posture can also help to manage back pain, headaches, muscular tension and make you appear about 10lbs lighter.

IMPACT STRATEGIES

HOW TO IMPROVE YOUR POSTURE



Improving your posture will help you create a more powerful physical presence. You will appear taller, take more space, have more energy. You may feel significantly more confident as your body responds to being used differently. You will be able to breathe more deeply and this will support a strong, clear voice. The benefits are immediate!

Try standing like this – in front of a mirror so you can see the changes:

- Bear your weight primarily on the balls of your feet
- Keep your knees slightly bent – soft knees rather than locked back
- Keep your feet about shoulder-width apart
- Let your arms hang naturally down at the sides of the body as you practise
- Stand straight and tall with your shoulders gently pulled backward – don't force them
- Tuck your pelvis under and draw your stomach in
- Keep your chin level and gaze forward

You may need to practise this until it feels natural to you.

IMPACT STRATEGIES

GESTURE



Mastering your gestures enables you to look at ease and express yourself confidently. Being too aware of what your hands are doing, when presenting, prevents you from concentrating fully on listening to others or giving the audience your full attention.

- Practise your gestures in front of a mirror or have a colleague record you as you present. Though awkward at first, once you feel less self-conscious it will prove invaluable
- Practise the power pose loved by politicians and professional speakers – feet hip-width apart and hands resting at waist height (by your belly-button). Try one hand on top of the other, or clasped together – in a relaxed position. You could even try holding a pen, cards or PowerPoint clicker to demonstrate that you are happy to be there
- Don't keep change or keys in your pockets
- Don't put both hands in your pockets – though one hand in one pocket is acceptable if you want to appear relaxed and conversational
- Don't fidget – rings, ties, lanyards, hair and pens are all tempting to play with, but very distracting for the listener

IMPACT STRATEGIES

GREETINGS



People are forming their first impressions more and more quickly. Research currently suggests that we decide if a person is trustworthy in milliseconds. We assess and decode multiple signals, using instinctive senses to form a view. So, your first greeting carries a lot of weight. It's easy to feel confused about the best way to greet others – you need to observe the cultural environment before deciding.

Here are some general principles:

- Stand up when you meet someone – it makes them feel acknowledged and levels the status of each person
- Smile – projecting warmth creates an immediate feeling of connection and trust. And it's infectious, so you'll be helping them, too
- Make eye contact, long enough to notice the colour of their eyes or a facial feature. Don't give in and look at the floor
- Introduce yourself immediately
- Include a statement about who you are if that will be helpful to them
- Offer a firm handshake, palm-to-palm with the hand and a warm, firm grip. This tells the receiver you want to be there and can be trusted

IMPACT STRATEGIES

EYE CONTACT



In Western society, great emphasis is placed on eye contact. We use it to decide if a person is honest, straightforward and trustworthy. Good eye contact also tells us about a person's confidence and we can infer a lot about how someone is feeling by 'reading' their eyes. Remember, though, that in some cultures direct eye contact may seem disrespectful. A quick Google search will tell you what's appropriate for your audiences.

Good eye contact is particularly impactful in the following situations:

Presentations – From your viewpoint, divide your audience into blocks of six and make sure your gaze always points towards a particular block. Don't establish a set pattern of looking around. Imagine each block is a single person and you are directing your attention straight to them. This will give you focus and you will appear confident and compelling.

Greeting a person – make warm, sustained eye contact as you shake hands.

Virtual communication – look down the camera to make eye contact with the person on the other side of the screen. Don't just look at the screen.

IMPACT STRATEGIES

WARMTH V STRENGTH



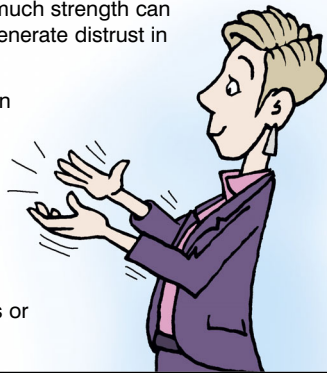
Insights from the field of psychology show that the dimensions of warmth (empathy, communion and trustworthiness) and strength (assertiveness, competence and agency) count for more than 90% of our positive or negative impressions of people around us.

The secret seems to be getting the right balance as too much strength can elicit fear and resentment, whilst too much warmth can generate distrust in your competence.

Research by Cuddy et al establishes that we should begin with warmth. Even a small nod or gesture can show people you are pleased to be in their company. Prioritising warmth helps you connect immediately with those around you and build trust.

Think about your balance.

- What do you use most of: warmth or strength?
- Do you start a conversation by building relationships or establishing your credentials?



IMPACT STRATEGIES

WARMTH V STRENGTH



How to project warmth

- Smile and mean it
- Show interest in others
- Speak with energy
- Look for ways of linking with others
- Look for common ground
- Build on the ideas of others – try to use 'Yes and' rather than 'Yes but'
- Acknowledge people's fears and concerns
- Make sure your body language is open and welcoming

How to project strength

- Feel in command
- Stand up straight
- Keep your facial expressions confident and direct
- Make sure your voice is clear and paced
- Use direct, confident hand gestures
- Take up physical space with your body

'Once you establish warmth, your strength is received as a welcome reassurance. Your leadership becomes not a threat but a gift.' Amy J Cuddy et al

IMPACT STRATEGIES

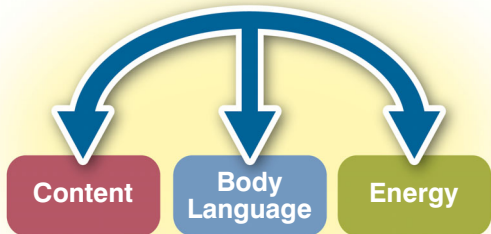
RAPPORT



Rapport is often referred to as 'being on the same wavelength'. When people have rapport, they understand each other and get on well. It is a vital factor in customer service and successful business relationships.

When people have good rapport they often 'mirror' behaviour on a number of different levels:

- Through their body language and non-verbal communication
- Through their energy and pace, which is often reflected in the speed and tone of their voice
- Through the content and language of what they are saying



IMPACT STRATEGIES

BUILDING EMPATHY



Stephen Covey's well-known mantra, '*Seek first to understand before you can be understood*' is about empathy, a powerful way to make an impact and a key building block in creating rapport.

The challenge is that time pressure and task focus can often get in the way of curiosity. To be curious is the cornerstone of building empathy as we find out what the world looks like from the other person's perspective. Showing interest, building affinity and creating connections are all ways in which we can increase personal presence.

Try the **FORM** framework of approaching a conversation:

Family – ask about partners, children etc. to show personal interest.

Occupation – how is work is going for a colleague?

Recreation – how was their weekend or holiday? What cultural pursuits do they enjoy?

Miscellaneous – what else would you like to know about them?

Remember...be curious, not certain! This way, even in difficult conversations, whilst you may not agree with each other, you will understand each other.

IMPACT STRATEGIES

USING ENERGY



Creating rapport through body language is important, but equally valuable is the ability to match others in terms of their energy and pace.

Some people are fast-paced. They talk quickly, use lots of gestures, have a wide range of facial expressions and are generally energetic in nature.

Other people are slower paced. They are more reflective, talk at a more measured pace, like time to think things through and are not as expressive through gestures and facial expressions.

Which are you?

Be aware that energy levels can change under stress. Often in presentations, people speed up and even gabble, losing the richness and texture of their voice. If this happens to you, do something to break up the pattern: take a drink from a glass of water, breathe slowly and deeply, take a pause and move on at a more acceptable energy level.

If you want to create more impact with others, try to match their energy level. This may mean slowing down a little, or adding a bit more energy to your personal presentation style.

IMPACT STRATEGIES



CREATING RAPPORT THROUGH CONTENT & LANGUAGE

People have different ways of thinking and processing their ideas. If you can be aware of your style and that of others, you can learn to flex your style to increase rapport, impact and understanding.

The area of NLP (Neuro Linguistic Programming) provides some insight into different thinking styles.

There are three main styles, visual, auditory and kinaesthetic. You can pick up cues about people's style from what they say:

Visual

I can see my way clearly.

I like to keep an eye on things.

Do you get the picture?

Auditory

I like to tune in to new ideas.

I hear what you say.

I'll keep my ear to the ground.

Kinaesthetic

I like to get the feel of things.

I'm feeling the pressure of life.

We need to get to grips with the issue.

IMPACT STRATEGIES

TUNING IN TO OTHERS



Imagine selling a car to someone:

- A visual person will be impressed by the look of the car
- An auditory person by the sound of the engine
- A kinaesthetic person by the feel of the upholstery

If you can listen to, and match, someone else's preferred thinking style, it will enhance your communication and influencing skills. In a presentation you can create greater impact by using a range of styles to reflect the likely make-up of the audience.

You can also match the language of the other person in different ways:

- Use their jargon not yours
- Reflect back their words, eg *'You were impressed by the last model?'* *'You seem very satisfied with the service provided.'* *'You said you wanted a model which offers a smooth ride'*
- Use the same words and phrases. For example, don't use words like 'empowerment' if you know people will groan or switch off

IMPACT STRATEGIES

TUNING IN & LISTENING



Building empathy and developing rapport require the ability to listen well. It's one of the hardest skills to master in building your impact toolkit.

We listen at different levels. We can listen to **facts**. This is surface listening, focusing only on the words used and relatively easy to do. We can listen to **feelings** – how the speaker is describing their reaction. This is harder and requires close attention. Finally, we can listen to **intentions**, which may be hidden amongst the words used by the speaker. This is the hardest listening of all.

Facts	The context of the story, logical progression, words used and arguments put forward.
Feelings	Feelings may be labelled and talked about but often you can pick these up from voice tone, pace and body language. Small signals such as sighs, shrugs, changes in posture and facial expression can tell you a lot, so listen with your eyes as well as your ears.
Intentions	You can often pick up information about someone's intentions while they are talking. They may become more animated at certain parts of the story, they may present ideas, options and problems and also possible solutions.

IMPACT STRATEGIES

LEARNING TO LISTEN



The UK charity ‘Samaritans’ are specialists in listening, working mostly over the phone. To ensure that their service is the best it can be, they have researched the factors that make up good listening. Here’s what they recommend:

- 1** Short words of encouragement, eg *‘Tell me more about that..’* or *‘Go on...’* to tell the speaker you are interested.
- 2** Open questions, that begin with the words *who, what, where, when* and *how*. These questions help build empathy (the next page has more on good questions)
- 3** Reacting – simply show a reaction to what’s being shared, eg *‘That sounds tough’*.
- 4** Reflecting – use some of the speaker’s own words to show that you heard them, eg if someone says they are disappointed, say *‘You’re disappointed – I can see why.’*
- 5** Clarifying – check your understanding. Don’t assume.
- 6** Summarising little and often – check that you have understood in stages, not just at the end of the conversation.

IMPACT STRATEGIES



TUNING IN & ASKING QUESTIONS

Asking good questions can lead to an impactful conversation, and create good conditions for listening as you might be hearing interesting and insightful information.

Try planning what kind of questions to start with, or reflecting on the best way to move the conversation forward. Of course, you don't know what the other person is going to say, but a planned approach can help guide them to a successful outcome.

- 1 Closed questions, leading to short answers, eg *'Do you want to go for lunch?'*
- 2 Open questions, leading to a fuller response, eg *'What kind of lunch do you fancy?'*
- 3 Leading, or loaded questions, eg *'Do you fancy some salad for lunch?'*
- 4 Probing questions, eg *'I notice you rarely take lunch... what do you eat in the morning?'*
- 5 Recall questions, eg *'Where was the best place we ate lunch last week?'*

As before, be curious, not certain. Your skill in asking questions will allow the listener to express themselves fully and your listening will make them feel valued and important.

IMPACT STRATEGIES

MIND YOUR LANGUAGE



We know that people respond with more engagement and commitment to positive messages. John and Julie Gottman of The Gottman Institute have studied couples in long-term relationships over many years and have identified three important language approaches that encourage, or discourage, success in developing any type of relationship.

- 1** *'No, because...'* This response doesn't have to be negative – resistance has energy about it and, whilst it may lead to conflict, the conversation will have impact. We can assert our presence by having a difference of opinion.
- 2** *'Yes, and...'* The Holy Grail of positive interactions – accepting the other person's idea and building on it makes people feel valued, raises their status and implies positive action-oriented purpose.
- 3** *'Yes, or...'* The one to avoid. It dismisses the other person's contribution, replacing it with your own. Dismissal leads to criticism and contempt – entirely the wrong kind of impact to make.

Chris Voss, a negotiation specialist, recommends saying *'That's right'* whenever you can in response to others. A simple, positive way of making your language have impact.

IMPACT STRATEGIES

SOUNDING AUTHENTIC



For a message to be heard, understood and remembered, it needs to be delivered with sincerity and credibility. Sounding authentic is critical to your message. Sometimes you can passionately believe in what you are saying, but your voice, owing to lack of effort and use, can let you down. You don't 'sound' like you mean it – like you are connected to what you say. So, if your voice is going to be an asset to your impact, it may need a little work.

The voice is like an orchestral wind instrument. It has a *power source* – breath; a *resonator* – the pharynx and other spaces in the body where sound reverberates; and a *reed* – the vocal folds, which vibrate incredibly fast to produce sound.

Playing an instrument well needs practice. Try the exercises on pages 66 - 67 to keep your voice on top form. Think of doing them as part of your daily routine, for example in the shower or in the car on the way to work or to a meeting. You should notice the benefits quite quickly.

It may sound like a cliché, but it's not so much *what* we say as *how* we say it.



IMPACT STRATEGIES

SIMPLICITY & CLARITY



- To make a powerful impact when communicating, identify the essence of your message. Try, in your mind, to encapsulate your message as a headline and return to it whenever you find yourself going off track
- Try to minimise the use of hedges and qualifiers when you speak. The quality of a simple and clear message is easily destroyed by adding 'quite, really, very' or 'umms and uhhs'

Here's an example:

Mike is nervous as he delivers his team review of the last financial quarter.

'Umm, good morning everyone and umm, what I'd really like to say is thanks for finding the time to come along this morning. It's umm, well, it's been quite an eventful quarter and uhh, we are now feeling really very optimistic about umm, the next, umm, few months.'

Now read the more positive version on the next page.

IMPACT STRATEGIES

SIMPLICITY & CLARITY



This approach has more impact:

'Good morning ladies and gentlemen and welcome. Thank you for coming this morning to review our previous quarter and learn how we plan to move forward. It has been eventful, and this extraordinary period has allowed us to move forward into the next quarter with great optimism.'

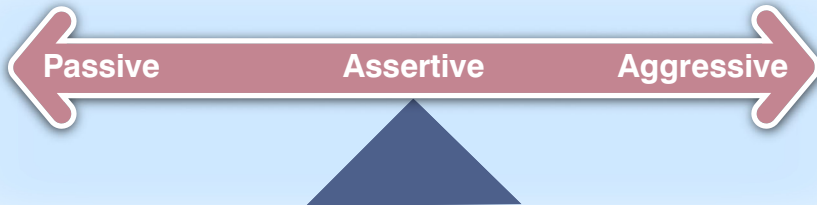


IMPACT STRATEGIES



IMPACT THE ASSERTIVE WAY

Assertiveness and impact go hand-in-hand because, put simply, you will fail to make a positive impact if you behave in either an aggressive or a passive manner.



IMPACT STRATEGIES

ASSERTIVE BEHAVIOUR



Assertiveness is concerned with recognising your rights and those of other people. If people are behaving in an assertive manner they are generally seen as confident individuals who find it easy to earn the respect of others.

Assertiveness can be differentiated from aggressive and submissive behaviour through words, tone and body language.

	Assertive	Aggressive	Submissive
Verbal	Direct and clear – <i>I feel, I need</i>	Use of <i>I</i> in a threatening manner, using sarcasm	Apologetic, rambling, <i>if you wouldn't mind</i>
Tone	Steady, well-modulated, sincere and empathetic	Loud, clipped, hard	Quiet, muffled, tails off at the end
Facial	Open, good eye contact, interested	Glaring, staring, tense	Eyes lowered, apologetic smile
Posture	Relaxed and open	Strong gestures, finger pointing, leaning forward	Nervous movements, closed and shrinking

IMPACT STRATEGIES

TIPS FOR BEING MORE ASSERTIVE



If you want to be more assertive in your behaviour the following tips will help:

- Always be confident, direct and clear when you speak
- Stick to the point and only include relevant information
- Retain a confident and open body posture
- State your expectations
- Label your emotions rather than just expressing them: *'I feel concerned that you are arriving late for work each day'*
- Use 'I' statements, but remember to respect the other person
- Be aware of your power base (refer to pages 33-34)
- Use positive self-talk

It is quite easy unintentionally to move from assertiveness into aggressive or submissive behaviour. In order to make a positive impact, try always to be aware of your approach so that you can operate within an assertive frame.



IMPACT STRATEGIES

BEING HEARD



When you have a message to deliver, whether to an audience of one person or a thousand people, it must be heard.

A baby uses about 28 notes, or four octaves, in its vocal range, allowing it to sound expressive and skilfully deliver a message with no words. As adults, we may use as few as two or three notes in the vocal range. Imagine attending a concert where the orchestra only played two or three notes. A good way to fall asleep and ensure a forgettable performance!

To avoid this in your communication, try thinking about ways in which you can vary the range of your voice to ensure that your 'concert performance' is dynamic and memorable.

The **LASER** model will help you remember what you need to focus on when delivering a message:

Loudness
Articulation
Speed
Emphasis
Range

Use the acronym to ensure that your messages are **LASER** sharp and clear and get straight to the heart of your audience.

IMPACT STRATEGIES

VOICE WORKOUT



- 1** Yawn freely two or three times to release tension and open the throat.
- 2** Give yourself a bear hug and inhale deeply through the nose. You should feel your ribs and back stretching.
- 3** Stand with good posture – tall and open physically. Place one hand on your tummy. Inhale through the nose and exhale making an ‘fff’ or ‘sss’ sound until you run out of breath. You should feel your tummy contracting with the effort. These are the muscles you should feel working for you when you are speaking.
- 4** Do some humming. Gentle humming on any note that feels comfortable will warm the vocal folds and get them ready for action. Gradually change the note up and down the range of your voice but stay within a comfortable range.

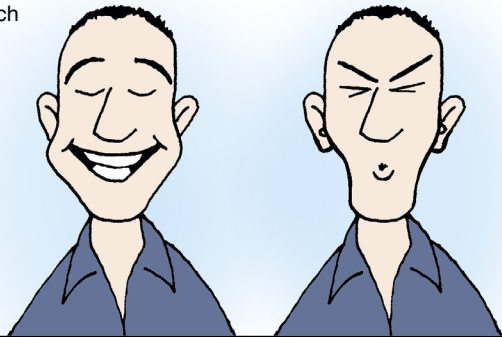


IMPACT STRATEGIES

VOICE WORKOUT



- 5 Repeat step three, but this time breathe out, making a 'vvv' or 'zzz' sound. (Any note that feels comfortable will suit this exercise).
- 6 Play around with the pitch range of your voice, swooping up and down through the notes as far as you can without straining.
- 7 Pull some amazing faces! Stretch the muscles of the face to minimise tension and ensure expressivity.
- 8 Blow air through the lips like a horse and then smack the lips together.
- 9 Resurrect some childhood tongue twisters and play with them every day!



IMPACT STRATEGIES

TIPS FOR OPTIMISING YOUR VOICE



- Always drink plenty of water. The voice dries easily when you talk a lot, in a meeting, making a presentation or in a networking event
- Try not to clear your throat before you start to speak. This can lead to an irritating and distracting habit, but also the more you clear the throat of excess mucus, the more mucus the throat creates as a means of coating the vocal folds. If you must, have one good cough and then drink water. This will make the mucus more fluid and distract you less
- Try not to smoke. Smoking burns the vocal folds and can change voice quality, impair vocal flexibility, dry out the voice and provoke distracting coughing habits
- Try to minimise intake of dairy products as they can create phlegm

We can often guess a person's approximate age by listening to their voice. This is because the cartilage in the pharynx calcifies (turns to bone) with lack of use. So if you don't want your voice to give away your age, make sure it is well-exercised to maintain flexibility.



CREATING CONNECTIONS

CREATING CONNECTIONS

THE SCIENCE OF STORYTELLING



Human beings are social creatures – we seek connection with others. Our skills in building this bond, whether one-to-one or one-to-many, have become vital in our hyper-connected world, in which we share so much of our lives with others, whether virtually or face-to-face.

When we hear stories, we find meaning and make connections with the storyteller. We draw associations with our own experience, giving the story personal relevance.

A story affects our hormonal and chemical responses. In commercials with cute, fluffy animals you may experience a release of oxytocin – the chemical that creates connection and empathy. Seeing someone in peril? You may experience a release of cortisol, focusing your attention and raising your heartbeat. And a happy ending? Dopamine, making you feel optimistic.

Your ability to tell a story will give you listeners who are emotionally engaged, creating connections, and building affinity. This, in turn, ensures that you make a great and memorable impact. In the following pages, we'll look at how to do this.

CREATING CONNECTIONS

ADVICE FROM PIXAR



You may have seen films made by Pixar Animation Studios – they have an impressive list of successes ranging from *Toy Story* in 1995 to *Cars*, *The Incredibles* and *Finding Nemo*, and have won many Oscars. Pixar are great storytellers.

In 2012, Emma Coats, a Pixar Director, tweeted her ‘22 top tips for storytelling’. Some of these are highly relevant to how you might tell stories to increase your connection, presence and impact. The key ones to practise in spoken storytelling are:

- Tip 1** → You admire a character for trying more than for their successes.
- Tip 2** → Keep in mind what's interesting to your audience.
- Tip 7** → Come up with your ending before you figure out your middle.
- Tip 22** → What's the essence of your story? Most economical telling of it? If you know that, you can build out from there.

We know storytelling is a great way to make an impact – but it's important to do it well. Follow these tips as you plan a story to give yourself every chance of success.

CREATING CONNECTIONS

BUILDING A STORY



A well-told story needs structure and although this seems simple, it can be hard to get the balance. The traditional structure is three parts –beginning, middle and end. It's certainly a familiar structure but it's loose. It doesn't always help you make impact in the right moments.

Chapters can help – you could think of your story as if it were a short book with a prologue, chapter headings and an epilogue. Don't feel too constrained by structure as this may make your delivery stiff, or scripted, but there's no doubt that with a little planning, your story will hold attention and achieve greater impact.

Robert McKee, a screenwriter and storytelling expert, says that a great story needs:

- 1** A protagonist –the person whose journey we follow through the story.
(It might be you!)
- 2** A critical incident – some drama. Something must happen to hook us in.
- 3** A rich narrative – twists and turns with sensory language. More of that later.
- 4** A resolution – every story needs an ending. Human beings like closure...we like to make sense of events, so be very clear about the last line(s) of your story.

CREATING CONNECTIONS



7 BASIC PLOTS

Author and journalist Christopher Booker, amongst others, has defined seven basic plots that appear in all stories. If you want your story to make an impact, think about your audience and the most relevant story plot to hook them in. The plots are:

- 1** Overcome the Monster – eg James Bond, Star Wars and Jaws
- 2** Rags to Riches – eg Cinderella, Great Expectations
- 3** The Quest – eg Lord of the Rings, Apocalypse Now
- 4** Voyage and Return – eg The Hobbit, The Wizard of Oz, Gone with the Wind
- 5** Comedy – eg Four Weddings and a Funeral, Boeing Boeing and Twelfth Night
- 6** Tragedy – eg Macbeth, Othello, Dr. Faustus
- 7** Rebirth – eg Groundhog Day, A Christmas Carol, Sleeping Beauty

Research suggests that listeners particularly like Rags to Riches – a story that might apply to many organisations and could inspire people to feel proud to belong.

With plot and the structure decided, the next step is to consider the language that will tell the narrative and inspire your listeners.

CREATING CONNECTIONS

INSPIRATION WITH INFORMATION



Emotions can be contagious. The ability to experience an emotion and have your audience share it with you is one of the key characteristics of a charismatic communicator. Although we often describe the centre of emotions as the heart, this is metaphorical. It is the cortices of the brain that inspire an emotional reaction in your listener.

The most effective way to have the brain remember information is to engage the five senses:



If you describe an event in your story, make sure to engage as many sensory cortices as possible. Try describing your favourite meal using all the senses – how the food looks on the plate, the sound of sizzling perhaps as it cooks, the aromas, the individual flavours you taste and finally, the textures you experience as you eat. You'll probably find your mouth watering as you describe this meal – and that's the corresponding sensory cortex lighting up. True inspiration!

CREATING CONNECTIONS

YOU ARE THE INSPIRATION



Where do you find the best stories to make a strong connection with listeners? Do you trawl through the history books? Read and absorb biographies of the great, the good and the not-so-good? Use fairy tales and myths? Or are you expected to become a novelist, creating and publishing stories from your own imagination?

The truth is, you could do any of the above. But the most powerful way of landing a story and enhancing your presence is to use your own experience. This builds trust by showing vulnerability, letting others understand your values and motivations and being authentic. You will also empower others to feel they can do the same.

You don't need to share anything too personal or private. You will know how comfortable you feel sharing your experiences and what level of self-disclosure your listeners might appreciate. You can draw from any part of your life: work experiences; education; travel; family life. Your stories may be funny, sad, embarrassing, or learning experiences, but they are always a generous offer to listeners to know you better.

CREATING CONNECTIONS

YOUR STORY CATEGORIES



If you decide that sharing personal stories is a good way to develop your presence and make an impact, try keeping a notebook to jot down experiences for future use.

It can also help to categorise stories, so that you choose relevant ones for any given audience. Here are some categories and you can develop your own as well:

- This is me (stories that get to the heart of you as a person)
- Why me? (credibility stories to build confidence in the listener)
- My vision for the future (using the senses to build your experiences into future plans)
- My values (stories that show how you live your values)
- Teaching stories (personal lessons you've learned and transformations that have happened, to pass on the experience to others)
- 'I've been where you are' – stories that show understanding from previous experience

Of these, research shows that the stories most appreciated by listeners, that produced the biggest effect, are teaching stories.

CREATING CONNECTIONS



TELLING A SOCIAL MEDIA STORY

No matter what your role in life – in work or out of work – you are probably telling your story on social media. Storytelling on various social media platforms offers everyone a global opportunity to enhance their presence and create a far-reaching impact. An industry of advice and advisors has sprung up in recent years enabling anyone – not just celebrities – to influence others and make an impact on the world. Your social media storytelling may be seen by anyone so it is critical to manage your impact online.

Advantages of Social Media

- Easy and instant communication
- Global reach
- Real time information updates
- Ability to build a personal or business brand quickly
- Ability to communicate your brand with huge numbers of people at once

Disadvantages of Social Media

- Lacks emotional connection
- Enables people to make snap judgements, perceptions and assumptions
- Time-consuming to maintain
- Can't be deleted easily from all platforms
- Leaves you open to public criticism

CREATING CONNECTIONS

A SUCCESSFUL ONLINE PRESENCE



A powerful starting point for creating impact on social media platforms is to ask yourself this question:

'What do I want to be famous for?'

If you are a business owner or work for an organisation, it's important to separate your professional and personal social media accounts. There are too many frightening stories of people facing disciplinary procedures or even losing their jobs because of inappropriate images or comments they have posted online. Make the account names distinct and be careful about what you decide to post to which account.

For Instagram and Twitter, the discipline of representing yourself, your business, your opinions and your ideas is done in an instant. Either in a few characters (240) or an image. Whereas on Facebook or LinkedIn, you can post much more information – video, articles, conversations, images and your family or work history are all very typical of a single profile.

The important message here is to be consistent and, as with spoken or face-to-face impact, the key is clarity. Make sure all your communications present a simple, coherent message across all platforms for maximum impact.

CREATING CONNECTIONS

INCREASING YOUR PRESENCE ON TWITTER



In February 2019, Twitter had 126 million users. Developing your presence on Twitter can add enormous value to your personal or business brand. Try these tips to increase your online following:

- Use a good picture – consider having some professionally taken if your online presence is particularly important to you
- Think about the story you tell in your profile – make it clear, impactful and perhaps with some insight into your character (eg personal values, ambitions, skills, family, etc)
- Include links to other social media platforms or your website
- Tweet relevant and interesting articles as often as you can
- Follow loads of people and retweet them frequently
- Subscribe to relevant lists
- Never spam your followers



CREATING CONNECTIONS

YOUR PRESENCE ON LINKEDIN



If you are reading this book because you want to increase your presence, build your personal or business brand, or even apply for a new job, then connecting with people on LinkedIn is a wonderful foundation on which to build. One of the keys is crafting a short summary that sells you – who you are, what you do and the benefits you bring. You'll have noticed this theme appearing in all the approaches suggested in this book.

Try the following points to start thinking about your personal summary:

- Job title or profession
- Experiences
- One key benefit
- Unique differentiator

Eg, 'I am a project manager in the aerospace sector with 15 years' experience of working in global teams, giving me the advantage of cross-cultural influencing skills. Additionally, as a physics graduate, I have a unique insight into the aerospace sector and a passion to drive it forward...'

Have a look at a broad range of your connections' profiles on LinkedIn and see how they make themselves stand out...then create your own, distinctive version.

CREATING CONNECTIONS

DEVELOPING YOUR PRESENCE ON LINKEDIN



It's easy to build up connections on LinkedIn and common to have 500+ people in your network. The numbers don't matter – it's about making those connections work for you.

If you are looking for a new job, or building your business, you may want to approach your connections for advice or support – or to be referred to connections of theirs. You may already have been approached by people requesting this support from you.

It's important to remember one of the most effective principles of influencing here – the principle of **reciprocity**. It means you must give something before you can expect something back. It is vital in building your impact – your reputation – through LinkedIn that you are prepared to offer something first to those people you approach to help you achieve your goals.

This is a great opportunity to make a positive impact using social media. Offering to help your connections ensures that people will respond warmly when you need help. You can offer time, services, learning opportunities, introductions, etc. Whatever it is, the most important thing is to start with an offer, before making a request.

CREATING CONNECTIONS

RULES FOR WRITING



The rules for writing on Twitter are clear – 240 characters and that's it. On Instagram, you don't need to write – a picture tells a thousand words. Facebook and LinkedIn, however, offer an opportunity to express yourself more fully, to build a narrative online presence rich in thought leadership, challenge, story.

Some people write as they speak – conveying their personality in a conversational style, while others write more formally. George Orwell's simple rules for successful writing are ageless (adapted here from The Economist's version) and may help you blog your way to a powerful and impactful online presence:

- Avoid using over-familiar metaphors, similes, or other figures of speech. Think of fresh ones wherever you can
- Choose short words rather than long ones
- Keep cutting your word-count, especially those words that add little extra meaning
- Don't over-use the passive voice (*eg, I wrote an article rather than An article was written by me*). And whether passive or active, be clear who did what to whom
- Use everyday English in preference to foreign, scientific or jargon words



AREAS OF FOCUS

AREAS OF FOCUS

MEETINGS (FACE TO FACE)



Preparing for and making the most of any meeting is important. It is your chance to make an impact and influence others.

- Arrive early and make sure you sit in a central position where you have the eye of the chair and can be seen by the group
- Be organised, create some space for yourself by laying out any relevant papers
- Use body language, leaning forward and signalling when you want to speak
- Look interested; people will notice if you are looking bored or day-dreaming
- Try to speak early: it will give you confidence and people will know you are there
- Build on others' ideas and pick up on any links to your own ideas
- Summarising the points made so far shows you are listening, and can be an opportunity to include your own ideas
- Always speak clearly and to the point
- If you are making recommendations, don't make too many as it can dilute your overall argument
- Think about how to dress, especially if you are visiting a client's office. What is their dress code, and how should you adapt your style?

AREAS OF FOCUS

MEETINGS (VIRTUAL)



In the virtual space you will create an impression by the way you manage yourself and the meeting. Planning and preparation are key as you need to have a clear structure and ways to involve people.

If you are leading the meeting:

- Ask everyone to call in early so the meeting can start on time
- Make sure you have sent out a clear agenda
- Allocate responsibility to others for parts of the meeting so they have to be involved
- Direct questions to individuals, rather than just asking general questions, to ensure a response
- Keep track of who is talking in the meeting so you can bring in quieter members
- Use the Chat box for brainstorming or to get people to contribute ideas



AREAS OF FOCUS

MEETINGS (VIRTUAL)



- At the end, review the process of the meeting – what went well, what could be improved for next time
- Use the tips on pages 93-94 to enhance your personal presentation
- Make sure you speak clearly – your voice is your main impact tool when working virtually
- Keep to time.
- At the end of the meeting summarise, confirm who is taking responsibility for different actions and follow up with clear minutes

If you are a participant remember that calling in late, muting and focusing on emails is *NOT* going to create a lasting positive impression.

AREAS OF FOCUS

MAKING SMALL TALK WORK FOR YOU



In networking meetings and client events the challenge is to make an impact with people you don't know, but want to impress in some way. Here are a few tips:

- Check the invitation list. Is there anyone you know you would like to meet?
- Don't just say your name; have your 15-second pitch prepared (see page 89)
- Be relaxed and at ease. It will help others to feel the same
- If you are meeting someone again, try to bring something about them and your last meeting into the conversation
- Show you are interested by asking questions and paying attention. A good conversationalist is usually a good listener
- Find some common ground that you can both talk about
- Have a positive handshake
- Have your business card with you and present it face upwards. When you receive a card from someone else, look at the person so that you can connect their name and face
- Wear your badge on the right side of your jacket so that other people's eyes will be drawn to it when they shake your hand
- Always use people's names in conversation

AREAS OF FOCUS

REMEMBERING NAMES



Sarah was at a networking party. She was chatting to a colleague when a client from a previous company approached her and said, *'Hi, Sarah. How are you?'* It was an awful moment. Although she could remember plenty of details about their working relationship, she could not remember the client's name. Feeling embarrassed, she tried to cover up by talking about the many different projects they had worked on together. Just then, Sarah's boss arrived expecting to be introduced...

Here are some tips for managing names in situations like this.

- Own up! Say straight away, *'I am so sorry. I remember so many details about you and our time together, but I am hopeless with names. Please remind me of yours.'*
- NEVER say to a person, vaguely, *'Oh... what's your name?'* or, *'And your name is/was...?'* This will make them feel worthless – and create a negative impact
- When you receive a business card, write some details or a description of the person on the back of the card for reference. File all cards and refer to them when you know you are attending an event where that person is likely to appear
- For better recall, use a mnemonic (memory device) like rhyming their name with something close to it, or associating their name with an image or famous character

AREAS OF FOCUS

CREATING YOUR 15-SECOND WINNING INTRODUCTION



'When you meet someone for the first time, you have the opportunity to make your mark. Everything about you is intensified and exaggerated – your manner, your gestures, voice and facial expression. Don't just passively submit to examination; leave a lasting impression.' Mary Mitchell, *The First Five Minutes*, John Wiley, 1998

Prepare and practise a winning introduction stating:

- **Who you are**
- **What you do**
- **What you have to offer**

If you know what you want to say you will have more chance of introducing yourself in a confident and memorable manner.



AREAS OF FOCUS

IMPACT & PRESENCE IN PRESENTATIONS



Making a presentation is an exciting opportunity to make an impact. You want one that is memorable, engaging and creates a momentum for change. It won't work if you simply dump all the information you want to give your listeners into a big PowerPoint deck and then read it aloud ...you might make an impact, but it won't be the one you want to make!

Please DON'T do any of the following:

- ✘ Presentation by committee – everyone chipping in their ideas about content, resulting in too many messages, confusion and lack of coherence – and messy slides
- ✘ Spend all your time making beautiful slides. Slides are visual aids...to support the information. They won't do the job for you
- ✘ Put your script on the slide so you don't forget anything – this just tempts you to read out loud, which disengages your listeners
- ✘ Have content on your slides that your audience cannot read and then apologise for this
- ✘ Run over the allotted time – practise your timings! It's better to finish early than overrun

AREAS OF FOCUS

THE INSPIRATION OF TED TALKS



Since its first conference in 1984, TED (Technology, Entertainment, Design) Talks have transformed the way we see presentations. The talks are an acceptable 18 minutes in length, or less. They are full of evidence and expertise, containing stories that, as we know, connect the speaker to the audience and create lasting, memorable and high impact events. Importantly, the speakers are brilliantly rehearsed – they deliver their presentations confidently, using the stage with ease. Their slides are mostly visual images, or single words or numbers that support and enhance their message. In essence, they are inspirational talks.

Many helpful books have been written about mastering the TED Talk approach. The most important thing to remember is this – most of the speakers we see have worked relentlessly to appear so at ease. It takes a lot of work to look so effortless. Putting together such impactful content will have taken months – and this is built on years of experience. Once the script has been written, the speaker learns it and then rehearses over and over again – often with the support of a speaking coach – until the delivery is perfect.

This shouldn't put you off! It means with hard work and effort, you can be just as good as a TED speaker.

AREAS OF FOCUS



ARISTOTLE & THE ART OF PERSUASIVE PRESENTATION

Few people in history have had more influence on the way we communicate than Aristotle. His guidance on how to persuade an audience is still powerful and effective today. Aristotle believed that for us to persuade listeners, our content should contain these three principles:

- 1 LOGOS** – a structured argument that flows with supporting evidence. Many people are comfortable building a clear, logical PowerPoint deck, but often go no further than that in adhering to these principles.
- 2 ETHOS** – character. Your listeners expect you to be the voice of expertise and to demonstrate your credibility. In establishing ethos your delivery style needs to match the content – congruence between what you say and how you say it.
- 3 PATHOS** – an audience need to feel something in order to take action or be engaged by what they hear. This can be the hardest preparation of all...until you master the art of telling stories in your presentations, of course!

Aristotle suggested that at the beginning of a talk you should give the audience a 'reason to listen', with a clear conclusion at the end (after Q&A). All of this can be seen working brilliantly in pretty much any TED Talk – proof, if proof were needed, of his brilliance.

AREAS OF FOCUS

PRESENTATION APPROACHES



Here are some simple approaches to crafting an impactful presentation:

Pecha Kucha: Japanese for 'chit-chat'. This method of presenting is highly disciplined – 20 slides (which should be images) with 20 seconds allowed to describe each slide. The presentations are only ever 6 minutes and 40 seconds. It's a highly impactful, story-driven way of presenting an issue or idea to an audience to start a conversation.

Timeline: A wonderful way to hold an audience's attention is to be disciplined about describing the stages of a journey – this could be the evolution of a business over many years, or a project lasting a few months. The trick is to be clear about date, time and location. Use a supporting timeline image to help

AREAS OF FOCUS

PRESENTATION APPROACHES



Contrast: An effective method of helping an audience understand and can also be matched by physical representation as you move between the two states of *what is* and *what could be*. Describe the current situation in detail from one position, then move to another position to describe the future.

Why, What, How: A classic consulting model – why we have a problem, what we must do about it and how we will do it.

Underlying these approaches is a checklist – ask yourself '*what do I want the audience to know, what do I want them to do and how do I want them to feel?*'. Does your presentation content answer those questions?

AREAS OF FOCUS

RULES OF PRESENTING VIRTUALLY



Presenting virtually to colleagues and teams is quite a skill – not just because technology can create last-minute issues, but also because listeners are easily distracted when not physically present. You have to work harder to make an impact. Here are some tips for presenting online with maximum impact:

- Choose a quiet place where you won't be disturbed – especially important if your video conference is being run from home
- Use natural light where possible – an overhead light or single lamp illuminating your face from one angle creates a terrible impression. Switch on your camera and test out some different positions to make sure the light is working for you
- Think about your background – is it distracting? Messy? Check that you are happy with what the viewer is seeing
- Wear what you'd wear if you were in the room – no half measures! This is important for how you feel, even though the viewer can only see a small part of you
- Look down the camera lens at least 50% of the time – it's easy to look at the person on the screen but for maximum impact and presence, try to look down the lens

AREAS OF FOCUS

BEING IN THE SPOTLIGHT



For most people, an invitation to speak at a conference comes only occasionally. It can be daunting to face an audience of several hundred people, but it's also a wonderful opportunity to build on the skills explored in this book and to bring your boldest presence to make the greatest impact. Here are some guidelines for working with a big audience:

- 1** Rehearse, rehearse, rehearse. Practise your speech out loud and ask trusted friends and colleagues for feedback, if possible. Then rehearse again.
- 2** Stick to your planned content – you need to be experienced and confident to start improvising. You risk sounding rambling and going over time.
- 3** Think about movement. Where will you stand at each point of the presentation and how much might you move about the stage? Decide how to direct your eye contact to connect confidently with the audience.
- 4** Slow down...and use pauses. Conversation word rate is about 160 words per minute, so in a conference presentation, aim for 100 -120 to allow time for silence.
- 5** Manage any nerves by cutting out caffeine on the day, and taking a brisk walk to burn off your adrenaline, as well as practising mindfulness to stay calm.

AREAS OF FOCUS

IMPACT & INFLUENCING



People often fail when they try to influence because they put all their effort into preparing the argument and looking at how to win their corner, rather than thinking about the wider picture of influencing. To influence with impact requires preparation time:

- Look at how you can create a win-win situation
- Put yourself in the shoes of the other person. What are their needs and concerns? Try to connect with them on an emotional level
- Identify the WIIFT (What's In It For Them)
- Identify areas of common ground so that you can start the discussion off by looking at areas of similarity
- Think about how to create rapport with the other person through your dress, language and posture
- Establish your credibility, through your work, your contacts and networks
- Provide compelling evidence for your case. Use stories, metaphors and analogies to make your ideas come alive

AREAS OF FOCUS

THE ART OF INTERVIEW PREPARATION



An interview is a time when you want to make a strong impact and establish a distinctive presence, allowing your qualities to shine through. The trouble is, you might be at your most nervous and uncertain. If you feel you did badly, this can affect your approach to the next interview you attend and can quickly become a negative cycle.

Preparation is key to feeling in control. You might know the saying '*Fail to prepare, prepare to fail!*'. Here are some important factors to include in your preparation:

- 1** Go through the business's website in detail – have some questions to ask about the broader business and its impact.
- 2** Know the company's vision, values and mission. You should be able to talk about what they mean for you – not just be able to recite them word-for-word.

AREAS OF FOCUS

THE ART OF INTERVIEW PREPARATION



3 Research your interviewer on LinkedIn – what do you have in common with them? Be prepared to comment positively on some of the thoughts they have published.

4 As with social media profiling, decide how to describe yourself and your skills with impact.

5 What are the stories outside of work that make you interesting and distinctive?

6 We are often described by what we wear – choose your outfit and make sure it fits in with the organisation's guidance on dress code.

AREAS OF FOCUS

IN THE INTERVIEW



A good first impression takes just milliseconds to make...but this is hard if you are nervous. An interviewer will expect some nerves, but you will appear more impressive if you manage yourself well.

Warmth leads to trust – so plan to greet your interviewer with a smile, eye contact, a warm handshake if appropriate, and an enthusiastic opening statement. It's nice to be told that *'it's a pleasure to meet you'*. Small talk may be a way for the interviewer to put you at your ease – make sure you reciprocate by asking a couple of questions back.

As the interview comes to an end, ensure you have questions that show interest in the business, role or team. You could ask: *'What does success look like in this business?'* Or you might ask the interviewer about their own journey to success.

What you will say as you get up to leave? Research on the Primacy/ Recency effect reminds us of the impact of the first and last moments of an encounter. What do you want them to remember? Don't just thank them for the opportunity – leave them wanting you to come back!

AREAS OF FOCUS

IMPACT & PROMOTION

DON'T FALL OFF THE RAILS



Research from The Centre of Creative Leadership has identified that managers who are successful in the early stages of their careers can literally derail as they move into more senior positions. This is because making impact at different stages in your career requires a different set of skills, as the table below illustrates.

Success in early management positions is often associated with:	Success in more senior leadership positions is often associated with:
<ul style="list-style-type: none">• Independence	<ul style="list-style-type: none">• Being a team player
<ul style="list-style-type: none">• Ability to control short-term results	<ul style="list-style-type: none">• Having longer-term strategic vision
<ul style="list-style-type: none">• Creativity	<ul style="list-style-type: none">• Managing the creativity of others
<ul style="list-style-type: none">• Ambition and high standards	<ul style="list-style-type: none">• Self-esteem
<ul style="list-style-type: none">• Speciality strength	<ul style="list-style-type: none">• General management skills
<ul style="list-style-type: none">• Being contentious – taking a stand	<ul style="list-style-type: none">• Creating unity and cohesion

AREAS OF FOCUS

IMPACT & PROMOTION

DON'T FALL OFF THE RAILS

The research found that, for the most part, managers who derailed did so because:

- They had difficulty in building and leading teams
- They were unable to change and adapt during transitions
- They failed to meet business objectives
- They didn't follow through on ideas
- They treated others unfairly
- They were over-dependent on others for their success

If you want to develop your career and your impact it may be worth assessing your skills, abilities and attitudes towards leadership so that you are able to make the transition to more senior positions.





ACTION PLANNING

ACTION PLANNING

CREATING YOUR PLAN



An action plan is a way of breaking down a goal into small, manageable chunks or steps. At the very least, an action plan will help you define what the first step you need to take is... and that can often be the hardest part.

The basic structure of an action plan is as follows:

- Articulate what the goal is that you have set out to achieve. Make this specific rather than general
- Identify what you need to achieve the goal
- Construct a logical, ordered sequence of steps to get you from where you are now to the goal
- Work out how you will monitor your progress towards the goal
- Work out what might interrupt your progress/interfere with or sabotage your success
- Decide what rewards you will give yourself when you have achieved the goal

ACTION PLANNING

WAYS TO GET STARTED



1. **Start at the end and work backwards**

Imagine that you are at the end of the process and that you have achieved your goal. Think back over the stages that you undertook and work out how you did it so successfully. You can take this a stage further by breaking it up on a timeline, starting at the end (with your specified time) and working backwards in units of time (that suit you) to see how you would go about achieving your goal.

2. **Brainstorming**

Take a piece of paper and write your goal at the top of it. Fill in the answers to as many questions as you can think of that relate to your goal, and then plot the process that you need to take, based on your answers.

Make a contract with yourself – write it out properly. Put your contract somewhere prominent to remind you to stick with it when you are tempted not to.

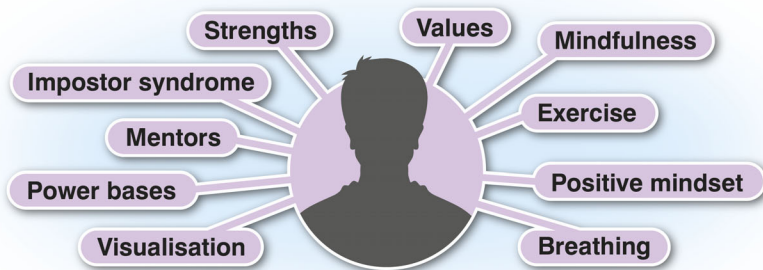
The following pages provide you with ideas of where to start.

ACTION PLANNING

ACTION PLAN FOR YOUR INNER ENGINE



We have looked at a whole range of techniques to build your inner impact. If you can master these they will flow into how you present yourself to others.



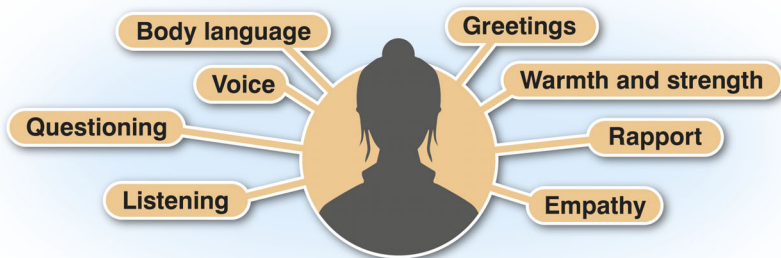
Pick a couple of areas from the map to focus on and identify some actions you can take to build your inner engine.

ACTION PLANNING

ACTION PLAN FOR OUTER IMPACT



In this section we looked at a range of ideas for developing your external impact



Go back to the questionnaire on pages 40 and 41. What areas have you practised?

What changes have you (and others) noticed?

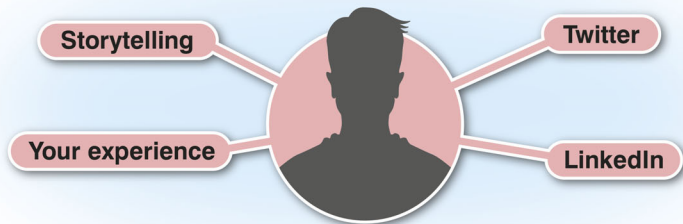
What other areas would you like to work on to build your outer impact?

ACTION PLANNING



ACTION PLAN TO ENHANCE YOUR CONNECTIVITY

Your impact is influenced by how you connect with people both in person and virtually. The stories you tell about yourself (and your team) and how you convey them to others online will extend and enhance your personal impact



What can you do to build your connections and presence?

ACTION PLANNING

ACTION PLAN TO ADAPT TO YOUR ENVIRONMENT



The situations you are in all require you to prepare and plan to make the optimum impact.



What areas do you need to focus on and what actions can you take to build your impact and presence?

FURTHER INFORMATION & READING



Presence, Amy Cuddy, Orion, 2016

Mind Time, Michael Chaskalson and Megan Reitz, Harper Collins, 2018

Influence: The Psychology of Persuasion, Robert B. Cialdini, Harper Business, 2007

The Rule-Breaker's Guide to Social Media, Damian Keyes, DK Publishing, 2018

Presence: How to Use Positive Energy for Success in Every Situation

by Patsy Rodenburg, Penguin, 2009

TEDTalks: www.ted.com

PechaKucha: www.pechakucha.org

About the Authors

Pam Jones BA, MBA

Pam has over 20 years' experience in the field of leadership development and contributes to a range of programs at Ashridge Hult. She also works internationally with organisations to design and deliver development initiatives.

She is an experienced coach, helping managers enhance their leadership, build effective teams and develop their impact and presence.

Pam has written a number of books, the most recent being *How to Coach Your Team* (Pearson, 2016)

Pam can be contacted at Pam.jones@ashridge.hult.edu Tel 07738 507820



Janie van Hool

Janie's expertise is in personal impact, presentation and voice. She has coached thousands of clients on the art of communication, working one-to-one and with groups enabling them to develop the skills to inspire others with clarity, confidence and conviction. She is an expert in English Voice – creating native speaking capability in non-native speakers of English through her online programmes. She is an associate of Ashridge Hult where she regularly contributes sessions on their open and tailored programmes. Janie is a listener for Samaritans in the UK.

Janie can be contacted at: janie@voicepresence.co.uk Tel: 07973 345817



Pocketbooks

360 Degree Feedback
Absence Management
Advanced Coaching
Assertiveness
Balance Sheet
Body Language
Business Planning
Career Transition
Coaching
Cognitive Behavioural Coaching
Collaborative Working
Communicator's
Competencies
Confidence
Creative Manager's
C.R.M.
Cross-cultural Business
Customer Service
Decision-making
Delegation
Developing People
Discipline & Grievance
Diversity
Emotional Intelligence
Empowerment
Energy and Well-being
Engagement

Facilitator's
Feedback
Handling Complaints
Handling Resistance
Icebreakers
Impact & Presence
Improving Efficiency
Improving Profitability
Induction
Influencing
Interviewer's
Key Account Manager's
Leadership
Learner's
Learning Needs Analysis
Listening Skills
Management Models
Manager's
Managing Assessment Centres
Managing Budgets
Managing Cashflow
Managing Change
Managing Customer Service
Managing Difficult Participants
Managing Upwards
Managing Your Appraisal
Marketing

Mediation
Meetings
Memory
Mentoring
Mindfulness at Work
Motivation
Negotiator's
Networking
NLP
Nurturing Innovation
Openers & Closers
People Manager's
Performance Conversations
Performance Management
Personal Success
Positive Mental Attitude
Presentations
Problem Behaviour
Project Management
Resilience
Resolving Conflict
Sales Excellence
Salesperson's
Self-managed Development
Starting In Management
Storytelling
Strategy

Stress
Succeeding at Interviews
Sustainability
Tackling Difficult Conversations
Talent Management
Teambuilding Activities
Teamworking
Team Coaching
Telephone Skills
Thinker's
Time Management
Trainer's
Training Evaluation
Transfer of Learning
Transformative Change
Virtual Teams
Vocal Skills
Webinars
Working Relationships
Workplace Politics
Writing Skills



To order please visit us at www.pocketbook.co.uk