



Karen Friedman

— ENTERPRISES —

CREATING COMPELLING COMMUNICATORS

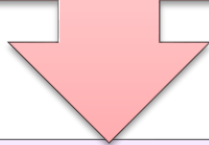
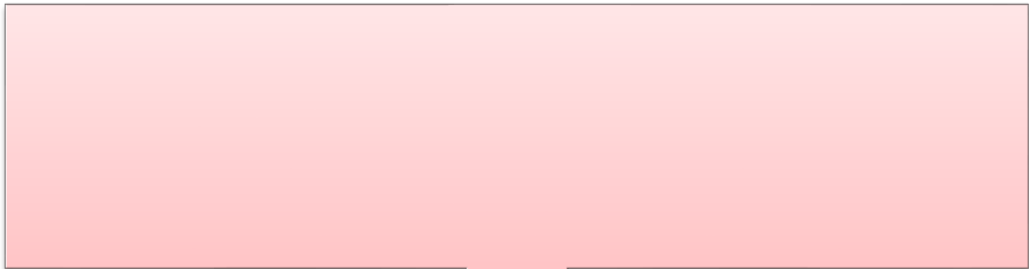
ENGAGING AND INFLUENCING LISTENERS

**Communicating Your
Message for Maximum
Impact**

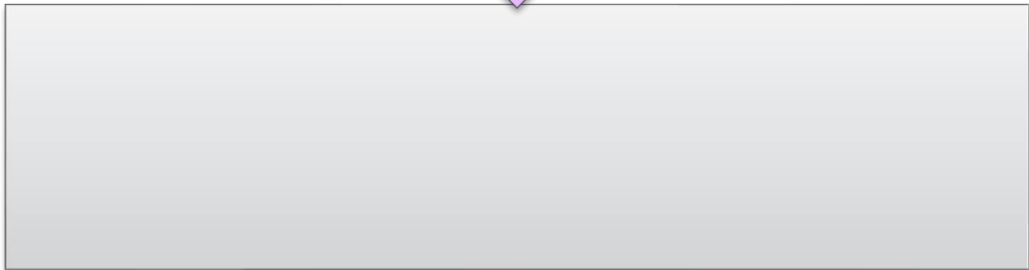
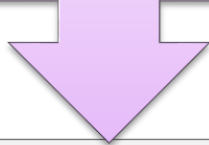
Engaging

Efficient

Easy to Understand



Empathy





**60% CEOS VIEW ORGANIZATION
AS EMPATHETIC**

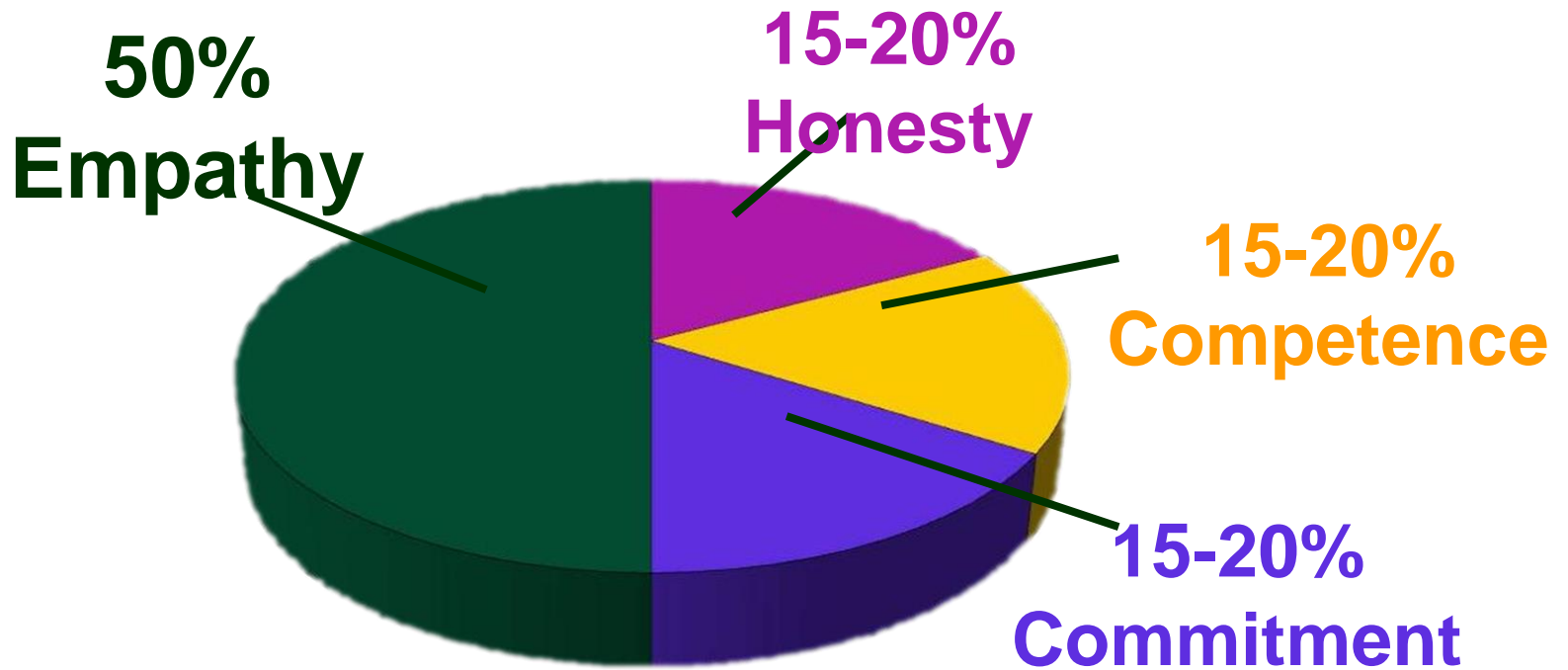


1 IN 4 EMPLOYEES

EMPATHY

- **Write: complaint, problem or struggle**
- **Pick a partner. Tell partner what you wrote and what you think you need to do to overcome struggle**
- **Partner, listen, help them be more specific by asking questions**

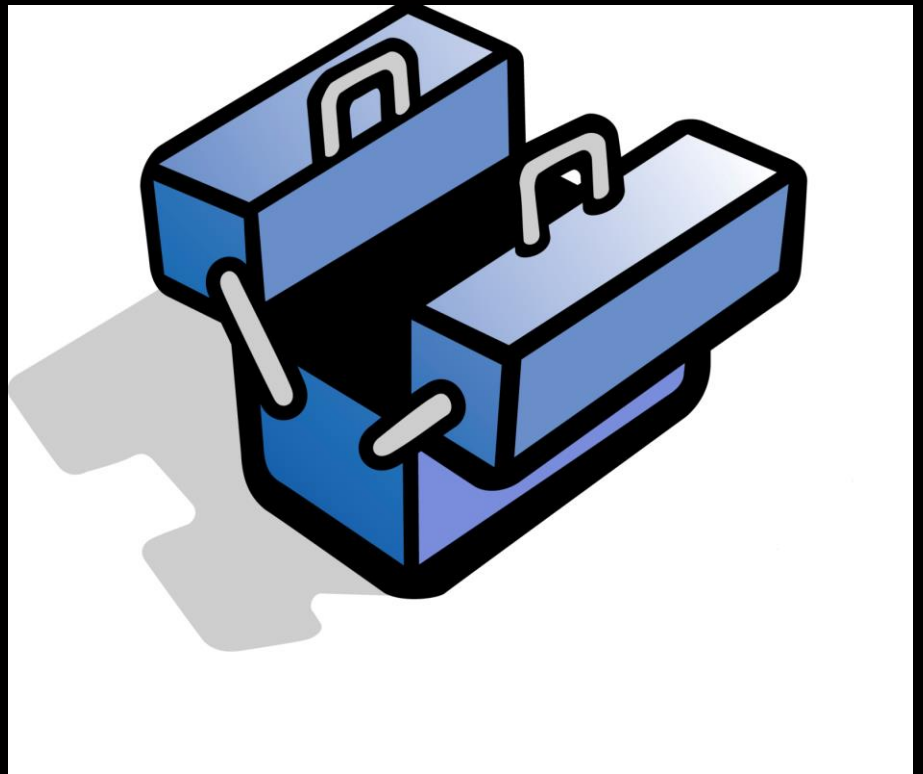
Personal Credibility Reaction



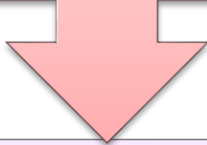
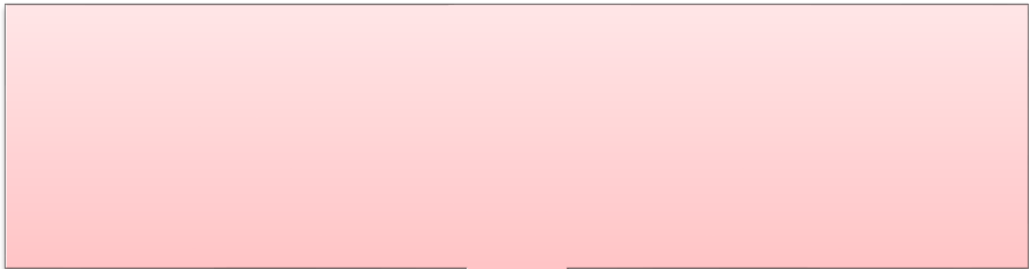
People don't **care**
how much you **know**
until they **know**
how much you **care!**

Empathy Toolkit

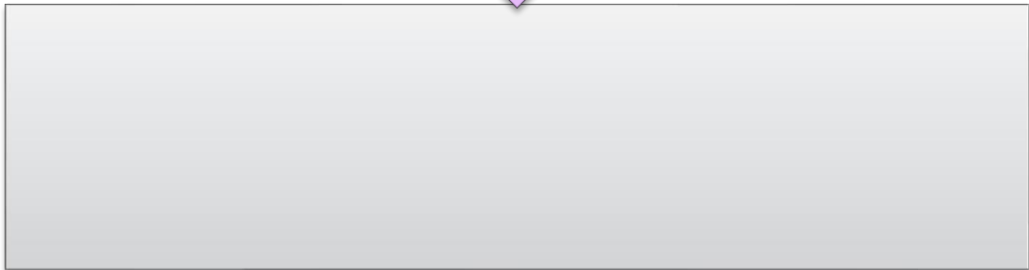
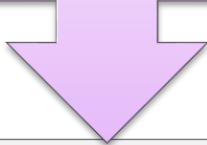
Acknowledge Concern
Restate or Summarize
Ask Questions
Action Steps
Listen







Lead the way



DON'T BURY THE LEAD





Question

How long do you have to grab attention?

You answer...

- a) 30 seconds
- b) 1 minute
- c) 10 seconds**
- d) 7 seconds



Question

How long until they tune out?
You answer...

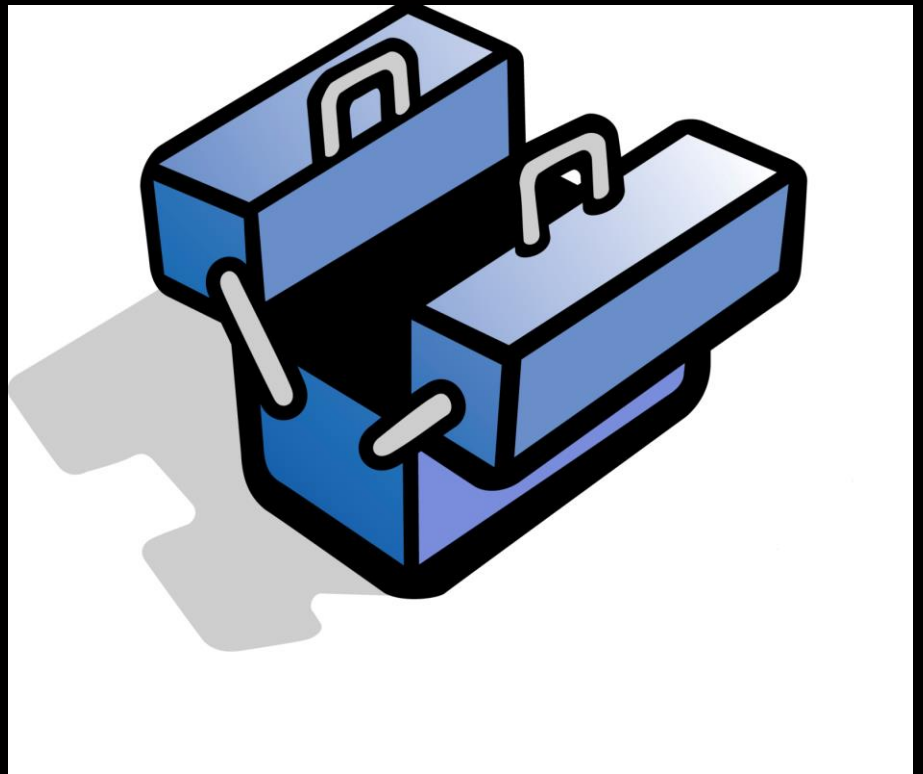
- a) 30 seconds
- b) 3 minutes
- c) 1 minute**
- d) 20 seconds

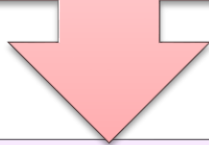
DON'T BURY THE LEAD

- **Volunteers**
- **Identify listener/ audience**
- **Tell us what you do for a living**

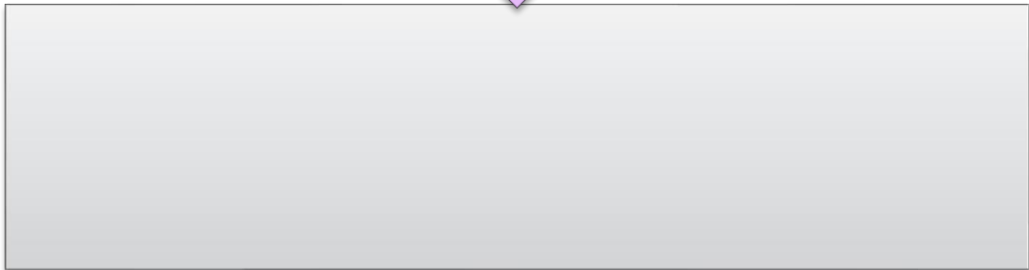
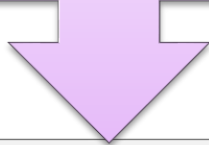
Lead Toolkit

Hit the headline
Fire alarm approach
Address concerns
**First, let's take a step
back**





Messaging



What is a message?

**Messages are
not**

- **Marketing Statements**
- **Mission Statements**
- **We have the greatest employees**
- **We work closely with our stakeholders**



Messages are

- **About your listener**
- **Nothing more important than the safety of our students**
- **Our goal is to partner with Radnor township so we can have a much stronger relationship that will benefit the entire community**



WHAT MAKES
A MESSAGE
STICK

Program at Stanford University

Students presented a one minute speech that contained 3 statistics

Only



remember
a single
statistic



63%
Remember
a story



PLAN IN ADVANCE



- **KNOW YOUR AUDIENCE**

- **Care about?**

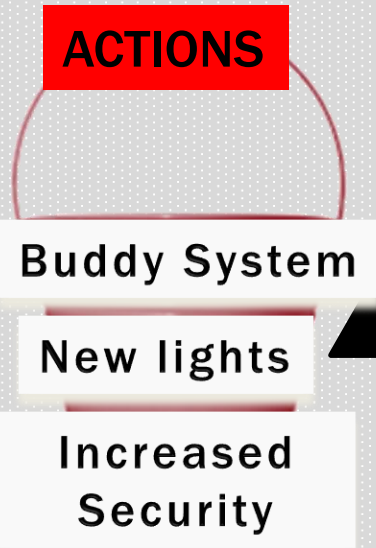
- **Solve problem?**

- **Sit in their seats**

LETTER



OPEN: The safety of our students is our primary concern



F-E-A-S-T

Facts

Examples

Analogies

Stories

Third
Party

Bridge to Message

In fact

It's important to understand

What you might find interesting

That is a common misperception so let me clarify

First, let me say

Let me also point out

In reality

What we do know is

I'm not going to speculate; what I can tell you

That is not entirely correct, the truth is

You might think that—in my experience

A - T - M



Acknowledge
Transition
Message
and Address



CREATE MESSAGE TRIANGLE

- **Small groups**
- **Identify listener**
- **Create message points**
- **Prepare for interview/bridge messages**

Sample Scenarios

SCENARIO ONE

The new Center for the Performing Arts just opened with a lot of fanfare. Unfortunately, the new building has not been well-received by our students, faculty and staff who have complained that it isn't large enough, there aren't enough spaces for practicing, etc. You need to create a compelling case for why this is the right building for Villanova—and a great addition to our campus.

SCENARIO TWO

There has been pushback from our alumni on the University's new Strategic Plan, with feedback that the plan will change Villanova too much and will not be the place it once was. You need to help them understand how the new Strategic Plan embraces Villanova's core values, but also pushes the University forward.

SCENARIO THREE

After a recent visit to campus by a well-known speaker, there has been a backlash from faculty that Villanova is much too liberal an institution that doesn't host more (conservative) points of view. What do you do to convince the faculty in a clear and concise way that there is no liberal bias at the University?

Messaging Toolkit

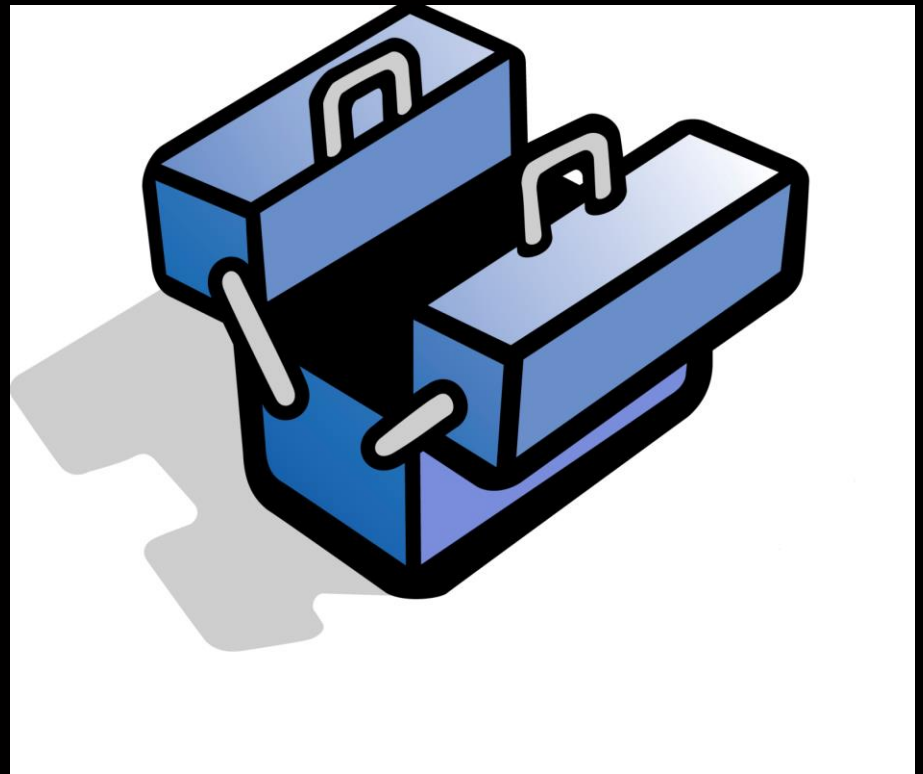
What's the story

Know your audience

Triangle approach

Bridge to message

F-E-A-S-T





WHAT TO SAY

DON'T KNOW



Reframe

I understand your concern about grade point average and it's important. I think the bigger issue is...



Stick to what you know

That's not my area of expertise. What I do know is this



Be authentic

I'm going to need to look into this

UNCLEAR COMMENTS



Ask person to give example or share data/facts



Re-state points to verify what the person is saying

CONFRONTATION



Do not take bait



Use phrases:

What I'm saying is
Research suggests
These are the facts



Turn the question back to
attacker:

What I hear you saying is
You are certainly entitled to
your perspective

Executive Presence

Managers often say to me,

“

he/she is good at what they do
but they lack executive presence

”

268 executives pinpointed 3 essential elements of executive presence

Gravitas

(how you act)



67%

Communication

(how you speak)



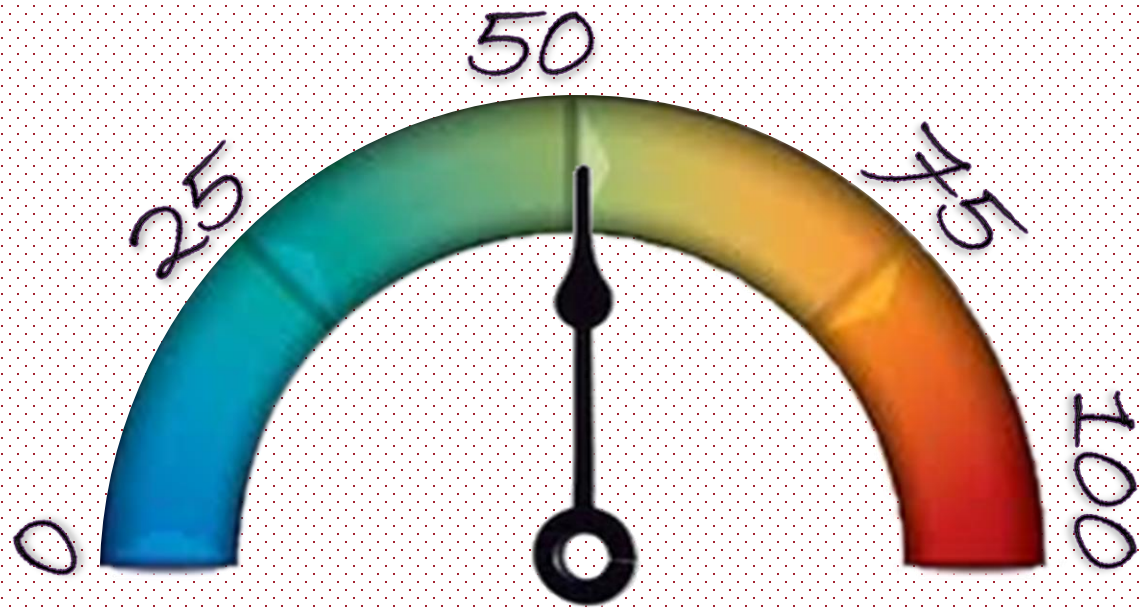
28%

Appearance

(grooming, fitness)



5%



Make Me Care Meter

FOCUS

Focus your message



Opportunity



Clear. Concise. Consistent



Understand your audience



Simple





KarenFriedman.com/Villanova