COMMUNICATING FOR CHANGE
THE WORLD OF WORK PODCAST
SERIES 2
EPISODE 22
E022 – COMMUNICATING FOR CHANGE

J&J discuss why communication is important, walk through the five canons of rhetoric and share how to create messages and arrange communications. The list of the week is 10 things you can do to be a better communicator.

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**RESEARCH ROUNDPUP**

Humans can only work together in large groups when they have a shared understanding of history and future, a shared narrative. These narratives bind people together and align their behaviors and actions.

Dunbar’s number says people can only manage about 150 relationships.

The stories that bind humans together are unique in the word, and a large part of why we are the dominant species on earth.

Communications are the tools through which we create these narratives. They shape our beliefs.

Communications influence.

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**WHY COMMUNICATIONS MATTER**

Everyone has to communicate at work and there are things one can learn re personal communications. Here we’re really focusing on leadership.

If you remember the episode we did on organizational Change, the first part of leading any successful change is communications, e.g. Kotter’s first three steps are: Urgency, Coalition and Vision.

Ultimately, much of leadership is getting people to want to do things. And this requires effective communication.

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**COMMUNICATING AT WORK**

The five canons of rhetoric were pulled together by Roman orator, senator and consul, Cicero* in about 50 BC**. He detailed the five canons as: Invention (what to say), Arrangement (structure of content), Style (language choices), Memory (learn the presentation) and Delivery (use of more than just words). Just as valid today.

**Invention**

This is the process of coming up with what you want to say to persuade your audience of your view.

This requires clarity of purpose and understanding of the subject and your audience.

You also need to choose your presentation style (and now days your medium) and decide how long it should be.

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**Arrangement**

This is the process of structuring your content.

Modern arrangement usually has three stages (introduction, body and conclusion), where historic arrangement had five: Introduction, state neutral facts, make your case, refute alternative positions, conclude your presentation.

This arrangement can still be used.

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**Style**

This is the process of choosing language and constructing your presentation so as to create an emotional response.

Eloquence and powerful language can do this.

The skilled use of emotive language and rhetorical devices (e.g. analogy, allusion, alliteration) can also contribute to generating an emotional response.

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**Memory**

This process relates to remembering enough so that you can present fully and un-hesitatingly without notes.

Many great speakers visualize presentations, do “dress rehearsals”, explore their environments and understand multiple layers of their presentations (from full text to a few key bullet points).

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**Delivery**

This process involves using all the tools available to you to effectively communicate.

Words are a tiny part of emotional communication.

Emphasis, tone of voice, change of pace, pauses, volume, gesticulation, body language, positioning and props are all tools to help effectively deliver your arguments.

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*Author Robert Harris has writer a great trilogy about Cicero
**Quintilian also pulled them together in his book, “De Inventione” in 95AD

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**THE WORLD OF WORK PODCAST**

HELPING YOU SUCCEED IN THE WORLD OF WORK

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www.thewowpodcast.org
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### RESEARCH ROUNDDUP

| What is your overall strategic goal? What broader outcome are you looking to achieve? | ATTENTION - Communications should start w/ something that creates curiosity or captures attention. This could be an interesting fact, a teaser about the future, a great story, a striking picture or even a funny joke. Attention doesn’t last long. Once it’s been captured it’s important to ride the wave and move on quickly to your core content. |
| Who is your audience? What are their personas? What’s their story? How are they feeling, what do they know? | NEED - Having captured attention you should start create a need. Here you establish a burning platform by emotively but factually showing that the current state is unsatisfactory. This can be done by stating the need, illustrating with example, elaborating with facts and showing the audience how it relates to them specifically. |
| What are your objectives for communicating? What do you want to change for your audience? How should they be different after you’ve communicated? | SATISFACTION - The audience should now want to change the current state and be wondering how to do so. At this stage you provide your solution that satisfies all the challenges you raised with the need that you created. This can be done by proposing a solution, explaining the details, showing how it solves the problems and illustrating it with details. |
| What are your core messages? What will help you achieve these changes for your audience? | VISUALISATION - Your audience will now know what your proposed solution is and understand the details around it. The next stage is to get them to feel what it is like. You achieve this by helping them visualize your future. You can achieve this by painting a picture of what the future is like if they take action. |
| What channels or means of communication will you use to deliver your core messages to your audience? | ACTION - Your audience understand the problem, know your solution and can visualise your future. The last stage is to show them what they need do to help make that future a reality. This can be done by challenging the audience, appealing to them, explaining to them, summarizing or simply laying out steps of action. |

### MONROE’S MOTIVATED SEQUENCE FOR PERSUASION (CHANGE / POLITICS)

**ATTENTION** - Communications should start w/ something that creates curiosity or captures attention. This could be an interesting fact, a teaser about the future, a great story, a striking picture or even a funny joke. Attention doesn’t last long. Once it’s been captured it’s important to ride the wave and move on quickly to your core content.

**NEED** - Having captured attention you should start create a need. Here you establish a burning platform by emotively but factually showing that the current state is unsatisfactory. This can be done by stating the need, illustrating with example, elaborating with facts and showing the audience how it relates to them specifically.

**SATISFACTION** - The audience should now want to change the current state and be wondering how to do so. At this stage you provide your solution that satisfies all the challenges you raised with the need that you created. This can be done by proposing a solution, explaining the details, showing how it solves the problems and illustrating it with details.

**VISUALISATION** - Your audience will now know what your proposed solution is and understand the details around it. The next stage is to get them to feel what it is like. You achieve this by helping them visualize your future. You can achieve this by painting a picture of what the future is like if they take action.

**ACTION** - Your audience understand the problem, know your solution and can visualise your future. The last stage is to show them what they need do to help make that future a reality. This can be done by challenging the audience, appealing to them, explaining to them, summarizing or simply laying out steps of action.

### CHUNKING LIMITS:

Chunking is the psychological process of grouping similar pieces of information together into a meaningful whole. E.g. Mnemonics. Humans do this because it is easier to remember a single clustered group than multiple components. People can only “chunk” 7 things. This means when communicating you should ensure your groups are of less than 7.

### DELIVERY

Albert Mehrabian has concluded that only 7% of communication takes place through words while 38% takes place through tone and voice and the remaining 55% take place through body language.

### STYLE

Practice is key to effective, note free delivery. Some people learn verbatim, some read from autocues and some learn their key points only.

### MEMORY

An important part of style, in our view, is to ensure that you adopt a style that is true to yourself. Your own style and voice will be far more effective for you than trying to copy someone else’s.
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**LIST OF THE WEEK**

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<tr>
<td>1 - Be clear of your own strategic goals</td>
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<td>2 - Understand your audience. Get to know them if possible.</td>
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<td>3 - Be clear on what you want to change for your audience (Think, Feel, Do?)</td>
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<td>4 - Communicate with narratives and stories, not with facts and figures</td>
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<td>5 - Have the courage not to use notes</td>
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<td>6 - Have the courage not to use slides if possible (perhaps pictures?)</td>
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<td>7 - If presenting in a room, get support in the room. Ask specific people to nod, smile and support you throughout (if you can see past lights!)</td>
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<td>8 - Get to know your physical space. Visit it. Walk it. Be comfortable in it.</td>
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<td>9 - Be a great audience member yourself, when not presenting. Being a good audience member is a skill too.</td>
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<td>10 - Practice. It’s the most important thing you can do.</td>
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