McKinsey Academy

# Deliver with style: Key Takeaways

**Communicating for Impact** 



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## **Key takeaways**

#### Core content



#### What is delivery?

- Delivery can be broken down into three elements: physical presence, vocal emphasis, and emotional connection
- The way you deliver a message greatly accounts for the impact you have on your audience



#### Why is delivery important?

- According to new research speakers who vary the pace, pitch, and volume of their voices deliver more influential, persuasive, and commanding presentations
- It's not just what you say that matters; it's how you say it



#### How do I apply delivery?

Leverage the following tools and/or techniques to master delivery:

- Three elements of style for delivery
- Delivery checklist
- Virtual delivery tips and tricks

### Three Elements of Style for delivery

#### Framework



#### **Physical presence**

- This refers to the speaker's ability to appear relaxed, confident, and in control of a room
- Speakers with strong physical presence have good posture, make good eye contact, avoid fidgeting, use gestures appropriately, and move with confidence



#### **Vocal emphasis**

- This primarily refers to the speaker's ability to adjust his or her pitch, pace, and volume to match the occasion
- In addition, speakers with good vocal emphasis typically speak in the active voice and rarely use qualifiers or caveats



#### Ability to make an emotional connection

- This refers to the speaker's ability to gauge the mood of the audience and adjust his or her tone accordingly
- Speakers who are able to make an emotional connection typically make strong eye contact with their audiences and communicate emotion via their facial expressions and tone of voice

## Three Elements of Style for delivery

#### Checklist

Т	he upcoming opportunity I've chosen is:			
	My audience is:			
	The Purpose of my interaction is:	E.g., Ins	pire a colleague to take on a leadership role on m	y project
	Vocal emphasis		Physical presence	Emotional connection
	<ul><li>Adjusts pitch, pace, and volume to match the occasion</li></ul>		Appears relaxed, confident, and in control of the room	<ul><li>Express authentic emotions and/or vulnerability</li></ul>
	<ul> <li>□ Uses the active voice</li> <li>□ Minimizes qualifiers and caveats</li> <li>□ Uses rhetorical techniques appropriately (e.g., repetition, alliteration, three-point lists, pauses for impact)</li> </ul>		<ul> <li>Has strong posture</li> <li>Moves with a purpose</li> <li>Uses appropriate gesture</li> <li>Optimizes physical environment</li> </ul>	☐ Selects an appropriate tone to match the Purpose of the interaction
				<ul> <li>Has strong eye contact and uses appropriate facial expressions</li> </ul>
				☐ Uses storytelling
Notes				

## Virtual tips

#### Tips/techniques

The same delivery techniques that work in person still apply to virtual settings; however some techniques are emphasized more or less because of the medium. Nevertheless, it is still important to think about your audience and what will work best to connect with them and inspire them to action

1

#### Limit your body language

Using body language in person can be quite effective; however on a camera it can exaggerate your movements and distract others

Use your movements intentionally and try to keep them more level, on the same physical plane

2

#### Find the right camera height

If you are on a video conference, your camera should be positioned roughly at eye level

Angles that are too high or too low can distract your audience and take away from your message

3

# Integrate moments of eye contact

It can be difficult to maintain eye contact virtually due to the positioning of your camera and your audience's videos

However for an important key message, it's worth looking directly at the camera to better emphasis your message 4

#### Leverage your voice

Infuse your vocal presentation with energy by varying your tone and pace to keep the audience's ear engaged

Vocal emphasis is important whether the presentation is in person or virtual