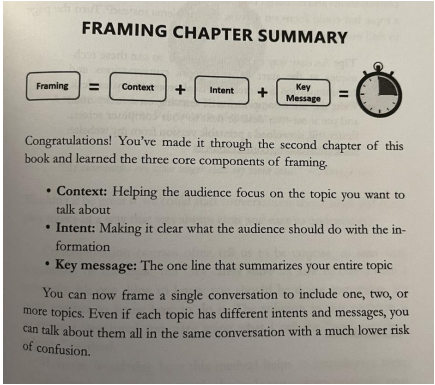The First Minute
Chris Fenning

Goal: In this book, the author empowers me to start clear communication in working scenarios.

Problem: In working communicating situations, we are facing a bunch of mis-communication because of lack of context, unclear purpose, not getting to the point, mixing up multiple topics in the same conversation, and lengthy summaries.

Solution: The author introduces a method using framing+structured summary to start a conversation to deliver information in a professional and organized way.
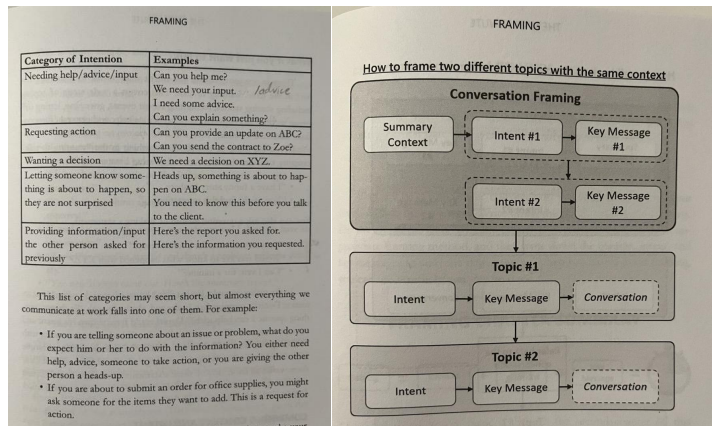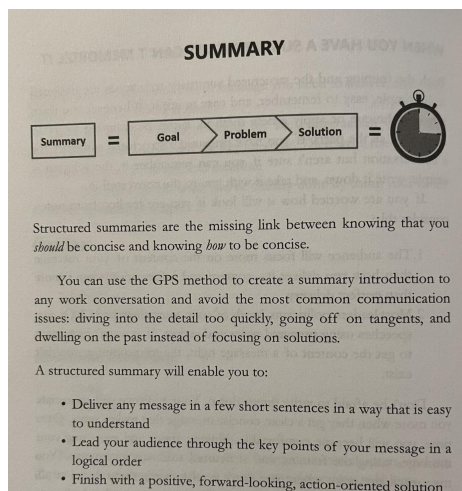
P39

FRAMING CHAPTER SUMMARY

Framing = Context + Intent + Key Message =

Congratulations! You've made it through the second chapter of this book and learned the three core components of framing.

- **Context:** Helping the audience focus on the topic you want to talk about
- **Intent:** Making it clear what the audience should do with the information
- **Key message:** The one line that summarizes your entire topic

You can now frame a single conversation to include one, two, or more topics. Even if each topic has different intents and messages, you can talk about them all in the same conversation with a much lower risk of confusion.

[Time Check]

Framing - First 15 seconds

- Context: The topic you are going to talk about
- Intent: Why you come to one person. Fixed at work. P17

目的分类	例子
寻求帮助/建议	你可以帮我一起完成 ABC 吗？ 我们需要一些你对 ABC 提案的意见。 你可以解释一下 ABC 吗？
请求对方的进一步行动	你可以帮忙跟进一下 ABC 项目吗？ 你可以将合同发给 XYZ 吗？
需要做决策	我们需要对 ABC 项目的决策
让对方知悉事情的发生，从而不会惊讶	和你拉齐一下，ABC 项目可能会有 XYZ 的风险/事情发生 在和客户聊 ABC 之前，你需要知道 XYZ
提供对方之前需要的信息	这是你之前要的报告 这是你之前要的信息

Category of Intention	Examples
Needing help/advice/input	Can you help me? We need your input. /advice I need some advice. Can you explain something?
Requesting action	Can you provide an update on ABC? Can you send the contract to Zoe?
Wanting a decision	We need a decision on XYZ.
Letting someone know something is about to happen, so they are not surprised	Heads up, something is about to happen on ABC. You need to know this before you talk to the client.
Providing information/input the other person asked for previously	Here's the report you asked for. Here's the information you requested.

This list of categories may seem short, but almost everything we communicate at work falls into one of them. For example:

- If you are telling someone about an issue or problem, what do you expect him or her to do with the information? You either need help, advice, someone to take action, or you are giving the other person a heads-up.
- If you are about to submit an order for office supplies, you might ask someone for the items they want to add. This is a request for action.

How to frame two different topics with the same context

- Key Message: the most important point you want to convey

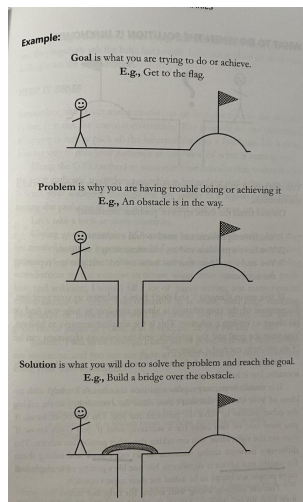* You need separate different topics into different framing.[P37]

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SUMMARY

Structured summaries are the missing link between knowing that you *should* be concise and knowing *how* to be concise.

You can use the GPS method to create a summary introduction to any work conversation and avoid the most common communication issues: diving into the detail too quickly, going off on tangents, and dwelling on the past instead of focusing on solutions.

A structured summary will enable you to:

- Deliver any message in a few short sentences in a way that is easy to understand
- Lead your audience through the key points of your message in a logical order
- Finish with a positive, forward-looking, action-oriented solution

Structured Summary - 45 seconds

- Goal: The target

[P47]

Example:

Goal is what you are trying to do or achieve.
E.g., Get to the flag.

Problem is why you are having trouble doing or achieving it
E.g., An obstacle is in the way.

Solution is what you will do to solve the problem and reach the goal.
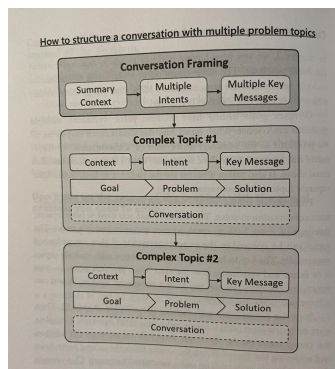**E.g.,** Build a bridge over the obstacle.

- Problem: What makes you stopped, just the problem but not the reasons
- Solutions: The most important part. Focus on next step to solve.
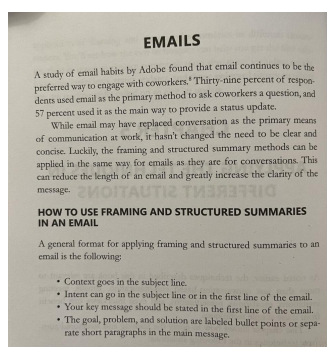* multiple problem topics: P60

How to structure a conversation with multiple problem topics

[Validation Check]

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Time Check: If someone have time to help you right now.
Validation Check: If someone is the best candidate to help you.

Apply into different situations:
- Email P82

EMAILS

A study of email habits by Adobe found that email continues to be the preferred way to engage with coworkers.[5] Thirty-nine percent of respondents used email as the primary method to ask coworkers a question, and 57 percent used it as the main way to provide a status update.

While email may have replaced conversation as the primary means of communication at work, it hasn't changed the need to be clear and concise. Luckily, the framing and structured summary methods can be applied in the same way for emails as they are for conversations. This can reduce the length of an email and greatly increase the clarity of the message.

HOW TO USE FRAMING AND STRUCTURED SUMMARIES IN AN EMAIL

A general format for applying framing and structured summaries to an email is the following:

- Context goes in the subject line.
- Intent can go in the subject line or in the first line of the email.
- Your key message should be stated in the first line of the email.
- The goal, problem, and solution are labeled bullet points or separate short paragraphs in the main message.

- Meeting Invitation: Clarify meeting purpose and expected output as key message, recap it at the beginning of the meeting. When shift to different topics, ask if anyone wants to leave as a validation check. P91

PROVIDE A CLEAR PURPOSE IN YOUR INVITATIONS

If the purpose of a meeting isn't clear when someone reads an invitation, they won't know why they are invited. It also won't be clear if any preparation is needed, and it won't be easy to prioritize the meeting against anything else happening that might be booked for the same time slot.

Meeting invitations are the equivalent of the start of a conversation. As the example at the start of this section showed, you wouldn't walk up to a coworker and tell him or her to be in a specific location at a certain time without providing some context and a reason to be there. If you wouldn't do it in person, don't do it in electronic communication either.

Everyone who is invited to a meeting wants to know the purpose of the meeting and what will come of it. The output can be a decision, a more-informed group of people, a list of ideas, solutions, and so on. Whatever the expected output, it should be clear to every attendee what they will produce in their time together.

Framing is a great way to start a conversation in person, and by replacing the key message with two new elements, framing can work for meeting invitations too.

$$\text{Meeting Framing} = \text{Context} + \text{Intent} + \underbrace{\text{Meeting Purpose} + \text{Meeting Output}}_{\text{Key Message}}$$

- **Context:** Include it in the subject line.
- **Intent:** Include it in the subject line.
- **Key Message** is replaced by two new items:

1. **Meeting purpose:** One line describing what the meeting is for.
2. **Meeting output:** One line stating the expected outcome or output of the meeting.

Additional information can be provided in a structured summary after the meeting output line. This will provide a concise summary of the meeting topic and help people prepare for the discussion.