

To motivate us, your listeners at work, you need to know enough about us to help us "see ourselves" in what you're talking about.

To capture and hold us, your communication must deal at our level, reflecting our concerns. We absorb your ideas by how well you present them and how hard you try to help us understand them.

Answering questions? We must see ourselves and the essence of our question reflected in your answers.

Leading a meeting? Selling a product? Disagreeing with a client? Reporting to the boss?

In every case, unless we "see ourselves" reflected in what you're saying and doing, your communication is "for your eyes only."

All the techniques I have suggested to you in this book are variations on this theme. They work because they start by including *us*. That's how to talk so people listen.

A Personal Note

As I sat long hours writing this book, you were very much with me. I saw you responding to what I was saying, I imagined when you'd be startled, when you might disagree and need to be further convinced, when you'd laugh or maybe look off and reflect on a thought. It's what moved me to write more about something, to cut portions out, to stop and try again.

So—I end reluctantly. There are so many more things I wanted to tell you. So many times I wanted to *show* you, not just tell. But if in our time together I stimulated you to rethink the processes by which you communicate at work and to start trying some new ways, my work will have reached its mark and I will rest easy.

Thanks for listening. Now it's your turn.