

Also, remember to recap and make transitions to each new subject rather than leaving your audience trying to figure out where they are, on their own.

Humanize and Personalize

This seems hard to imagine as you confront the fiscal statement, the sales report, or the new plan for retooling. But—be creative. People identify most with something that smacks of themselves and of life.

- When you talk of big gains in relation to the financial statement or sales report, add the people who made it happen. Speak of and verbally applaud the divisions, individuals, the spirit of the company that was an integral part of that success. Personal appreciation is more motivation to lots of folks than sheer numbers alone.

- Talk of feelings of disappointment or anxiety you *all* share if you have to confront the drop in performance. Ruminates with them about why it happened, on a personal as well as a professional basis. Allow that they are a part of, actually the key to what's happening and, "since we're all human, we need to see how our personal fallibility (disinterest, complacency) can affect the company; what we need to do personally to turn it around."

- Focus on a local sports or other hero or some tough human endeavor and what it takes as one confronts a tough situation. This can take you away from the theoretical, amorphous "so we must do better," or, "these figures are very disappointing, " and into the next step)—personal motivation and the team approach.

- The topic is retooling or other technical data? Again, find the people behind the diagrams. Discuss the creative process we all go through as we sit before a blank piece of paper trying to come up with something new; how tough and frustrating it is to imagine something that doesn't yet exist and how remarkable it is that we can do that. Discuss the changes in their daily lives such new ideas can bring.

- Add yourself to the message when you speak. Use personal examples as a surrogate for them:

"You know, I—like you—sometimes fail at what I'm trying to do and have to confront how to handle that . . ."