



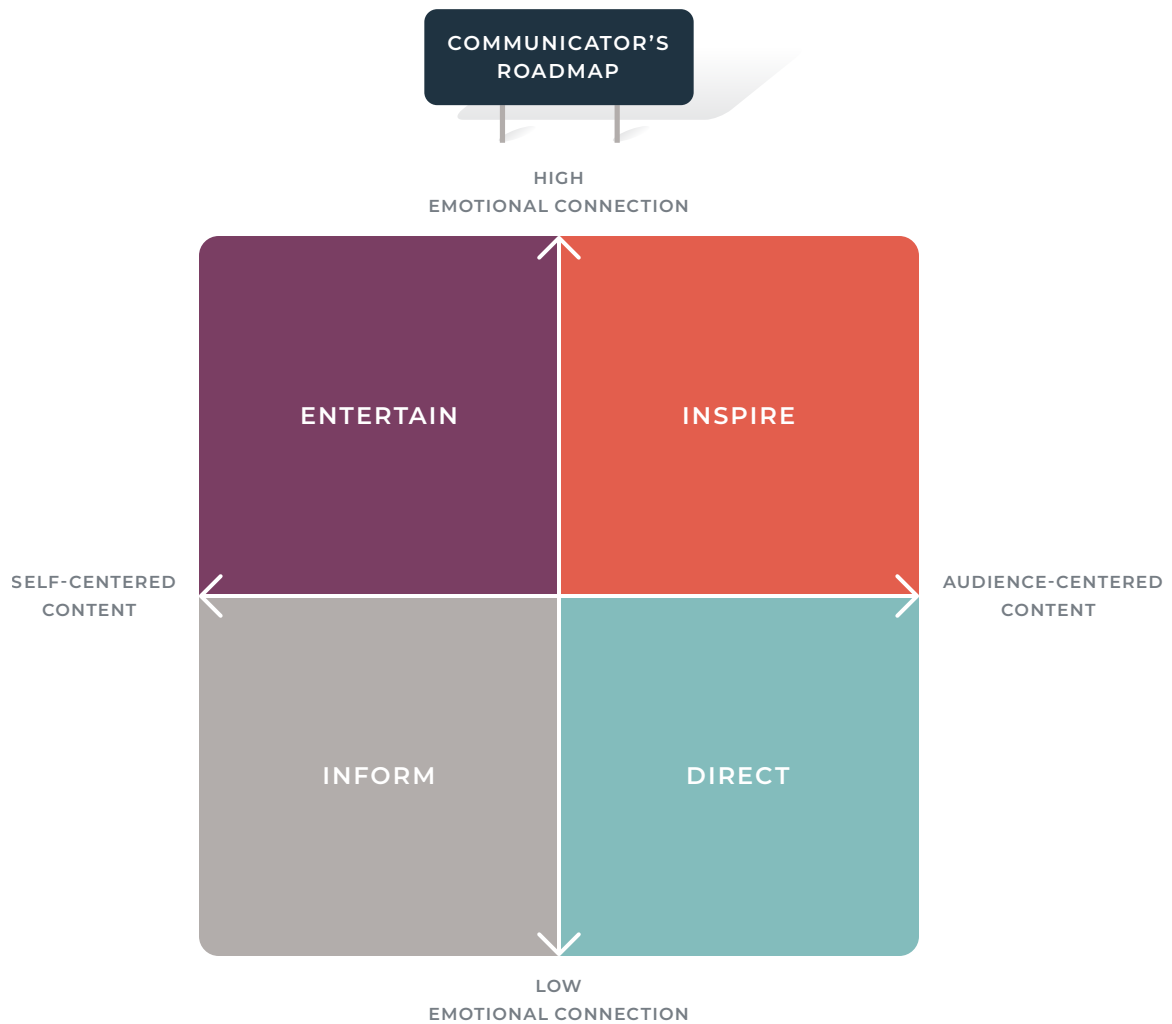
Communicate to Influence

Move from information to influence

- ● The two words 'information' and 'communication' are often used interchangeably, but they signify quite different things. Information is giving out; communication is getting through.

SYDNEY J. HARRIS

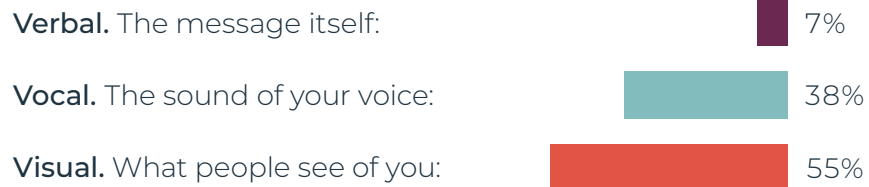
Mapping Your Communication Experience



Making Impact and Changing Habits

What Counts in Communicating

The Three Vs of Communication



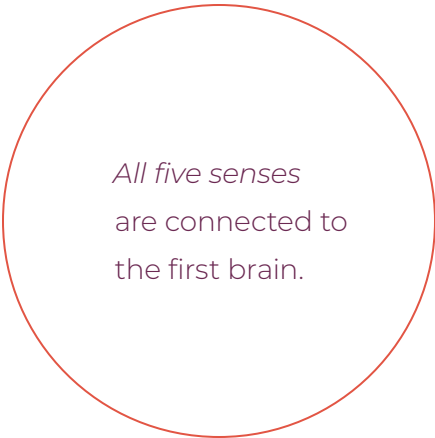
People buy on
emotion, and
justify with fact.

Why It Counts

The First Brain

The “First Brain” serves as a conduit for sending stimulus and input to the Thinking Brain—which is our cerebral, rational brain. We want our ideas to go directly to our conscious and rational Thinking Brain, but they have to pass through the unconscious first brain first.

FIRST BRAIN	THINKING BRAIN
<ul style="list-style-type: none">• Limbic system: the emotional center• Instinctual• Preconscious/unconscious• Primitive	<ul style="list-style-type: none">• The cerebral cortex: the information processor• Intellectual and rational• Conscious• Evolved



The Behaviors of Trust

Connection

- | | |
|----------------------|--|
| 1. Eye Communication | <ul style="list-style-type: none">• Work for involvement, not intimacy or intimidation.• Treat audience as a collection of individuals.• Use the five-second rule: maintain contact for 5 seconds with each listener, or as many as possible in a large group.• In the virtual environment, look at the camera to create connection. Follow the 80/20 rule—connecting with the camera about 80% of the time and looking at slides, notes and faces 20% of the time. |
|----------------------|--|

Energy

- | | |
|-----------------------------------|---|
| 2. Posture and Movement | <ul style="list-style-type: none">• Stand tall. Own the space. Get your weight forward, as in “forward lean.”• Move! Don’t stand behind the podium or lectern.• Use your eyes to move through your space with a <i>purpose</i>. |
| 3. Gestures and Facial Expression | <ul style="list-style-type: none">• Allow natural gestures to surface, as they do when you are conversing with friends.• Rest your hands at your sides when not in use.• Leverage the smile for warmth and likability.• Keep expression consistent with the message. |

Energy cont.

- | | |
|------------------|---|
| 4. Vocal Variety | <ul style="list-style-type: none">• Think of a roller coaster for vocal variety using volume, pitch and pace.• Project your voice without vocal strain.• Make your voice naturally authoritative by lowering your range. End sentences at the same or lower tone than they begin. |
|------------------|---|

Credibility

- | | |
|-------------------------|---|
| 5. Language and Pausing | <ul style="list-style-type: none">• Be plain-spoken. Avoid jargon.• Learn your non-words, and replace them with a pause.• Control the discussion with confidence. Don't rush from point to point—give it time to sink in. |
|-------------------------|---|

Building Trust Remotely

Principle

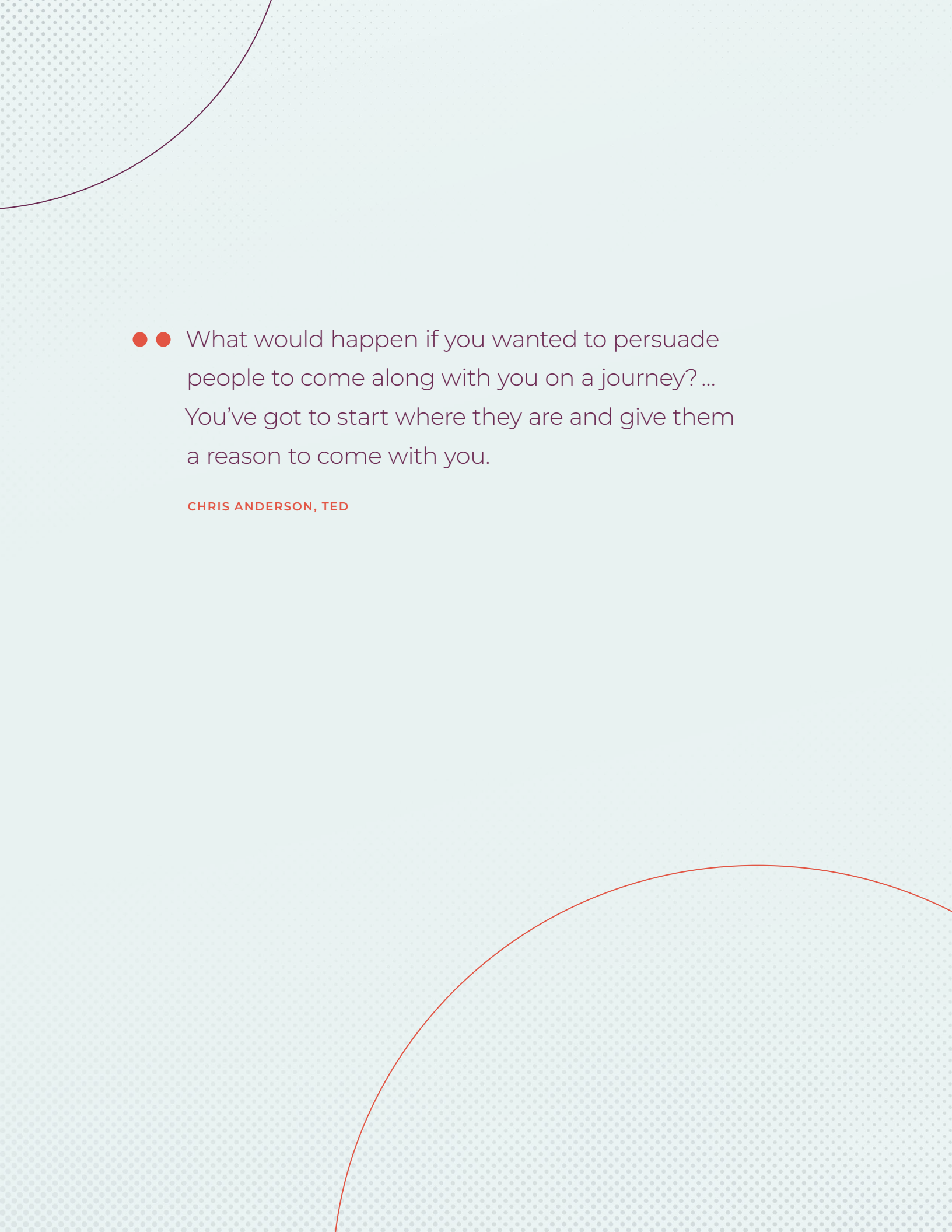
Seeing helps believing. Video boosts connection with your clients and customers in the remote environment.

Show connection and credibility at every touchpoint.

- *Eye Communication:* Commit to connection—look directly at the camera. Follow the 80/20 rule, looking at the camera 80% of the time.
- *Facial Expression:* Leverage the smile for warmth and likability. Make sure both your listening *and* speaking expressions are open, and consistent with the message.
- *Vocal Variety:* Keep your audience tuned in with energy—project with volume. Make your voice naturally authoritative and decisive by ending sentences at the same or lower tone than they begin.
- *Pausing:* Learn your non-words and replace them with a pause. Control the discussion with confidence, don't rush from point to point.

Practice

1. Frame up on video.
 - Make sure you're centered in the frame—not just at the top, bottom or with lots of space on one side.
 - Check your lighting. Make sure there are no light sources behind you.
 - Take a look at your background—anything distracting?
2. Record yourself using your platform of choice. Play it back to understand the experience you create.
3. If you can't record on video, try audio as a start. You can also find an accountability partner to take a screen shot of you as a reference point.

- 
- ● What would happen if you wanted to persuade people to come along with you on a journey? ... You've got to start where they are and give them a reason to come with you.

CHRIS ANDERSON, TED



Creating Messages That Motivate

Cornerstones: Focus your message

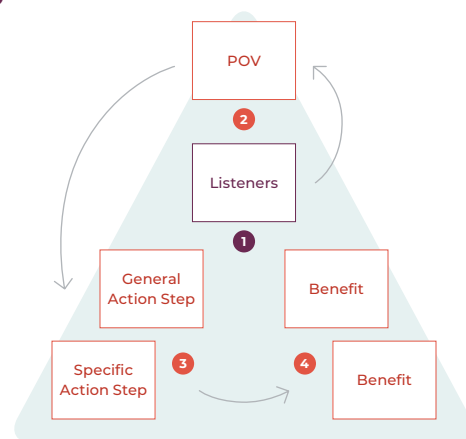
1. Listeners
2. Point of View (POV)
3. Action Steps
4. Benefits

1. Listeners

Know your listeners:

- Who are they? Why are they here?
- What do they know/how do they feel about the subject?
- What do they know/how do they feel about you?
- What do they care about?
- Are they data or business driven?
- What are their goals? How can you help them?
- What would make them resistant?

Summarize your listener profile into the top three adjectives that best describe this listener (i.e., skeptical, open, concerned for self, budget-conscious, receptive, concerned for others, etc.).



2. Point of View (POV)

Boil your message down to one phrase that signifies the way you want your listener to think/act.

Test your POV:

- Does your POV signify the biggest change in how you want people to think or act about your subject?
- If the listener asks, “So what?” does your POV answer the question?
- Is this the ONE thing that you want your audience to remember?

3. Action Steps

Tell them what to do:

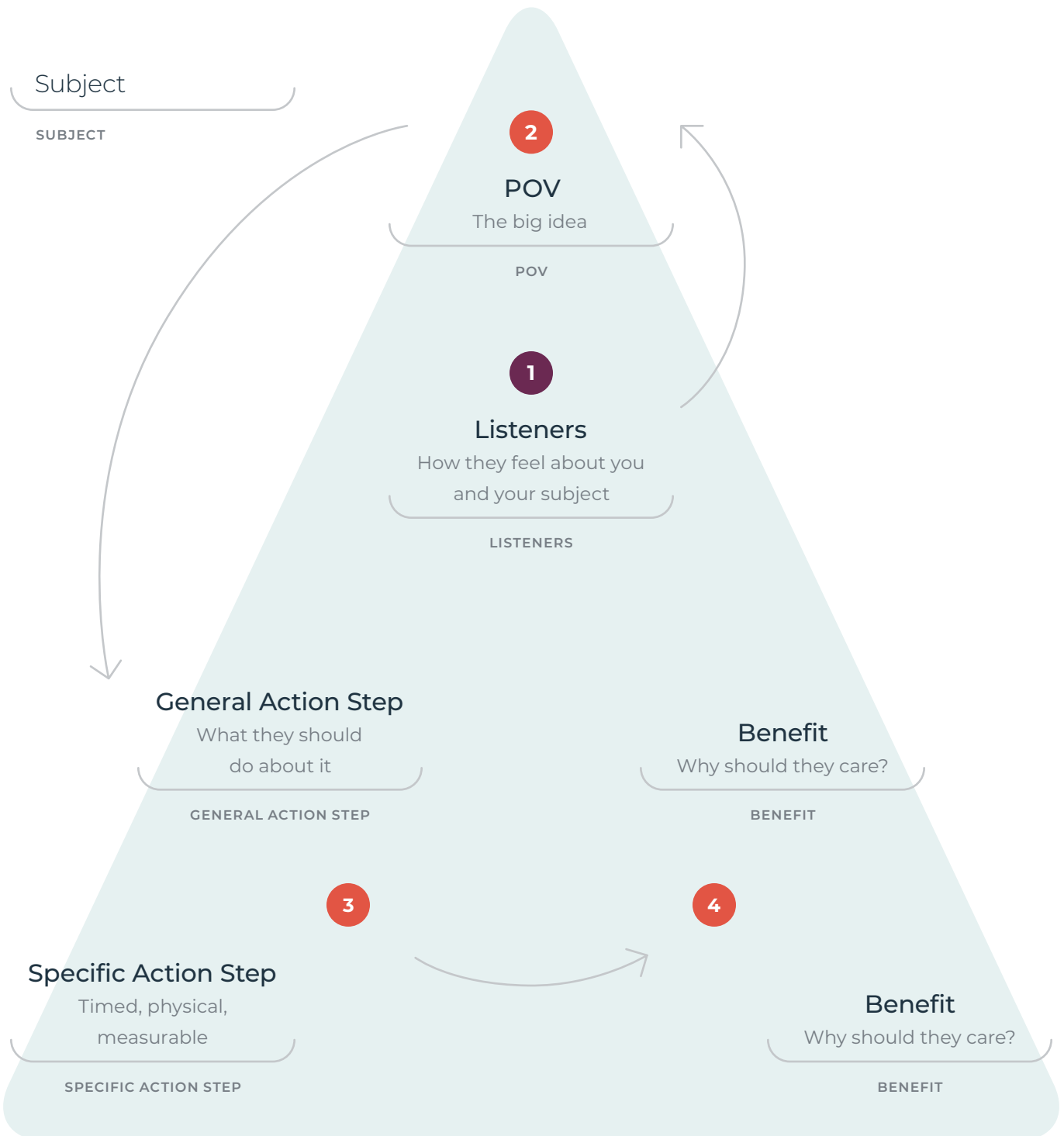
- **General Action Step:** The next thing your listener should do when they buy off on your POV (i.e., learn about, understand, research, trial, confirm findings, etc.).
- **Specific Action Step:** Get specific! Make it something timed, physical, measurable (i.e., Implement Phase 1 of project by April 1).

4. Benefits

What’s in it for THEM?

- Make the benefit as personally compelling as possible.
- Identify two benefits (there may be dozens, but pick the top two).

Focus: The Decker Cornerstones™



Compose: The Decker Grid™

OPENING					
	SHARP	POV	ACTION (General Action Step)	BENEFIT	
	SHARP	POV	GENERAL ACTION STEP	BENEFIT	
MAIN BODY	Key Point 1	Subpoint 1	Subpoint 2	Subpoint 3	
	KEY POINT 1	SUBPOINT 1	SUBPOINT 2	SUBPOINT 3	
	Key Point 2	Subpoint 1	Subpoint 2	Subpoint 3	
	KEY POINT 2	SUBPOINT 1	SUBPOINT 2	SUBPOINT 3	
	Key Point 3	Subpoint 1	Subpoint 2	Subpoint 3	
	KEY POINT 3	SUBPOINT 1	SUBPOINT 2	SUBPOINT 3	
	CLOSING				
		POV (Repeated from Opening)	ACTION (Specific Action Step)	BENEFIT	SHARP
POV (REPEATED FROM OPENING)		SPECIFIC ACTION STEP	BENEFIT	SHARP	

The Decker Grid: Compose your message

1. Key Points and Subpoints

Organize the information your listener needs to buy off on your POV and take the action you're requesting. Consider the following:

Results	Risks
Benchmarks	Changes
Trends	Options
Forecasts	Opportunities
Successes	Recommendations
Challenges	Solutions
Threats	What you can do

Add your Key Points and Subpoints onto the Grid.

<div>OPENING</div> <div>MAIN BODY</div> <div>CLOSING</div>	SHARP	POV	General Action Step	Benefit
	Key Point 1	Subpoint 1	Subpoint 2	Subpoint 3
	Key Point 2	Subpoint 1	Subpoint 2	Subpoint 3
	Key Point 3	Subpoint 1	Subpoint 2	Subpoint 3
	POV (Repeated)	Specific Action Step	Benefit	SHARP

2. Opening and Closing

(Ignore the SHARP boxes...for now)

Compose the Opening:

- Add your notes for POV, General Action Step and one Benefit from the Cornerstones to the Opening line of the Grid.

Complete the Closing.

- Repeat the Opening-line POV in the Closing line of the Grid.
- Add your notes for Specific Action Step and final Benefit from the Cornerstones to the Closing line of the Grid.

3. SHARPs

Move your message from information to influence. Use:

S tories	R eferences and Quotes
H umor	P ictures and Visuals
A nalogies	

Note: There is a placeholder for a SHARP at the beginning and end of the message, but you can add SHARPs throughout your message, in Key Points and Subpoints as well.

SHARP Tools



Stories

Think of stories that are “heart stories.”

Practice story-telling.

Use personal stories whenever possible.

Create sensory-based language.

Find stories that clearly state a point.



Humor

Think funny; use the things that make you laugh.

Take advantage of unplanned humor.

Allow time for laughter.

Take your subject seriously, but take yourself lightly.



Analogies

Use similes, analogies, metaphors.

Use simple, everyday objects/activities.

Use the similar and dissimilar.



References and Quotes

Look for the unusual that makes a point.

Use references of personal significance.

It's appropriate to read quotes.



Pictures and Visuals

Conceptualize visuals.

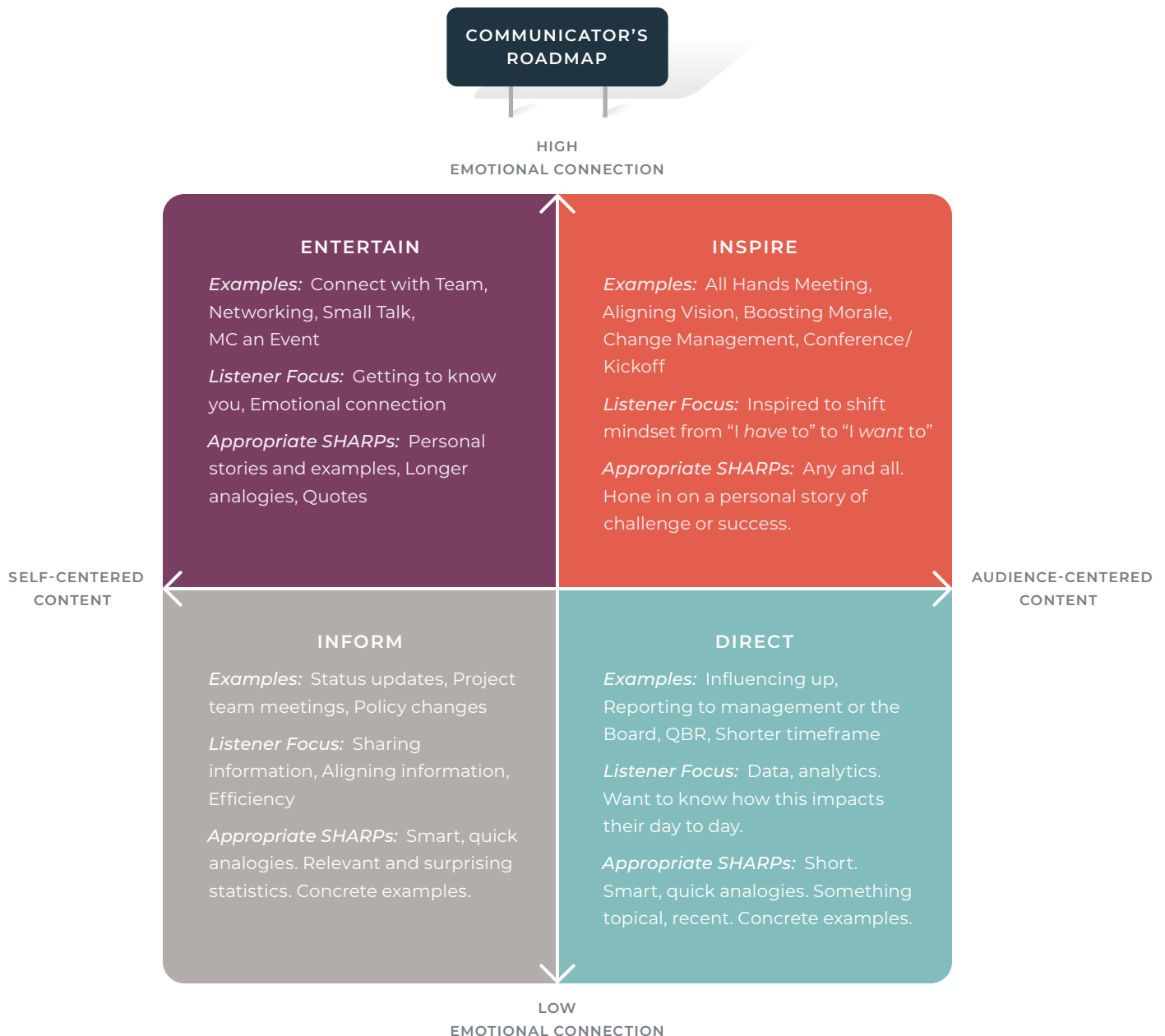
Make points with visuals quickly.

Keep it simple.

Be Big, Bold and Brilliant.

Apply SHARPs to the Roadmap

Great communicators see a communication situation through a variety of lenses. Use the Communicator's Roadmap to navigate the most effective type of message and which tools to leverage.



Putting It Into Practice

Q&A Summary

DO's

1. Explain how you'll take questions.
2. When in-person, encourage questions by leaning or stepping forward with your arm raised.
3. Listen to and look at the questioner.
4. Use the question to further your POV.
5. Answer to the entire audience.
6. Be brief and cooperative.
7. Include a final closing after Q&A.

DON'Ts

1. Don't say "Good question."
2. Don't *unnecessarily* repeat the question.
3. Don't argue.
4. Don't change from your original presentation style.

Q&A Techniques

Q&A can be one of the most dynamic parts of any presentation whether it be one-on-one, a small group or larger format presentation. It is dynamic because of the immediate interaction and involvement, but the flip side of the coin is that Q&A can be volatile, since you can't predict the audience.

As you read through these Do's and Don'ts, think back on your own experience of both successful and unsuccessful Q&A discussions. Remember that your objective is to create purposeful Q&A dynamics—conversations that *expand upon and amplify your point of view* and involve the audience at the same time.

DO's

1. Do: Explain how you'll take questions.

Meetings today often have audience members in various locations. Participants may be in-person, on videoconference or even simply dialing in. Set clear expectations about the channels you want to utilize—chat, coming off mute, raise your hand, etc. It's also important to provide parameters up front about how you'll be handling dialogue and discussion—whether throughout, or only at the end.

2. Do: When in-person, encourage questions by leaning or stepping forward with your arm raised.

The audience knows immediately, through non-verbal signals, if you really want questions or if you're afraid of them. Encourage questions by leaning forward and into your audience. Look at several individuals towards the front as you ask for questions. You can be assured that if you are leaning forward, with your hand raised, and looking right at them, they will try to give you a question quickly. Keep up your enthusiasm—and theirs.

Pulling away from your audience, leaning back, retreating or protecting yourself with a closed-in arm position all look as if you're afraid or don't want to answer questions. Don't let your voice drop or soften—that's a signal that you aren't interested or anticipate problems.

Prime the pump if necessary. Since your audience may not have had a chance to think of a question right away, have one ready. You can begin: “Let me start with what someone asked me as I came in today...” Then, when you’ve answered your own question, ask if there are any others. If necessary, you can go it alone again—“I’m often asked...,” etc.—but if there is no response after your second question, close it off.

Don’t plant “shills” with questions. Sometimes it works, but if even remotely detected, the negative backfire is too great to risk. It’s okay to speak with someone about a question to be asked at the end of your presentation. You can say: “Why don’t you ask me that...” That’s honest. There’s a big difference between that and manipulating the session with shills.

3. Do: Listen to and look at the questioner.

Listen not only to the words and their meaning, but to whatever emotional content is expressed in the question. Be particularly attentive to any hostility or antagonism from the questioner so you can respond appropriately. No question should take longer than one minute to be asked. If someone is obviously long-winded, you can politely interrupt by asking: “Excuse me, could you phrase that as a question?” or “I’m afraid you’re losing me—what is your question?”

Stay with the questioner until he/she is finished—no matter what you think of the question. Don’t express a negative reaction while the question is being asked.

In the virtual environment, looking at your questioner means connecting to the camera. You can still glance at their facial expression to read where the question may be coming from, but be intentional about creating connection to the camera as well so they feel that you are fully present.

4. Do: Use the question to further your POV.

Remember that Q&A is meant to enhance your point of view and amplify your message. It is not used effectively if it becomes a public forum for everyone else. There are dozens of ways to answer any question—keep in mind your own point of view when you phrase your answers. Bridge to positive points you can make in connection with the topic raised by the question.

5. Do: Answer to the entire audience.

THIS IS THE MOST IMPORTANT “DO” FOR IN-PERSON PRESENTERS!

If you answer to the audience, you will psychologically keep the needs of the total audience in mind while you diffuse any potential hostility in any questioner. Although we answer a questioner directly when we’re engaged in a conversation, the dynamics are different in a live audience presentation. You want to be effective with many people, not just one.

Listen to the question, then answer to the *whole* audience, breaking eye contact with the questioner and continuing extended eye communication with various individuals throughout the audience. You will automatically phrase your answer in such a way that will interest most of the audience. *This broadens the scope of your answer and keeps everyone involved with very little conscious effort.*

With hostile questioners, just looking at them can be a sign of encouragement—or at least permission to continue on antagonistically. Only the most obnoxious will persist after you have turned your focus to others. Keep being as enthusiastic and open-minded as you’ve been. The audience itself will usually take care of the truly outrageous person.

Resist the overwhelming temptation to finish by looking at the questioner. You want to open the floor to other questions by not hanging in there with just one person, particularly if they are argumentative. Pause when you have finished, then ask for the next question. This approach also enables you to end anywhere but on a hostile questioner.

For the virtual environment, keeping your audience with you means connecting to the camera. By speaking to them through the camera (rather than looking at their face on the gallery view), you create a feeling of connection and engagement. It’s ok to check in on facial expressions to read the room, just don’t get stuck looking at faces, which can feel disconnected from the experience.

6. Do: Be brief and cooperative.

Stay on target with the question and your own point of view. Don't ramble. Remember what you want: dynamic interaction and broad listener involvement. Each question means another opportunity for you to amplify your point of view.

Avoid lengthy tangents—keep things moving!

Watch the time! As the one in charge, your job is to keep things on schedule. You should know how long you have, when people have to leave, and how many more questions you can take.

In an audience of 30 or more, you are *bound* to have someone who doesn't like you, doesn't like your point of view, is jealous, plain old mean, or merely an attention seeker. Be on your toes for these people and don't try to change them. The reason you've heard the expression, "There's one in every crowd," is because there usually is.

Remember to be human! Chuckle, gesture, move, be totally involved in what you are saying. Keep humanization ideas strong; don't be a data bank in Q&A.

7. Do: Include a final closing after Q&A.

Do you recognize this: "Well, okay, if there aren't any more questions, I guess that's it."

You need a strong, secondary close to cap off any final discussion or Q&A. Warmly acknowledge the group's participation and reinforce your message with a good, final statement. We recommend a quick recap that refers back to your point of view, promotes the action you want, and reinforces what's in it for your listeners.

DON'Ts

1. Don't: Say "Good question."

This is probably one of the biggest mistakes that we all make. It's a natural filler, but it isn't the best.

When you say "good question" you are making a subjective judgment. That's dangerous. Once you say it to one person, you almost have to say it to everyone. That puts you in a bind with a dumb or hostile question. It may be an old habit or stalling for time, but it is not effective for your purposes. Just take the question in and give back a forceful and confident answer.

2. Don't: Unnecessarily repeat the question.

Many teachers suggest repeating the question to give yourself time to construct your answer. *Don't!* If you do it regularly, it comes across as a nervous mannerism.

Repeat the question only if: a) it is extremely convoluted and needs rephrasing for general clarity; b) your audience is very large and members cannot hear the question; or c) you yourself don't understand the question and want to be sure you have it right before answering—here you would rephrase and check with the questioner to get affirmation of understanding.

3. Don't: Argue!

You might win the argument, but you'll lose the audience.

If you are using these Q&A techniques, there shouldn't be any opportunity for real arguments. But if, in spite of everything, an argument begins to arise, let it be. You are the one in authority, and you must bend over backwards not to abuse that authority. Since you know you won't be able to change that person's mind, you'd do best to acknowledge that there's a difference of opinion in a calm, good-humored, controlled way.

Acknowledge limits of time and place. By saying: "There's a great deal more involved in this...I'd like to discuss with you afterwards...", you have created an out—as well as having reminded your audience of the limits of what can be covered in a brief public forum.

4. Don't: Change from your original presentation style.

Make Q&A physically and stylistically *part of your total presentation*. Don't suddenly say "Whew" when the presentation is over, and then come out from behind a lectern to "get real". This only emphasizes the difference between your presentation and the real you. You want to be the real you throughout. Conduct Q&A from wherever you presented. One strengthens the other; both are part of the whole.

Refer to the Q&A period coming. In the first part of your presentation, tell listeners that you will be answering questions at the end and that this is where they may bring up their points. This establishes Q&A as part of the whole, lets people know they should be thinking, and helps direct disagreement to the Q&A portion that comes at the end of your presentation, *just before your final closing statement*.

Slides, Meetings, Calls, Email and the Hybrid Experience

There are many ways we communicate today: email, calls, meetings over video conference and in person, or a hybrid mix of a few channels at once. The key is to understand how you and your content must shift to make the most of each setting.

Slides

Use these tips to get out from behind your slides and move your audience toward action.

1. When in-person, use blank slides.

We don't just mean a blank template slide. We mean an all-black slide inserted in between concepts or sections to give the appearance of no visual on the screen. Blank slides make *you* the focus, not your slides and information. They are a simple but powerful tool for live presentations.

2. In the virtual environment, drop your slides.

Your slides are key to engagement, but every time a visual is up you're competing for your audience's attention. Use slides strategically to clarify complex ideas, take a deeper dive, demo a product or navigate a system. And then, take them down. Drop the screen share and commit to connection. Keep the flicker factor high to boost engagement.

3. Start with the Grid, then build your slides.

Communicate a clear Point of View with the most effective visual support. Plan analog, then go digital.

4. Use SHARPs.

Make your message stick. Get your listener emotionally engaged.

5. Keep it simple.

Keep it simple, sweetheart. Maintain focus by showing the simplified version of a complex idea. Give your listener the core of the message. Focus on comprehension of the information, not what you need as a key point reminder.

6. Highlight THE key point.

Keep your listener focused by highlighting *one* key point per slide. Guide and influence your listeners through the most important points. Provide the backup information separately.

7. Use descriptive titles.

When your deck needs to travel beyond the meeting, use descriptive titles to tell the story to your reader. Call out the key point of the slide, not just the general topic.

Meetings

With just a few adjustments you can make your next meeting engaging and an experience people want to be part of.

1. Energize it!

When in person, get up and stand. Use the white board or flip chart for brainstorming. Create an interactive environment that keeps attention.

For hybrid meetings with a mix of in person and videoconference, engage in dialogue and use technology tools to activate all voices. Energy and engagement will come from hearing from others.

2. Build a dialogue.

To fully engage and influence you have to facilitate a dialogue. Stay present in the moment. Respond in a way that moves things forward and feels collaborative.

3. Cut your meeting time.

Force focus and efficiency. Set expectations for leaving in 40 minutes instead of 60. Give your audience time to put what you talked about into action.

4. Start with the Grid, then build the agenda.

Use the Cornerstones to plan the agenda, communicate a clear Point of View and call to action for your next meeting.

5. Set expectations from the start.

Create ground rules for technology to manage and limit distraction.

Ask for full attention from the group so you can stay on time and on track.

Send out a focused agenda in advance. Don't just hold a meeting, but facilitate a productive experience.

Calls

1. **Show energy.**

Without the opportunity to see you, the weight of importance in behavior shifts completely to the vocal. Deliver a consistent message and show energy by standing up, smiling, raising your eyebrows, moving with purpose and using gestures. Each of these behaviors have a direct effect on the vocal variety of your voice.

2. **Start with the Grid, then build the agenda.**

Use the Cornerstones to plan the agenda and clearly communicate why the participants are there, what you want them to do and what is in it for them.

3. **Don't make it a one-person show.**

Involve others for interaction to limit multitasking. Get other voices on the line to keep the energy level up and everyone involved in what is going on.

4. **Create space for dialogue.**

When you *want* interaction, discussion and dialogue, use the pause to give people space to provide their input. Give them time to chime in.

Email

1. Think it through.

Know your audience. Who are you writing to? Why are they involved?

Ask yourself, “Who should *really* be on the To: vs. CC: line?”

What do you want them to do with this information? Place the action in the subject line and get specific in the body of the email.

2. Don't bury the lead.

What's the lead of your story? Clearly state the big idea and why it matters at the outset. Don't make them scroll to the end—make sure you have the BLUF (Bottom Line Up Front).

3. It's a postcard.

Email isn't as private as we think. It's a postcard that can be seen by anyone. It's shared, forwarded and even read aloud.

Truly sensitive information should be shared in a more formal manner.

Is this the best format for your message? Would you want others to see it?

The Hybrid Experience

Multiple channels means added complexity as your team or stakeholders try to collaborate, engage and move work forward. It's up to you to map the hybrid experience. Think of it as a journey—what do your listeners need before, during and after to maximize the channels at play?

Before: Prepare—Think through what your audience needs up front for a successful touchpoint.

1. Include all the info up front.
 - Lay out key questions, discussion items and the agenda as part of the invitation. Attach any supporting documents.
 - Make sure the login information is clearly visible and activated for easy click-through.
 - Even if it's part of the invitation, send a proposal or deck in advance via email. Let your client review, absorb and come up with questions.
2. Set up polls and prepare your chat questions if it's a large group.
3. Lay out expectations for how you'll use the technology. Encourage use of video for additional connection.

During: Be a great guide

1. Rock your platform.
 - Know your platform and be ready to educate your clients on how to use it.
 - Encourage the browser version for those less familiar with your platform—most will find it easier.
 - Give everyone an orientation on where to find key features.
 - Set expectations for how you'll use the tools. For example:
 - Gallery view is the best way to see all the players at any given time.
 - For groups over 10 people, chat is a great way to handle Q&A.
 - Encourage video for connection (and the ability to read the room).

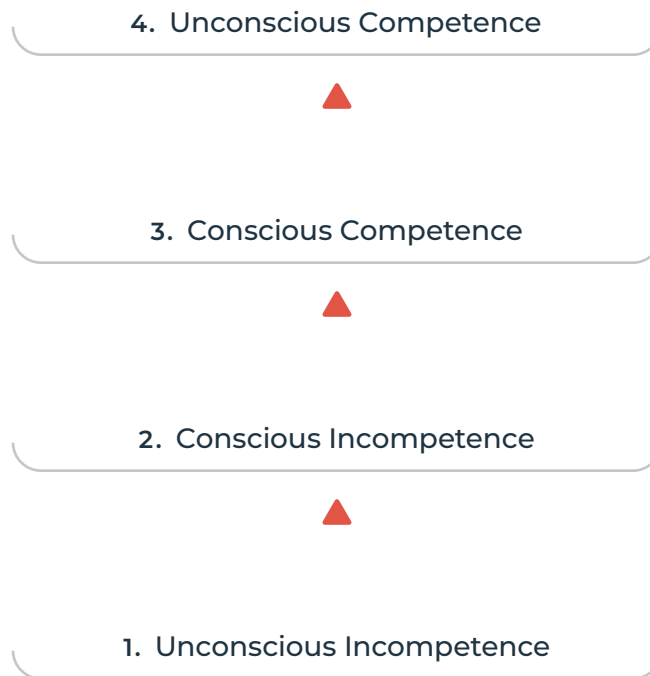
2. Engage to win.

- Passive players are rarely as engaged as those who are part of the conversation from the get-go. Create voluntary engagement.
- Interact with your audience in the first 60 seconds.
Give the “all give thoughts” approach a try.
- Check in every two minutes, minimum. Integrate input, get real-time feedback, ask questions, probe, and discover throughout to make the conversation feel like a real dialogue.
- Use the three Cs for effective team introductions:
 - *Provide Context*: Why are they joining? Tie their presence to a past conversation, discussion or need if possible.
 - *Establish Credibility*: Make your teammate shine—highlight their relevant experience.
 - *Make it Concrete*: Provide an example so the client can “see” their value.

After: Be intentional about follow up and next steps

How can you maximize asynchronous channels (e.g., Teams, Email, Slack) for follow up, ongoing collaboration and feedback?

Stages of Learning



Affect is the physical expression of psychological energy. Use it!

Continuous Improvement

Pros are always in school, constantly acquiring and responding to *feedback*.

- Feedback provides the insight we need to change habits.
- Feedback decreases the *disparity gap* between how we think we come across, and how our listeners actually perceive us.

Types of Feedback

1. For **People Feedback**, use the 3 × 3 Rule:
 - Forced choice gives balanced feedback.
 - Provides top-of-mind reaction, highlighting the first impressions of the first brain.
 - It's fast, easy, and doesn't cost anything.
2. For **Audio Feedback**:
 - Use voicemail. Send yourself a message, or copy yourself on an outgoing message.
 - Record yourself with a digital voice recorder.
3. The most powerful feedback of all is **Video Feedback**.



● ● It takes 21 days
to change a habit.

MAXWELL MALTZ
Psycho-Cybernetics

Resources

Books

Communicate to Influence:

How to Inspire Your Audience to Action

Ben Decker & Kelly Decker

Sure, in business and in life, people check off an action item because they have to. But what if they were so moved that they wanted to do it? Learn tools to influence and inspire action every time you speak—even without authority.

All Marketers Are Liars

Seth Godin

Godin cites storytelling as the most powerful tool used by successful marketers. When used correctly these stories effectively tap into the worldview and feelings of the consumer.

Blink

Malcolm Gladwell

Author of the best-selling *Tipping Point*, Gladwell explores the power of the adaptive unconscious and its role in helping us make critical decisions in the blink of an eye.

Death by Meeting

Patrick Lencioni

Lencioni highlights the missing ingredient to almost all meetings—and provides a blueprint for effectiveness that will jumpstart your team, and produce results.

Lead with a Story

Paul Smith

The most successful companies use storytelling as a leadership tool. Whether you are trying to communicate a vision, sell an idea, or inspire commitment, Smith structures powerful tools for building your business narrative.

Made to Stick

Chip Heath & Dan Heath

Reveals the six key qualities of winning ideas and tells how to apply them to our messages to make them stick.

Mindset

Carol Dweck

After decades of research, Dweck found that the only thing that separates people who succeed from those who don't is whether or not they have a growth mindset.

Power of Moments

Chip Heath & Dan Heath

Explore why certain brief experiences can jolt us, elevate us and change us—and how we can learn to create such extraordinary moments in our life and work.

Start with Why

Simon Sinek

When communicating purpose and vision, start with Why. Your Why is the purpose, cause or belief that inspires you to do what you do. When you act and communicate starting with Why, you can inspire others.

Switch

Chip Heath & Dan Heath

Learn why it is so hard to make lasting change in business, communities and our own lives and how to drive effective, transformative change.

Thanks for the Feedback

Douglas Stone & Sheila Heen

Feedback is essential for growth. It can also erode confidence depending on how it's given. This book offers a simple framework for taking life's blizzard of comments with curiosity and grace.

When

Daniel Pink

This book breaks down the science of time so you can stop guessing when to do things and use practical tips to work smarter, live better and be more successful.

Other Cool Stuff

Decker Blog:

Create Your Communication Experience

Bert Decker, Ben Decker, Kelly Decker

Presentation tips on content and behavior; speakers in the news
decker.com/blog

Pinkcast

Short, informal, low-fi videos offering tips and recommendations from the *New York Times* Best Selling Author, Daniel Pink.

TED Blog

Ideas worth spreading,
based on the annual TED Talks
blog.ted.com

The Moth Radio Hour

This podcast features true stories, told live and without notes, on stages across the country.

The Way I Heard It

Mike Rowe

All good stories have a twist. This podcast is a series of short mysteries for the curious mind.

Women at Work

Harvard Business Review

A series of timely and topical conversations about the workplace, and women's place in it.

WorkLife with Adam Grant

Organizational psychologist Adam Grant takes you inside the world's most unusual workplaces to discover the keys to better work.

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About Decker

Better communication. Period.

We believe that better communication can transform the way people relate to each other and work together to achieve great things. The best communicators create an experience that resonates with people and inspires action. And anyone can learn to do it. We shift how your executives and rising stars approach communications, prepping them with the strategy, tools and mindset to elevate their impact.

We hold nothing back when it comes to preparing your leaders for repeatable success, bringing passion and big-picture thinking to help shape your most important communication strategies. And through customized programs that scale, high performers across your organization can become confident, influential communicators. It's challenging work—and we love it. Period.

Let's do better together. Find out more at decker.com.

The Decker logo consists of the word "decker" in a dark blue, lowercase, serif font. A small red dot is positioned at the end of the word, after the final period.

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