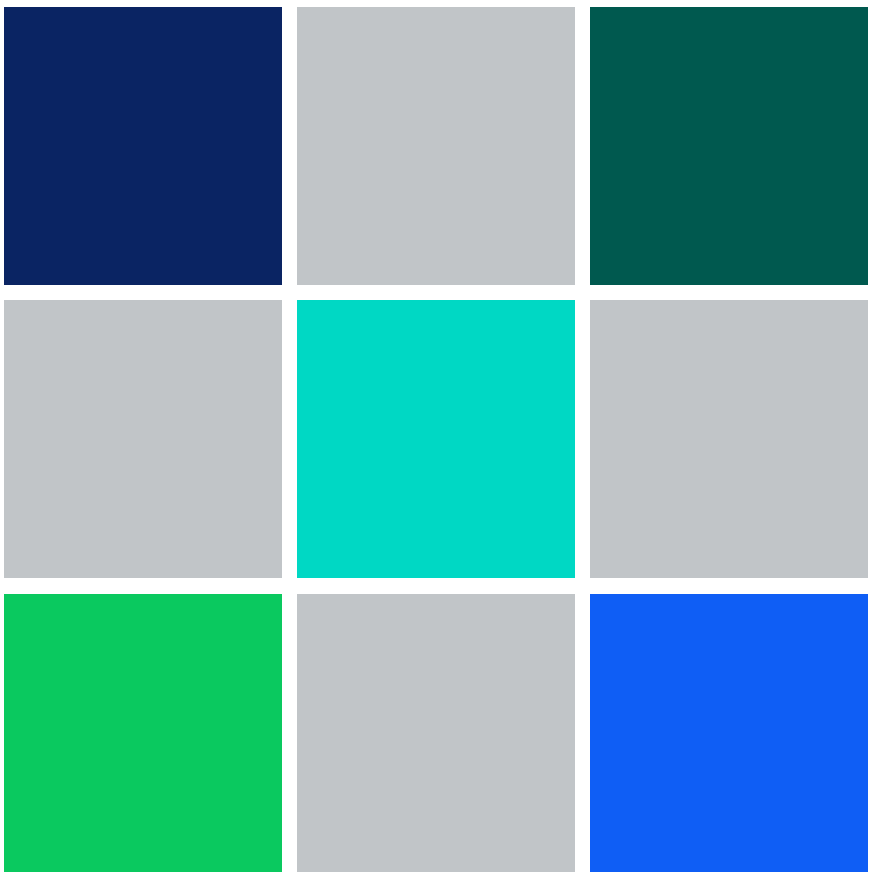


Communicating for Impact™



Communicating for Impact is a collaborative workshop based on our Guide Principles.

THE PRINCIPLES

Goal Clarity

Unlock Commitment

Impactful Ideas

Decisive Action

Execution Excellence

Why Guide?

Facing an overwhelming level of complexity across seemingly endless situations, we began to search for a system that helped create great outcomes in a relatable, dynamic, and actionable way. What we found was a lot of great situational content and many popular frameworks. This made it difficult to create scalable and repeatable habits of greatness.

We set out to design an elegant approach of our own. Guide is the result. What's the purpose? To ensure everything we do is done by design, not by accident.

Our Approach

The truth is that people are the most complex systems in the world and a story of enduring excellence requires us to combine mindsets, behaviors, competencies, tactics and individual styles together. A dynamic and strong approach takes all these components and creates the conditions for them to work together to deliver well-designed outcomes with intended impact.

The bottom line: we believe experiences should be meaningful, dynamic, and provide a balanced sense of *why*, *how*, and *what* every time. The Guide Principles enable clarity, consistency and a common language that accelerates cultural norms and quality experiences for everyone involved.

We created Guide to be a dynamic set of principles so you can make purposeful, inclusive, and creative choices consistently.

Goal Clarity

Inspiring people are focused and create visible clarity about what is important and why. When you set an intention before every interaction and hold yourself accountable for ensuring the impact of the interaction is aligned to that intention, you build trust and confidence in your relationships.

Unlock Commitment

Engaging people genuinely care about people. You can create a connection with everyone you interact with by being fully present, listening to learn, challenging assumptions constructively, and adapting appropriately to each situation. Unlocking commitment across key stakeholders who need to not only believe in the work but actively engage, makes success a reality.

Impactful Ideas

Empowering people create the conditions for the best ideas to emerge, be prioritized, and be connected to what matters most to the people and work involved. Creating a core message that people want to say yes to requires you to think through the *what* and *so what* while presenting a clear *now what* that not only motivates action, but accelerates it.

Decisive Action

Hope is not a strategy, luck is not a tactic, and great doesn't happen by accident, it happens by design. So, when putting your communication together, the details always matter. Who, where, when and how we deliver our communication can make the difference in our audience engaging with us or not.

Execution Excellence

Own it! Making great possible every day doesn't just happen, you have to want it, work for it, and strive every day to live it. It is the commitment to seek feedback continuously to ensure that the impact you are having matches your intent. Building commitment and holding everyone, including yourself, accountable for the outcome requires defining success and how you will measure it to ensure it aligns to the goal all along the way.



Speaking your truth with relevance, moving work forward in a meaningful way, and building trust and confidence in your relationships.

Whether you're preparing the biggest presentation of your life, sending a routine email, facilitating a meeting, giving feedback or any another type of communication, you must engage your audience or risk a 'failure to communicate.' We believe the thousands of opportunities to communicate each day all roll up to a master narrative of who we are, our credibility, and our integrity.

In other words, why, how and what we communicate matters—always. Every interaction is a moment of truth for us, our audience, our work, and our organization. When we communicate well, we have credibility and the ability to inspire, engage and empower everyone around us—when we don't, we risk losing trust and confidence.

WHAT YOU'LL LEARN

In this workshop, you will use your own work to learn, practice and apply the Guide Principles to:

Enhance your personal brand with the mindsets, behaviors, and skills needed to inspire, engage, connect, motivate and empower people.

Create and deliver communications and interactions that are personal, relevant and actionable.

Build trust and confidence in every interaction through effective inquiry and listening.

Accelerate alignment and transparency with your stakeholders.

There are many possible mindsets that influence our attitude but curiosity, compassion, courage, creativity and commitment specifically allow us to apply the right skills and behaviors at the right time to get the results we seek.

KEY MINDSETS OF GUIDE

Be **curious**.

Be **compassionate**.

Be **creative**.

Be **courageous**.

Be **committed**.

Here are some quick definitions of words you will see and hear throughout this workshop.

Mind • set (noun)

The word mindset is defined as an intention or inclination. When you are intentional you create the conditions for consistently exhibiting the behaviors you strive for.

Be • hav • ior (noun)

Behaviors are observable actions and are choices you make. Behaviors are in fact influenced by mindsets. But, behaviors ultimately drive the outcome and impact you desire.

Out • come (noun)

Outcomes shouldn't be confused with outputs. Outputs are simply what is produced by a set of actions. Outcomes are the end result that can be measured and move work forward in a meaningful way.

Im • pact (noun; verb)

While outcomes are specific and measurable results, impact is the long-term and intangible effect of those outcomes. We are responsible for ensuring our intentions match how we are actually experienced, and this commitment builds trust and confidence in our relationships.



When you begin with curiosity and put purpose first, you can get really clear on what is important and why.

A vision is a clear idea of where you're going. However, goal clarity provides a sense of purpose and an understanding of why you're going there. To get to goal clarity you must be real with what you want to accomplish. Why is it important? Why now? The answers to these questions begin to frame the communication space and allow you to keep the end in mind.

Goal clarity starts with curiosity. Ask yourself, why you are doing this, why it matters, and why now? You should be able to concisely express your goal in one or two sentences. If you are unsure that your goal is crisp and clear, get some feedback. Test for clarity in the beginning and re-evaluate frequently.

When your goal is concise, clear and real, you have a better chance of accomplishing what you set out to do. Goal clarity also ensures you are invested in what you are working on and transparent in your intent. It allows you to be open to new ideas and approaches, execute objectively, purposefully evolve your goal, and inspire others to engage in your efforts.

Goal Clarity helps you answer **why**.

KEY MINDSET

Curiosity

A strong desire to know or learn something.

KEY BEHAVIORS

Articulates the "why", and "why now" when working with others.

Converts abstract concepts (e.g., values, mission) into a concrete purpose.

Reduces complexity and ambiguity by aligning the goal to relevant work.

QUICK OVERVIEW

Facilitative Inquiry

Do less telling and more asking. Asking questions is an act of generosity and respect that empowers others to be part of the conversation. Facilitative inquiry, done well, maximizes curiosity and interest, minimizes bias and assumption, and opens the door to building the relationship as the foundation of the interaction.

Facilitative inquiry is the most powerful skill for sparking the imagination and passion in others—inviting them to be an active participant in the interaction. Facilitative inquiry keeps people at the center of the interaction, allows them to make their thinking transparent and engages them in the co-creation of the final outcome.

IMPORTANT TIPS

Seek active participation early

Guide a productive conversation, do not engineer an outcome

Connect first, solve later

There is lots of space between yes and no

Give them a moment

Be genuine, this is not a scripted interrogation



Keeping people at the center of the interaction and operating with compassion creates the capacity to understand what's important.

Understanding what's true—the realities, context, environment and emotions of your audience—is critical to engaging the hearts and minds of those you need to help you execute the goal, even if it is just yourself. Investing in discovering what's important and why for both yourself and your stakeholders allows for everyone to connect in a personal, meaningful and relevant way.

Unlocking commitment starts with compassion. With your goal in mind, identify all your possible audiences, what matters to them, and why it matters. When you do this, it is easier to see what is true for them.

By investing in understanding the strengths, challenges, opportunities, priorities, and energy of others, you can create a shared sense of purpose. This allows you to build trust in your relationships, improve the quality and speed of strategic and tactical outcomes, and remove complications from your work.

Unlock Commitment helps you answer so what.

KEY MINDSET

Compassion

Empathy and caring in action.

KEY BEHAVIORS

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| Leads with “we” instead of “me.” | Creates the conditions for people to do their best work by understanding what they need and why. | Asks questions that encourage others to contribute their perspectives and experiences. |
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QUICK OVERVIEW

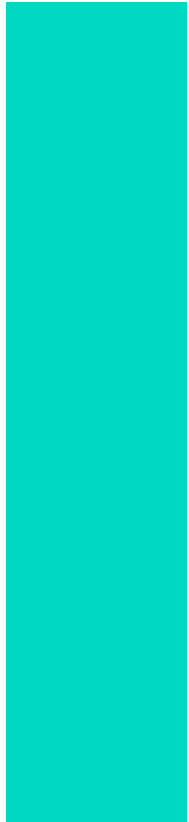
Reflective Listening

A commitment to “listen to learn” multiplies our trust quotient, builds stronger relationships, accelerates results and generates a people and customer-centered culture.

Contrary to popular opinion, listening is not a passive activity. It is the most active thing we do. Reflective listening balances emotional intelligence, your attitude, and expertise to create a productive bias for action with others. It requires us to be truly present and open to possibility.

IMPORTANT TIPS

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| Take in what is being said | Say it back in your own words |
| Sort it out | Check for alignment (the “yes”) |
| Add it up | Seek to understand “why” |



Bold creativity allows you to effectively identify what is relevant.

Asking what matters harnesses passion and energy to find the best ideas to achieve your goal. Creating a connection to those ideas requires you to uncover points of intersection that have impact and value for everyone involved. This becomes your core message.

Impactful ideas begin by unleashing creativity for yourself and others. Before focusing on any one idea, allow yourself to think broadly and capture all possible ideas. Then, using what you know about your audience, prioritize your ideas. Finally, narrow down to the best idea(s) and make them concise, understandable, and logical.

When you invest in creating relevant connections between the ideas, people and the goal, you start to establish shared ownership for the outcome and deepen your connection to your audience.

Impactful Ideas help you answer what matters.

KEY MINDSET

Creativity

Creativity is a phenomenon whereby something new and somehow valuable is formed.

KEY BEHAVIORS

Considers what's important to others first.

Explores assumptions constructively to create space for new ideas.

Challenges the status quo when appropriate.

QUICK OVERVIEW

Framing

Framing is a communication technique that organizes the elements of a quality communication and establishes meaning and connectedness with your audience. When you frame well, you contextualize your "ask" within the value and relevance of the audience's work and can tighten the alignment between your ask and the audience's personal and business goals (their "why"). The key purpose of the frame is to accelerate the audience's decision-making process to engage with you and to realize higher levels of commitment to the outcome you are expecting.

IMPORTANT TIPS

Be concise. If you can't say it in 1-3 sentences, you need to focus more on your goal and audience.

Be thoughtful when choosing analogies, examples, metaphors and similes.

Avoid jargon and corporate speak. Your objective is to communicate, not impress.



The courage to have and create a bias for action helps you get to yes.

Will they say yes? Creating the conditions for your audience to say yes requires attention to the details—this is the final part of the frame for an effective communication. When it comes to creating the motivation for your audience to take action, hope is not a strategy, and luck is not a tactic. Designing a plan that brings your message to life takes attention to detail and is key to achieving your desired outcome.

A bias for action requires courage. The courage to secure the commitment from those involved and hold everyone—including yourself—accountable for the results. To do this you must: consider if you are the right person to communicate the message, identify the best time to communicate, select the right channel to deliver your message, and most importantly make sure your ask is logical and easy to commit to.

Your success depends on how you develop your plan for action. When the ask is focused, actionable, and aligned, desired results will be attainable when and how you need them. When the details are defined, there is less friction in the journey and you tap into the discretionary effort from everyone involved.

Decisive Action helps you answer now what.

KEY MINDSET

Courage

To be brave and confident enough to do what you believe in.

KEY BEHAVIORS

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| Defines roles and responsibilities clearly. | Motivates commitment and action in others. | Describes what success looks like and provides a clear course of action to get there. |
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QUICK OVERVIEW

Message Crafting

An impactful message answers three questions: *what*, *so what*, and *now what* for your audience. What are you talking about, why does it matter to them and what do you want them to do? Leverage your passion and energy to create a personal and meaningful connection between your goal and your audience. What do you want your audience to think, say, do? Carefully consider what you are asking for—can they do it, should they do it? Make your ask clear, actionable, and connect authentically to what matters most to your audience.

Your communication should focus your audience on the outcome you wish to achieve, making it easier for them to align and prioritize their response.

IMPORTANT TIPS

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| Create a clear and logical line of sight for your audience. | Surface your and others thinking using honesty and transparency to understand positions. | Align with your audience's capability, interests and availability. |
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Your commitment to owning the outcome allows you to deliver experiences that wow and opportunities to learn.

Execution excellence is all about empowerment through visibility and transparency to how you are doing.

You are more likely to get results that accelerate business objectives and reinforce your culture. However, even when you don't get anticipated outcomes, you can still learn from the results, continuously improve, and keep your promise to do the best work of your life.

Owning the outcome requires you to define the signals and metrics that will tell you, early and often, how you are doing. Establishing ways to make the data visible, transparent and usable for decision making throughout execution and enable open and honest communication.

Execution Excellence

helps you answer how
do you know.

KEY MINDSET

Commitment

A willingness to give your time and energy to something that you believe in, a promise, or a firm decision to do something.

KEY BEHAVIORS

Incorporates and adjusts appropriately as new data and information presents itself.

Expresses gratitude in personal and meaningful ways.

Integrates lessons learned from the past into improvements for the future.

QUICK OVERVIEW

Look Around Corners

To have our intended impact, we need to anticipate unintended consequences, plan for them, and integrate lessons learned.

Looking around corners allows us to do this by defining what success looks like, sounds like, and feels like from the moment we begin communicating. Moving forward, remaining engaged and noticing the data around us, and comparing it to how we've defined success allows us to adjust and evolve along the way.

IMPORTANT TIPS

Establish "listening posts" with others to gather feedback.

Be transparent with your success criteria.

Use the Guide Principles diagnostically to understand what's happening.



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