

ORGANIZATION OF INFORMATION

- Determining others' needs and adjusting content of speaking and writing to match
- Increasing impact, persuasion, and recollection
- Reducing detail
- Involving and crediting others
- Refining speaking or writing for communicating with senior executives

LISTENING SKILLS

- Attentiveness (active listening)
- Appropriateness (listening without interrupting)
- Hearing implied meanings
- Increasing interaction with audiences, listeners, and readers

POISE AND PRESENCE

- Reducing nervousness
- Achieving poise: entrances, facial expression, posture, eye contact, gestures, and appearance
- Eliminating distracting behaviors, speech fillers (um, ah)
- Conveying professionalism, authority, confidence, warmth, and genuineness
- Communicating ideas vividly: analogies, stories, humor, and interaction
- Sounding appropriately formal or informal; showing deference as needed

HANDLING QUESTIONS

- Determining whether a question is just that, or a comment or criticism
- Avoiding defensiveness/being open to questions and challenges
- Thinking when "put on the spot"

SPEECH AND WRITING CLARITY

- Being concise and to-the-point
- Pace and Tone: correcting speaking too fast or hesitantly, monotone, continuous talking, and abrasiveness
- Using effective voice quality: pitch, loudness, and projection of warmth, sincerity, energy, and confidence
- Correcting pronunciation errors
- Correcting grammar errors such as lack of verb tense markers, plurals, or "a" and "the"
- Correcting syntax errors such as forming questions wrong or using omitting words such as "listen him"
- Building vocabulary skills

VISUALS

- Presenting effectively: reducing verbiage, using color, positioning, graphics, objects, size, and other aspects of visual design to make visuals clear, creative, and memorable
- Modifying visuals, slide sequencing, and wording for cultural and language differences

VISION

- Communicating strategic information with confidence
- Sounding decisive
- Switching from tactical to strategic levels
- Conveying and eliciting enthusiasm for goals and ideals

DRIVE

- Speaking authoritatively
- Using customer-focused language
- Balancing driving for results with getting buy-in and building relationships

COLLABORATION

- Communicating that you care: verbal and nonverbal tools
- Communicating diplomatically
- Creating and maintaining partnerships
- Making diverse coworkers comfortable
- Communicating priorities clearly to others

INTERVIEWING

- Selecting interview questions
- Approaching hiring managers
- Sounding confident in interviews as an interviewer and interviewee
- Talking effectively about personal strengths and gaps
- Communicating positively
- Beginning and ending with persuasive professional presence

MANAGING PRESSURE

- Keeping calm during conflict and criticism
- Reducing emotional intensity at work
- Maintaining and conveying commitment and poise under pressure