



Communicate Strategically: Drive Results

A Playbook for the Leadership Now Cohort at Winsupply

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Credit: NASA

Today you will learn how to:

1. AIM for Impact every time you write and present
2. Lead with the bottom line instead of excessive background
3. Identify the leader's priorities and likely questions
4. Do the buildout: Address the leader's likely questions in clearly defined sections
5. Respond to pushback and maintain executive presence



“You are about to embark upon the Great Crusade, toward which we have striven these many months. The eyes of the world are upon you. The hope and prayers of liberty-loving people everywhere march with you. ...

“Your task will not be an easy one. Your enemy is well trained, well equipped and battle-hardened. He will fight savagely.

“But this is the year 1944! Much has happened ... The tide has turned! The free men of the world are marching together to Victory!

“I have full confidence in your courage, devotion to duty and skill in battle. We will accept nothing less than full Victory!”

SUPREME HEADQUARTERS
ALLIED EXPEDITIONARY FORCE



Soldiers, Sailors and Airmen of the Allied Expeditionary Force!

You are about to embark upon the Great Crusade, toward which we have striven these many months. The eyes of the world are upon you. The hopes and prayers of liberty-loving people everywhere march with you. In company with our brave Allies and brothers-in-arms on other Fronts, you will bring about the destruction of the German war machine, the elimination of Nazi tyranny over the oppressed peoples of Europe, and security for ourselves in a free world.

Your task will not be an easy one. Your enemy is well trained, well equipped and battle-hardened. He will fight savagely.

But this is the year 1944! Much has happened since the Nazi triumphs of 1940-41. The United Nations have inflicted upon the Germans great defeats, in open battle, man-to-man. Our air offensive has seriously reduced their strength in the air and their capacity to wage war on the ground. Our Home Fronts have given us an overwhelming superiority in weapons and munitions of war, and placed at our disposal great reserves of trained fighting men. The tide has turned! The free men of the world are marching together to Victory!

I have full confidence in your courage, devotion to duty and skill in battle. We will accept nothing less than full Victory!

Good Luck! And let us all beseech the blessing of Almighty God upon this great and noble undertaking.

Dwight D. Eisenhower

1. AIM for Impact



AIM for Impact: AUDIENCE

Analyze your audience to **connect** with your audience so you can **change** your audience in some way.



PRACTICE:
Analyze
your
AUDIENCE.



AIM for Impact: INTENTIONS

Identify your intentions.
What outcomes would
you like to see?

**Change
thinking?**

**Change
behavior?**

PRACTICE:
Identify your
INTENTIONS.



AIM for Impact: MESSAGE

Commit to
a **solitary**
message.



PRACTICE:

**Commit to a
solitary
MESSAGE.**

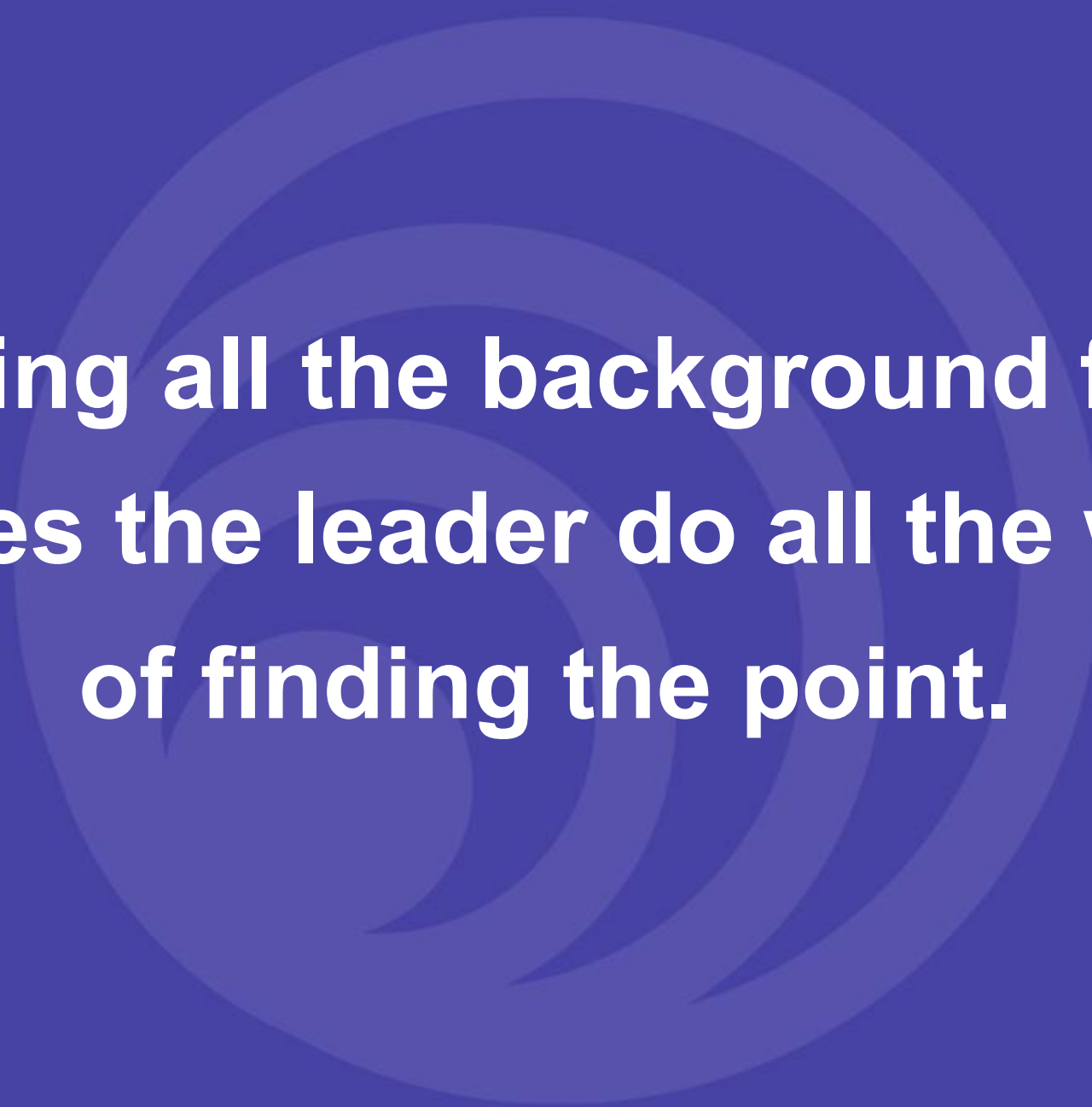


SHARING: AIM for Impact



2. Lead with the Bottom Line





**Giving all the background first
makes the leader do all the work
of finding the point.**

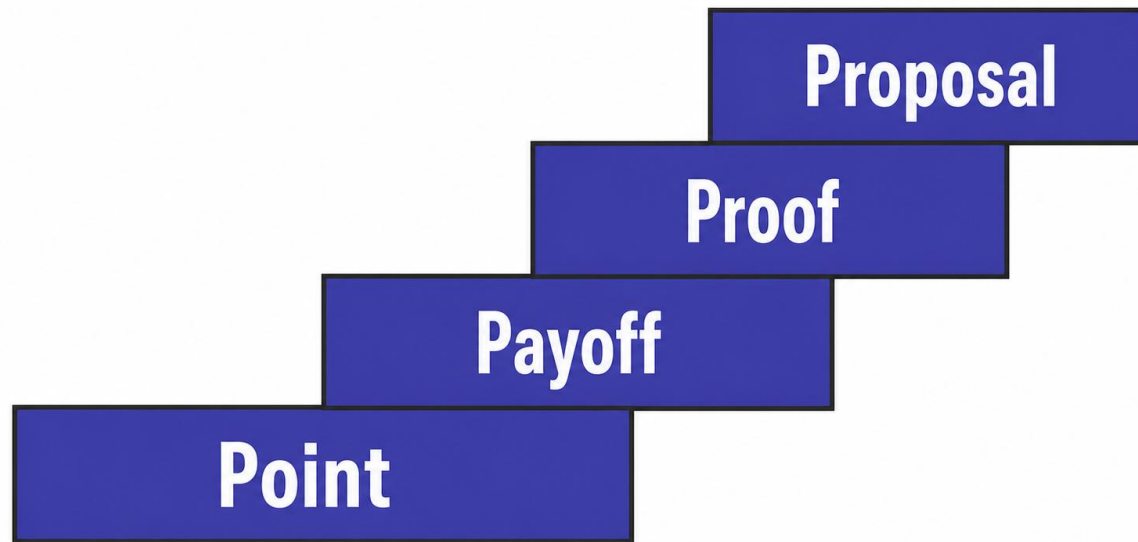
The background features a series of concentric circles in a lighter shade of blue, centered behind the text.

**Leading with the bottom line
makes you sound
prepared and strategic.**

The background of the slide features a series of concentric circles in a lighter shade of blue, centered behind the text.

**Leading with the bottom line
is the natural output of the
AIM for Impact process.**

The Bottom-Line Ladder



POINT — The big takeaway

- What is true, needed, recommended, decided or changing?
- *The key point is ...*

PAYOFF — Business impact

- Why does it matter to this audience?
- *This matters because ...*

PROOF — Evidence

- What one or two facts do they need first to trust the point?
- *The most important evidence is ...*

PROPOSAL — Action

- What do you need from them — a decision, direction or resource — or what happens next?
- *I recommend/need/will ...*

PRACTICE:

**Lead
with the
Bottom
Line**

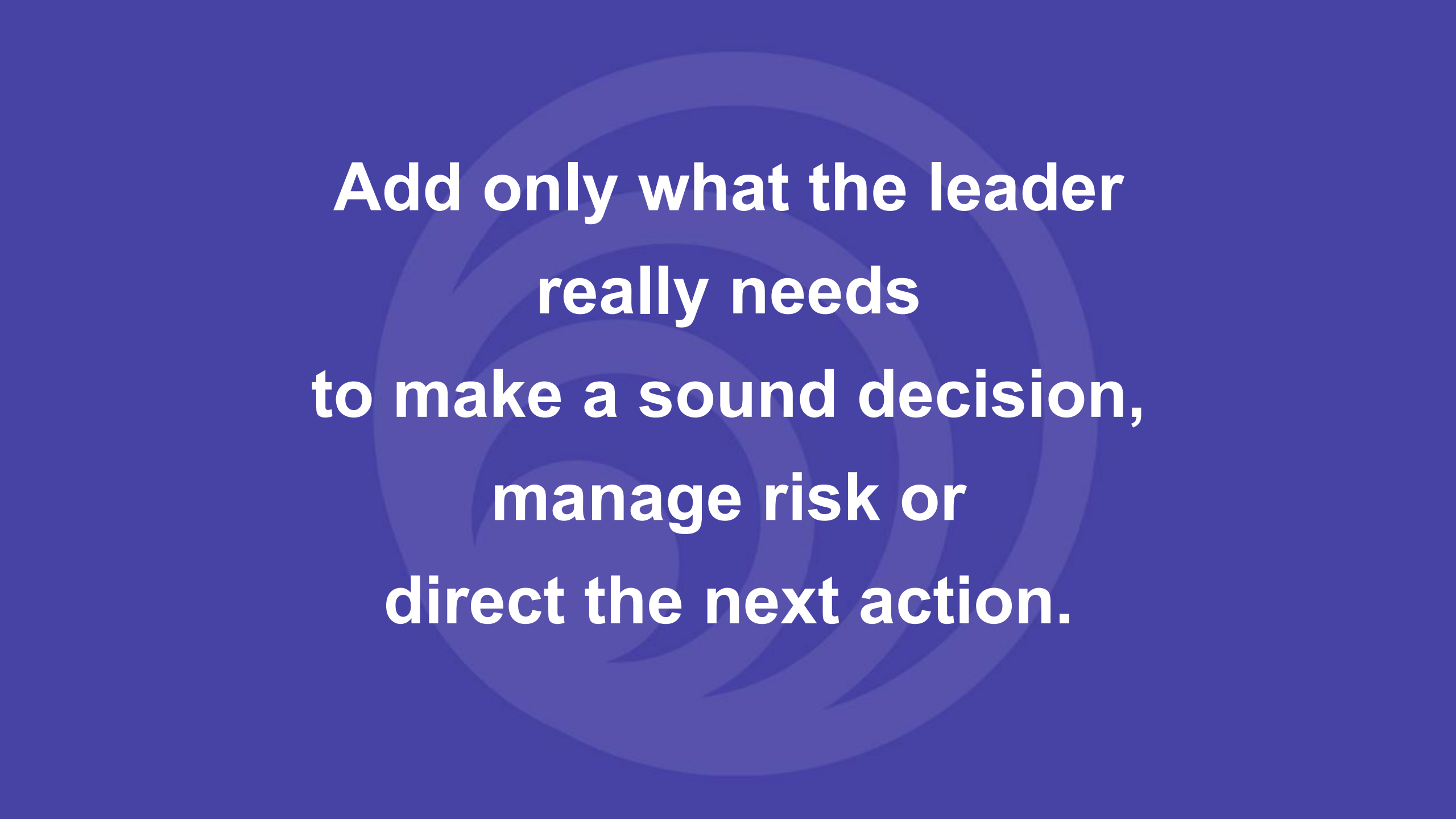


Break!



3. Identify the Leader's Priorities and Likely Questions





**Add only what the leader
really needs
to make a sound decision,
manage risk or
direct the next action.**



**“To move people,
meet them
where they are.”**

**~ Helio Fred Garcia, executive director,
Logos Institute for Crisis Management
and Executive Leadership**

**What are the leader's
priorities and likely questions
based on the bottom line
you presented?**

PRACTICE:

Identify the Leader's Priorities and Likely Questions



4. Do the Buildout:

Address the Leader's
Likely Questions
in Clearly Defined
Sections

1

2

3

Tie the Leader's Questions to Sections

IF THE LEADER NEEDS TO KNOW ...	ADD A SECTION THAT ANSWERS ...
What exactly am I approving?	Scope and boundaries
Why now?	Timing and consequence of delay
What will it cost, and what do we get?	Investment, benefits and measures
What could go wrong?	Risks and mitigations
What alternatives did you consider?	Options and rationale
Who is accountable?	Ownership and governance
What decision is needed today?	A decision statement

PRACTICE:

**Do the
Buildout:**

**Address the Leader's
Likely Questions
in Clearly Defined
Sections**

1

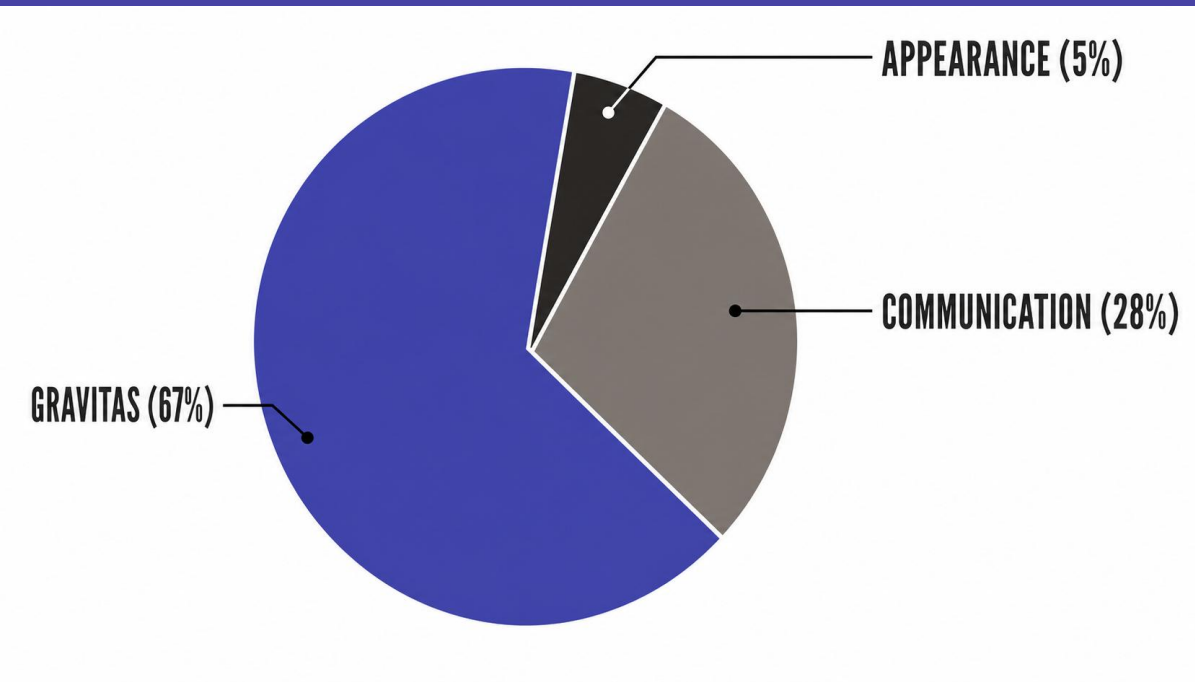
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3

5. Respond to Pushback and Maintain Executive Presence



What is Executive Presence?



Source: Coqual

GRAVITAS — How you **ACT**: confidence, composure under pressure, decisiveness, integrity, emotional intelligence and the willingness to speak truth to power

COMMUNICATION — How you **SPEAK**: persuasively, clearly, assertively and with the ability to read and command a room

APPEARANCE — How you **SHOW UP**: professional polish and judgment about what is appropriate and distinctive for the setting

Use The LARA Method to Respond

	LISTEN ➔	AFFIRM ➔	RESPOND ➔	ADD
What it means	Let the leader finish. Don't interrupt, defend your data or show negative body language. Notice what worries the leader along with any underlying values or interests. Take notes.	Name the valid concern beneath the leader's statement or strategic priority. This helps you build common ground and connect. Note: Affirming is not agreement; it acknowledges what is valid or shared, which creates trust before the response.	Give a relevant fact, metric or precedent addressing the pushback. Be respectful, relevant and objective — not argumentative.	State the decision condition or next step to show that you want to continue the conversation. Is there a flexible option or safeguard for moving forward?
Starter language	Pause before you answer.	"That is a fair concern about ..."	"What we know is ..." (Avoid confrontation: Use "I" or "we" statements and not "you" statements.)	"Before we proceed, we need to ..."

PRACTICE:

Respond to Pushback and Maintain Executive Presence



Practice your response with a partner

Partner A:

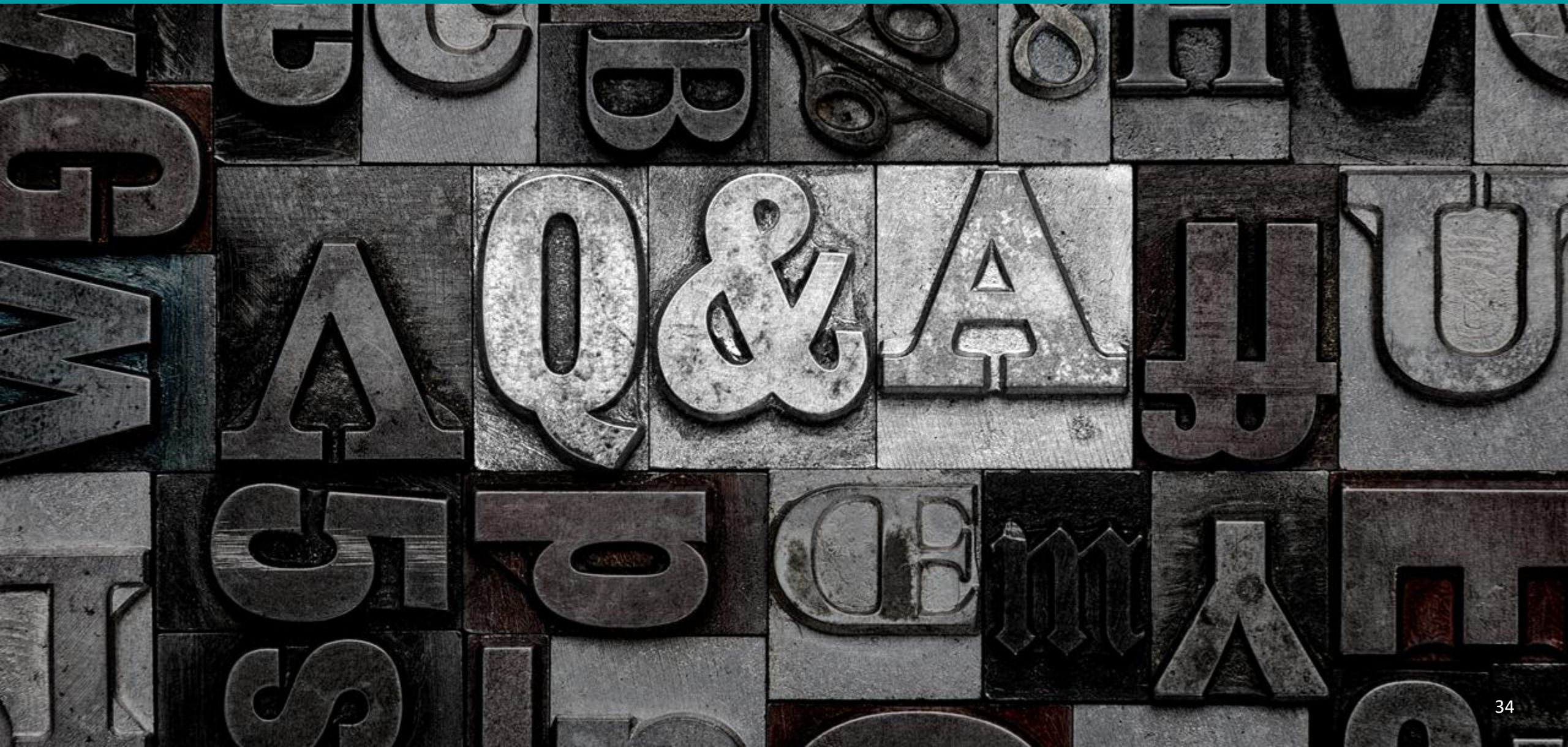
- Ask Partner B to play the leader and state the pushback.
- Deliver to Partner B your drafted response to the pushback using The LARA Method.

Partner B:

- Tell Partner A what made the response composed and credible.
- Suggest one improvement.

Then switch roles.

Q&A and Commitment to Implement



Download Resources Based on This Workshop



**“The one easy way to become
worth 50% more than you are now —
at least — is to hone your
communication skills,
both written and verbal.”**

~ Warren Buffett



THANK YOU!

Connect with me:

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