

A group of people in a meeting, smiling and engaged. The image is overlaid with a dark blue semi-transparent banner containing text.

Marcus Child

Engendering a Can-Do Soundtrack

TEC

The Executive Connection

Table of Contents

Engendering a Can-Do Soundtrack slides.....	1
Gallup 12 Question Grid	7
Positive Reframe.....	8
The 7 Principles of Influence	10
Can-Do Checklist	11
The Language of Positive Influence.....	14
Mottos, Mantras, Memorable Lines	24

ENGENDERING A CAN-DO SOUNDTRACK

“Make the most of the best and the least of the worst.” Robert Louis Stevenson

“Say what you mean and mean what you say, cos those who matter don’t mind and those who mind don’t matter.” Dr Seuss

ACHIEVEMENTS	FIRSTS
LEARNINGS	DO BETTERS

ENGAGED

NOT ENGAGED

ACTIVELY DISENGAGED

100%

ENGAGED	17
NOT ENGAGED	63
ACTIVELY DISENGAGED	20
	<hr/>
	100%

ENGAGEMENT IMPACTS...

- EMPLOYEE TURNOVER
- EMPLOYEE ADVOCACY
- ACCIDENT RATES
- INVENTORY SHRINKAGE
- ABSENTEEISM
- PRODUCTIVITY
- CUSTOMER SERVICE
- CUSTOMER ADVOCACY
- PROFITABILITY

David Macleod 2009



5:1



I KNOW WHAT...
I HAVE ALL...
I HAVE THE OPP...
IN THE LAST...
MY MANAGER SEEMS...
SOMEONE ENCOURAGES MY...
MY OPINIONS...
THE MISSION AND...
MY COLLEAGUES...
I HAVE A...
IN THE LAST 6...
IN THE LAST 12...

I KNOW WHAT...IS EXPECTED OF ME AT WORK.
I HAVE ALL...THE MATERIALS AND EQUIPMENT TO DO MY JOB WELL.
I HAVE THE OPPORTUNITY...TO DO WHAT I DO BEST EVERY DAY AT WORK.
IN THE LAST...7 DAYS I HAVE RECEIVED RECOGNITION OR PRAISE FROM MY LINE MANAGER.
MY MANAGER SEEMS...TO CARE ABOUT ME AS A PERSON.
SOMEONE ENCOURAGES MY...DEVELOPMENT.
MY OPINIONS...SEEM TO COUNT AT WORK.
THE MISSION AND...PURPOSE OF MY COMPANY MAKES ME FEEL LIKE MY WORK IS IMPORTANT.
MY COLLEAGUES...ARE COMMITTED TO DOING QUALITY WORK.
I HAVE A...BEST FRIEND AT WORK.
IN THE LAST 6 MONTHS...I HAVE TALKED WITH SOMEONE ABOUT MY PROGRESS.
IN THE LAST 12 MONTHS...I HAVE HAD OPPORTUNITIES TO LEARN AND DEVELOP.

HOW DO YOU SHAPE AN ORGANISATION'S CULTURE?

- **WHAT THE LEADER ATTENDS TO, MEASURES, REWARDS AND CONTROLS**
- **CRITERIA FOR RECRUITMENT, PROMOTION, RETIREMENT AND EXIT**
- **FORMAL AND INFORMAL SOCIALISATION, INDUCTION**
- **RECURRING SYSTEMS AND PROCEDURES**
- **ORGANISATION DESIGN AND STRUCTURE**
- **LEADER REACTION TO CRITICAL INCIDENTS**
- **DESIGN OF PHYSICAL SPACE**
- **STORIES AND MYTHS ABOUT KEY PEOPLE AND EVENTS**
- **FORMAL STATEMENTS, CHARTERS, CREEDS, CODES OF ETHICS**
- **LEADER ROLE MODELLING, COACHING**

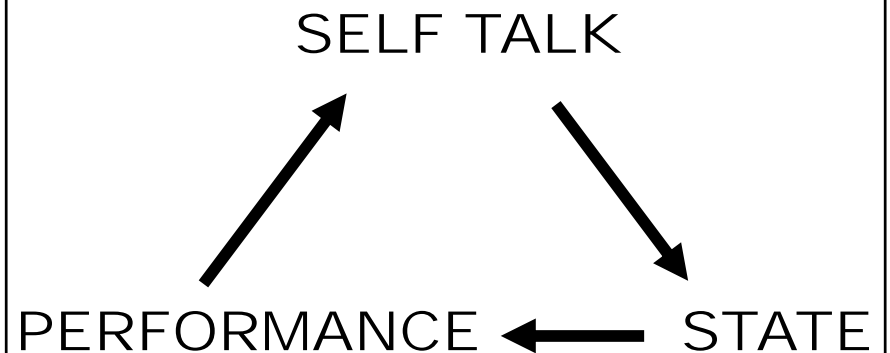
80-90% OF BEHAVIOUR IS SHAPED BY

- WHAT THE **LEADER** ATTENDS TO, MEASURES, REWARDS AND CONTROLS
- **LEADER** REACTION TO CRITICAL INCIDENTS
- **LEADER** ROLE MODELLING, COACHING

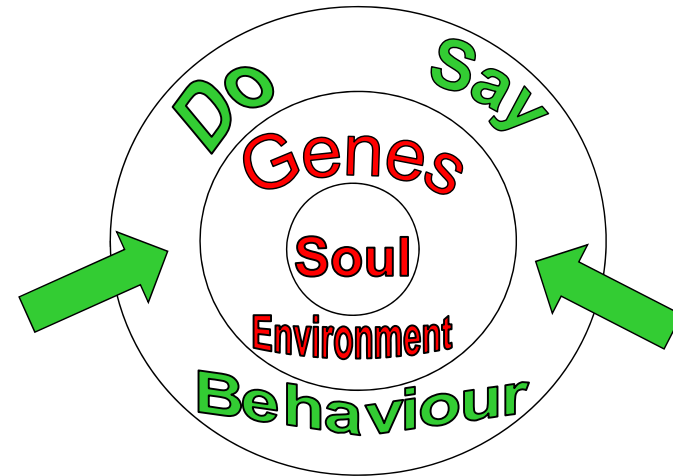
Towers Perrin

**YOU CAN
IF YOU THINK
YOU CAN**

BENEFIT *'I want'*
SELF-BELIEF *'I can'*
PRESSURE *'I must'*



'This is going to be difficult.'
'Sorry to bother you, but...'
'I don't mean to criticise you or anything but...'
'Well it's down to you.'
'We're second to none.'
'There's no need to get nervous about this...'
'And last, but not least...'



VISUAL
AUDITORY
KINAESTHETIC

SETS OF 3
YES SETS
CONTRASTS

THE 7 PRINCIPLES OF INFLUENCE

**LIKING
RECIPROCITY
SHARED VALUES
SOCIAL PROOF
AUTHORITY
SCARCITY
DELIVERY**

I'M OK

YOU'RE OK

Name:

Date:

Q12 Questionnaire	Strongly Agree	Agree	Neither Agree or Disagree	Disagree	Strongly Disagree
I know what is expected of me at work?					
I have all the materials and equipment I need to do my work well?					
I have the opportunity to do what I do best every day at work?					
In the last seven days I have received recognition or praise for good work?					
My manager or someone at work seems to care about me as a person?					
There is someone at work who encourages my development?					
My opinions seem to count at work?					
The mission and purpose of my company makes me feel like my work is important?					
My colleagues are committed to doing quality work?					
I have a good friend at work?					
In the last six months I have talked with someone about my progress?					
In the last year I have had opportunities to learn and develop at work?					

POSITIVE REFRAME.

*"ACCENTUATE THE POSITIVE,
...ELIMINATE THE NEGATIVE."*

Transform the following energy-sapping phrases into ones which emphasise what you can do and what good looks like. Reframe them with positive language which is congruent with how you speak, which sounds authentically yours.

1. I'm tired, shattered, exhausted.
2. Don't forget to....
3. Don't hesitate to contact me.
4. I don't know.
5. That's not a bad idea.
6. This is going to be really difficult.
7. I always get nervous before.....making presentations, speaking in public....
8. Don't worry too much about....
9. This has taken an awful lot of preparation and planning.
10. Yeah, no bother, no problem.
11. Let's not miss the deadline.
12. I mustn't be late.
13. Sorry to bother you...I won't take too much of your time.
14. Don't get me wrong, I'm not trying to criticise you or anything but....
15. Yeah, I guess that shouldn't be too much trouble.
16. Sure, I'll see if I might be able to do something for you.
17. Let's just try to muddle through.
18. So what exactly is your problem?
19. I'm sorry, I don't know anything about that.
20. I'm afraid she's busy at the moment, I'll try and get her to call you back.
21. Unfortunately we won't have that information for a couple of days.
22. I hope you don't mind me saying, but you're a bit under-confident.
23. This job's a nightmare.
24. We mustn't make the same mistake next time.

25. So what seems to be the difficulty?
26. This is no time for arguing.
27. What I find depressing about this is...
28. I just can't think of a way round this.
29. So where did you fail?
30. Exactly which bit are you having trouble with?
31. It might not be as bad as you think.
32. Don't worry if you make a mistake, just have a go.
33. I've always been rubbish at....
34. This is dragging me down.
35. There's no need to get upset about it.
36. All I can say is it's not the end of the world.
37. Standards are slipping around here...and we mustn't let that happen.
38. Well it's down to you!
39. We're second to none.
40. We mustn't take our eye off the ball now.
41. It's something we've never been good at.
42. ...And last but not least.

The 7 Principles of Influence.

Adapted from the Six Principles of Influence (also known as the Six Weapons of Influence) were created by Robert Cialdini, Regents' Professor Emeritus of Psychology and Marketing at Arizona State University. He published them in his respected 1984 book "Influence: The Psychology of Persuasion."

1. Liking...and Shared Values.

We're more likely to be influenced by people we like. Likability comes in many forms – people might be similar or familiar to us, they might pay us compliments, or we may just simply trust them.

Companies that use sales agents from within the community employ this principle with huge success. People are more likely to buy from people like themselves, from friends and from people they know and respect.

2. Reciprocity.

As humans, we generally aim to return favors, pay back debts, and treat others as they treat us. According to the idea of reciprocity, this can lead us to feel obliged to offer concessions or discounts to others if they have offered them to us. This is because we're uncomfortable with feeling indebted to them.

E.g. If a colleague helps you when you're busy, you might feel obliged to support their ideas for improving team processes. You might decide to buy more from a supplier if they have offered you an aggressive discount. You might give money to a charity fundraiser who has given you a flower in the street.

3. Commitment (and Consistency).

Cialdini says that we have a deep desire to be personally consistent. For this reason, once we've committed to something, we're then more inclined to go through with it.

For instance, you'd probably be more likely to support a colleague's project proposal if you had shown interest when he first talked to you about his ideas.

4. Social Proof.

This principle relies on people's sense of "safety in numbers." For example, we're more likely to work late if others in our team are doing the same, put a tip in a jar if it already contains money, or eat in a restaurant if it's busy. Here, we're assuming that if lots of other people are doing something, then it must be OK.

We're particularly susceptible to this principle when we're feeling uncertain, and we're even more likely to be influenced if the people we see seem to be similar to us. That's why commercials often use mums, not celebrities, to advertise household products.

5. Authority.

We feel a sense of duty or obligation or safety when dealing with people in positions of authority. This is why advertisers of pharmaceutical products employ doctors to front their campaigns, and why most of us will do most things that our manager requests.

Job titles, uniforms, and even accessories like cars or gadgets can lend an air of authority, and can persuade us to accept what these people say.

6. Scarcity.

Things are more attractive when their availability is limited, or when we stand to lose the opportunity to acquire them on favorable terms.

For instance, we might buy something immediately if we're told that it's the last one, or that a special offer will soon expire. We might value somebody's time more when we know they are really busy.

7. Delivery.

Dependable reliable performance builds trust and a sense of obligation. If somebody delivers consistently for us and proves the value of our trust in them, we are likely to want to do business with them again.

CAN-DO CHECKLIST

Habit-forming practical ideas to keep you focused on the life you want to live and being the best version of yourself you can.You can if you think you can.

Halfway Line.

Work out the halfway point between where you work and your home. Use this as a mental marker and decide to mull over and process the day's work issues and concerns up to that marker on your journey. Once you've passed the marker concentrate your thoughts on making the most of your evening with your partner, family or friends.

Positive Daily Greeting.

Make sure your response to "How are you?" conveys enthusiasm and zest for life. Leave Voicemail Greeting on your mobile phone that energises the recipient, a message that is bright and uplifting e.g. 'Hi, this is _____. Thanks for calling. Please leave a message. I look forward to getting back to you.'

Visualise Your Destinations.

Programme your future history. Get into the habit of visualising your future moments of success. Early morning and before you go to sleep are the best times to programme these outcomes deeply.

Write Goals Down.

Commit to goals on paper, sign your name, keep them close, e.g. in your wallet (near your heart). Make them Personal, Positive, Present, Powerful.

Use Pictures.

Put pictures, photographs, drawings and postcards of what you desire and expect from life all around your home and carry them with you on your phone and laptop as screen savers and in your picture files. At home use them as bookmarks, stick them on your fridge, in the bathroom, even on the inside of your lavatory door!

Clear as you go.

Make room for the future by clearing out unnecessary trappings of the past. Blitz your home and throw away possessions that don't fit your future purpose. Be brutal; create the space for the future.

Decide Your Motto.

If you had a Coat of Arms...personally, or as a family or as a company what would be the motto? The City of London has a motto. In 2011 a large sample of people working in the City were asked if they knew it. 86% didn't...it is 'My word is my bond'. A colourful array of uplifting mottos is attached.

Collage in Partnership.

Build a collage of your aspirations and expectations for the next year with your partner/family. (New Year's Eve is an ideal time...but any time will do.) Use newspapers, glossy magazines and your own photographs. Frame it and hang it where you can see it every day – even have it made into a mouse mat, screen saver or a transfer to wrap around a mug.

Positive Language Habits.

Identify the drainers you currently use and replace them with boosters. Share these with your direct team colleagues. Get agreement on the words and phrases you will reframe. Remind and challenge each other until you've got new habits.

Hand Written Thank Yous.

Decide to write, by hand, a minimum number of thank you letters per week. This commits you to regularly and then habitually focussing on the good things others do for you and to nurture your own attitude of gratitude.

Know your Destination.

Decide what you would truly like people to say about you at your 80th Birthday Party. Think about what you would like three people (one from your family, one from your business life and a close personal friend) to say about you in speeches made at your 80th Birthday celebration. If you visualise and even go as far as to write the speeches you would like them to make, you can sharpen your sense of purpose and focus.

Find a Coach or Advisor who nourishes you.

Very successful people, however independent they may appear – don't achieve it on their own. They all thank somebody for their support and guidance. Find a great coach – and be one for somebody else. By the same token, limit the time you spend with people who drain your energy or decry your hopes and aspirations.

Appointment with the future.

To decide your career dreams take the appointments section of newspaper and a highlighter pen. Go through the job advertisements highlighting any features that excite you. Then translate them into BHAG – Big Hairy Audacious Goals.

Bedside Jotter.

Like Thomas Edison, brainstorm questions, challenges and solutions just before you go to sleep and just after you wake up.

Last Thought Best Thought.

Get into the routine of having positive, forward-looking, life affirming thoughts and conversations just before sleep. i.e. Through varied questioning and lines of conversation, guide your partner or children to take positive images of the future into their sleep or simply 'Count your blessings' before you go to sleep...Or make sure the last email or text you send before sleep is full of love, hope or kindness...or ensure that your bedtime reading is life-enhancing.

Mantra.

Remember Emile Coue's famous curative mantra – "Every day in every way I am getting better and better."

Obituaries.

Start your day by reading this section of the newspaper, to be inspired by the example of others who have compressed a vast number of achievements into a life.

Choosing the Soundtrack.

...to this episode of your life. Which pieces of music induce the states you need to get into most readily and frequently. Be very deliberate in choosing your current personal play list.

Top Gear.

Be discerning about your wardrobe. Which clothes do you consider Premiership material and which only get into your first or even second divisions? If some clothes help you feel really good i.e.

confident, assured, positive etc. why not jettison the ones that don't and replace them with more that will keep you more positive more of the time.

Setting a Wake Up Call.

How do you set your internal alarm clock so that you can wake yourself up just before your real alarm goes off? Once you've worked this out, continue to program in the same way and add other quickening features e.g. "I'm going to wake up just before six, feeling very healthy, full of energy and optimism and keen to spring out of bed for a fulfilling day."

Think Champagne, Drink Champagne.

Keep a bottle (if not more) of fine champagne chilling in your fridge in anticipation of the next cause for celebration. Each time you go to the fridge it will serve as a reminder that you're on course for celebrating future success and that unforeseen moments of wonder are coming too.

6 Coins.

Be generous with your praise, thanks and feedback.

One Business Leader I know has the habit of going to work with 6 coins in his left hand trouser pocket. Every day he makes the time to say a proper, respectful thank-you to people working in his company. Each time he says a thank-you he transfers a coin into his right hand pocket, thus ensuring 30 moments of sincere gratitude each week.

41 by 42...Steps to revitalise in mid-life.

On her 41st birthday, one client made an audacious list of 41 things she would do-things she had never done before-in the ensuing year before she reached 42.

These included trying new foods, reading new books, trying new sports and activities, visiting new places, meeting new people etc. She had a thrilling year of exploration which helped her decide on a smaller range of things would pursue more thoroughly in the following year.

Find the 'moment in each day'.

'There is a moment in each Day that Satan cannot find, Nor can his watch fiends find it, But the industrious find This Moment and it multiply.' William Blake.

Preserve a private time every day for your own properly selfish, generative use.

Keep A Diary.

A diary, whether in old fashioned paper and ink form or one on your i-pad is a marvellous way to process the learning points and record the moments of insight, joy, humour and uplift of each precious day. Again, writing with a will to find what's positive, is a healthy practice before going to sleep.

5:1

The healthy relationships that last thrive on a 5:1 compliment to criticism ratio. That is 5 comments of praise or kindness to every one of insult or put-down. Be certain to exceed that ratio.

If you can't say something kind, helpful or encouraging...wait until you can.

Golden Key.

Decide that your front door key is precious, even made of gold. Visualise it to be so repeatedly – or shine it up with Brasso or Duraglit – so that whenever you use it you remember that it is the precious device that gives you access to real regenerative time and your loved ones. They deserve to see you as the best version of yourself every time you return to them from work.

The Language of Positive Influence

Part I

Persuasive Structures

Help other people reach a more positive state of mind through your spoken or written words.

Practise using the following structures:-

1. To help you give effective sales presentations, briefings, directions, instructions or induction and coaching sessions.
2. To enable you and your team to move from faint-hearted to confident, sceptical to open-minded, interested to committed, reserved to passionate.
3. To help both new and established team members to see the positive side of the different situations you face.

The Structures:-

- Sets of Three
- The Power of Contrast
- Conjunctions
- Yes sets
- Presuppositions
- Conversational Postulates
- Embedded Commands
- Habitual Phrase Conversion
- Use of Quotes
- Similes and Metaphors
- Linguistic Invention
- Using Negative Positively

1. Sets of Three

To maximise the impact of your ideas remember the rule of three.

Three part lists sound complete, have a sense of unity and seem to convey an internal logic. Furthermore, when three ideas are presented in a set, the third can have extra emphasis as the culmination of the list. Two items, on the other hand, may appear inadequate, four part lists may seem cumbersome.

"If you have an important point to make don't try to be subtle or clever. Use a pile driver. Hit it once then come back and hit it again. Then hit it a third time – a tremendous whack."

Sir Winston Churchill

Three letter acronyms are used so widely because they are so memorable..... e.g.

- BMW, BBC, BSA, NHS, ITV, ICI, IBM, PWC, TVR, TSB, KLM, MFI, BHS, TSB, EMI, KFC, ASK, MAN, RAC, GSK, GKN, HMV, RBS, BAT, TNT, DHL, QPR
- DNA, BSE, HRT, HIV, PMT, IVF
- VHS, PVC, DVD, WWW, OHP
- ERM, VAT, EEC, WWF, WTO, IMF, CBI, USA
- CEO, MBA, MBO, MSC, VIP, GCE, HND, HNC, PHD
- IRA, SAS, CIA, FBI, ANC, KGB, BNP, UDR, PLO, PKK, ETA, HRH

In an emergency, when instant recall is needed, we are taught to call 999. Not two or four nines; 3 is round and 'right'-sounding.

Many common phrases are expressions of three;

- Head, hand and heart

- Ear, nose and throat
- Lock, stock and barrel
- Work, rest and play
- Red, white and blue
- Hook, line and sinker
- Beginning, middle and end
- Location, location, location
- Education, education, education
- Never, never, never....give up
- Life, the universe and everything
- The kingdom, the power and the glory
- Lies, damn lies and statistics
- Faith, hope and charity
- The good, the bad and the ugly
- Good, bad or indifferent
- Signed, sealed and delivered
- Hunting, shooting and fishing
- Ham, egg and chips
- Eat, drink and be merry
- Hear no evil, see no evil, speak no evil
- Father, Son and the Holy Spirit
- Starter, main course and dessert
- Ready, steady, go
- The truth, the whole truth and nothing but the truth
- Well, well, well
- On and on and on
- Faster and faster and faster
- The Lion, The Witch and the Wardrobe
- Men, women and children
- Breakfast, lunch and dinner
- Knife, fork and spoon,
- Stop, look, listen
- Win, lose or draw.
- 999...Hello, Hello, Hello!

Our grammar is structured on 3. In description for instance we can use either adjective or comparative or superlative e.g. good, better, best. We describe points in time in one of 3 ways – present, past and future. The Christian faith sets out the power of three forcibly too....

“In nomine Patris, et Filii et Spiritus sancti.” 3 sets feature across cultures e.g.” Veni, vidi, vici”
 “Liberte egalite , fraternite”.

In political speeches and interviews the most common place for a challenge or an interruption is immediately after the completion of the third item on the list. Orators throughout history have emphasised their argument using sets of three.

(Conservative Party conference 1980)

Thatcher: This week has demonstrated that we are a party united in
 purpose
 strategy
 and resolve

(UK general election 1983)

Tebbit: Labour will spend and spend,
 and borrow and borrow
 and tax and tax.

(Conservative Party conference 1980)

Thatcher: Soviet Marxism is
ideologically
politically
and morally bankrupt

(Gettysburg Address 1863)

Lincoln: Government of the people
by the people
for the people

(House of Commons 1940)

Churchill: Never in the field of human conflict has
so much been owed by
so many to
so few.

2. The Power of Contrast

Use contrast to project a completion point and deliver a punch line that appeals to your audience with energy and impact.

(Speech from the Lincoln Memorial, Washington 1963)

King: I have a dream that one day
my four little children will not be judged
by the colour of their skin
but by the content of their character.

(Inaugural address as US president 1961)

Kennedy: Ask not what your country can do for you
Ask what you can do for your country.

(Moon broadcast 1969)

Armstrong: That's one small step for man
One giant leap for mankind.

(Shakespeare, *Hamlet* III, i)

Hamlet: To be, or Not to be – That is the question.

(Shakespeare, *Julius Caesar*, III, iii)

Mark Antony: Friends, Romans, Countrymen
Lend me your ears
I come to bury Caesar
Not to praise him.
The evil that men do lives after them:
The good is oft interred with their bones.

(George Orwell *Animal Farm* 1945)

All animals are equal,
but some animals are more equal than others.
Four legs good
two legs bad.

(Jean-Jacques Rousseau, *The Social Contract* 1762)

Man is born free and
everywhere is in chains

(Karl Marx and Friedrich Engels, *The Communist Manifesto* 1848)

The proletarians have nothing to lose but
their chains.
They have a world to win,
Workingmen of all countries, unite!

(Conservative Party conference 1981)

Tebbit: My father didn't riot,
He got on his bike and he looked for work.

Source of quotes: *Our Masters' Voices* by Max Atkinson

3. Conjunctions

e.g. And

And is a simple conjunction. When you use it to link two concepts together and give it emphasis as you say it, you can invite the recipient to see a causative relationship between the concepts.

e.g. "You say you are becoming more confident and I can see you are performing much better."

"We've put a lot of research, effort and investment into this product range and it is selling better than ever."

"We are communicating more directly and more frequently, we are putting plenty of focus on our people, our values and on customer service and we're smashing all our targets, month after month."

Other implied causatives which work similarly are:

as, while, during, before, after, following, when.

4. Yes Sets

"Welcome everybody and a very good morning to you all. It is 9.00 o'clock, we have all the team present and it is the first day of quarter 3. We hit target on quarter 2 and during the next two hours I'd like your wholehearted participation and best suggestions on how we can maximise our opportunities in quarter 3."

By stringing together a set of true, easy-to-agree-with concepts we can invite our interlocutor into a positive state of acceptance so that they are better primed to agree with the contention we tag on the end of the "yes set".

"As you can see from the promotional material, this model was released in January, has five new features and has been favourably reviewed in 3 key journals. I want you to have a good look at it and see why it's such an improvement on all its predecessors."

"You say you are nervous about this presentation and I can see that. Remember though, you said that last time – and afterwards, you said it had gone well. All your slides are made and in the right order? You've made this presentation three times before? And this is a customer you've done business with before? And they've taken orders from you in the past? Okay, so go in there with the smile you've got on your face right now and present with the confidence and enthusiasm we all know and love!"

N.B. Marks and Spencer's Autumn 2000 Promotion strap-line.

**"Yes, Yes, Yes
You can't say no to the autumn collection."**

How would you improve this one?

5. Pre-Suppositions

Once you are regularly building pre-suppositions into your presentations – which direct your audience to picture positive outcomes – you’ll find you deliver with more control and confidence than you do now!

Some Examples;

- “When we have ended this year in a way that gives us all a sense of pride”
- “The speed of our achievement will depend on how quickly the critical mass of our people can deliver outstanding service consistently”
- “Once we’ve assessed how effective this initiative has been.....”
- “When all our stores are still performing at our targets levels in December...”
- “Whilst we can’t predict just how much of a success this campaign is going to be....”
- “The strength and continuation of our success will depend on how quickly our agency staff learn and live our values and how well we can communicate our pride in this business.”
- “Once we have re-established our position as market leader...”
- “When you have tried this product and seen the results and the difference it makes....”

6. Conversational Postulates

Here you can present a command as a question, which elicits a positive unconscious response or action from the listener.

- “Can you imagine how exciting it will be to walk into the new concept stores in two months?”
- “How much of a difference are you keen to make?”
- “Just how much impact do you want to have at that presentation?”
- “How much pride and confidence do you see yourself having at the end of this?”
- “Exactly how far beyond budget do you think you could achieve if everything falls into place this year?”
- “Can you think of how proud and confident you’ll feel in future job interviews when you can say you were part of this story?”
- “How fast can you get this done?”
- “How much ingenuity and fresh thinking do you think you need to bring to that meeting?”

7. Embedded Commands

“I have a dream” M.Luther King

Whilst describing his own vision M. Luther King commands his audience to have a dream too. How many embedded commands can you find in the text below?

“I trust you, like me, feel enthusiastic about our current business and remain keen to make these great results continue. I am sure you can appreciate that to stay committed, we need to be focused on standards, set an example to new staff and keep looking after people. I take a real pride in this store and want to make it a great place to work until we all move on.”

Some typical commands that can be embedded easily;

- “Really look forward to....”
- “Make the change happen....”
- “Communicate the information positively...”
- “See the value of this.....”
- “Believe me.....”
- “Get excited about what we are doing....”

- “Want to be a part of this.....”
- “Think about.....”
- “Picture the results.....”
- “Enjoy the role.....”
- “Improve your performance.....”
- “Get better quickly....”
- “Make rapid changes.....”
- "I am keen to make sure our team is fully engaged."
- "There's every reason for us to feel very enthusiastic about next year."
- "It's time for our team to adopt a confident, optimistic mindset."
- "We are starting to actively envisage where that extra 20% is going to come from."

8. Habitual Phrase Conversion

Second to none	The best
Last but not least	For a strong finish
Make no mistake	Let's be very certain
Don't worry too much about	Think clearly about what you can do
Don't lose sight of	Keep your eye on
Let's not forget	Let's remember that
I'm sorry to bother you	Do you have a moment?
Don't overlook the fact	Stay focused on
We mustn't underplay	We must give credit
It's down to you	It's up to you
Let's not miss the deadline	Let's meet/beat the deadline

9. Use Of Quotes:

You can use quotations which – although they appear like innocuous reported speech – have the value and weight of direct commands..... For Example;

“I heard the manager say the other day:

‘You need to realise how much energy, effort and commitment is going on around here’.”

"Henry Ford once said 'If you think you can do a thing, or you can't, you are probably right."

10. Similes and Metaphors

To create or elicit new states try inventing new language, images and figurative patterns. Clichés and hackneyed images may invite the “old” feelings and actions we want our people to move away from. For example, compare the following:

“It’s a scary and painful process to go through. It may be a long unsettling journey, there will be some tough times and we’ll make a lot of mistakesBut that’s the story of organisational change.”

Versus

"It's the most challenging period of change I've ever squared up to."

or

"It's like a bereavement."

Versus

"It's like a new chapter in your life"

or

"We're huge, like an ocean liner. These things don't turn around easily. It takes two or three miles to get one of these things around. No doubt about it, it's gonna be tough."

Versus

"We're like a shoal of fish on a long journey in uncharted waters. How well we can survive and thrive depends on how well we can stick together and turn in unison, in a heartbeat, in new directions to reach our goal."

or

"We're drinking in the last chance saloon."

Versus

"We have the chance to make this moment a turning point."

11. Linguistic Invention

....And when it's appropriate, make up new phrases which explode negative ambiguities and add humour as well as positivity such as;

- we no longer have 'week-ends' but 'strong ends'
- instead of going on a 'retreat', go on an 'advance'

12. Using Negative Positively

Embedded negative suggestions can work in our favour.....

"I don't want you/our team to feel too confident about how they can grow this business."

"We don't want our front line staff to get too friendly and helpful to our customers."

"We wouldn't want the media to pronounce our rise back to number one with too much fan fare."

"I haven't got time to go into all the reasons why we've agreed to do this and to talk about all the benefits we see as a result."

"Whilst I don't wish to focus on our vision, the aspirations we've all committed to and the core beliefs we know we share....."

N.B.

“Whilst I wouldn’t want to suggest that....!”

“Whilst I’m not suggesting that....” “....our competitors, the media etc”

“Whilst I don’t wish to imply that....”

Part 2

Persuasive Language

1. There are 3 main senses which we most often communicate in Seeing, hearing and feeling. Contemporary psychology labels these as visual, auditory and kinaesthetic – we can label them as such too.
 - i) to focus new attention onto these senses by renaming them
 - ii) to prepare ourselves for further reading and exploration where these terms are commonplace.

Whilst each of us uses all 3 senses very frequently, we often tend to rely on one. We can become dependent on one and less sensitive to suggestions made in the others. Whether we are socialised and nurtured to this dependency by our upbringing and cultural background – or genetically programmed to it – is a matter of debate. Yet, what is clear, is that our colleagues and customers understand, make sense of, connect with, learn about and remember aspects of their environment in each of these channels – often with a dependency on one. Therefore – to maximise our impact, especially when we want to engage others, clarify important matters, persuade, influence, inspire, motivate etc. we can give ourselves a significant advantage by using all 3 as often as we can – when we communicate.

2. The Hallmarks of Visual, auditory and kinaesthetic learners...

Visuals:

- Like diagrams, pictures, graphs to make sense of things
- Like to see examples, be shown how to do new things
- Enjoy stories with colourful descriptions, points of visual reference
- Have good pictorial memory – can remember what things looked like in detail
- Tend to read quickly Eyes scanning page or screen
- Tire of repetitive PowerPoint slides in same font
- Tend to use visual vocabulary ... (e.g.)
 - “I see what you mean”
 - “I like the look of that”
 - “That’s clear”
 - “That throws some light on the subject”
 - “From my angle/perspective/point of view”
- prefer e-mail and face to face communication over phone calls

Auditories:-

- have strong phonic memory ... absorb what they hear in lectures, films, presentations and songs without needing to take notes as comprehensively as visuals
- will be able to repeat things you say in similar voice tone, verbatim they are good vocal impersonators
- may talk to themselves whilst trying something new or challenging
- may hear an authorial voice in their heads whilst reading (and hence read more slowly than a visual)
- enjoy phone communication
- tend to use auditory vocabulary (e.g.)

- “Sounds good to me”
- “I hear what you are saying”
- “I’m all ears”
- “Got that loud and clear”
- “Yeah that rings true for me”
- Go ahead, I’m listening”
- “That clashes with what you said earlier”

Kinaesthetic:

- learn by doing, enjoy getting their hands-on, learning practically. They enjoy practical experiments, activity, movement
- enjoy stories that appeal to their feelings Physical and emotional
- tend to appreciate face to face meetings, handshakes, pats on the back
- use kinaesthetic vocabulary (e.g.)
 - “I like the feel of that”
 - “I’ve got a hunch, a gut feel that”
 - “That strikes me as very impressive”
 - “That’ll hit them right between the eyes”
 - “That’ll get the point over”
 - “I get what you’re saying, I can grasp that idea with both hands”
 - “I’m neither hot nor cold about it!

3. 3 big points:

- We can appeal to people in all 3 channels – in the same breath – and therefore connect with a wider audience simultaneously.
- We can use new channels in our own speech to be more persuasive and compelling. Breaking our own dependencies will give us fresh options to appeal with.
- These 3 channels can help us to set, remind ourselves of and achieve stretching goals.

VISUAL GLOSSARY

WORDS

Look	Observe	Illustrate	Illusion	Survey
See	Examine	Scope	Image	Vague
Watch	Inspect	Analyse	Obscure	Witness
Sight	Foresee	Angle	Obvious	
View	Clear	Aspect	Outlook	
Focus	Clarity	Conspicuous	Perception	
Picture	Show	Glance	Pinpoint	
Vision	Notice	Hindsight	Scene	
Visualise	Appear	Horizon	Sketchy	

PHRASES

In my view	I see what you mean	A mental image
From our perspective	Clear cut	See to it
Short sighted	Well defined	A clear view
In view of	Catch a glimpse	Hazy idea
It appears to me	A glimmer of hope	A blurred image
I get the picture	Beyond a shadow of a doubt	Tunnel vision
Plainly see	Eye to eye	Get the scope of
Paint me the picture	In the light of	It looks like
	Make a scene	

AUDITORY GLOSSARY

WORDS

Hear	Bark	Shrill	Silent
Listen	Roar	Speechless	Screech
Say	Noise	Announce	Mention
Sound	Remark	Converse	
Report	Squeal	Dissonant	
Articulate	Scream	Divulge	Proclaim
Speak	Tone	Enunciate	Oral
Loud	Tell	Gossip	Utter
Audible	Talk	Whisper	Vocal
Discuss	State	Hush	Voice
Pronounce	Discuss	Ring	

PHRASES

That rings a bell	Describe in detail	He blabbered on about
Sound her out	Clear as a bell	Express yourself
Word for word	To tell the truth	Loud and clear
Tuned in / tuned out	A manner of speaking	Rap session
Unheard of	Call on	Pay attention to
Outspoken	Voice your opinion	A keynote speech
State your case	Give your account	Within earshot
Utterly	An earful	

KINAESTHETIC GLOSSARY

WORDS

Shift	Heated	Active	Build	Stress
Rush	Sensitive	Flow	Hang	Structure
Feel	Soft	Bearable	Hassle	Tension
Set	Concrete	Charge	Hustle	Unbearable
Touch	Hard	Emotional	Panicky	Unsettled
Grip	Move	Foundation	Pressure	Grasp
Grab	Whipped	Intuition	Shallow	Get
Hold	Solid	Lukewarm	Shift	Muddled
Support	Firm	Motion	Sore	
Hunch	Tied	Move	Stir	

PHRASES

I didn't catch that	Tensed up	Stuffed shirt
Hold on	Start from scratch	Sharp as a razors blades
Hold it	Get a load of this	Washed up
Hang on	Get to grips with	Lay cards on the table
Heated debate	An idea I've been wrestling with	Not following you
Hot conversation	Get in touch with	Boils down to
Slipped my mind	Smooth operator	Moment of panic
Get a handle on	Get the drift of	Control yourself
Get something out of it	Pull some strings	Hand in glove/hand
Smooth operation	Stiff upper lip	Keep your shirt on!
Cool, calm and collected	Hang in there	Light headed
Know-how	Underhanded	Hot-headed

MOTTOS, MANTRAS, MEMORABLE LINES

"A merry heart goes all the day, A sad tires in a mile." William Shakespeare.

"Carve a tunnel of hope through the dark mountain of disappointment." Martin Luther King.

"There is nothing on this earth to be prized more than true friendship." St Thomas Aquinas.

"Little minds have little worries, big minds have no time for worries." Ralph Waldo Emerson.

"Worry often gives a small thing a big shadow." Swedish proverb.

"How wonderful it is that nobody need wait a single moment before starting to improve the world." Anne Frank.

"Optimism is the one quality more associated with success and happiness than any other." Brian Tracy.

"I suppose I am an optimist, there's little point being anything else." Winston Churchill.

"Success is not final, failure is not fatal: it is the courage to continue that counts." Winston Churchill.

"Positive thinking will let you do everything better than negative thinking will." Zig Ziglar.

"People often say that motivation doesn't last. Well, neither does bathing—that's why we recommend it daily." Zig Ziglar.

"Make the most of the best and the least of the worst." Robert Louis Stevenson.

"Keep your fears to yourself but share your inspiration with others." Robert Louis Stevenson.

"The man who makes no mistake does not usually make anything." William Connor Magee.

"Nobody makes a greater mistake than he who does nothing because he could only do a little." Edmund Burke.

"There is a moment in each Day that Satan cannot find, nor can his Watch Fiends find it, But the industrious find this Moment and it multiply." William Blake.

"Take rest; a field that has rested gives a bountiful crop." Ovid.

Fatigue is not a badge of honour.

"Happiness is when what you think, what you say and what you do are in harmony." Mahatma Gandhi.

"There is no duty we so much underrate as the duty of being happy." Robert Louis Stevenson.

"This is a world of action, and not for moping and droning in." Charles Dickens.

"You can't wait for inspiration. You have to go after it with a club." Jack London.

"Adversity makes men and prosperity makes monsters." Victor Hugo.

"Arguing with a fool proves there are two." Doris M Smith.

"Great things are not accomplished by those who yield to trends and fads and popular opinion." Jack Kerouac.

"You do not fail in life, you only produce results, and you have the right to learn and grow from any results that you produce." Wayne Dyer.

"How far that little candle throws his beams! So shines a good deed in a weary world." William Shakespeare.

"Courage is resistance to fear, mastery of fear....not absence of fear." Mark Twain.

"If your actions inspire others to dream more, learn more, do more and become more, you are a leader." John Quincy Adams.

"Compared to what we ought to be we are only half awake." William James.

"Action breeds confidence and courage. If you want to conquer fear don't sit home and think about it. Go out and get busy." Dale Carnegie.

"Throw your heart over the fence and the rest will follow." Norman Vincent Peale.

"It is not the mountain we conquer but ourselves." Edmund Hillary.

"The whole battle for survival is won or lost in the mind." Bear Grylls.

"Optimism is true moral courage." Ernest Shackleton.

"If you want to go quickly, go alone. If you want to go far, go together." African wisdom.

"Character may be manifested in the great moments, but it is made in the small ones." Winston Churchill.

"My education was only interrupted by my schooling." Winston Churchill.

"Be yourself. Everyone else is taken." Oscar Wilde.

"A teacher affects eternity; he can never tell where his influence stops." Henry Adams.

"Don't be distracted by criticism. Remember the only taste of success some people have is when they take a bite out of you." Zig Ziglar.

"Make happy those who are near, and those who are far will come." Chinese Proverb.

"Turn your face to the sun and the shadows fall behind you." Maori Proverb.

Leaders fix the problem. Losers fix the blame.

Whatever you are not changing you are choosing.

What you tolerate you teach.

"Go lightly over heavy ground" Military saying.

"The best time to plant a tree is 20 years ago, the next best time is now". Chinese proverb.

"Health is the greatest possession. Contentment is the greatest treasure. Confidence is the greatest friend." Lao Tzu

"Every day in every way I'm getting better and better and better." Emile Coue.

Don't count the days....make the days count.

Pain is obligatory suffering is optional.

The bigger the challenge the bigger the response.

"All things are ready if our minds be so" Shakespeare, Henry V

"Above all things, never think you're not good enough. My belief is that in life people will take you at your own reckoning." Isaac Asimov.

"If you don't risk anything you risk even more" Erica Jong

A setback is a setup for a comeback.

"You either progress or decay." Clint Eastwood's father

"If I'd asked my customers what they'd wanted they would have said a faster horse." Henry Ford

"If you think you can do a thing or you can't you are probably right." Henry Ford

"Life well spent is long." Leonardo da Vinci

"If we can dream it we can do it." Walt Disney

"Be the change you want to see in the world." Gandhi

"What you can plan is too small for you to live." David Whyte

"By the age of 50 you have the face you deserve." George Orwell

All the time you're holding someone down you can't be soaring upwards yourself.

Be a maximiser .not a satisfier

Who Dares Wins...SAS

Carpe Diem....Seize the day

You make your own weather and you take it with you.

"To drink champagne you must first think champagne." Hugh Falkus.

Nobody ever erected a statue to honour a cynic.

You only see the barriers when you take your eyes off your goal.

What one person can do another can do.

When you teach something you learn it twice.

If it's to be it's up to me.

"If you can prove it, it ain't bragging." Muhammad Ali

If not you – who? If not now –when?

"What doesn't kill you only makes you stronger." Friedrich Nietzsche

You can if you think you can.

"We are what we repeatedly do. Excellence is not an act but a habit." Aristotle.

"If you can't say something nice, don't say nothing at all."

Poor grammar, nice sentiment-Thumper repeats his father's saying in 'Bambi.'

"If at first an idea isn't absurd, then there's no hope for it." Albert Einstein.

"Every noble work is at first impossible." Thomas Carlyle.

Attitude is infectious- is yours worth catching?

"Change your language, change your life." Brian Tracy

"Ninety per cent of the friction of daily life is caused by the wrong tone of voice." Jim Clemmer

"The more you give to 'now' the more you get from 'now.'" Robert Holden.

"Clay lies still, but blood's a rover; Breath's a ware that will not keep. Up, lad: when the journeys over, There'll be time enough to sleep." A. E. Housman

"In the middle of the road of my life, I woke in a dark wood, Where the true way was wholly lost." Dante (1265-1321) Divina Commedia

"Gather ye rosebuds while ye may, old time is still a-flying:

And this same flower that smiles to-day, to-morrow will be dying." Robert Herrick

There's no such thing as bad weather just inappropriate clothing.

The Wright brothers never had a pilot's licence.

"Fortune favours the prepared mind." Louis Pasteur

Go before you are ready.

"Use the difficulty." Michael Caine.

Repetition is the mother of skill.

"When you are going through hell, keep going." Albert Einstein.

"We have to do the best we can. This is our sacred human responsibility." Albert Einstein.

"Failure is a detour, not a dead end street." Zig Ziglar.

Reasons lead to conclusions, emotion leads to actions.

Bitter or better?

The best things in life aren't things.

"Keep a daily limit on self pity." Christopher Reeve.

"Ports rot both ships and men." Admiral Lord Horatio Nelson.

Your health is your wealth.

Train your butterflies to fly in formation.

Be a first rate version of yourself, not a second rate version of somebody else.

"We have never lost a game, just sometimes we ran out of time." Sir Alex Ferguson.

Tough times never last but tough people do.

One may have a heart of gold but so does a boiled egg! We are remembered for our actions.

Love is not what you feel, love is what you do.

"Accentuate the positive, eliminate the negative." Johnny Mercer.

"Eat Less. Move More. Relax." Deepak Chopra

"A bold onset is half the battle." Guiseppe Garibaldi

*"In good times you deserve champagne, in bad times you need it"*Napoleon.

The bad news is, time flies...the good news is, you're the pilot.

Begin each mile with an S.

After the game the king and the pawn go into the same box.

"If you're feeling listless, make a list!"...Watt Nicoll.

Act like a winner, think like a contender.

The fight is won long before you get in the ring....Muhammad Ali.

Your imagination is your preview of life's coming attractions...Albert Einstein.

What you tolerate you teach.

"There is nothing either good or bad but thinking makes it so". William Shakespeare, Hamlet.

Calm seas don't make good sailors.

If you act like a mouse the cat will get you.

Even if you win the rat race...you are still a rat.

If your boat doesn't come in then swim out to it.

All the major causes of death are self-inflicted.

La nuit porte conseil...'the night brings advice' ...French saying.

Don't save it for best.

You either win or you learn.

Train hard, fight easy.

"The time to relax is when you don't have time for it." Sydney J Harris

"Fear is just a form of excitement." Kenneth Branagh.

"Simplify, simplify, simplify." Henry David Thoreau

"Your mind is too sacred a place to allow others to walk through it in their dirty shoes" Gandhi

"Always remember: you're braver than you believe and stronger than you seem and smarter than you think."
(Christopher Robin coaches Pooh.) A.A.Milne

"Failure is not falling down, it is refusing to get up." Chinese proverb

"Sweeter after difficulty." Family motto of Sir Alex Ferguson

"If you have good thoughts they will shine out of your face like sunbeams and you will always look lovely." Roald Dahl

"Nothing is really work unless you would rather be doing something else." J M Barrie

"The purpose of knowledge is action, not knowledge." Aristotle

"I can accept failure, everyone fails at something...but I can't accept not trying." Michael Jordan

"If everything seems under control you're not going fast enough." Mario Andretti

"Once you choose hope, anything's possible." Christopher Reeve

Say what you mean, mean what you say, but don't say it mean.

"Start where you are. Use what you have. Do what you can." Arthur Ashe

"Positive First. Constructive Second. Negative Never."

"My goodness how the time has flown. How did it get so late so soon?" Dr Seuss

"Be who you are and say what you feel because those who mind don't matter and those who matter don't mind."
Dr Seuss

"You're on your own. And you know what you know. You're the guy who'll decide where to go." Dr Seuss

"You're off to Great Places! Today is your day! Your mountain is waiting. So...get on your way." Dr Seuss

"Don't cry because it's over. Smile because it happened." Dr Seuss

"You have brains in your head. You have feet in your shoes. You can steer yourself in any direction you choose."
Dr Seuss

"Just tell yourself Duckie, you're really quite lucky." Dr Seuss

"Today you are You, that is truer than true. There is no one alive that is Youer than You." Dr Seuss

"Live out of your imagination not your history." Stephen Covey

"The main thing is to keep the main thing the main thing." Stephen Covey

"We don't stop playing because we grow old, we grow old because we stop playing." George Bernard Shaw

"I'm strong to the finish, cos I eat all my spinach, I'm Popeye the Sailor Man!"

"The best revenge is massive success." Albert Einstein

"Keep away from people who try to belittle your ambitions...the really great make you feel that you too can become great." Mark Twain

"Your life is an occasion. Rise to it." Dustin Hoffman as Mr Magorium.

"S/He who knows, but doesn't use, doesn't yet know." Buddha

"Always be a little kinder than is necessary." Robert Louis Stevenson

"It's not how good you are, it's how good you want to be." Paul Arden

The best sermons are lived not preached.

All the great maxims have been written, it only remains to put them into practice.