



## Speaking as a Leader

How to Lead Every Time You Speak —  
From Boardrooms to Meeting Rooms,  
From Town Halls to Phone Calls

### THE SUMMARY IN BRIEF

*Speaking as a Leader* will show you how to influence and inspire others every time you speak. It provides a single, comprehensive approach that will help you lead in every communication, from formal speeches and presentations, to phone calls, meetings, Q&As and elevator conversations.

Too often, communications situations represent lost opportunities to lead. Messages are confused, audiences are bored or overwhelmed by a flood of information, and the speaker fails to elicit action. When people fail to communicate, they fail to lead.

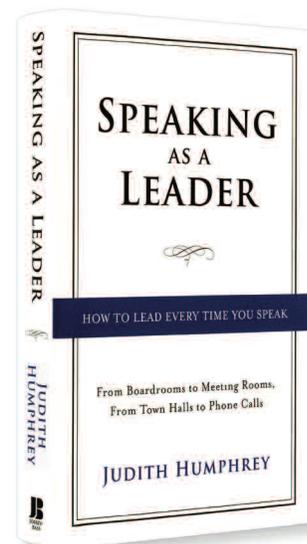
In *Speaking as a Leader*, world renowned executive coach Judith Humphrey addresses this problem and puts communication squarely at the center of leadership. In today's flattened organizations, leadership opportunities exist in every interaction and for individuals at every level. For a leader, the mike is always on.

*Speaking as a Leader* will help readers meet the enormous challenge of engaging, energizing and motivating others day in and day out. It will help you unlock your leadership potential every time you communicate, and turn your listeners into followers and believers.

Humphrey offers a powerful approach to move you from information to inspiration.

### IN THIS SUMMARY, YOU WILL LEARN:

- How to think like a leader.
- How to script yourself as a leader.
- How to use the language of leadership.
- How to achieve a leader's presence.
- How to move others — engage them and inspire them to action.



by Judith Humphrey

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# THE COMPLETE SUMMARY: SPEAKING AS A LEADER

by Judith Humphrey

**The author:** Judith Humphrey is the founder and president of The Humphrey Group, one of North America's premier executive communications firms. For more than 20 years The Humphrey Group has been coaching thousands of senior business people. The firm's training programs, such as Speaking as a Leader® and Taking the Stage®, have been delivered globally to more than 100,000 people directly and through train-the-trainer programs. Humphrey has published articles in the *Harvard Management Communication Letter*, *Vital Speeches of the Day* and *Presentations That Persuade and Motivate*.

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## Introduction: Speaking as an Act of Leadership

If you internalize the idea that speaking as a leader is an ever-present responsibility you have to your stakeholders, you will infuse all your speaking with the quality of leadership. Whether you are answering a question, commenting on a project, presenting a strategic plan, selling to a customer or simply taking a group of people through a solution to a problem, your intention must be to inspire and move others to believe and act on that belief.

### The Leadership Model™

But how do you speak as a leader in all situations? This book presents a systematic approach called The Leadership Model™. It is scalable: it works equally for a town hall event as for a brief elevator conversation. It will unlock your leadership potential every time you communicate. The Leadership Model™ has four steps:

1. **Think like a leader.** This first step is mental preparation.
2. **Create a leader's script.** The script structures your ideas and influences the audience's thinking.
3. **Use the language of leadership.** The best leaders are conscious of the language they use, and deliberately choose words that have the power to influence and inspire.
4. **Achieve a leader's presence.** A leader, like a good actor, brings a script to life through energy, eye contact, gestures and voice.

The four steps of The Leadership Model™ provide a powerful template. They will help turn your listeners into followers. ●

## STEP 1: THINK LIKE A LEADER

### Begin with Vision

It is of no use to have a clear and compelling vision if you do not communicate it to *all* your stakeholders. Michael Dell, CEO of Dell Inc., writes in his autobiography, *Direct from Dell*, that “over time, we have developed a laser-focused strategy that we take great pains to communicate consistently and thoroughly throughout the entire global organization.” In fact, “at Dell, what ties us all together is belief in our direct model.”

Whether you head a company, a business unit or a team, communicating your company's vision is your responsibility. It must be burned in your mind and the mind of every employee, customer and stakeholder.

So place yourself in the tradition of leaders who speak with a vision that is focused, positive, attainable and encompassing, and let that vision shape *everything* you deliver. Commit to it in your speeches, presentations, meetings and off-the-cuff comments. A vision is a living thing: if you broadcast it continually, in all your interactions, others will believe in it, act on it and, with your leadership, turn your vision into a reality. ●

### Think Beyond Hierarchies

I have seen managers come undone when presenting to senior executives. Instead of providing guidance, they stumble through a dull, information-based presentation and as soon as the executives begin asking questions or making comments, the junior presenters allow the exec-



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utives to take over. Why? Because these individuals defer to those above them and assume that “leaders” and “followers” are determined by rank. But too often, the senior executives are not impressed. Indeed, such performances can be career limiting.

### Be Willing to Influence Others

Organizations still do have tops and bottoms. But leaders at all levels must be willing to influence others, even those they don't have authority over. The old structures, where a few at the top had access to all pertinent information and issued orders through a command-and-control structure, are gone. Regardless of your place in the hierarchy, you have a responsibility to lead. But leading takes a different shape depending on whether you are speaking to those who report to you, your peers or someone more senior than you.

- **Leading from Above.** The best bosses provide a vision that helps direct their company, division or area. They convey that vision by persuasion, not by preemptive commands. And when forming their views and guiding their employees, they listen carefully. They welcome suggestions, encourage frank conversations and are open to constructive challenges to their views.

- **Leading from the Side.** In today's flatter organizations you'll often find that you have to lead your peers, clients or suppliers. The first rule in this situation is to abandon the “us and them” mentality. Another good guideline: Try to see yourself through the other person's eyes.

- **Lead from Below.** How do you best lead from below? 1) Be political. Practice speaking to your superiors with confidence, but with respect. 2) Be direct. Executives don't want you to beat around the bush. 3) Be bold. It may mean speaking up more frequently at a meeting of senior colleagues, initiating a one-on-one discussion or seizing the chances to lead from below when the opportunity strikes. ●

### The Power of Hierarchies

In Anton Chekhov's short story “Fat and Thin,” two childhood friends greet each other warmly at a railway station after decades apart. The thin man boasts of his accomplishments as a civil servant. But as soon as he learns that the fat man is a much higher-ranking official, he becomes pale and nervous, and starts calling the fat man “Your Excellency.” The fat man, saddened by his old friend's sudden fawning behavior, turns and leaves.

This is the power of hierarchies: They can turn people into pale shadows of their former selves.

## Move from Information to Inspiration

Why do some people bore their audiences, while others turn their listeners into believers? One key difference is that poor speakers are stuck in an *informational* mode, while more compelling speakers command an *inspirational* style. The informational mode emphasizes content, while the inspirational mode reflects a commitment to an idea or vision.

In his book, *Lincoln at Gettysburg*, Garry Wills discusses these two modes of speaking. Wills contrasts the remarks of Edward Everett, a long-winded politician, with those of Abraham Lincoln. Everett was the first to speak at the dedication ceremony of the National Cemetery in Gettysburg, and gave an informational address. His talk lasted three hours and covered, in painstaking detail, the entire three-day battle. In contrast, Lincoln followed with his brief “Gettysburg Address,” now recognized as one of the finest speeches in the English language. This talk lasted less than three minutes and, unlike Everett's remarks, it offered few details. As Wills puts it, Lincoln's “speech hovers far above the carnage ... The discussion is driven back and back, beyond the historical particulars, to great ideals that are made to grapple naked in an airy battle of the mind.”

While neither pure information nor pure inspiration is ideal, most speakers err on the side of presenting too many facts, as Everett did. If you want to be a leader, you should, like Lincoln, have a message or vision that drives your talk. You should move from information to inspiration. ●

## Listen, Listen, Listen

Listening is a prerequisite to motivational leadership, and successful listening connects you with your audience on three levels — the physical, mental and emotional.

Good listening involves keeping your audience in mind all the time. The best actors accomplish this by listening to their audience while performing. Christopher Newton, former artistic director of the Shaw Festival in Niagara-on-the-Lake, Ontario, Canada, once told an audience of after-dinner guests: “The actor divides his head — one side inside the part, the other focused on the audience.” You can be a committed listener if you engage in such active listening on three levels: physical, mental and emotional. Only by working with these three approaches will you fully come to understand the views of your audience and, more broadly, individuals in your organization.

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1. **Listen Physically.** This first level of listening requires that you create physical openness. To begin with, make sure the space between you and your audience is an open physical environment. Good posture is another way you show you are listening.
2. **Listen Mentally.** As Ernest Hemingway wrote: “When people talk, listen completely. Most people never listen.” So listen closely to the ideas and concerns of your audience.
3. **Listen Emotionally.** This is the highest level of listening because it involves empathy, caring and a desire to give support. Helen Keller learned that “The best and most beautiful things in the world cannot be seen nor even touched, but just felt in the heart.” Emotional listening involves a range of qualities: politeness, political intelligence, an awareness of verbal and nonverbal cues, and a willingness to make the exchange enjoyable. ●

## STEP 2: SCRIPT YOURSELF AS A LEADER

### What Is a Leader’s Script?

The Leader’s Script™ is a template The Humphrey Group has created for designing your remarks — whether you are speaking for 30 minutes or 30 seconds. This single model works when giving a formal speech or a presentation, responding to questions, speaking on the phone or having a brief conversation with a colleague. By using this template you will always be “on message,” and will influence and inspire others.

#### The Elements of The Leader’s Script™

Let’s look at the three parts of this scripting template. They are the Introduction, Body and Conclusion.

1. **The Introduction.** A good introduction draws the audience in and aligns them with your thinking. The Introduction has four components: the grabber, the subject, the message and a structural statement.
2. **The Body.** The body of your script contains the arguments that develop your main message and should be organized in a clear structure.
3. **The Conclusion.** Your script ends with a Conclusion, which contains two elements: the restated message and the call to action.

The Leader’s Script™ is a template that ensures you will lead whenever you speak. ●

### Open with a Grabber

Your opening is important. It’s the first component of The Leader’s Script™, and your first opportunity to engage your audience. Get it right and you’ll be well on your way to making your case.

The grabber plays a crucial role in The Leader’s Script™. It draws the audience in and leads them to your message. Why bother reaching out to an audience, especially when time is short or when the people in the room (or a single person you’re talking to) are familiar? The answer is that a good opening makes your listeners far more receptive to you and your message.

When you address a colleague or walk up to a podium, your audience may well have their thoughts elsewhere. They may be reflecting on problems they’ve been wrestling with all morning, or thinking about the next meeting they’ll be attending or the vacation they’re about to take. In these situations, plunging directly into your subject is like pushing your audience into a cold lake: It’s an unpleasant shock to the system. Audiences need to be transformed from people just sitting to people who are eager to hear what you have to say.

#### Creating a Grabber

How should you create a grabber? You have two broad options. The opening can be personal or literary.

1. **The Personal Grabber.** The “I” grabber creates a connection by revealing something about you. For example: A young vice president finds herself in the cafeteria line just ahead of her CEO. She begins: “I’ve just been on the leadership retreat that you funded, and I found it exceptionally valuable.” The CEO is delighted.

Avoid “you” grabbers that begin with “You’re wrong,” “I disagree” or “I was disappointed with your work.” They create tension and undercut your leadership.

Avoid using “we” in a vague or “royal” sense.

2. **The Literary Grabber.** You can also use grabbers from published or “literary” sources. Literary grabbers come in many forms.

- Anecdotes, proverbs and humor can provide a rich source for your openings, and books of anecdotes and proverbs are abundant.
- Quotations can set the stage for your message in both formal and everyday remarks.
- Statistics can also provide a provocative opening.
- Research grabs your audience’s attention by telling them something they’ve never heard before.
- Short videos can create a powerful opening.
- Poetic openings work wonders, too. ●

### Get Your Subject Right

Every talk has a subject. Get it wrong and you're in trouble. That happened at a dinner given in honor of the sports and communications magnate Ted Turner. The people in the audience were highfliers from Toronto's media elite. When it came time for the speeches, there was a big buildup to Turner. He walked to the podium and began with pleasantries: "It's great to be here in what I'd call better times. Last time I was here the Toronto Blue Jays beat my Atlanta Braves. Tonight is a much happier occasion." Then there was a pause. Turner thought for a moment and, turning to the host, said, "What the hell did you want me to talk about anyway?" Turner's question may have been funny, but his lack of a subject must have taken the audience aback.

### State Your Subject

The subject defines what you will be talking about, so it's critical to get it right. You cannot have a strong leadership script unless you are invested in your subject.

1. **Carefully choose and redefine your subject.** Narrow the topic so that it reflects your expertise.
2. **Bring excitement to your subject.** If your subject seems dull, replace it with a topic that will more fully energize your audience (and you!).
3. **Focus on one subject.** You need a single subject if you are going to have a single, powerful message.

Announce your subject after the grabber. ●

### Lead with a Message

For many of our clients, the single most important "takeaway" from our training is that they should have a message every time they speak. It seems simple, but it's an extraordinarily powerful insight. Almost by itself, a strong, clear message moves you from "information" to "inspiration." It tells your audience why they are in the room. Without a message you cannot lead.

Even many leaders who are considered superb speakers have had to learn how to get control of what they say, and deliver a single clear, inspiring message. According to John Heilemann and Mark Halperin in their book, *Game Change*, Barack Obama, during the first debates in the 2007 Democratic primary, "had a lot to say and wasn't good at spitting it out quickly and concisely, tending to back into his response. Rather than sell one idea well, he tried to squeeze in as many points as possible. 'I have 60 seconds,' he said in prep, 'How much do

you guys think I can get into 60 seconds?'" When his chief strategist, David Axelrod, showed him the video of the debates, Obama grimaced. "*It's worse than I thought* ran through his mind. He pledged to do better." After that, Obama learned the power of speaking with one message. His speeches, press conferences and informal remarks all improved.

Your message is the single most important element of your script. ●

### Develop a Persuasive Structure

The Leader's Script™ has a beginning, middle and end.

After your script's Introduction comes the Body, or middle.

The Body of your talk should do one thing: Prove your message. If you fail to structure your talk effectively, your audience will be unconvinced or bored, or will simply wonder what you are talking about. The well-crafted message statement you began with will be left high and dry. Unfortunately, poorly structured talks are all too common.

Organizing your talk is not difficult if you put the effort into building a sound structure. Here are five guidelines to help you get the structure right.

1. **Present arguments, not topics.** The Body of The Leader's Script™ should provide arguments that prove your message. No one will be convinced by a structure that simply lists topics. Make sure that each of your main points in the Body is a complete sentence and presents a sound argument in support of your main idea.
2. **Bring your arguments together in a recognizable pattern.** When you create an effective argument, you build a case where each of the supporting points ties back to the message.
3. **Think of your structure as scalable.** It's vital to have a sense of structure that allows you to expand and contract the length of your remarks depending on the opportunity. Knowing what your key proof points are enables you to deliver the body of your talk whether you have 30 minutes or 30 seconds.
4. **Write down your structure — or in impromptu speaking, work it out mentally.** Whether you are delivering a formal speech or speaking from notes, map out your structure.
5. **Lead into the body with a structural statement.** Audiences want to listen, but they need your help! To guide them through your structure, give them a roadmap at the outset. The last sen-

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tence of your Introduction should be a structural statement that lets your listeners know what route you (and they) will be taking through the Body of your script. ●

### Close with a Call to Action

On Jan. 20, 1961, John F. Kennedy concluded his inaugural address with the following words:

*In your hands, my fellow citizens, more than mine, will rest the final success or failure of our course. ... The energy, the faith, the devotion which we bring to this endeavor will light our country and all who serve it — and the glow from that fire can truly light the world. And so, my fellow Americans, ask not what your country can do for you — ask what you can do for your country.*

More than 50 years later we still remember that stirring call to action, expressed in simple, clear language. Not every call to action needs to be so poetic or so visionary, but whether you're giving a speech, making a presentation or sending an e-mail, you need to finish with a call to action.

#### What Is a Call to Action?

The call to action is the final element in The Leader's Script™. It immediately follows the restated message, and it tells your audience what is needed to turn your message into reality. Your goal as a leader is to energize your audience. The call to action focuses that energy toward clear and specific actions that people can undertake, so that your vision (as expressed in your message) can become a reality.

You'll want to direct your call to action to those who can best follow up on your message. The most frequent call to action is directed to your audience, but your guidance can also be self-directed (you act for your audience), or it can be combined (you and your audience both act). ●

### STEP 3: USE THE LANGUAGE OF LEADERSHIP

### Speak with Clarity

Even the best script won't persuade listeners without clear, forceful language: the language of leadership.

How can you make sure your audience understands you? Follow these guidelines:

1. **Think before you speak.** Clarity comes from putting in those hours preparing for a speech, or simply pausing to collect your thoughts before answering a challenging question or speaking up at a meeting.

2. **Always be “on message.”** The best speakers are always on message, and they back up their contentions with strong supporting arguments. The guidelines for message and structure are important not only for the overall shape of your talk, but also for your paragraphs and sentences. Clarity involves more than simply choosing the right words. The clearest speakers stay on message and present evidence in a well-structured manner.
3. **Be precise.** Precision is crucial to achieving clarity. It means being exact about expressing your ideas.
4. **Be succinct.** Clarity also involves expressing your ideas succinctly. Some speakers think that extra words make their arguments clearer. Remember, inside every fat sentence is a thin sentence dying to get out!
5. **Make your language appropriate for your audience.** Speaking with clarity requires that you have a keen sense of audience. Speakers who know their audience and assess their listeners' level of expertise can pitch their comments accordingly.
6. **Avoid jargon.** Jargon is the bane of business, government and professional organizations. It consists of lazy language, inflated terminology and phrases that get repeated so often that they lose their meaning. ●

### Be Conversational

Mark Twain once told of a Missouri farmer who ran five times for the state legislature without winning. It seems that he practiced his campaign speeches every day while milking his cows. He referred to himself as “your humble aspirant” and to his audiences as “my enlightened constituents.” He talked about “obtaining a mandate” for his “legislative mission.”

Then one day a cow balked at these speeches and kicked him, causing him to bite off the end of his tongue. After that, the farmer could speak only words of one syllable. The result was that he won his next election and kept getting re-elected. The farmer had learned, the hard way, an important lesson about speaking as a leader: You must be conversational. No one likes being preached at, or talked down to. Audiences are most receptive when they feel the speaker is addressing them in a warm, conversational manner. ●

### Be Personal

The best leaders establish warm ties with their audience. They get personal. The better the relationship you create, whether you're speaking to 1,000 people or to one person, the more likely you are to persuade. One of

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the keys to strengthening those ties is using “I,” “you” and “we.” Let’s look at how you can do so.

- **Put yourself into your remarks using “I.”** Using “I” shows your personal convictions. For example, you might say “I want to talk to you about,” “I believe” or “I’m convinced.” “I” can be a powerful means of letting your colleagues, customers and staff get to know you as a leader. Just make sure that you use it with that goal in mind.
- **Use “you” to engage your audience.** Speakers need to refer to their audience as directly as possible. In all forms of communication, keep a “you” focus and reach out to your audience.
- **Use “we” to create a connection with your audience.** Used effectively, “we” brings the speaker together with the audience. You can build rapport and a common bond when you use “we.” For example, when you are talking to an employee, you can incorporate “we” into the discussion by saying, “We both want this to work,” or “We are both committed to seeing this project through.” ●

### Be Eloquent

The most effective leaders make full use of the power of the English language. They lift up their audience with eloquence. Such language is more memorable. It influences listeners, commands their attention and encourages them to act. While rhetoric, which is a key to eloquence, may sound forbidding, it’s not. It can be as simple as a metaphor or the use of repetition.

The Roman orator Quintilian underscored the importance of rhetoric. He observed that figures of speech “add force to our thoughts and confer grace upon them.” Rhetoric can make your scripts more powerful and help you persuade your listeners.

Figures of speech help to create a strong, persuasive style. They enliven your meaning and underscore your ideas. If you want to be eloquent and persuasive, remember not only the rules of rhetoric but also that *rhetoric rules*. ●

### Don’t Be ... Um ... Tentative

If you want to lead and inspire others, avoid language that weakens your ideas. Watch out for the following “credibility killers” that could create tentativeness in your speeches, presentations and conversations.

1. **Avoid prefatory qualifiers.** Starting sentences with qualifying expressions can undermine your leadership. Avoid, “It’s only my opinion,” “Just a

thought,” “I’m not sure” or “I don’t have all the answers, but ...” If you suggest to the audience that they know what you are about to say, they won’t bother listening to you.

2. **Eliminate mincing modifiers.** Don’t undercut your comments with modifiers that reduce the impact of what you’re saying. Avoid “I’ll *probably* want you to spend some extra time on this project,” or “*Hopefully* we’ll get to the root of this,” or “I *just* want to say,” or “*Maybe* my call to action should be” or “I’m *quite* satisfied.”
3. **Watch for wiggle words.** Avoid words like “probably,” “likely,” “roughly,” “primarily,” “basically,” “pretty,” “sort of,” “some” and “quite.”
4. **Avoid filler expressions.** Make sure you don’t fill your pauses with words like “um,” “ah,” “you know,” “to be honest” and “like.”
5. **Delete weak verbs.** Phrases such as “I think,” “I presume,” “I suppose,” “I’d guess” and “I’ll try” lessen other people’s confidence in what you are saying.
6. **Don’t over-apologize.** Too often people apologize when there is no need to. Don’t start a phone call with “I’m sorry to trouble you about this matter ...” Don’t apologize in meetings when you offer a comment.
7. **Don’t self-correct.** Learn to speak with straightforward, declaratory sentences. Don’t trip over yourself to correct your words.
8. **Don’t diminish your power at the end of sentences.** Often people end thoughts with “et cetera” or “and that kind of thing,” because their minds are racing on to their next thought. ●

## STEP 4: ACHIEVE A LEADER’S PRESENCE

### Bring Your Script to Life

When you speak as a leader, you must energize your audience and motivate them to act upon your ideas. Your vision, script and language are only important insofar as they can be *brought to life for an audience*.

Every time you speak, be aware of the tremendous source of energy gathered in front of you: your audience. It’s up to you to transform that potential energy into a powerful force for change. You must make your listeners take notice of what you’re saying and inspire them to follow your lead. Audiences, in fact, want to be

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moved, to care, to be inspired. What audience member ever walked into a room wishing to be bored?

The goal of speaking, instead, should be to reach out and engage the hearts and minds of your audience. This focus on the audience begins as soon as you start preparing your remarks, and it continues while you are delivering your talk. Margaret Thatcher wrote in her autobiography: “I was told that most stage actors would rather hear an audience’s reaction without seeing the audience. ... But I always insisted that from any public platform I must be able to see as well as hear how my words were being received.” Once you tap into the energy in the room, and move your audience with the power of your own convictions, you will feel enormous satisfaction.

### Find the Energy in Your Script

To energize your listeners, find the power in your script and then convey it to them. Bring your script to life for your listeners. Your job as a speaker is to interpret your text for your audience. If you treat every word in the script as equally important, you’ll sound monotone and your audience will retain little of what you’ve said. Instead, bring to life the important elements of your script. ●

## You Are the Best Visual

Great speakers rarely use visual aids. Just imagine John F. Kennedy standing before the world at his inauguration with a flipchart that read: “The Torch Has Been Passed” or Martin Luther King Jr. showing a slide with a clip art image of a black girl and a white girl holding hands. Such props clearly have no place in these stirring speeches. In fact, they would detract from the drama of the moment.

Why? The most influential leaders understand that they are the best visual. They instinctively know that their message will come through most fully if the audience watches them — with no distractions. Looking at and listening to the speaker, audiences grasp that individual’s confidence, stature, conviction and leadership. Audiences that divide their attention between speaker and visual are only partially connected to the speaker, and only partially committed to the speaker as a leader.

The best way to persuade your listeners is to become the focal point of their attention.

The audience needs to focus on you — they will see your commitment in your eyes, in your gestures, in the way you walk, in the way you stand, in the way you hold your head high. Your body becomes the very best visual for portraying your leadership message. ●

## Find Your Leader’s Voice

Leaders know how to use their voices. When they take the stage, they project vocal energy that compels the audience to listen. They speak loudly and distinctly, because they know if an audience has to struggle to hear or understand them, their leadership will be compromised. They speak with expression and great vocal range, because they know that if they bore their audiences, their leadership will be undermined.

A good voice is a leadership imperative. To speak as a leader, you must develop your voice’s full capabilities. ●

## Conclusion: Always Leading, Always Influencing

Wherever you are, whatever the occasion, whomever you are talking to, you have a leadership opportunity. The call to action is that you internalize this mission:

*I will work to influence and inspire every audience — large or small.*

To achieve this goal you’ll want to master the four broad steps to develop a leader’s mindset, script yourself as a leader, use the language of leadership and achieve a leader’s presence. But that is only the beginning.

- **Large and Small Stages.** You are always on stage. Every talk, presentation, email and voice mail is a chance to lead.
- **The Mike Is Always On.** There are many situations where leaders feel they are offstage, but they aren’t. Look around. You have an audience whenever people are present. These “stages” can be offices, restaurants and golf courses.
- **Every Situation Is a Leadership Moment.** Recognize every situation is an opportunity to lead and inspire others with your convictions. ●

### RECOMMENDED READING LIST

If you liked *Speaking as a Leader*, you’ll also like:

1. **Off the Cuff** by Anne Cooper Ready. Executive coach Anne Cooper Ready shows you how to improve your effectiveness as a speaker, communicator and leader.
2. **Just Listen** by Mark Goulston. Learn how to get the attention of a total stranger who you need to know; talk an angry person from an irrational state to receptivity; and master the critical art of buy-in.
3. **Getting to Yes** by Roger Fisher and William Ury. This classic book has helped millions of people learn a better way to negotiate.