



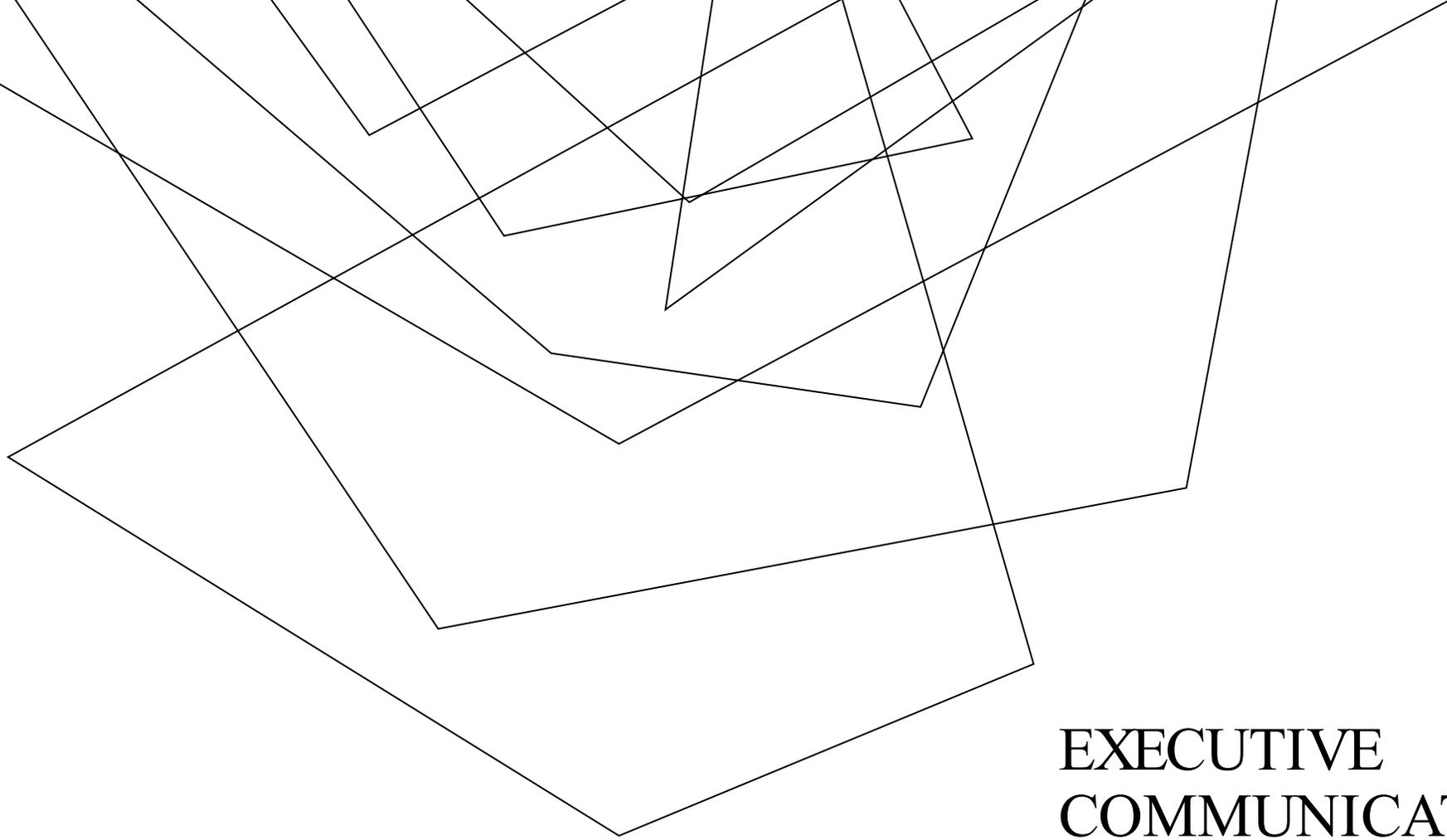
EXECUTIVE COMMUNICATIONS: THE LEADER AS COMMUNITY STORYTELLER

Welcome!

Please be prepared to do a little writing throughout the session. Have pen & paper or your preferred digital device handy.

“Leaders are storytellers who know their stories, get them straight, communicate them effectively and, above all, embody in their lives the stories that they tell.”

- paraphrased from Howard Gardner, *Leading Minds: An Anatomy of Leadership*



**EXECUTIVE
COMMUNICATIONS:
THE LEADER AS
COMMUNITY STORYTELLER**



INTRODUCTIONS

- A little about me.
- A little about you.



INTRODUCTIONS

- A little about me.
- A little about you...in 5 minutes.
 - Do you have an important leadership communications opportunity coming up? If so, share a little about it.
 - Why did you choose this session?

EXECUTIVE COMMUNICATIONS OPPORTUNITIES

- Public speaking.
- Earned media: interviews & expert perspectives.
- Writing for publications: op-eds, guest articles, and more.
- Writing for “owned media.”
- Making digital video and audio.
- Meetings.
- Don’t forget good, old fashioned email!



OUR TOPICS

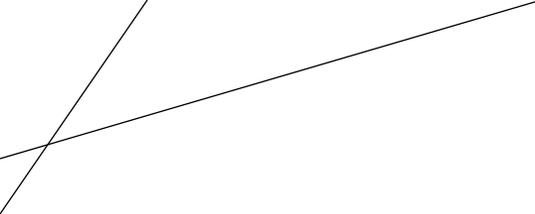
Exec Comms &
Storytelling

Your leadership persona
& message

Practical application



**EXECUTIVE
COMMUNICATION
& STORYTELLING**



WHO IS A STORYTELLER?

WHO IS A STORYTELLER?

February 22, 1991 Herald & Review SECTION B

LIFESTYLE

HIGH-LEVEL let's pretend

Kids stage 'Willy Wonka'

By TONY REID
ink the actor—
Nathan Tidman is working hard at pretending he never existed.

The Decatur 12-year-old wants to emerge his own personality and take into the character of Willy Wonka — the latherweaver tycoon at the soft center of a candy empire.

Willy is very strange, explains Nathan, one of the stars of the Storyteller Theater production of "Willy Wonka and the Chocolate Factory."

"He has mood swings from mad to weird, and he's very energetic. To play him, I have to forget all about Nathan Tidman and think like Wonka, walk like him and talk like him.

This is Nathan's first big lead role, and he confesses to being "a little nervous." But the Mount Middle School pupil, who has experience acting in school productions, is also looking forward to the spotlight.

"I really wanted to get this part," says Nathan. "The character is so eccentric and interesting to play."

"Willy Wonka and the Chocolate Factory" — penned by fantasy master Roald Dahl — shows what happens when greedy kids let their desires get the better of them.

The storyteller production is littered with dazzling special effects that promise to hold audience spellbound. Advance ticket sales have topped 1,200, and an extra performance has been scheduled to meet demand.

"It's a real great show," says Andy Statton, 11, The Baum School pupil who'll reveal the plot's gore covered in chocolate play after handing back the everlasting "gobstopper" candy.

"The other kids get into trouble, and amazing things happen to them," says Andy.

"People will see one kid blow up into a giant blueberry while another falls into a flowing chocolate river and another disappears down a giant garbage shoot.

Add to that a traveling boat, a soaring glass lift and stunning lighting changes and you have a recipe for a special effects extravaganza.

"Technically, this is our most ambitious production so far," explains producer Sam Powell who works as supervisor of cultural arts in the Decatur Park District Recreation Department.

"But it's not just the effects that make this play special. I think audiences will also be impressed by the professional standards shown by such young actors."

"Willy Wonka and the Chocolate Factory" has a strong cast ranging in age from 7 to 12.

"My role is no 'stick people' on stage," says Powell.

"That's why we work a lot on characterization. The aim is to give audiences an entertaining performance."

Show info
WHAT: "Willy Wonka and the Chocolate Factory."
WHERE: Decatur Civic Center Theater.
WHEN: Saturday, March 2 and 9, at 7 p.m. and Sunday, March 3, at 2 and 5:30 p.m.
TICKETS: All seats are reserved and tickets cost \$1 each. Special interest groups of more than 10 can get a discounted rate of \$2.50 a ticket. Call 422-8335.
INFO: Co-sponsored by the Decatur Park District Recreation Department and Acme Danish Midland Co., Storyteller Theater is in its eighth year. Its aim is to put on quality entertainment that teaches children how to act and introduces them to the behind-the-scenes work of a major drama production.



SHOWTIME: Nathan Tidman, left, as Willy Wonka and Andy Statton as Charlie Bucket. Photo by Darrell Goodard

WHO IS A STORYTELLER?





WHO IS A STORYTELLER?

You are!



WHAT MAKES A *GOOD* STORY?

- A good story captures and keeps attention for the time it asks.
 - Characters & Setting: who, what, where?
 - Plot: what happened and how did it happen?
 - Motivation & emotional engagement: why?
 - Message: What does it mean? What should I do?
- A GREAT story changes something in the audience and, sometimes, the world.



WHAT IS EXECUTIVE COMMUNICATIONS?

A distinct discipline and investment, but borrows from strategic communications, marketing, and the narrative arts.

Can be concerned with internal and/or external communications.

Leverage the power of the leader's own voice and personal story to support their organization's strategy (and build stronger communities).

Aligns with and supports the organization's brand & communications plan.



THE BEST EXECUTIVE COMMUNICATORS

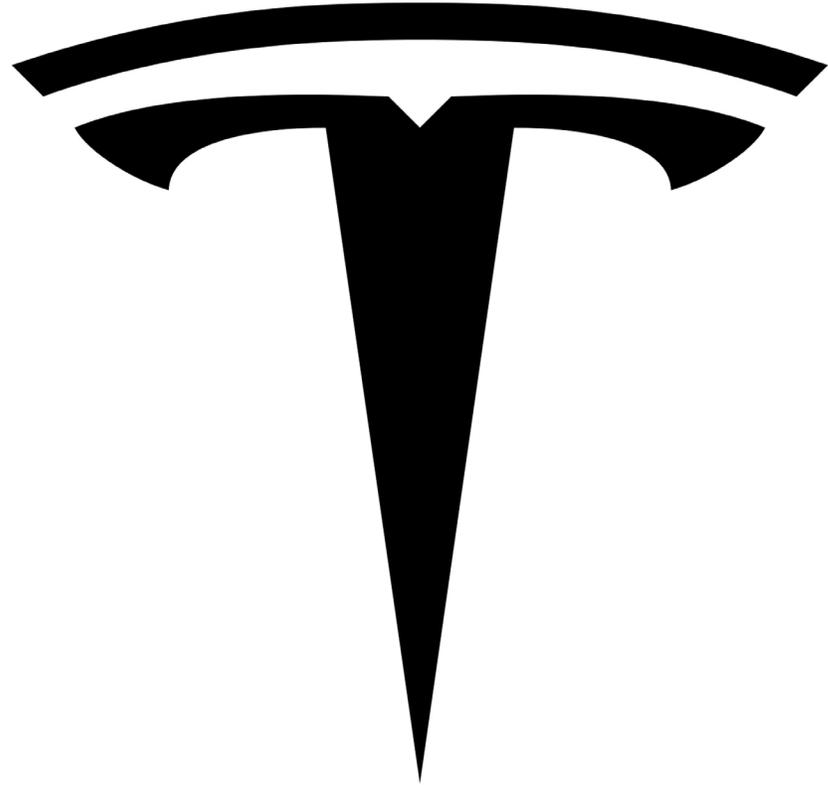
- Embrace their role as representative and spokesperson for their organization *and* community.
- Embody expertise, passion, *and* compassion.
- Face their fears and take calculated risks.
- Listen, listen, listen. They know their audience/community.
- Practice, practice, practice and seek out support.
- Well read/well rounded lifelong learners who love language.





WHY IS THE EXEC COMMS DISCIPLINE IMPORTANT?

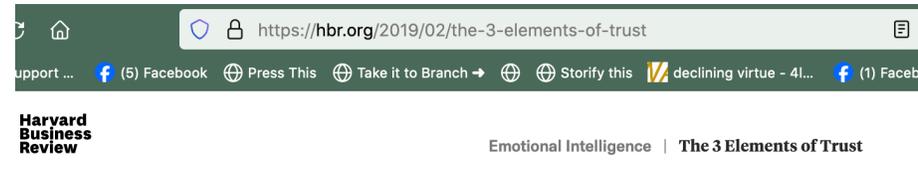
- Force Multipliers and Signal Amplifiers: funding, earned media, recruitment/retention, engagement, policy, research and program development, and more.
- Reputation: avoiding costly errors and crises while highlighting your organization's impact.
- Relatable humans vs brands and “organization speak.”
- Media tend to cover people more than organizations.



WHY CAN IMPROVED EXEC COMMS DO?

Building trust:

- Positive relationships
- Good judgment/expertise
- Consistency

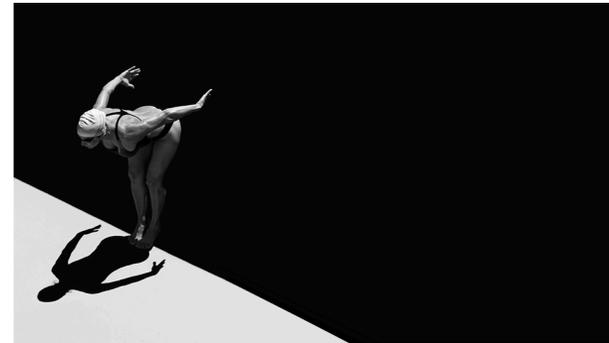


Emotional Intelligence

The 3 Elements of Trust

by Jack Zenger and Joseph Folkman

February 05, 2019



Ben Welsh/Getty Images

Summary. As a leader, you want the people in your organization to trust you. And with good reason. In our coaching with leaders, we often see that trust is a leading indicator of whether others evaluate them positively or negatively. But how to create that trust, or perhaps more importantly, how reestablish it when you've lost it isn't always that straightforward. By analyzing over 80,000 360-degree reviews, the authors found that there are three elements that predict whether a leader will be trusted by his direct reports, peers, and other colleagues. These are



REFLECTIVE JOURNALING

Pick one OR reflect more on a question or note you jotted down so far.

Is my organization telling a good story or are we dependent on "organization speak?"
Could we tell a great(er) story? New ideas bubbling up?

Am I embracing my role as representative and spokesperson for my organization and community? If not, what are my barriers? How might I address those barriers? If I am, how could I improve?

Evaluate your last major leadership communication moment. What might you do differently next time using what you're learning?



YOUR
LEADERSHIP
PERSONA



ELEMENTS OF THE LEADERSHIP PERSONA

- Visual:
 - Appearance
 - Stance and body language
- Voice (aka “style”):
 - Some adjectives: assertive, authoritative, creative, critical, decisive, empathetic, friendly, humorous, knowledgeable, optimistic, passionate, transparent.
- **Story**





Inc.

NEWSLETTERS SUBS

● INC. UNLIMITED LEAD

Mitchell Baker and the Firefox Paradox

Its products are free. Its work force is largely volunteer. Its meetings are open to anyone. It's a nonprofit. It may be the hottest tech company in America.

BY DAVID H. FREEDMAN @DHFREEDMAN
FEB 1, 2007



TOP SPOT Mitchell Baker's job title? Chief Lizard Wrangler. Timothy Archibald



REFLECTIVE JOURNALING: VISUAL AND VOICE

Pick one OR reflect more on a question or note you jotted down so far.

How might my team describe my leadership voice and style? Choose 3-4 adjectives. What is the best leadership context for each adjectives? Of these adjectives, which one would I like to “dial up” and which might I ”dial down?”

Is “my look” serving me as a leader?

How do I feel about body language?

LEADERSHIP PERSONA: YOUR STORY

People want to know:

Why do you do what you do?

The screenshot shows the 'wdydwyd?' website interface. At the top, the logo 'wdydwyd?' is displayed in white and green. Below it, the text reads 'Why do you do what you do?' and 'Ask yourself or someone else "wdydwyd?" and create...'. Three example cards are shown: 'Digital image' (a person with a camera), 'Blog Post' (a handwritten note), and 'Video' (a person with a camera and a sign). Below these is an 'examples' section with a video player showing a person holding a sign.

Two examples of leadership personas are shown. The top one is a woman with glasses holding a sign that says 'To Strengthen our Democracy' and is captioned 'W.K. Kellogg Foundation Fellows'. The bottom one is a woman holding a sign that says 'for the same reason little kids say, "cat's not hair!!!"' and is captioned 'Social Venture Network'.



YOUR STORY: SOME JOURNAL PROMPTS (CHOOSE ONE)

- How have you been personally affected by...?
- How did you learn what you need to do your job? What have you learned in your role? What do you still hope to learn?
- Who helped, supported, and/or mentored you?
- What is your history with this community? Note: newcomer *can* be a good story!
- If you had a magic wand to change one thing overnight, what would it be? Keep it short (for now at least).
- Who do you admire? To what do you aspire? Do you have a hero?
- What keeps you up at night?
- What legacy do you wish to leave?



YOUR STORY: SOME JOURNAL PROMPTS (CHOOSE ONE MORE)

- How have you been personally affected by...?
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YOUR LEADERSHIP STORY

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- What keeps you up at night?
- What legacy do you wish to leave?
- **Why did you found (or join) this organization? What keeps you going?**



YOUR LEADERSHIP MESSAGE

EXECUTIVE COMMUNICATIONS OPPORTUNITIES

- Public speaking.
- Earned media: interviews & expert perspectives.
- Writing for publications: op-eds, guest articles, and more.
- Writing for “owned media.”
- Making digital video and audio.
- Meetings.
- Don’t forget good, old fashioned email!

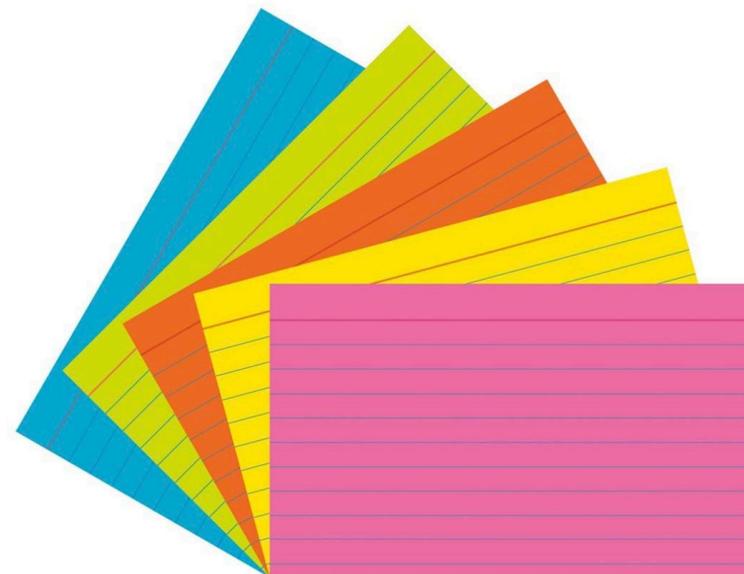


A STEP-BY-STEP PRIMER FOR CRAFTING A LEADERSHIP MESSAGE

Core message? What's that?

1. Specifications
2. Audience
3. Outcomes and approach
4. Audience (yes, again)
5. Content substance
6. Content support
7. Pulling it together: organizing, drafting, editing, rewrites

A NOTE ON TOOLS (SPOILERS: A MESSY START IS A GOOD START)





GET READY TO JOURNAL! CHOOSE AN OPPORTUNITY OR
BEGIN CRAFTING *YOUR* CORE LEADERSHIP MESSAGE



A STEP-BY-STEP PRIMER FOR CRAFTING A LEADERSHIP MESSAGE

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MESSAGE PLANNING 1: SPECIFICATIONS

- Audience? The basics.
- When?
- Where?
- Word count/time allotment?
- Images or other media?
- Other requirements?



MESSAGE PLANNING 2: AUDIENCE

- Demographics.
- Familiarity with you/organization.
- Knowledge level.
- The choir, the congregation, or a whole different church?
- Power dynamics.
- The “general public” pitfall.

MESSAGE PLANNING 3: OUTCOMES AND APPROACH

A well-defined objective is the most important component of a good strategy. If the objective is too broad, the decisions made from this point forward will be too vague, virtually guaranteeing an ineffective campaign. An ideal objective is measurable and should represent a definitive plan of action. In a word, your objective should be **SMART**:

- **Specific**
- **Measurable**
- **Attainable**
- **Realistic**
- **Time-bound**





MESSAGE PLANNING 3: OUTCOMES AND APPROACH

What is the change you want to see in the world? What is the best method? Action verbs are your friends.

- Alert or Warn.
- Propose.
- Clarify or Reframe.
- Recruit or Activate.
- Inform or Explain.
- Inspire or Motivate.
- Persuade.
- Report.
- Support.



MESSAGE PLANNING 4: AUDIENCE, THE SEQUEL

Will your approach help you reach your desired outcome with *this* audience? What do *they* need?

Readiness:

- Informing?
- Persuading?
- Building will to act?
- Reinforcing action?

Barriers:

- Time.
- Talent.
- Treasure.
- And others.



MESSAGE PLANNING 5: CONTENT SUBSTANCE, AKA THE GOOD STORY

- Characters & Setting: who, what, where?
- Plot: what happened and how did it happen?
- Motivation & emotional engagement: why?
- Message: what does it mean? What should I do?
- *What's missing?* What do you need and want to say?



MESSAGE PLANNING 6: CONTENT SUPPORT, AKA THE GREAT STORY

Every message needs some support:

- Evidence.
- Examples.
- Context.
- The human element.

Support can include:

- Data, but make them relevant/actionable.
- Personal stories, aligned with your leadership persona.
- Historical examples and contemporary heroes.
- Images/media.
- Quotations, but be warned.



MESSAGE PLANNING 6: CONTENT SUPPORT, AKA THE GREAT STORY

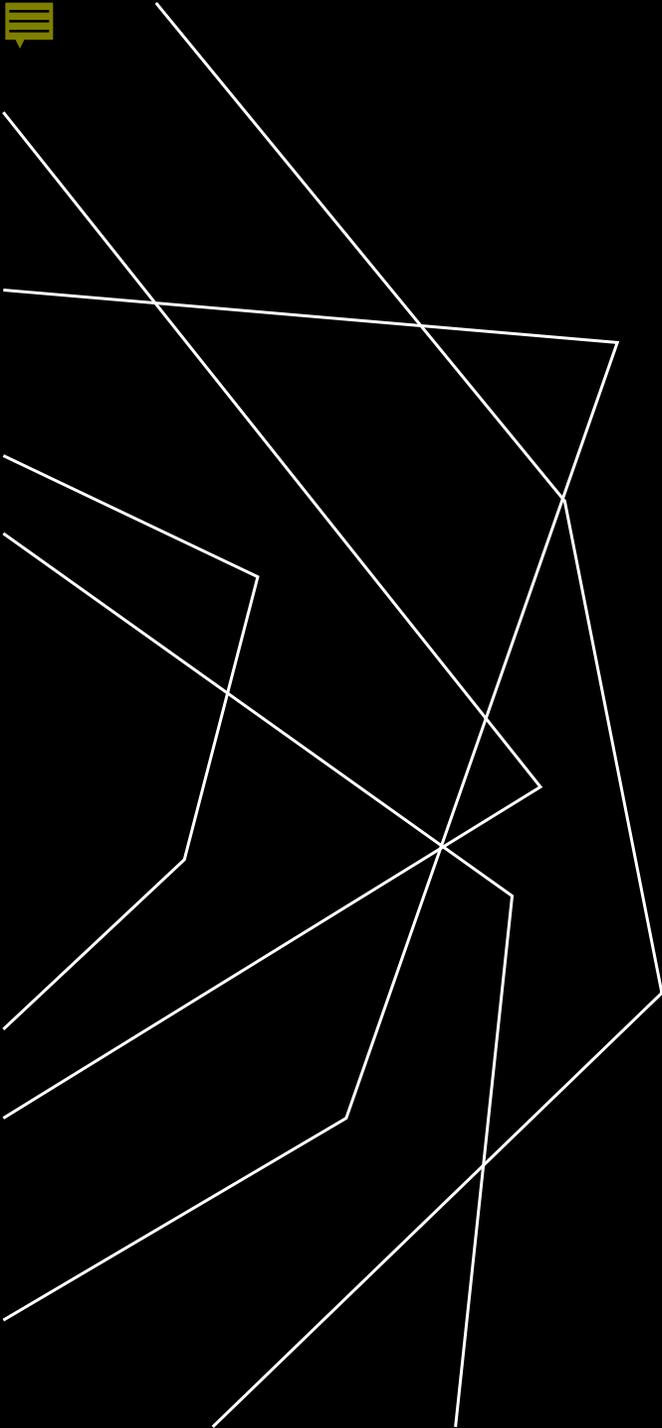
A little rhetoric goes a long way:

- Appreciation.
- Reciprocity.
- Authority/expertise.
- Social validation.
- Making commitments.
- Scarcity & FOMO.
- And more.



MESSAGE PLANNING 7: PULLING IT TOGETHER: ORGANIZING, DRAFTING, EDITING, REWRITES, PRACTICING





THANK YOU

Nathaniel James

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