Persuasive Communication Skills: How to be an Effective Advocate

Feb. 21, 2012
Agenda

- **Introduction**
  - Carol Singer Neuvelt, Executive Director; NAEM

- **How to Translate Technical Concepts into Everyday English**
  - Michael Miller, Senior Director Environmental Health & Safety; Dean Foods

- **How to Effectively Communicate via Email**
  - Chris Milici, Director of Global EHS and Security; John Crane

- **How to Engage Audiences**
  - Mark Fowler, Environmental Health and Safety Manager; Invivo Corp.

- **Q&A**
About the Emerging Leaders Program

● Purpose:
  ❖ NAEM hopes to serve as a key resource for those looking for professional development guidance as they advance to leadership positions within the EHS and sustainability field.

● Goals
  ❖ Provide valuable networking and leadership development opportunities for the next generation of EHS and sustainability leaders
  ❖ Create a talent management program for NAEM members
  ❖ Identify potential leaders of NAEM

● Activities
  ❖ Online discussions in NAEM’s online community
  ❖ Quarterly leadership development webinar series
  ❖ Networking receptions and events collaboration with NAEM chapters
How to Translate Technical Concepts into Everyday English

- Michael Miller, Senior Director of Environment, Health and Safety; Dean Foods
- Member of the NAEM Board of Regents
- Emerging Leaders Sponsor

**Experience:**
- Risk Management / EHS /Product Liability Director, 1.5 Years
- EHS Director for Multi-Industry Conglomerate, 3 Years
- EHS Manager for a Multi-Industry Conglomerate, 7 Years
- Environmental CO-OP in College
- NAEM Member since 1998 (while in college)

**Education:**
- Bachelors Degree in Environmental Science and Policy, 2000
- Graduate work in Environmental Risk Mgmt & Project Mgmt
- Lean and Six Sigma training
Tip 1: Keep It Simple

- When communicating EHS information to executives be concise
- Stay away from abbreviations that are not internal to your organization
- Stick with facts, limit opinions in written communication
- Learn the style and philosophy of your organization
Tip 2: Build a foundation

- Keep first couple of interactions simple
- Ensure that executives get a comfort level with you
- Credibility and ability to relate will help build trust
- Try delivering information in a regular format
  - Monthly highlights/postings
  - Executive EHS Review
  - Monthly recap
  - Leadership Team newsletters
- Avoid only delivering bad news
Tip 3: Make it Matter...Make it Clear

- Avoid conflict or confusion
- Ensure that what you are presenting or communicating ties to core values or objectives
- If presenting options make it very clear what the options are and what decisions you need
  - Presenting options shows that you are flexible and value resources
  - Executives understand trade-offs and will be less skeptical of project or solution if you have approached it from multiple options
- Encourage discussion and questions
- Ask for feedback
Tip 4: Value Time and Position

- Use the time permitted and avoid going over
- If you have 15 minutes, plan to present for only half that time
- Know when to present one-on-one or in a group
Tip 5: Re-communicate

- Use the next meeting or a follow up email to re-cap presentation
- Do not assume that a 15-minute meeting will instantly achieve the end result you desire
- When presenting to a group, using the first slide to highlight key objectives in a bulleted fashion
- Ending with same slide re-communicates the key message
Contact

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How To Effectively Communicate via Email

- **Chris Milici, Director, Global EHS & Security**
  - John Crane, a Division of Smiths Group
  - Three Direct Reports (USA, UK, India)
  - Approx. 7,000 Employees in 54 Countries

- **Experience:**
  - Process Engineer in the Metal Finishing Industry, 5 Years
  - Manager of EHS for a Multi-Industry Conglomerate, 5 Years

- **Education:**
  - Bachelor of Science degree in Chemical Engineering, 1999

- **Fun Stuff:**
  - Married, two children (Molly, 4 & Zachary, 11 months)
  - President, New England Region Cadillac & LaSalle Club
  - High School Varsity Baseball Umpire
A few thoughts about Communication…

• Communication is an exchange of information and the action or reaction that arises from the exchange.

• The knitting which holds organizations together – and the thread which keeps coming apart.

• The greatest single influence on organizational effectiveness

• Needs more effort and sensitivity than given

• Most of us think we are good communicators. We’re not.

• We like to blame modern lifestyles and competing pressures.
Do not communicate to be understood,
Communicate not to be misunderstood.
Your Phone Still Works

- E-mail has become the “standard” for conducting business
  - It has become crippling; a major distraction
  - It’s relied on almost entirely by many
  - It’s impersonal
  - It shows everyone how well (or not-so-well) you write
  - It creates an instant written record

- Instant Messaging is fast becoming a new mainstream method of communication in the workplace

How many e-mails do you think you “process” in a work day?
How much of your work day is devoted to e-mail?

How many of you “IM” with your immediate Manager?
“No E-Mail Policy”

- E-mail should bring closure or clarification to existing work, *never create new work.*

- Before you write an e-mail, ask yourself if calling or visiting the recipient will bring better communication.

- **Keep e-mails short.** Pretend the recipient isn’t going to open the e-mail and you need to make your point in just the subject line or the space in the “preview pane.”

- If just one person needs information or clarification, *don’t send e-mail to an entire group.*

- Stay accountable. *Sending an e-mail doesn’t transfer responsibility.*

- Don’t send another e-mail asking why you didn’t get an answer to the first one; call or visit the person you need information from.

- Don’t spend more than *five minutes* dealing with an e-mail. When you go over this limit, stop and make a phone call.

- E-mail never resolves conflict!
Global Complexity

- Communicating across a global organization, remember you are dealing with:
  - Multiple time zones
  - Multiple languages
  - Multiple cultures, religions, and customs
  - Multiple levels (Supervisor, Manager, VP, CEO)

- Use “visual communication.” Do you recognize these companies?
Practice

- Communication is not easy; it does not come naturally.

- You need to practice! Ask for feedback from your manager and your peers.

- Never forget who your customer is, and remember to listen! Listening is just as important as communicating.
Contact

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  Director, Global EHS & Security
  John Crane
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How to Engage Audiences

- **Mark Fowler, Environmental Health and Safety Manager; Invivo Corp.**

  - **Experience:**
    - 20 years of EHS experience working with a variety of manufacturing, chemical and medical equipment companies
    - Employee leadership positions as chairperson of employee engagement and leadership teams
    - Organized and championed upstart employee recognition programs

  - **Education:**
    - Bachelor of Science degree in Environmental Health from Louisiana State University in Environmental Health
    - Master's degree in Communication and Public Communication Channels between underrepresented communities and corporations with environmental agendas
What You Will Learn...

The Secret Weapon of Persuasion

FUNDAMENTAL LAYERS OF PERSUASION

PERSUASIVE SKILLS

AUDIENCE

OWNERSHIP

INCEPTION
LEONARDO DICAPRIO
WATNIK
GORDON LEVITT
COTTOLD
PAGE
HARDY
HUMPHEY
CANE
FROM THE DIRECTOR OF THE DARK KNIGHT
EXPERIENCE IT JULY 16 IN THEATERS AND IMAX
PERSUASION

Know what you’re Competing Against

Persuasion:
A communicative process of altering the beliefs, attitudes, intentions or behavior of another by conscious or unconscious use of words or non-verbal messages.

Presentation:
Involves motivating listeners to accept a new idea, alter an existing opinion, or act on a given premise.
FUNDAMENTAL LAYERS OF PERSUASIVE COMMUNICATION
(It’s as much about you as it is your message)

What **YOU** bring to the Podium

HONOR

TRUST

PRESENCE
FUNDAMENTAL LAYERS OF PERSUASIVE COMMUNICATION
(It’s as much about you as it is your message)

**HONOR**
*WILLINGNESS TO BE TAUGHT*
*DISPLAY COMPASSION*
*SHOW GENUINE INTEREST AND SUPPORT*
*PATIENCE WITH PEOPLE*
*DISCIPLINE*
*INTEGRITY*
*SOLUTIONS BASED ATTITUDE*

**TRUST**
*Acquire Credibility*
*Do Not* deliver empty promises, incomplete facts, over exaggerated information
*Display Congruence*
*Display Competence*
*Display Confidence* (not cockiness or vanity)
*Strong Character*

**PRESENCE**
*THE STATE OF BEING, ACTING AND DOING THAT BUILDS CONFIDENCE, BELIEF AND MOVES OTHERS EMOTIONALLY, TO DO THINGS THEY PREVIOUSLY DID NOT BELIEVE THEY WERE CAPABLE OF…*
*OPTIMISM*
*EMPATHY TOWARDS OTHERS*
*PASSION & CHARISMA*
INDISPENSABLE SKILLS of Persuasion

Think Critically
• Ability to see the surface meaning and sub-surface meaning
• Evaluate both Objective and Subjective
• Know the information

Think Creatively
• Brainstorm
• Fresh Perspective
• New Idea generation

Ability To Solve Problems
• Understand the “Problem”
• Clearly Identify Issues
• Seek out BEST solution

Social Skills
• Public Speaking, Communication Skills
• Sales, Negotiation, Networking
• Leadership
• Body language awareness
The Audience

When you begin to speak, you have entered into a relationship with the audience.

**The Power of One**

- Try to reach as many with eye contact, or gestures
- **Do Not** only focus on those that seem in agreement with you
- Speak as if your intent is to reach as many persons as possible

- Easiest route to gain Honor, Trust and Presence
- Create an intimate space to build Safety and Trust
- Allow for exchange of Dialog
Own Your Message

**TALK THE TALK**

**5 STAGES OF PERSUASION**

1. Awareness of the problem
2. Understanding the problem
3. Understanding the proposed solution
4. Visualization of the effects of the solution
5. Understand “How THEY must act”

**WALK THE WALK**

The brunt of a speakers presentation is non-verbal communication: (1/3 verbal vs. 2/3 Non-verbal)

When there is a contradiction, most people will believe the non-verbal not the verbal
Own Your Message

- **Make A Point**
  - Clarify, Purpose and Goal, Thesis (What Is the Big picture)

- **Explain It**
  - Why should the audience be interested
  - Develop a few main points
  - Be the expert

- **Support it**
  - Evidence
  - Appeal emotionally, use vicarious experiences
  - Tell a Story (Connect your audience “Intellectually & Emotionally”)

- **Conclude it**
  - Recap
  - Restate
Own Your Environment

You are the speaker, eliminate anything in the room that may make you invisible.

This includes distractions from the audience. Create an environment where the audience feels they are about to get something they want.

Today, I’d Like to Discuss the “Elephant in the Room”.
Own your Persona

You are on Display

Plan how you will appear

Be Confident

Cheerful, Engaging, Be Accessible

Extend Courtesy, Be Thankful...
Conclusion

- Honor, Trust, Respect
- Indispensable Skills
- Audience Awareness
- Ownership
Contact

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Questions?

- Please send a chat message to “the host” to let us know you have a question.
Upcoming Emerging Leaders Webinars

- May 2012:
  - The Difference between Leading and Managing

- Sept. 2012:
  - Strategic Influencing: How to motivate others to drive change

- Nov. 2012:
  - Personal Branding and Networking Skills