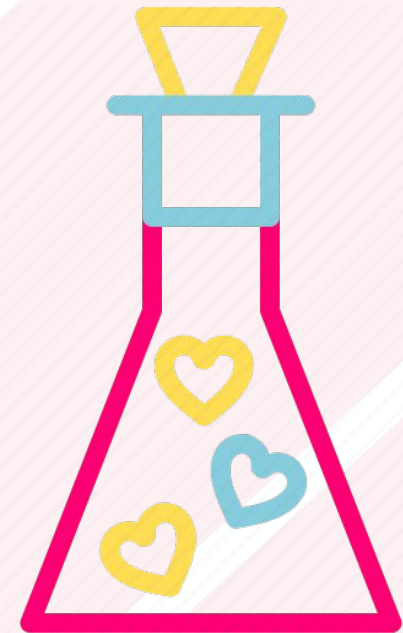


Influential Communication Lab

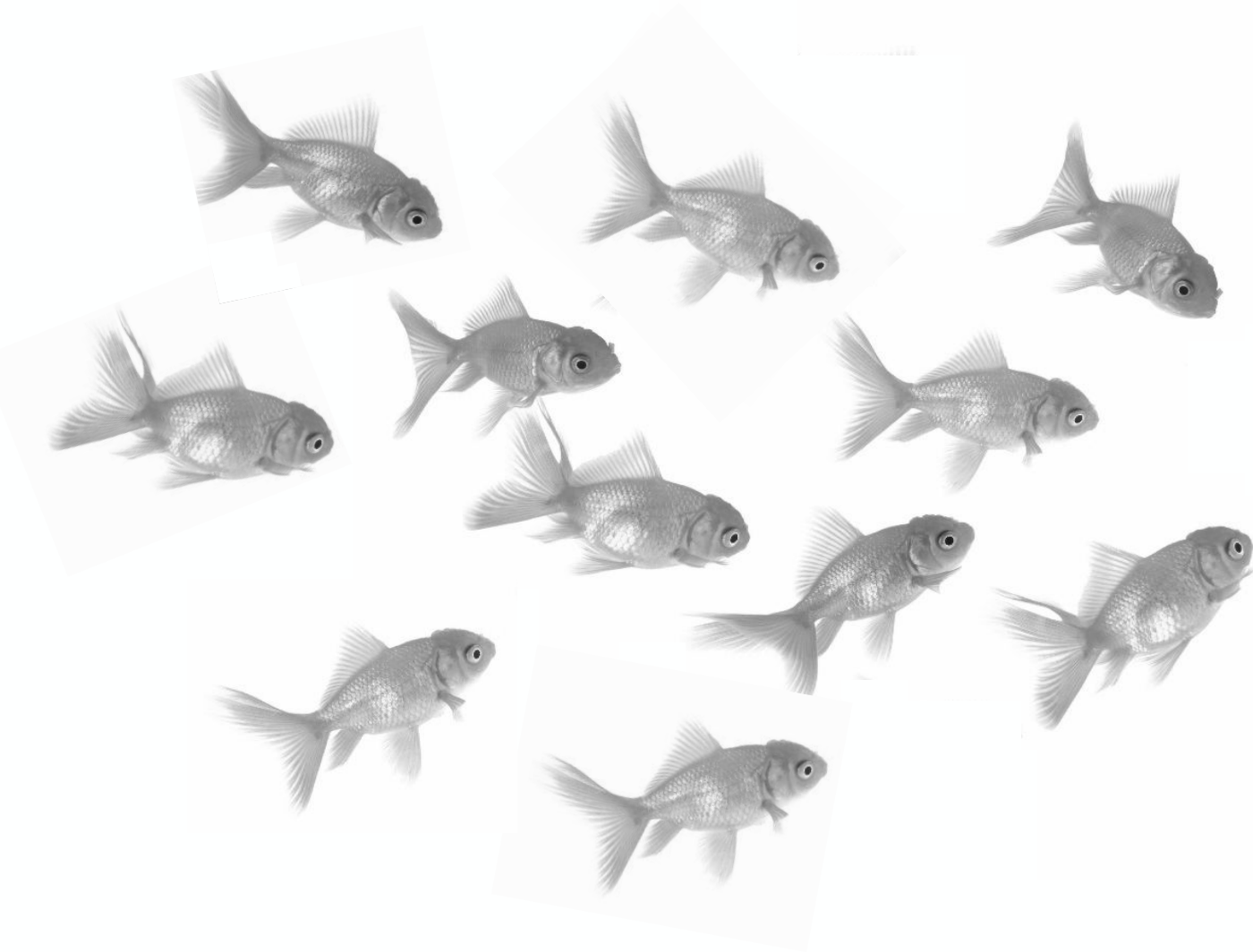
What great communicators do differently

LeeAnn Renninger, PhD

» **While you wait:** Fill in box 1



What is influence?



How would you define it?

Studying the legends

Training for **managers**, **execs**, and **teams** at places like...



Tesla
GoPro
TED
Facebook
Google
Kickstarter
Zocdoc
Booking.com

OpenAi
charity: water
Etsy
Twitter
Reddit
Lyft
Salesforce
1,000+ others

Studying the legends

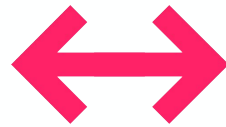


Key differentiator:

Quantity and quality
of *questions* they ask.

Question quantity

per 15 min
average folks

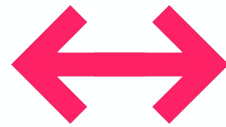


per 15 min
top motivators

Question quantity

2

per 15 min
average folks

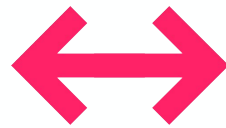


per 15 min
top motivators

Question quantity

2

per 15 min
average folks



10

per 15 min
top motivators



Mission: ask one more question than normal!

You propose an idea

Here is my idea...

Sorry, it's just not a good time. It's not top priority.



You propose an idea

Here is my idea...

Sorry, it's just not a good time. It's not top priority.

What questions can you ask?



Question agility



Agility: the ability to pivot into different questions

Today's topics

1

Get to curious

2

Ask 6 key questions

3

Pick a focus!

Today's topics

1

Get to curious

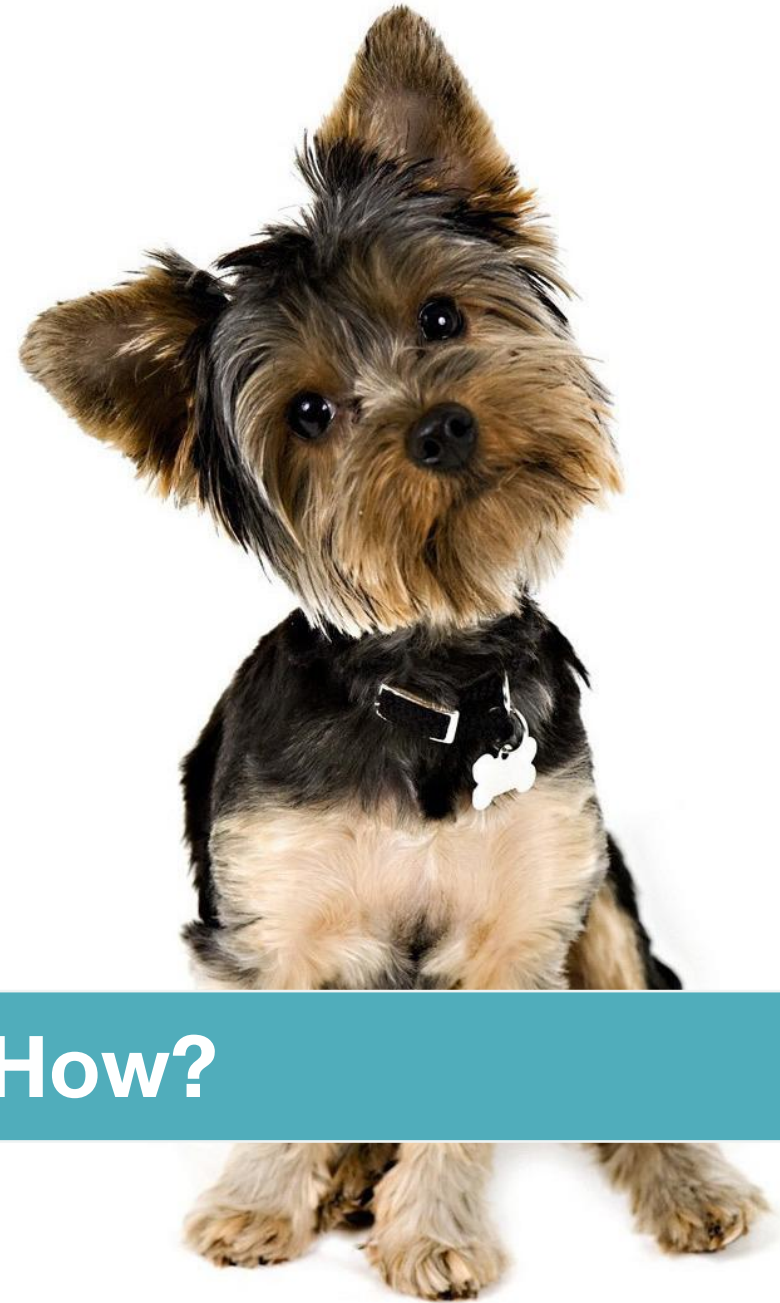
2

Ask 6 key questions

3

Pick a focus!

Get to curious



How?

1. 20 Questions Technique



➤ Write at least 20 questions about _____.

1. 20 Questions Technique



It works for anything!

➤ **On your own:**

- 1 minute of questions about [your manager].

1. 20 Questions Technique



It works for anything!

➤ **On your own:**

- 1 minute of questions about [your manager].
- Circle the one you find most interesting.

2. Do pivot charts

Influencers regularly pivot perspective!



2. Do pivot charts

	Manager	Colleague
1. What's their biggest challenge right now?		
2. What work tasks excite them most?		
3. What work tasks do they dislike most?		
4. What keywords / phrases do they use often?		

3. Take listening tours

Habitually seek out needs and sightlines.

» Action step:

- Create a list of 2-3 people you're curious about.
- Set up 15 min coffee chats, once each week.



Life lesson:



- Make **questions mode** your default mode.
- Cultivate **curiosity**.
- **Think** in questions.



Life lesson:



- Make **questions mode** your default mode.
- Cultivate **curiosity**.
- **Think** in questions.

But which questions matter most? →

Today's topics

1



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2

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Pick a focus!

Today's topics

1



Get to curious

2

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3

Pick a focus!

The big 6

The big 6

1. Playbacks / Split-tracks
2. Blur
3. Scale
4. Share the reasoning
5. Needs-forward
6. Next step

The big 6

- 1. Playbacks / Split-tracks**
2. Blur
3. Scale
4. Share the reasoning
5. Needs-forward
6. Next step

1. Playbacks



*Just to make sure I got
it right, you said __.*

Did I get that right?

1. Playbacks

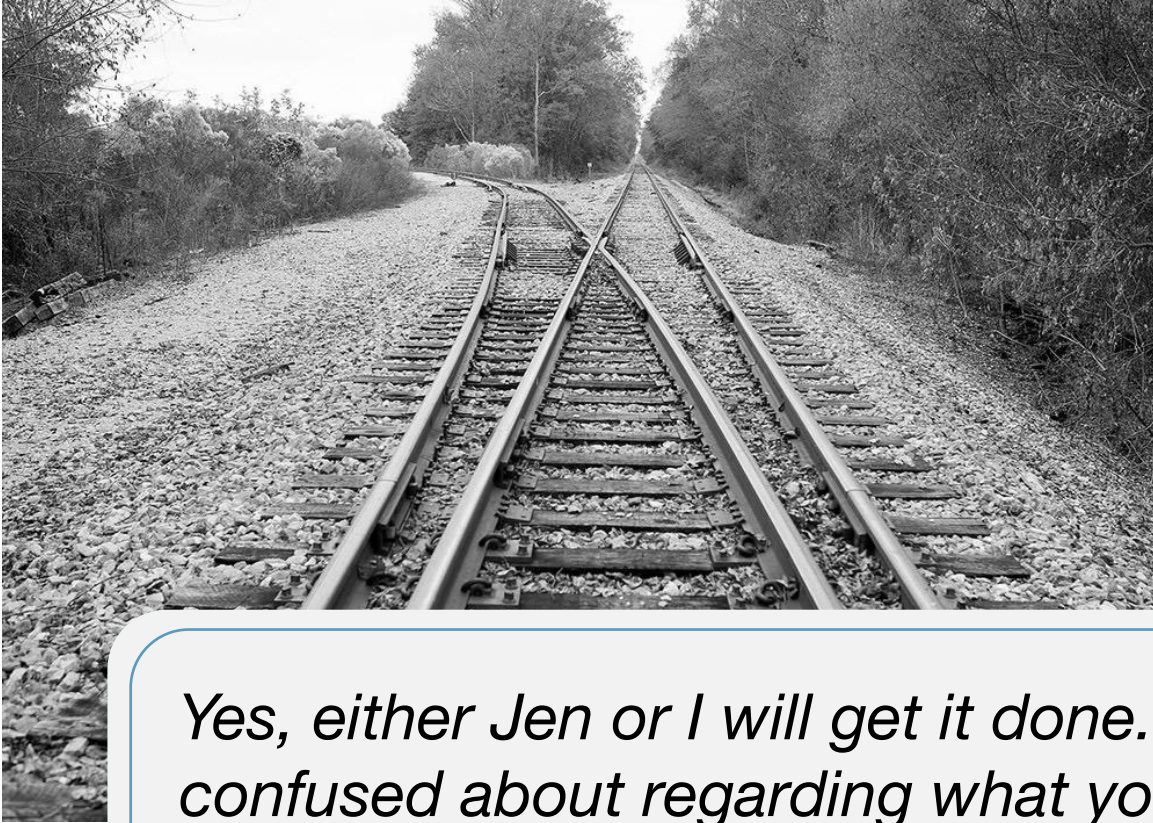


Split-tracking:

“Okay, I hear a few things:
X and Y.

Which one should we
focus on first?”

1. Playbacks



Split-tracking:

“Okay, I hear a few things:
X and Y.

Which one should we
focus on first?”

Yes, either Jen or I will get it done. There are a few things I'm still confused about regarding what you need, but I think I can manage it by Friday if my meetings don't get rescheduled.

1. Playbacks



Split-tracking:

“Okay, I hear a few things:
X and Y.

Which one should we
focus on first?”

- **Person 1:** What’s been on your mind?
- Person 2:** Listen, then split-track.

The big 6

1. Playbacks / Split-tracks
2. Blur
3. Scale
4. Share the reasoning
5. Needs-forward
6. Next step

The big 6

1. Playbacks / Split-tracks
2. **Blur**
3. Scale
4. Share the reasoning
5. Needs-forward
6. Next step

2. Blur words



I will email you the file ASAP.

2. Blur words



I will email you the file ASAP.

2. Blur words



I will email you the file ASAP.

What does ___ mean to you?

2. Blur words



Directions: Get ready to mentally underline as I share a sentence with you.

What does ___ mean to you?

2. Blur words



I want to my team to be more strategic.

What does ___ mean to you?

2. Blur words



» Exercise:

Person 1: What's something that's really important to you at the moment?

Person 2: What does ___ mean to you? What does ___ mean to you?
etc., Pivot...

2. Blur words

I liked your proposal. Good job.

2. Blur words

I liked your proposal. Good job. It's well-organized.

2. Blur words

*I liked your proposal. Good job. It's well-organized.
There were headers and bullets.*

2. Blur words

*I liked your proposal. Good job. It's well-organized.
There were headers and bullets.*

I like how you handled that situation with the vendor.

2. Blur words

*I liked your proposal. Good job. It's well-organized.
There were headers and bullets.*

*I like how you handled that situation with the vendor.
You were tactful.*

2. Blur words

*I liked your proposal. Good job. It's well-organized.
There were headers and bullets.*

*I like how you handled that situation with the vendor.
You were tactful. You addressed her concerns before
discussing your own.*

2. Blur words

Tip: Deblur yourself too!

- Go to what you wrote in **Box 1**. See if you find any blur words!
- Why? Great influencers know exactly what they want.

The big 6

1. Playbacks / Split-tracks
2. **Blur**
3. Scale
4. Share the reasoning
5. Needs-forward
6. Next step

The big 6

1. Playbacks / Split-tracks
2. Blur
3. **Scale**
4. Share the reasoning
5. Needs-forward
6. Next step

3. Scaling questions



*I'm not really loving
your idea.*

3. Scaling questions



*I'm not really loving
your idea.*

- On a scale from 1-10, where does it fall?

3. Scaling questions



*I'm not really loving
your idea.*

- On a scale from 1-10, where does it fall?
- What would it take to move it from a 6 to a 7?

Here's my idea...

Sorry, it's just not a good time. It's not top priority.

Scale: On a scale from 1-10, where does it fall in the priority list?



Here's my idea...

Sorry, it's just not a good time. It's not top priority.

Scale: What would make it 10% more likely to improve on priority?



The big 6

1. Playbacks / Split-tracks
2. Blur
3. **Scale**
4. Share the reasoning
5. Needs-forward
6. Next step

The big 6

1. Playbacks / Split-tracks
2. Blur
3. Scale
- 4. Share the reasoning**
5. Needs-forward
6. Next step

4. Reasoning questions



4. Reasoning questions



4. Reasoning questions

Ask questions to understand the logic behind their thinking.



4. Reasoning questions



Ask questions to understand the logic behind their thinking.

- Can you take me through your thinking on that?
- What led you to that thought?
- What is important to you about that?

4. Reasoning questions

- Think about someone who made a decision you don't agree with...

4. Reasoning questions

» Think about someone who made a decision you don't agree with...

What might their reasoning have been?

4. Reasoning questions

➤ Think about someone who made a decision you don't agree with...

What might their reasoning have been?

Goal = zoom out! Examining reasoning helps you create an inoculation statement.

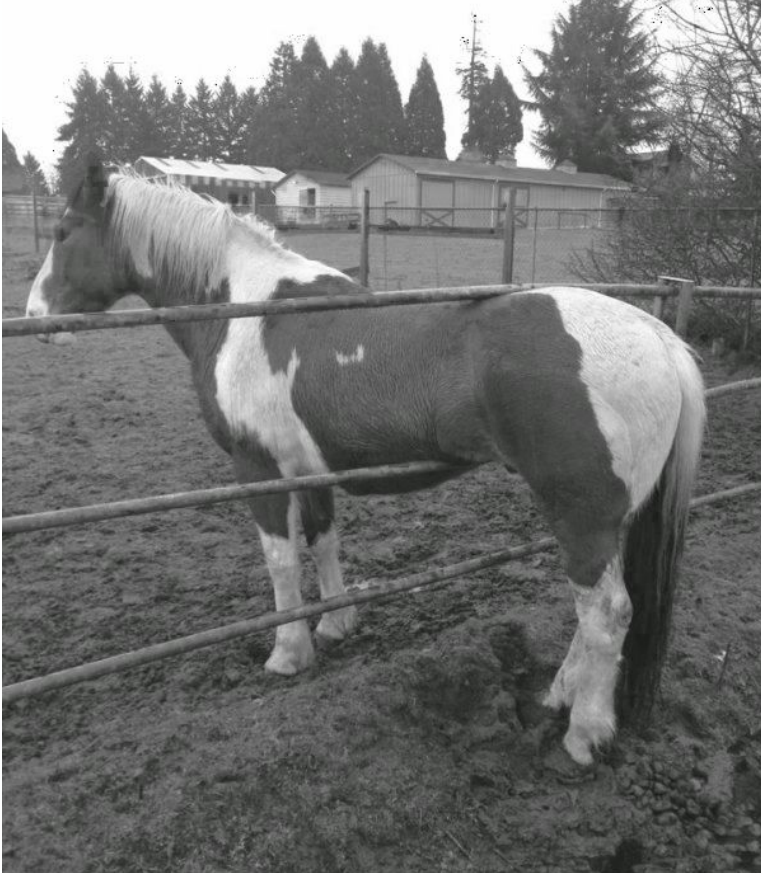
The big 6

1. Playbacks / Split-tracks
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6. Next step

The big 6

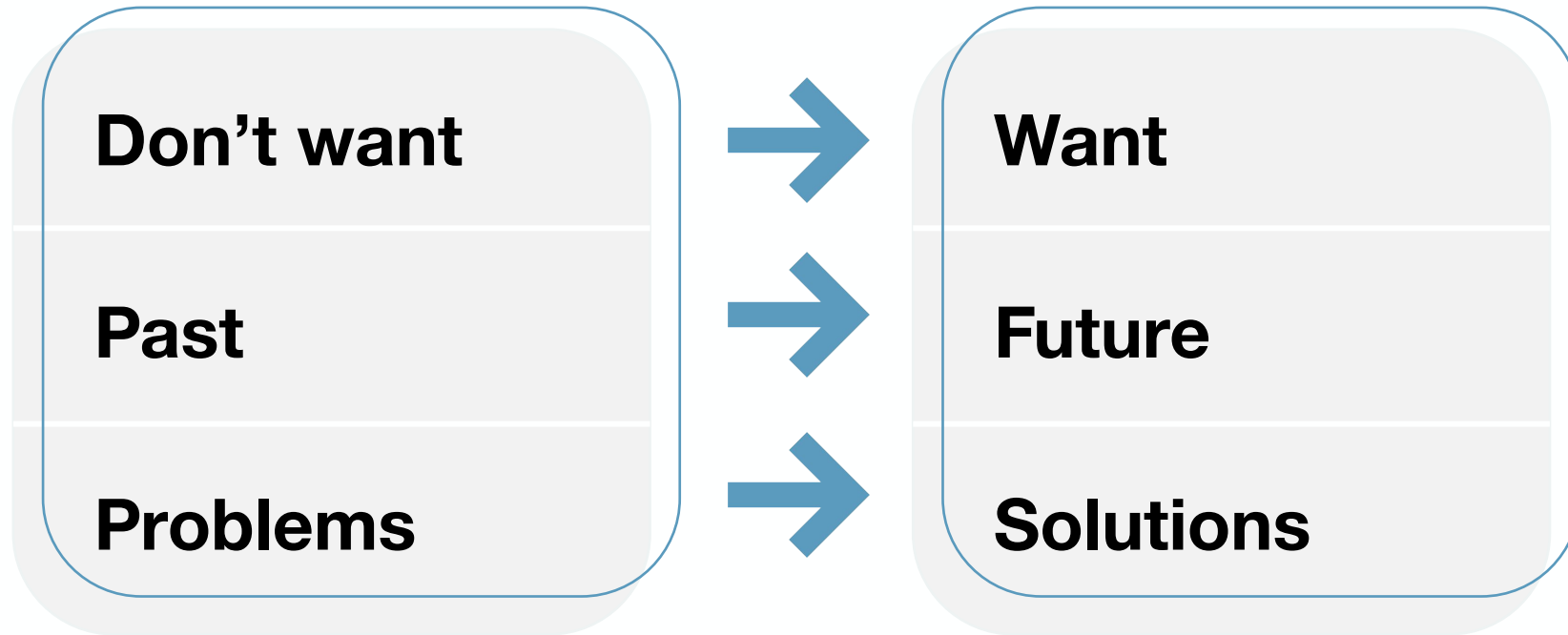
1. Playbacks / Split-tracks
2. Blur
3. Scale
4. Share the reasoning
- 5. Needs-forward**
6. Next step

5. Needs-forward



Help people get out of stuck-land.

5. Needs-forward



What do they want?

*I don't want to
be a chaotic
thinker.*

What do they want?

*I don't want to
be a chaotic
thinker.*

*Okay, so you
want to **think**
more clearly?*

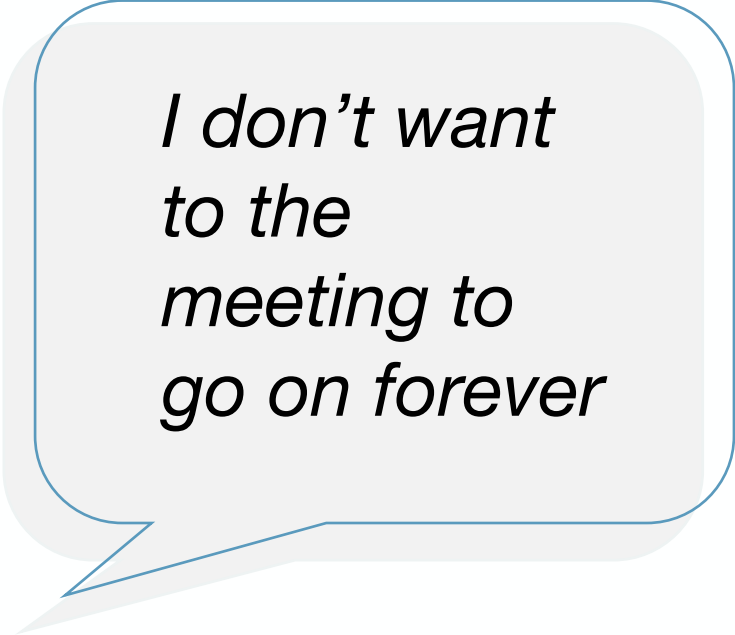
Let's try

I will show you a statement.
You will convert it to Needs-Forward!

» **What is your reframe?**

Ready?

What do they want?

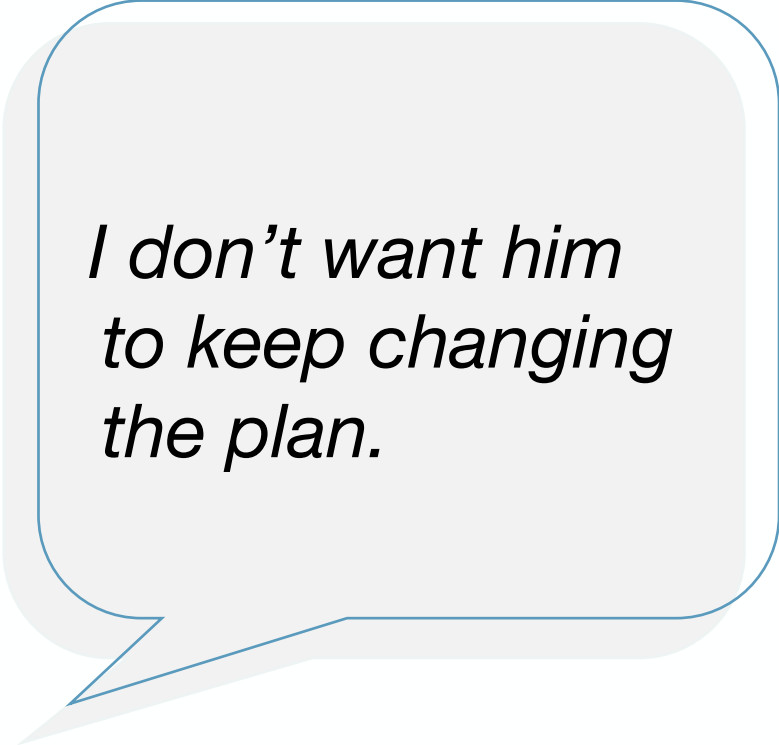


*I don't want
to the
meeting to
go on forever*

What do they want?

You want the meeting to be short.

What do they want?




*I don't want him
to keep changing
the plan.*

What do they want?


*Okay, so you
want him to be
more consistent?*

What do they want?



*I don't want
to be bored*

What do they want?



*Okay, so you
want to be
engaged?*

What do they want?



I'm worried.

What do they want?

*Okay, so you
want answers/
more support?*

5. Needs-forwards



Jot down 3 things
you don't want.



Jot down what
you want instead.

The big 6

1. Playbacks / Split-tracks
2. Blur
3. Scale
4. Share the reasoning
- 5. Needs-forward**
6. Next step

The big 6

1. Playbacks / Split-tracks
2. Blur
3. Scale
4. Share the reasoning
5. Needs-forward
6. **Next step**

And finally...



What's the next step?

6. Next step



What's the next step?

Source: Iyengar & Lepper (2002)

6. Next step



What's the next step?

- What's the **next smallest step** I/ we can take to get things started?

6. Next step



What's the next step?

- What's the **next smallest step** I/ we can take to get things started?
- What are the decisions/actions from this meeting? What happens next?

6. Next step



What's the next step?

- What's the **next smallest step** I/ we can take to get things started?
- What are the decisions/actions from this meeting? What happens next?
- *What can I learn from this?*

The big 6

1. Playbacks / Split-tracks
2. Blur
3. Scale
4. Share the reasoning
5. Needs-forward
6. Next step

Let's put it together

**Playback/
Split-Track**

Blur

Scale

Reasoning

**Needs-
Forward**

Next step

Let's put it together

Playback/ Split-Track



So, xyz?

Blur



*What does ___
mean to you?*

Scale



*On a scale from...
... Move it 1 point?*

Reasoning



*Walk me through your
thinking...*

Needs- Forward



So you need/want..

Next step



*What is the next
(smallest) step?*

Today's topics

1



Get to curious

2



Ask 6 key questions

3

Pick a focus!

Today's topics

1



Get to curious

- 20 questions
- Pivot charts
- Listening tours

2



Ask 6 key questions

- Playbacks / Split-tracks
- Blur questions
- Scaling
- Reasoning
- Needs-Forward
- Next step

3

Pick a focus!

Today's topics

1



Get to curious

2



Ask 6 key questions

3



Pick a focus!

Thank you!

Questions?

 LeeAnnRenninger@gmail.com

