

# INDEX



## A

Aaron, 60

Ackerman, Diane, 199–200, 215

*An Actor's Handbook* (Stamislavski),  
201

Agrium, 15

*Alice's Adventures in Wonderland*  
(Carroll), 11, 101, 123

apologies, 164

Aristotle, 94, 101, 154, 228

articulation, 223–224

audience

appropriateness of language for, 129

call to action, 114–115

effect of jargon, 132

effect of *The Leader's Script*, 73–75

engagement of, 96

focus on, 180–181

goals for, 71–72

guidance on structure, 111

listening to, 49–57

reaction to information, 28, 29

relationship with, 145–151

role of grabber, 78, 79

role of message, 92, 94

authenticity, 43–44, 138, 222–223

Axelrod, David, 93

## B

Bacon, Francis, 32

Barrett, Craig, 211

Beecher, Henry Ward, 77

Bezos, Jeff, 158–159

Bhutto, Benazir, 80

boardrooms, seating positions, 52

body language

energy and, 184–185

facial expressions, 212–213

gestures, 208–212

importance of, 203–205

## INDEX

- body language (*continued*)  
    smiles, 212–213  
    stance, 205–208  
    when listening, 52–53  
Body of The Leader's Script  
    five patterns, 106–111  
    poor structure, 102–103  
    role of, 74  
    sound organization, 103–106  
    structural statement, 106  
Bogart, Humphrey, 190  
boldness, 24–25  
Bono, 44, 156  
BP, 38  
breathing, 217–219  
Brin, Sergey, 13, 95  
Buffett, Warren, 168  
Burns, Ursula, 154
- C**  
call to action  
    definition of, 113  
    direction of, 114–116  
    importance of, 113–114  
    qualities of, 116–119  
    in The Leader's Script, 75  
*Candide* (Voltaire), 39  
Carroll, Lewis, 11, 71, 101, 123, 131  
*Challenger* (space shuttle), 139  
Chekhov, Anton, 17  
Chouinard, Marc, 4  
Chronological model, 110, 111  
Churchill, Winston, 35, 59, 82–83, 94, 106, 128, 141–142, 154  
Cicero, 216, 228  
clarity  
    effect of jargon, 132  
    guidelines for, 125–130  
    importance of, 123–124  
    lack of, 124–125  
Clinton, Bill, 61, 110, 145–146, 191–192, 200  
Clinton, Hillary, 153, 154  
Commitment  
    Follow the “greats,” 59–61  
    practice delivery, 63–65  
    preparation of scripts, 61–63  
    story of commitment, 65–67  
    study great speakers, 228–229  
Conclusion of The Leader's Script,  
    74–75  
    restated message, 75  
    call to action, 75  
Condon, Carl, 105  
conference calls, 93  
conversational language, 137–143  
conviction, 41–48  
Cottier, Roy, 25  
courage, 45–47
- D**  
Deepwater Horizon oil disaster,  
    13, 38  
delivery,  
    from notes, 197–198  
    off-the-cuff, 199–201  
    with PowerPoint, 198–199  
    with formal text, 193–195  
    with teleprompter, 195–197  
practicing, 63–65  
Dell Inc., 16  
Dell, Michael, 16, 46  
Demosthenes, 60–61, 216  
Dimon, Jamie, 54  
*Direct from Dell* (Dell), 16  
directness, 24  
Dybenko, Ginny, 84–85  
Dyer, Steve, 119
- E**  
Eisenhower, Dwight, 94  
elevator conversations  
    call to action, 117  
    message in, 99  
    scripts, 63

## INDEX

- Ellsberg, Michael, 192  
eloquence, 153–159  
e-mails  
    call to action, 117  
    problems of, 31  
    vision, 12  
Emerson, Ralph Waldo, 191  
employment interviews, 95  
*Endeavour* (space shuttle), 150  
energy  
    of audience, 180–181  
    in script, 181–184  
    of speaker, 184–185  
energy words, 182–184  
Everett, Edward, 27, 168–169  
ExxonMobil, 134  
eye contact, 53, 191–201
- F**  
Facebook, 13  
facial expressions, 212–213  
“Fat and Thin” (Chekhov), 17  
Faust, Drew Gilpin, 57  
figures of speech  
    alliteration, 156–157  
    antithesis, 156  
    metaphor, 154–156  
    repetition, 157–159  
    rhetorical question, 159  
filler expressions, 163  
Fites, Donald, 167  
formal speeches  
    delivery of, 193–197  
    grabbers for, 82–85  
    bringing to life, 181–184  
    marking up text, 182–184  
    message in, 98  
Freeman, Morgan, 81
- G**  
Gallo, Carmine, 61  
Galloway, David, 83  
*Game Change* (Heilemann, Halperin),  
    93–94  
Gates, Bill, 100, 168  
GE, 44  
Gehrig, Lou, 38, 129  
Gerstner, Lou, 146–147, 189  
gestures  
    authentic, 208–209  
    expressive, 211–212  
    open, 209–210  
    strong, 210–211  
Gladwell, Malcolm, 212  
Google, 13, 20, 95, 140, 227  
Gore, Al, 44  
Gorman, James, 18–19  
grabbers  
    flow to message, 95  
    flow to subject, 83–90  
    literary grabbers, 82–85  
    personal grabbers, 79–81  
    role of, 77–79  
    in Script, 73
- H**  
Halperin, Mark, 93  
*Hamlet* (Shakespeare), 203  
Harry, Prince of Wales, 119  
Hawking, Stephen, 84, 176  
Hayward, Tony, 19  
hearing. *See* listening  
Heilemann, John, 93  
Hemingway, Ernest, 53–54  
hierarchies  
    leadership and, 17–25  
    of organizations, 3–5  
Horace, 85  
Humes, James, 94  
humor  
    as grabber, 82  
    jokes, 173–176  
The Humphrey Group  
    History of, ix-x  
    Leadership Conversations,  
        iv, 46  
    Speaking as a Leader, iv, 46

## INDEX

- The Humphrey Group (*continued*)  
Taking the Stage (for women),  
    iv, x, 47  
The Leadership Model, 5–8  
The Leader's Script, 71–76  
Vision of, 13
- I**  
“I”  
    grabbers, 79–80  
    use of, 145–148  
ideas, structure of, 103–104  
Immelt, Jeffrey, 108, 147, 206  
improvement, commitment to, 60–61  
informal communications  
    call to action, 117  
    eye contact, 199–200  
informal expressions, 142–143  
informational approach, 27–31  
inspirational approach, 27–28,  
    31–33  
*Institutes of Oratory* (Quintilian), 228  
interruptions, 56  
Introduction of The Leader's Script  
    components of, 73–74  
    grabber, 77–85  
    message in, 91–100  
    structural statement, 106  
    subject, 87–90
- J**  
“Jabberwocky” (Carroll), 131  
Jagger, Mick, 224  
jargon, 129–130, 131–135  
    abstract words, 133  
    acronyms, 134  
    big word syndrome, 133  
    buzzwords, 133  
    clichés, 134  
    noun clusters, 134  
Jobs, Steve, 43, 45, 61, 153, 154,  
    159, 189, 204  
jokes, 173–176  
Jolie, Angelina, 171  
Joseph, Chief of Nez Perce, 183
- K**  
Keller, Helen, 55, 56  
Kelly, Mark, 150  
Kennedy, John F., 15, 113, 116, 141,  
    153, 187  
Kennedy, Nigel, 181  
King, Martin Luther, Jr., 156–157, 187  
Kinross Gold Corporation, 14–15
- L**  
language  
    clarity in, 123–130  
    conversational, 137–143  
    eloquence, 153–159  
    figures of speech, 153–159  
    jargon, 131–135  
    personal, 145–151  
    strong, 161–165  
The Leader's Script(tm)  
    call to action, 113–119  
    elements of, 71–75  
    grabber, 77–85  
    message, 91–100  
    restated message, 74–75  
    structural statement, 106  
    structure, 101–111  
    template, 76  
leadership in communication  
    always leading, 225–229  
    leading from above, 18–20  
    leading from below, 22–25  
    leading from the side, 21–22  
    opportunities for, 4–5, 225–229  
    qualities of  
        authenticity, 43–45  
        conviction, 41–48  
        courage, 45–47  
        honesty, 47–48  
        inspirational, 131–134  
        listening, 49–57.

## INDEX

    politeness, 55–56  
    vision, 11–16  
    speaking as form of, 1–8  
Leadership Conversations, 46  
*The Leadership Engine* (Tichy), 4  
The Leadership Model™  
    four steps, 4–7  
    use of, 7–8  
    way of life, 225–229  
*Lend Me Your Ears* (Safire), 228  
*Life of Demosthenes* (Plutarch), 228  
Lincoln, Abraham, 27–28, 61, 118,  
    141, 143  
*Lincoln at Gettysburg* (Wills), 27–28  
listening  
    challenges of, 50–51  
    emotional listening, 55–57  
    eye contact, 200  
    importance of, 49–51  
    three levels of, 51–57  
    mental listening, 53–55  
    physical listening, 51–53  
literary grabbers, 81–85

**M**  
Mandela, Nelson, 115  
Marinelli, Tom, 33  
McCurry, Mike, 155  
meetings  
    call to action, 116–117  
    eye contact, 200  
    preparation, 63  
    seating positions, 52  
message  
    clarity and, 126–127  
    creation of, 96–97  
    importance of, 91–94  
    placement of, 94–96  
    in *The Leader's Script*, 74  
    in various types of talks, 97–100  
metaphors, 154–156  
mike always on, 226–227  
Moses, 60

## N

*A Natural History of the Senses*  
    (Ackerman), 199–200, 215  
negativity, 35–40  
Nehru, Jawaharlal, 117  
Nelson, Willie, 35  
*The New York Times*, 127  
Newton, Christopher, 51  
Nooyi, Indra, 156  
Nortel Networks, 25  
notes, speaking from,  
    197–198  
numbers  
    analogies, 170  
    context for, 170–171  
    define terms, 171–172  
    fewer, 168  
    humanize, 171  
    rounded, 168

**O**  
Obama, Barack, 93–94, 196  
Olivier, Laurence, 216  
*On the Orator* (Cicero), 228  
off-the-cuff speaking  
    eye contact, 199–201  
    gaffs, 19, 226–227  
    grabbers, 79  
    inspiration, 33–34  
    leadership, 20, 227  
    mike always on, 226–227  
    preparation, 106  
    rambling, 93  
organization  
    guidelines for, 103–107  
    importance of, 101–103  
    patterns of, 107–111  
    pseudo-organization,  
        102–103  
    rambling, 93  
organizations  
    hierarchies in, 3–5, 17–25  
    vision, 13

## INDEX

### P

Page, Larry, 140, 227  
Palmisano, Sam, 170  
Pangloss, Dr., 39  
Pascal, Blaise, 128  
passion, 42–43, 184–185  
patterns of organization  
    chronological, 109–110  
    present results and future  
        prospects, 109, 111  
    reasons, 105–107, 111  
    situation and response,  
        108–109, 111  
    ways, 106–108, 111  
personal anecdotes, 44–45  
personal grabbers, 79–81  
phone calls, 63  
Plutarch, 228  
*Poetics* (Aristotle), 94  
poetry, as grabber, 84–85  
politeness, 55–56  
political awareness, 24, 25  
positivity, 35–40  
posture, 52–53  
*The Power of Eye Contact*  
    (Ellsberg), 192  
PowerPoint presentations  
    conversational approach, 140–141  
    creation process, 62  
    delivery of, 198–199  
    message in, 98–99  
    numbers in, 162–170  
    organization of, 103  
    problems of, 30–31  
precision, 127  
preparation  
    improvement, 60–61  
    practice, 63–67  
    script, 61–63  
prepared texts, 193–195  
presence, 187–190  
Present Results and Future Prospects  
    model, 109, 111.

*The Presentation Secrets of Steve Jobs*  
    (Gallo), 61  
presentations, informational  
    approach, 27–31  
productivity, 12  
proverbs, as grabber, 82  
pseudo-organization, 102–103

### Q

Q&A sessions  
    eye contact, 200–201  
    honesty in, 47  
    message in, 99  
Quintilian, 154, 174, 228  
quotations, as grabber, 82–83

### R

rambling, 102  
Reagan, Ronald, 152, 204, 226  
Reasons model  
    guidance on structure, 111  
    outline example, 105  
    structural statements, 106  
    use of, 107  
recognition, 56  
rehearsals, 63–65  
Reich, Robert, 175  
relationships  
    with audience, 145–151  
    listening and, 55–57  
repetition, 157–159  
reports, 31  
research, as grabber, 83–84  
restated messages, 75  
*Rhetoric* (Aristotle), 228  
rhetorical questions, 159  
roasts, 175  
Rousseff, Dilma, 158, 204, 211

### S

Safire, William, 228  
Saverin, Eduardo, 156  
Schmidt, Eric, 140  
Scott, Aaron, 54

## INDEX

- scripts
    - energy in, 181–184
    - preparation of, 61–63
    - template, 76
    - The Leader's Script, 71–76
  - seating positions, in meetings, 52
  - sentences, length of, 139–141
  - Seward, William, 143
  - Shakespeare, William, 203
  - sitting, 52, 207–208
  - Situation and Response model,
    - 108–109, 111
  - smiles, 212–213
  - solutions-oriented approach, 38–39
  - Sorensen, Theodore, 128, 141, 228–229
  - space, 57
  - speaker
    - energy of, 184–185
    - visual presence, 187–190
  - speaking modes
    - informational approach, 27–31
    - inspirational approach, 27–28,
      - 31–33
  - speaking up, 217
  - speechwriters, 62
  - staff meetings, preparation, 63
  - stages for leadership, 226–227
  - stance, 205–208
  - standing, 205–206
  - Stanislavski, Constantin, 201
  - statistics as grabber, 83
  - stature, 205–208
  - storytelling, 44–45
  - Stromme, Linda, 65–67
  - strong language, 161–165
  - structural statements, 74, 106
  - structure
    - guidelines for, 103–106
    - patterns of, 107–111
    - poor approaches to, 102–103
  - subject
    - announcement of, 89–90
    - determination of, 88–89
    - importance of, 87
  - subjects, 73–74
  - succinct expression, 127–128
  - Svanberg, Carl-Henric, 38
- T**
- teleprompters, 195–197
  - tentativeness, see language, strong.
  - Thatcher, Margaret, 159–160,
    - 180, 216
  - theatrics, 41
  - Through the Looking-Glass* (Carroll),
    - 71, 131
  - Tichy, Noel, 4
  - Truman, Harry, 42–43
  - Turner, Ted, 45, 87, 168
  - Twain, Mark, 137, 176
  - tweets, 100
- U**
- UP-DOWN-UP reading technique,
    - 193–195
  - Ustinov, Peter, 212
- V**
- vision
    - communication of, 16
    - development of, 13–16
    - importance of, 11–12
  - visual aids, 188–190
  - vocal range, 221–222
  - voice
    - development of, 217–224
    - importance of, 215–216
  - voice mail, 31, 36
  - Voltaire, 39
- W**
- Ways model
    - guidance on structure, 111
    - outline example, 105
    - structural statements, 106
    - use of, 107–108

## INDEX

“we”

grabbers, 81

use of, 150–151

weak language, 161–165

Welch, Jack, 3, 44, 157,  
171–172

wiggle words, 163

Wills, Garry, 27–28

Wilson, Woodrow, 188–189

*The Wind in the Willows*, 91

words

authentic, 43–45

clear, 123–130

conversational, 137–143

courageous, 45–47

direct, 24

honest, 47–48

jargon, 129–130, 131–135

length of, 141–142

personal, 145–151

passionate, 42–43

strong, 161–165

## Y

“you”

grabbers, 80–81

use of, 148–150

## Z

Zuckerberg, Mark, 13, 168

<http://www.pbookshop.com>



<http://www.pbookshop.com>

<http://www.pbookshop.com>