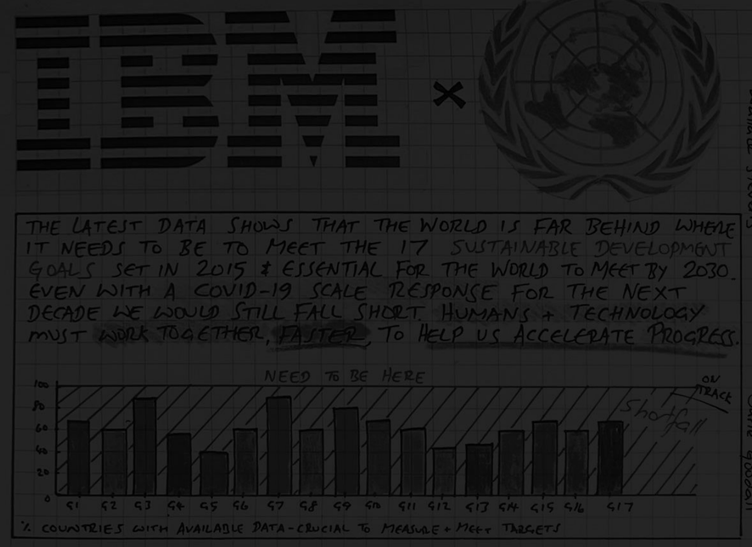
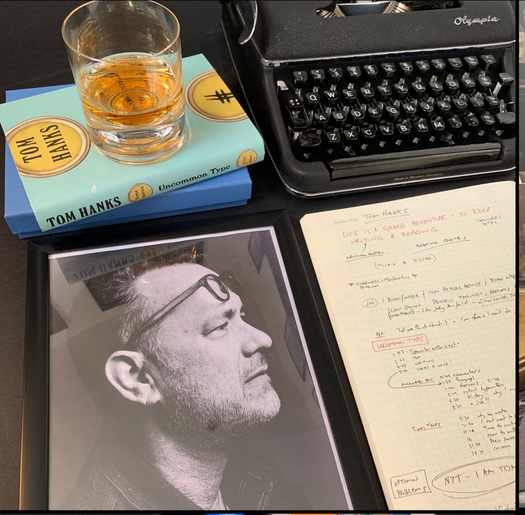
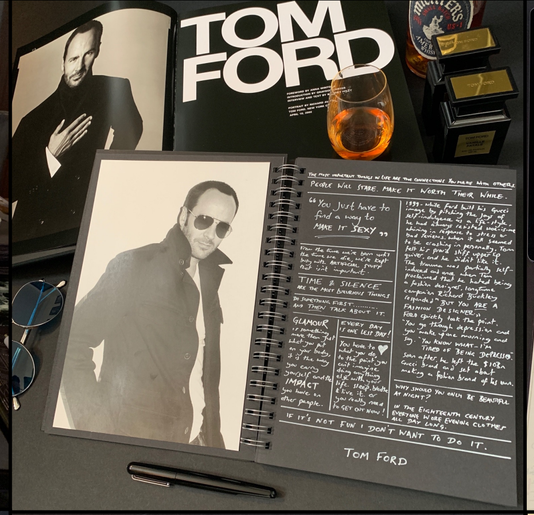
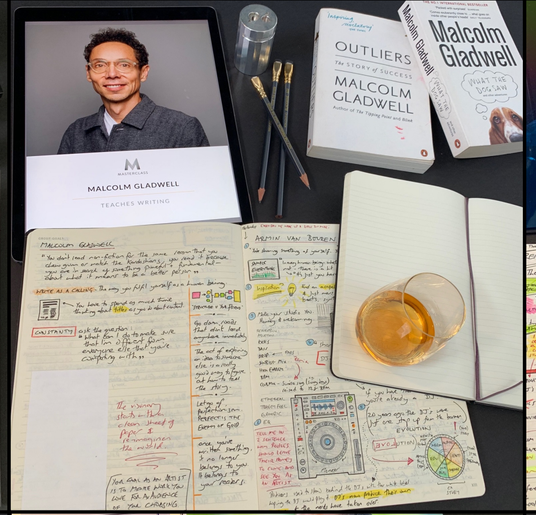
THE ART OF THE ONE PAGER

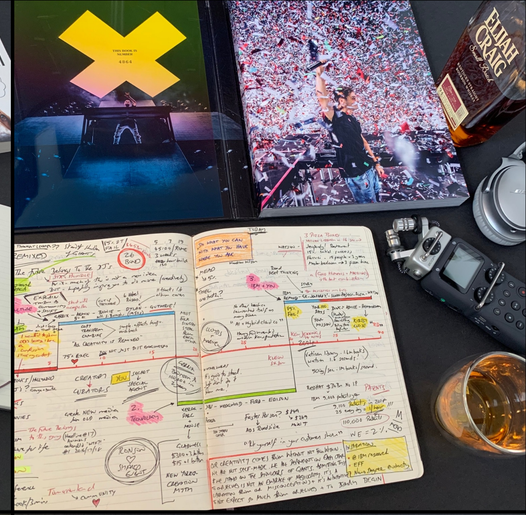
JEREMY CONNELL-WAITE

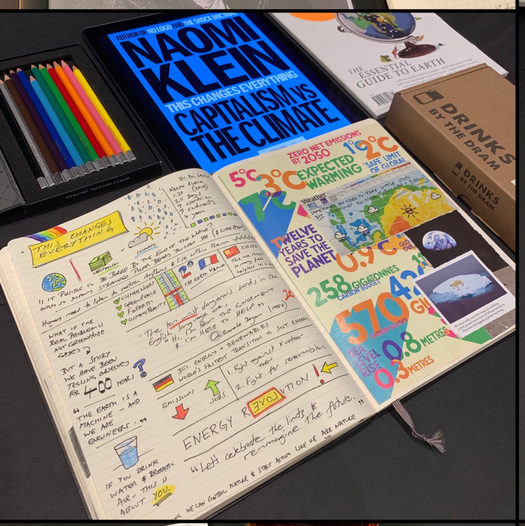


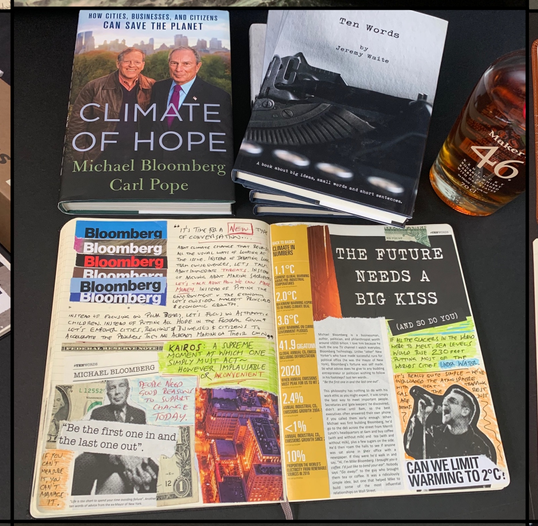


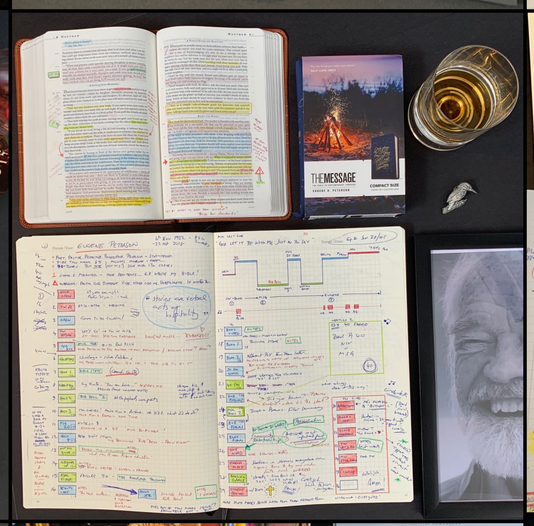


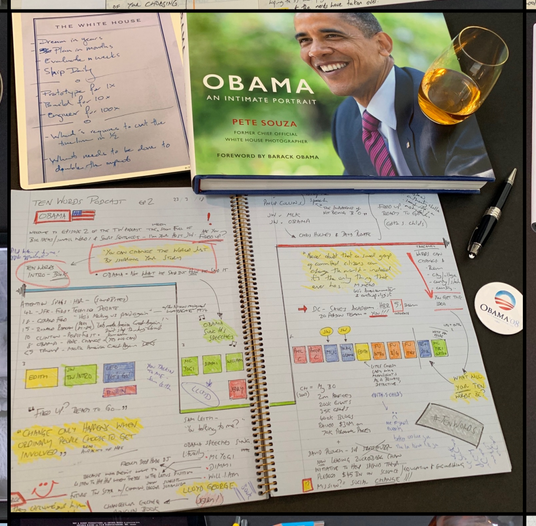


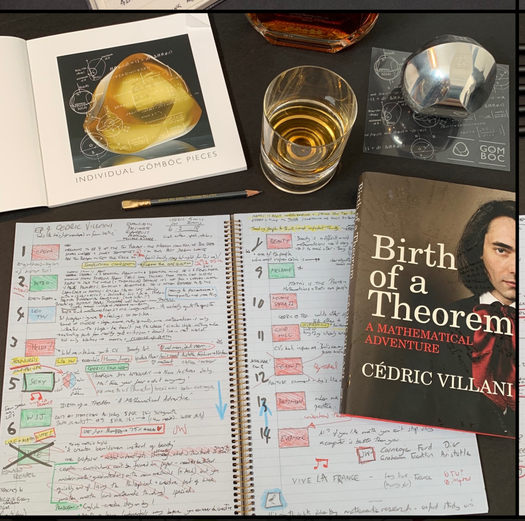


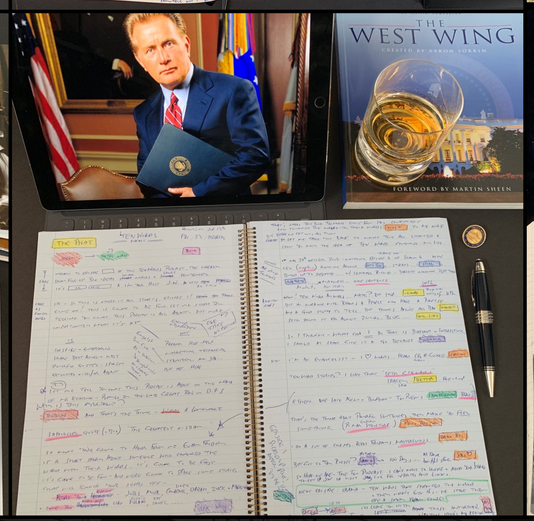


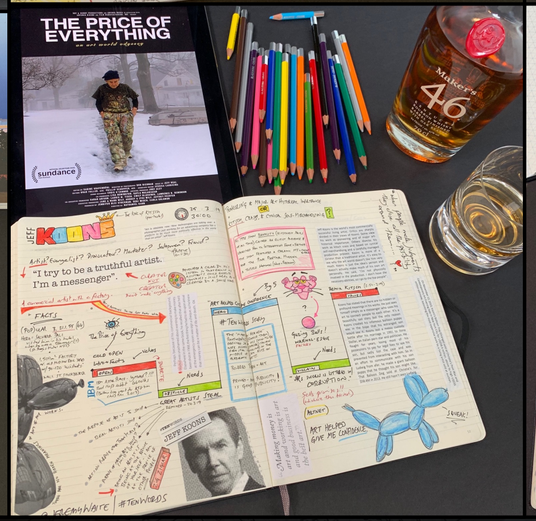












I don't write things down to remember them later,
I write things down to remember them now.

Hello, my name is Jeremy...

My first school was Light Oaks Primary in Salford, near Manchester in the North of England and I loved it. I remember 1977 with fond memories. I was 5 years old and the highlight of each week was receiving the Mr. Chatterbox badge from my teacher Mrs. Dodd. I wore my badge with pride and saw it as a badge of honour.

Mrs. Dodd did not.

Apparently, I was pretty disruptive as a child because I wouldn't stop talking during class. I was supposed to wear the badge as a sign of my punishment, even though my only misdemeanour was asking "*Why?*" more than the average child. I just wanted to know the background to every story that Mrs. Dodd read to us in "story corner" each day. Forty three years later and not much has changed...

I'm still disruptive.
I still want to know why stories work.
The only difference is that today I get rewarded for talking too much.
(I don't get a badge but my pocket money is considerably better).

When I was growing up my friends took computers to pieces to see how they worked. I was always fascinated with PC's from the moment I received a Commodore VIC 20 for Christmas in 1981. I enjoyed writing games for my computer with a copy of PC World and Bill Gates' BASIC programming language, but unlike my friends I wasn't as interested in studying it's circuits. While my friends were dreaming about processors, gates and memory expansion packs for their ZX Spectrum's and BBC Model B's, I was writing stories about snakes! I remember being particularly proud of a series of adventures about an Emerald Boa Constrictor called Emma. At the weekends my friends would go to computer clubs and steal the newest games from our local WH Smith, but I was guilty of a different crime. I spent my weekends sneaking into my grandad's writing seminars, where his publishing company was teaching aspiring authors how to write short stories and get published.

In the 1980's I worked at my dad's printing company to earn some extra cash during the school holidays. This was where I discovered the joys of SRA2-sized paper. Much larger than anything I'd ever been allowed to draw on in school, these industrial sized sheets of paper for the printing presses were over 2 feet long! (640 x 450 mm). I loved having huge sheets of paper to draw on because they allowed my imagination run wild and not be contained within the limitations of an A4 sheet or a small notebook.

Today, all of those world's have collided. I work for the largest computing company in the world and I spend my days trying to understand how stories work by taking them to pieces. The stories I work on may have more to do with AI, quantum computing or the climate crisis than they have to do with snakes, but my obsession with story hasn't faded. I don't need to sneak into the back of lectures with famous authors anymore, but I haven't stopped trying to figure out why some stories work and some don't. And when a famous astronaut taught me the concept of accelerated learning by putting all my thoughts onto one big sheet of paper, I knew that one pagers were always destined to be *my* thing.

This book is a short collection of my one pagers and Linkedin posts, based on a few of the stories that I've enjoyed taking to pieces and some of the things I've learned from deconstructing them.

So here we are. Each of these one pagers was done in one sitting. In one draft. With no edits. In about 4-5 hours. Usually with very little planning. And often with my 6-year old twins Petra and Mathilda helping me to colour them in. Many of them are not neat, mostly because I never intended to publish them, so please just take them at face value. I always think it's fun too look through other people's notebooks, so maybe you'll enjoy flicking through mine. I hope you enjoy looking through them as much as I have enjoyed creating them. Maybe they'll encourage you to create your own one pagers, but even more, I hope that they inspire you to become more obsessed with stories and how they work.

Because after all, I believe that we really can change the world just by sharing our stories...

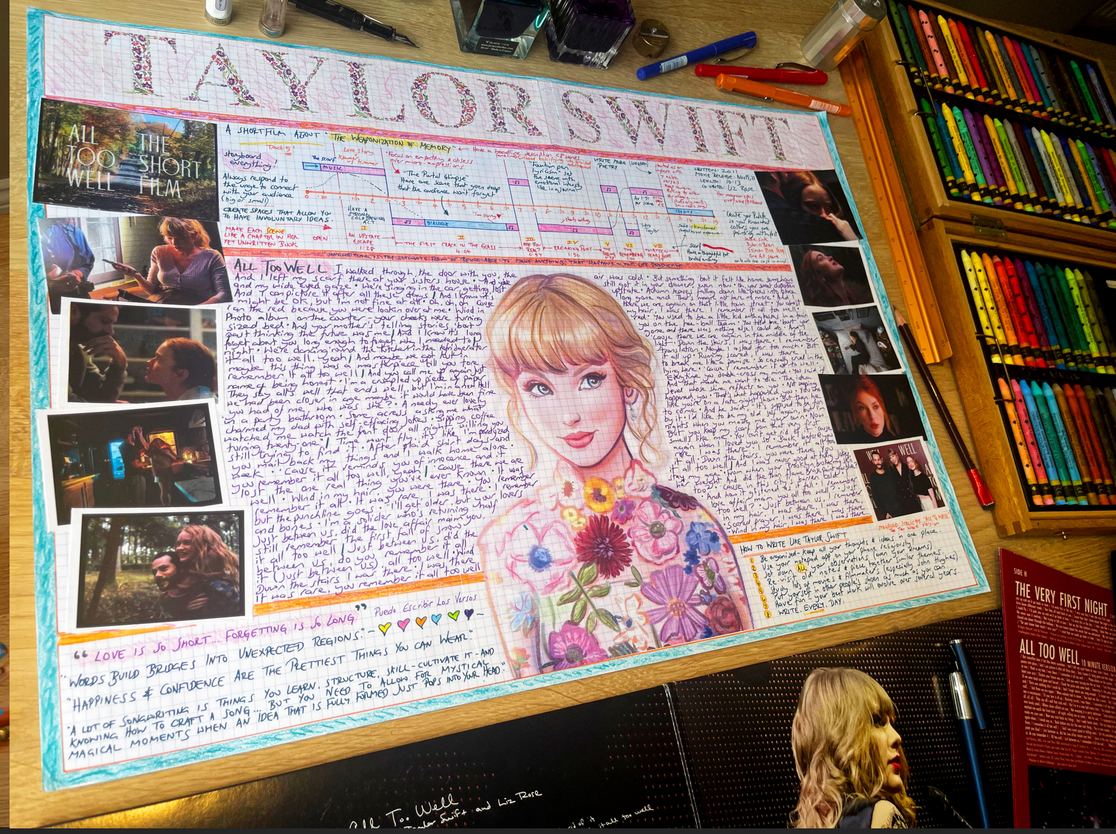
Optimism + Urgency = Action

By purchasing this digital download your are contributing to the work of **EARTHSHOT ACADEMY**; a learning programme founded by Jeremy Connell-Waite on Earth Day in 2023 with the goal of helping ONE MILLION future leaders (young and old) to tell stories that matter.

The Earthshot curriculum features short online micro-learning programmes, face-to-face events, coaching and mentoring. Earthshot's mission is to give future leaders the tools and skills that they need to start making a difference **today**, not in the future when they have a few years experience and a fancy job title.

Visit EARTHSHOT.ACADEMY to find out more & get involved...

Thank you for supporting future leaders!



A line is a dot that went for a walk...

It didn't go for a run. It didn't do a HIIT session or race its Peloton. It didn't rush, join "The 5am Club" or find more ways to "Crush It". It just went for a walk.

We all have SO much to do, and so little time to do it in, if we really want to be more productive, we need to SLOW DOWN. That's why I love this quote from German artist Paul Klee. 🎨

The other half of his quote is "Art does not reproduce what we see; rather, it makes us see. One eye sees, the other feels". 💚

And isn't that the point of most artistic communications and 'thought leadership' in business? Producing something of commercial value that will make your audience FEEL something, so that they DO something?

As much as we wish it were different, we hardly ever write anything unique, provocative or differentiated when we're working in 30 minute calendar blocks to a schedule. You don't need to run or rush. You don't need to find another form of transport or technology to get you there faster.

⏰ **BIG ideas don't respect your calendar.** 📆

You need to slow down if you want to create something special. Something that ONLY you can create.

As they say in product engineering, "**FAST**, **CHEAP** or **GOOD**? Pick two." 🚦

Say "No thank you" to that meeting that you don't need to be in (the one that has 12 other people invited for no obvious reason). Turn off notifications on your phone and take back control of your day. Find more budget to allow your team to be more creative. Help less creative people to understand what makes the difference between good and great. Because big ideas need time to be nurtured and coaxed out.

"***Everywhere is walking distance if you have the time***."
Steven Wright. 🤯

I think with my pen.

Whoever tells the best stories goes home with the most marbles.

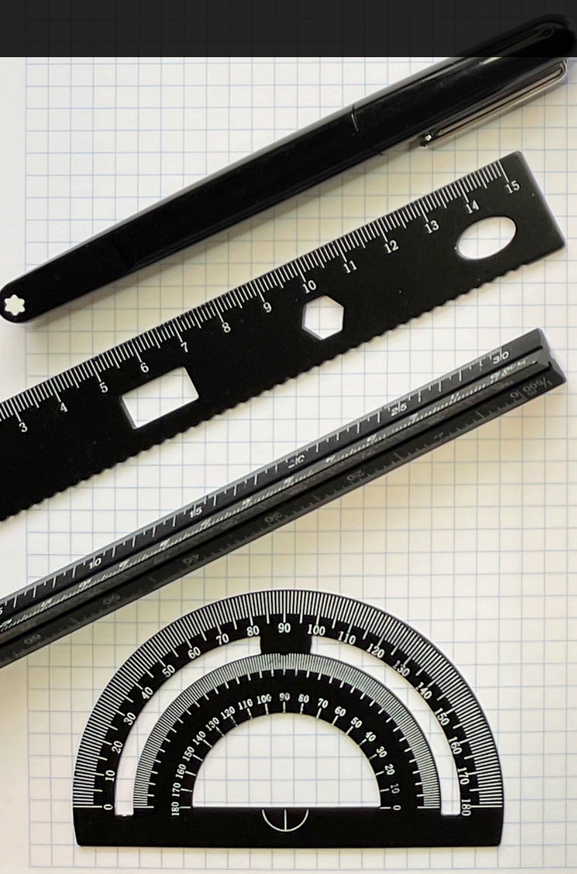
Tell stories that matter.

I don't think we have enough fun at work. I always had lots of fun at school. Maybe that's why I still enjoy learning new things so much. But as you progress through your professional career, the projects become bigger, the executives become more senior and the stakes get higher. Somewhere along the way things become less fun. I remember being scared of growing up when I was younger. I liked the idea of having my own money (so that I could buy trainers and Coca-Cola whenever I wanted!) but I didn't want to become one of *those* serious people who stopped having fun and needed to worry about things like a mortgage.

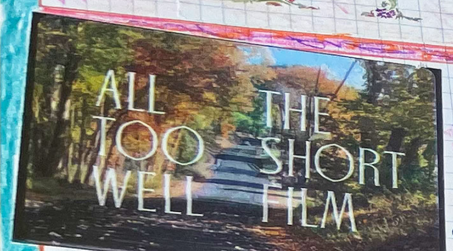
Maybe that's one reason why I do one pagers and why I enjoy them so much? I love the challenge of sitting down in front of a blank sheet of paper when it's just staring back at me saying, "*OK, let's see what you've got.*" I love not knowing where I'm going to end up. I love the idea of creating something original that the world hasn't seen before. But most of all, I think I love the childlike peace and joy of drawing and colouring in while I learn. No matter how amazing the Apple pencil may be (I use one to be more productive at work); but for me digital will never replace the organic feeling of wax, ink, paper and pencils.

Here's to building business, changing the world (staying curious) and having ***more fun***...

We can build a business, change the world and have fun.



TAYLOR SWIFT



A SHORT FILM ABOUT "THE WEAPONIZATION OF MEMORY" ← Have a headline description <5 words

storyboard everything!

Always respond to the urge to connect with your audience (big or small)

CREATE SPACES THAT ALLOW YOU TO HAVE INVOLUNTARY IDEAS.

MAKE EACH SCENE LIKE A CHAPTER IN HER YET UNWRITTEN BOOK

Track 5!

Love story "Kramer" of Kramer

The scarf

MUSIC

"Focus on an entity & obsess over micro expressions"

"The Portal Glimpse" Have one scene that goes deep that the audience won't forget

"Fountain pen lyricism" set the scene with emotional imagery like in a journal

WRITE MORE (LONGER) POETRY

Invited as an improv with 7 actors. Tweed. Keep camera rolling to allow for creative ... (Thanks why-me?) Jam-radio song

Av 1:31 per scene

CREDITS

Intro Taylor

Snake is transformed/shaped by me experience

Scarf Have a thoughtful but brutal ending

"I'm sorry"

DIALOGUE

study writing

HAVE A STRONG COLD OPENING ACT

I

AN UPSTATE ESCAPE 1:28

OPEN

II

THE FIRST CRACK IN THE GLASS 4:04

III

ARE YOU REN? 0:57

IV

BREAKING POINT 1:50

V

THE FEELING 0:58

VI

THE REMEMBERING 1:00

VII

THIRTEEN YEARS GONE 1:19

WRITTEN: 2011
MOVIE RELEASE: NOV 13, 20
LENGTH: 10:13
CO-WRITER: Liz Rose

Her magnum opus

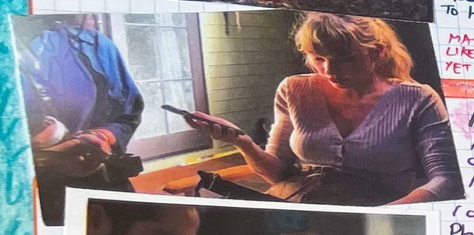
#1 Billboard

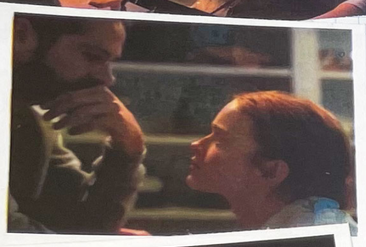
Create your Palette so you know what colours you are painting with. (Post Snake Sink, Ryan O'Brien, 35mm Film, Yuna)

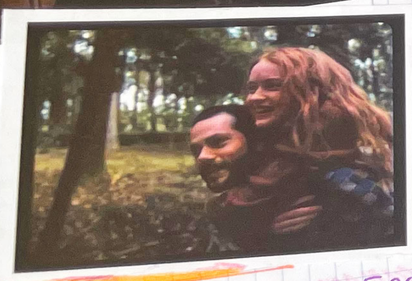
One full scene

Write with the cast in mind

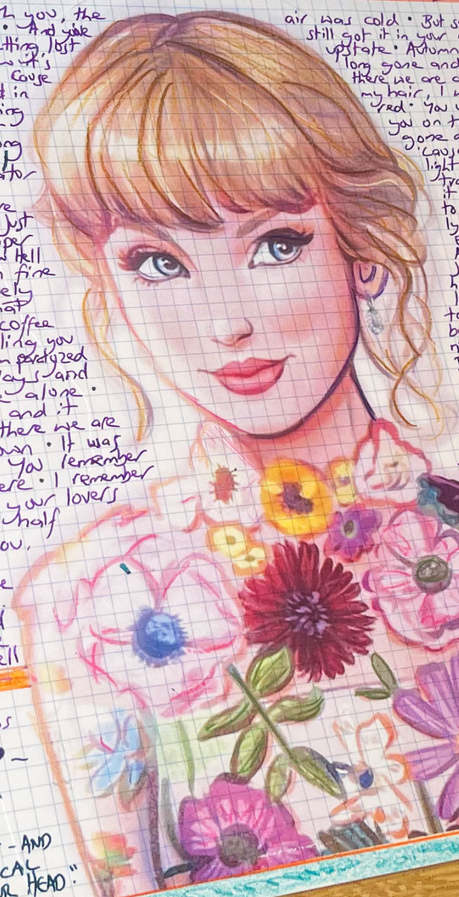
"SONGWRITING IS THE ULTIMATE FORM OF BEING ABLE TO MAKE ANYTHING THAT HAPPENS IN YOUR LIFE PRODUCTIVE."

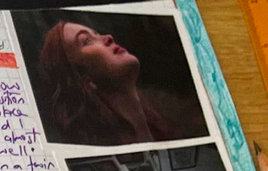


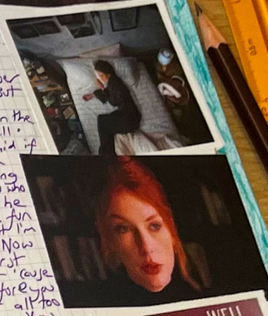




ALL TOO WELL I walked through the door with you, the air was cold. But something 'bout it felt like home somehow. And I left my scarf there at your sisters house. And your still got it in your dresser, even now. Oh, your sweet disposition and my wide eyed gaze. We're singing in the car, getting lost upstate. Autumn leaves falling down like pieces into place. And I can picture it after all these days. I long gone and that's maybe not here no more. And there we are again in the middle of the night. Dancing round the kitchen in the refrigerator light. Down the stairs, I was there. I remember it all too well. Running scared, I was there. Photo album on the counter - your cheeks were turning translation. Maybe I asked for too much. But you on the free throw line, you held me 'bout your sized bed. And your mother's telling stories 'bout me and there was nothing else I could do. And you gone and there we are again in the middle of the night. Dancing round the kitchen in the refrigerator light. Down the stairs, I was there. I remember it all too well. Yeah, And maybe we got lost in translation. Maybe I asked for too much. But maybe this thing was a masterpiece 'till you tore it all too well. Running scared, I was there. I remember it all too well. I And you call me up again just to break me like a promise. So casually cruel in the remember it all too well. I And you call me up again just lying here. 'Cause I remember it all too well. name of being honest. I'm a crumpled up piece of paper Everytime you double-cross my mind. You said if they say all's well that ends well, but I'm a mess still And that made me want to die. The idea we had been closer in age maybe it would have been fine Jewel whose shine reflects on you. You who charmed my dad with self-effacing jokes. Sipping coffee happened, you. That's what happened, you. You who watched me watch the first goal, all night, willing you like you're on a late night show. But then he turning twenty-one. I Time went fly, it's like I'm paralyzed to come. And he said, "It's supposed to be fun still trying to find it. After plaid shirt days and nights when you made me your own. Now you mail back my things and I walk home alone. But you keep my scent from that very first smells like me. You can't get rid of it 'cause 'cause it reminds you of innocence and it again when I loved you so. Back before you remember it all too well, Yeah I 'cause there we are lost the one real thing you've ever known. It was it all. Down the stairs, you were there. You well. Wind in my hair, you were there. You remember I was there. I remember it all too well. Wind remember it all. It was rare, I was there. I remember in my hair, I was there. I remember it all too well. but the punchline goes. "I'll get older, but your lovers Just between us, did the love affair maim you, and bones. I'm a soldier who's returning from stay my ace. From when your Brooklyn, bottom lip still remember the first fall of snow, between us, do you remember it all. her weight. And did the thin flame burn you like it (Just between us) all too well. Wind too? 'Cause in this city, it's bitter cold. I Down the stairs I was there. I was there. And how it glistened as it fell. I remember It was rare, you remember it all too well love affair maim you all too well? Just too well? Just between us, I was there, I was there, in my hair, I was there. I was there. Scarred prayer. I was there. I was there. Wind in my hair, I was there. I was there.







"LOVE IS SO SHORT... FORGETTING IS SO LONG" Puedo Escribir Los Versos

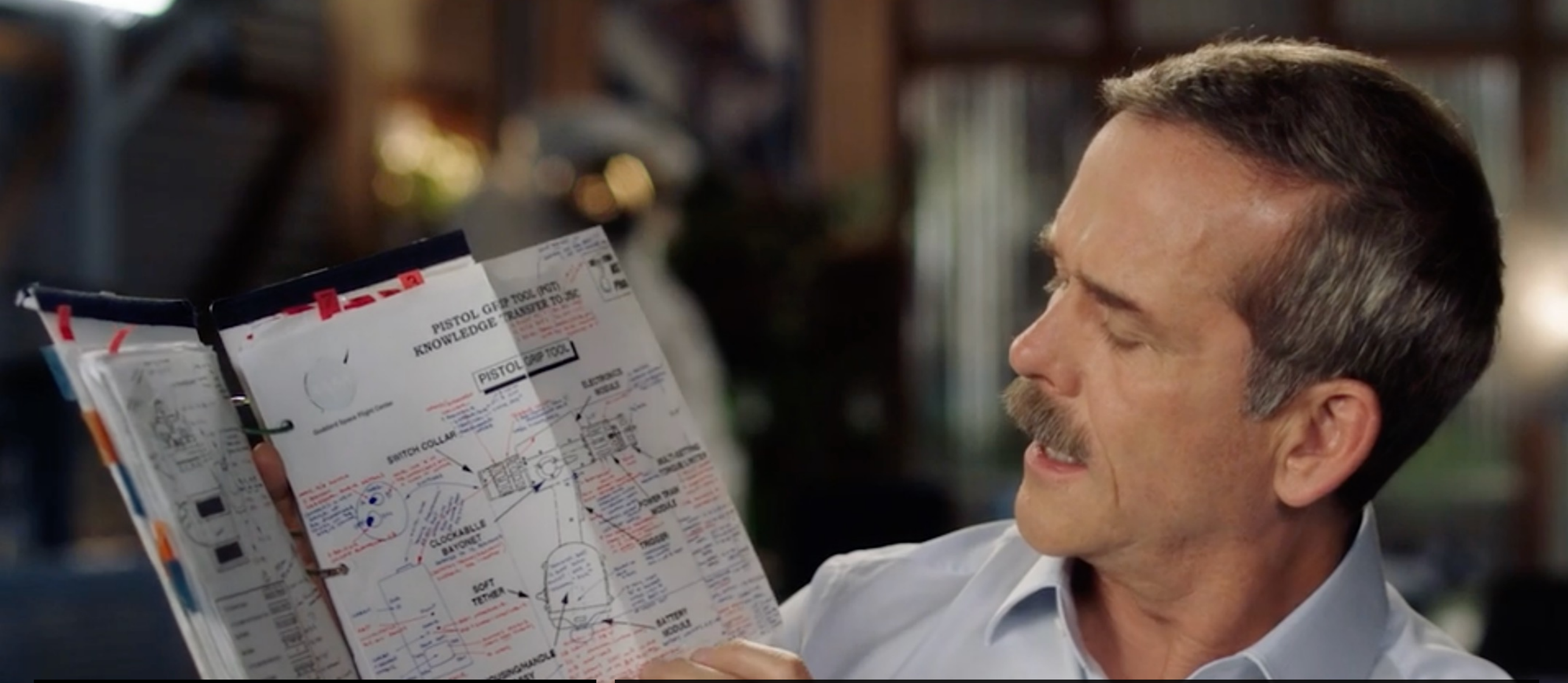
"WORDS BUILD BRIDGES INTO UNEXPECTED REGIONS." - "HAPPINESS & CONFIDENCE ARE THE PRETTIEST THINGS YOU CAN WEAR."

"A LOT OF SONGWRITING IS THINGS YOU LEARN. STRUCTURE, SKILL - CULTIVATE IT - AND KNOWING HOW TO CRAFT A SONG... BUT YOU NEED TO ALLOW FOR MYSTICAL MAGICAL MOMENTS WHEN AN IDEA THAT IS FULLY FORMED JUST POPS INTO YOUR HEAD."

HOW TO WRITE LIKE TAYLOR SWIFT

1. Be organized - keep all your thoughts & ideas in one place.
2. Use your notepad app on your phone religiously!
3. Jot down ALL your observations (even your dreams)
4. Re-visit old notes & piece together similar themes.
5. Study lots of movies & filmmakers (especially John Hughes)
6. Put yourself in other people's shoes as much as you can
7. Have fun - your best work will evolve over several years.
8. WRITE. EVERY. DAY.

STANFORD: ITALICS = "ALL TOO WELL" The Ten Week Version

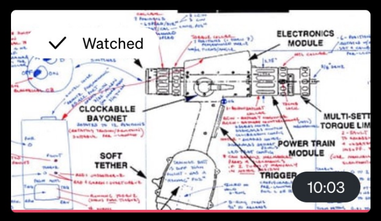


Watched

11:22

16. Leadership: Commanding the ISS

Chris describes the great honour and responsibility of commanding the ISS, ranks the commander's priorities and outlines what it takes to reach and fulfil such an elite and difficult leadership position.



17. Training and Learning: One-Pagers

Preparing for space travel means learning massive amounts of information. Learn how Chris used a series of one-page summaries to recall complex systems and concepts on the fly during his time in space.

18. Comms: Mission Control Evolution and Operations

The first words spoken from the Moon were directed to Mission Control for a reason. Learn how Mission Control functions and why it is so critical to the success of a mission to space.

An astronaut taught me how to do one pagers...

If you're anything like me, you spend most of your time focusing on the things that you're good at and enjoy doing, and less time on the things that you're not so excited about. If you're an astronaut about to embark on a mission to the International Space Station though, you don't have that luxury. Commander Chris Hadfield is the best test pilot that NASA has ever had on the astronaut training programme. He's a test pilot for over 70 different types of aircraft and has been the voice of mission control for 25 space shuttle missions. He was Chief of International Space Station Operations from 2006-2008 after spending 146 days in space where he completed 2,336 orbits of the earth. But being good at flying fighter jets like the F/A-18 won't get you very far on the space station if somebody loses a finger. Or if you need to reboot (and recode) a computer. Or do a space walk to fix a problem with a tool you haven't used before. Or if you need to communicate with the Russian prime minister. In Russian. These are all things you've never done before which will push you far outside of your comfort zone.

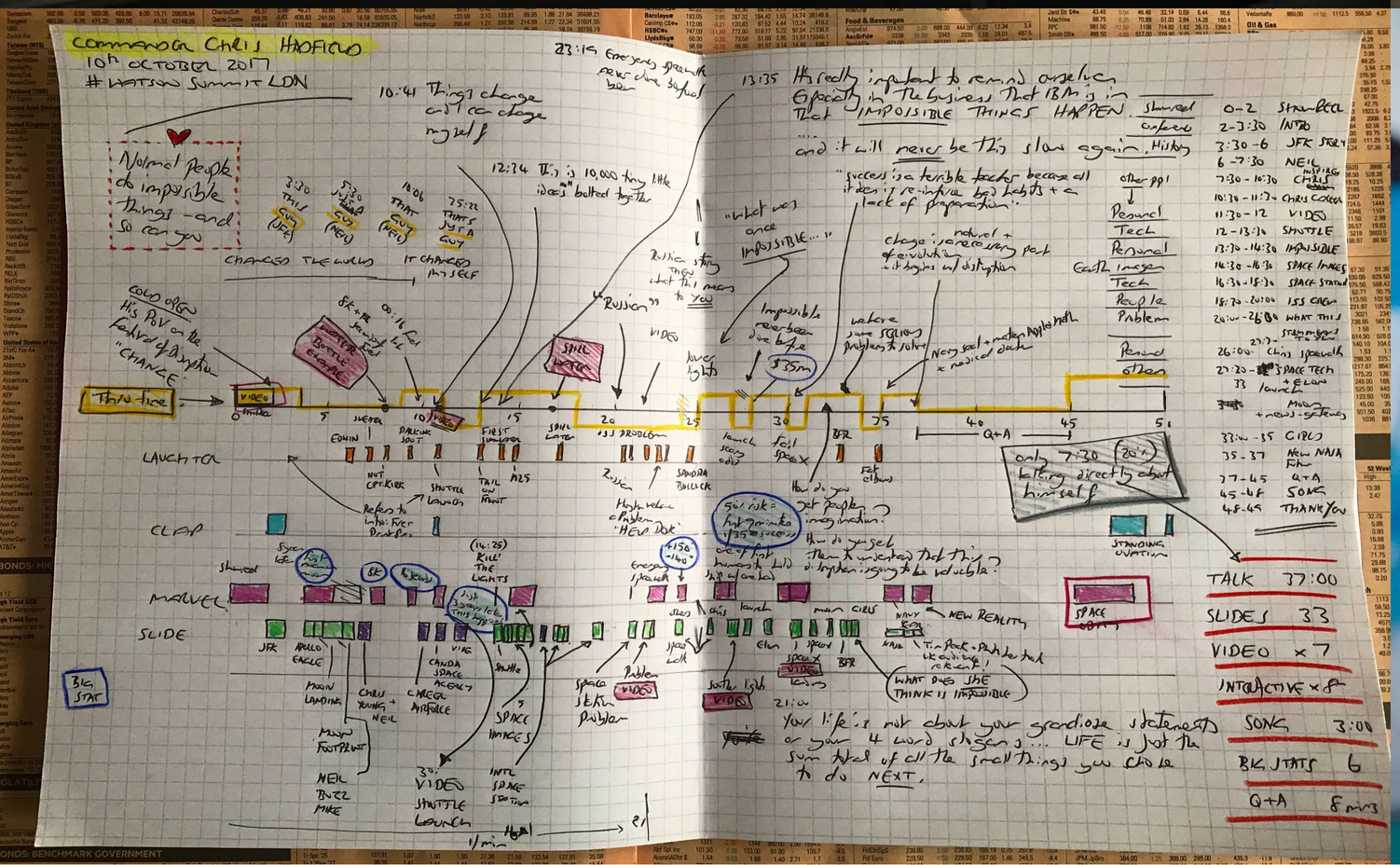
Question: How do you learn to do all these things (and more) in less than six months?
Answer: One pagers.

One pagers helped Commander Hadfield learn many new skills in an accelerated time period, by focusing only on the things that mattered most to him in that critical moment. By only concerning himself with the direct "interface" he would be faced with, he created one pagers as learning devices that would trigger his mind to only remember the things that he needed to know about. From the moment I saw his one pagers, I knew that they could also help me in my mission critical environments. I may not need to solve a problem "*in one breath*" but I am often under pressure to deliver messages to an executive audience where millions of dollars or thousands of jobs could be impacted.

What you will find in this book is a snapshot of the one pagers I've created. Some were created for my work at IBM, others simply to learn new skills or understand what made a particular speech so great. Many of them are not pretty. Some of them are almost illegible! But they have all made a huge difference to me and helped me in my personal and professional life. I hope that in some small way they help to inspire you as well.

think

THE #1 INTERNATIONAL BESTSELLER
CHRIS HADFIELD
"Houston, we have a superstar." Washington Post
"A one-man mission to make space cool again" Independent
AN ASTRONAUT'S GUIDE TO LIFE ON EARTH
LIFE LESSONS FROM SPACE
WHISTLEPIG
10
RYE
STRAIGHT RYE
CMDR. CHRIS HADFIELD


Commander Chris Hadfield
10th October 2017
#watsonsummitLDN
Normal people do impossible things - and so can you
CHANGED THE WORLD
IT CHANGED MYSELF
Russian
Launch
Edwin
Pauline
First Canadian
Shuttle
Video
Q+A
Talk 37:00
Slides 33
Video x 7
Interactive x 8
Song 3:00
Big stats 6
Q+A 8 mins

8 Daily Habits for Artists

~ 1 ~

Create Something Every Day

It doesn't matter how small it is. One picture. One quote. One sentence. Just get in the habit of finding the time and head space to bring something new into the world every day.

~ 2 ~

Sit Alone; Sit Quietly

Without any technology. Or at least with all your notifications turned off. Get your favourite drink. Alcohol is allowed but if you're going to write drunk, follow the advice of Ernest Hemingway and edit sober.

~ 3 ~

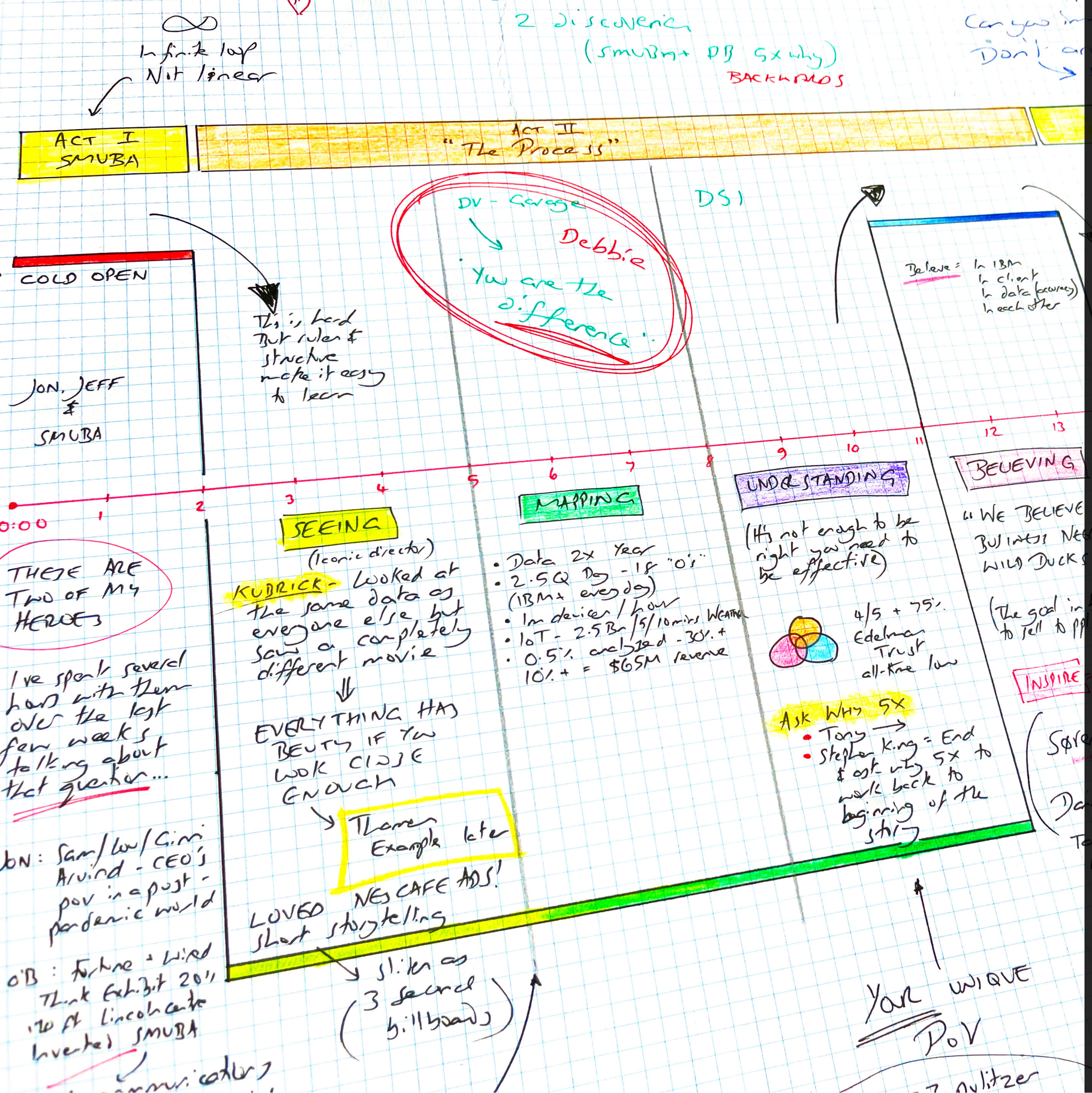
Never Stop Learning

Learn something new without any apparent practical benefit. I've written one pagers about poetry and discovered that some of the best "stories" have no structure whatsoever. I love ballet. I recently studied the psychology of these *"artists and athletes"* in the hope of understanding how they turn their presentations into performances. What I actually discovered was a greater understanding of how ballet dancers tell stories *without* words.

~ 4 ~

Encourage Other Artists

Being an artist can be lonely. It also takes a little arrogance to invest time in yourself and believe that your creativity might make a difference. Sometimes you need to stare at clouds. Not everyone understands this, so surround yourself with a few good people who do.



~ 5 ~

Teach to Make Change

Apart from being incredibly rewarding, teaching is the best way to understand something properly (because it forces you to be able to explain it simply). Teaching also pushes your boundaries by creating spaces where people can challenge and inspire you.

~ 6 ~

Ship Something You Created

Sometimes 80% good is good enough. Create something. Release it into the wild. See if it survives. Yes, it's uncomfortable. Yes, you'll feel vulnerable and exposed. Artists like their stuff to be perfect. But commercial artists can't afford to waste time and effort working on that additional 20%. Especially if the market doesn't respond well by the time you finally release it.

"Real artists ship".

~ 7 ~

Ask For Feedback

Ignore the crowd. Listen to the people whose work you love, admire and respect. Take their feedback on board and try not to be too precious about taking their advice. It's just their opinion. But artists are like athletes in many ways. We need great coaches around us to push us harder and make us that 1% better.

~ 8 ~

Have Fun

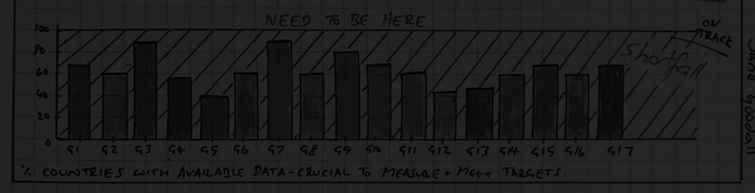
Building businesses and changing the world is hard work, so if it's not fun it's probably not sustainable. This doesn't mean *everything* needs to be fun, but I look up to artists like Tom Ford who say, "***If it's not fun I don't want to do it***". People like Tom have found what works for them and an audience who like what they create, so they ruthlessly stick to it. Creating a cheaper perfume might make sense in the short term, but it also opens up a whole new market that someone like Tom wouldn't find fun. And that will affect his other (art)work too. Not to mention the value of his brand.

Be proud of all the things you DON'T do.

THE ONE PAGERS...

IBM × UN

THE LATEST DATA SHOWS THAT THE WORLD IS FAR BEHIND WHERE IT NEEDS TO BE TO MEET THE 17 SUSTAINABLE DEVELOPMENT GOALS SET IN 2015 & ESSENTIAL FOR THE WORLD TO MEET BY 2030. EVEN WITH A COVID-19 SCALE RESPONSE FOR THE NEXT DECADE WE WOULD STILL FALL SHORT. HUMANS + TECHNOLOGY MUST WORK TOGETHER, FASTER, TO HELP US ACCELERATE PROGRESS.



Wallace Stevens

TURN....

NUMBERS	NARRATIVES
STATS	STORIES
PRESENTATIONS	PERFORMANCES
CAMPAIGNS	CAUSES
MOMENTS	MOVEMENTS

Technology is NOTHING. What's important is that we have FAITH in people, that they basically good + smart and if you give them the right tools, they do something WONDERFUL.

Jane Goodall

"THINGS TAKE LONGER TO HAPPEN THAN YOU THINK THEY WILL, BUT THEN THEY HAPPEN FASTER THAN YOU THOUGHT THEY COULD." Rudi Dornbusch

PURPOSE-DRIVEN STORYTELLING

PATHOS	EMOTION + VALUES
ETHOS	CREDIBILITY + AUTHORITY
LOGOS	SCIENCE, DATA + EVIDENCE
KAIROS	URGENT ACTION. NOW.

Heidi Wilson

The Best stories = 4 WORDS + 5 LINES
TED SORENSEN

"You can change the world just by sharing your story"

Greta Thunberg

KEY

People	Planet	Performance
Story	Stat	Solution

Employees ⟷ Economics ⟷ Environment

Margaret Mead

IBM SCIENCE for SOCIAL GOOD partners IBM research with academic fellows, NGO's, public sector + enterprises to tackle emerging societal challenges. Science + tech will accelerate progress towards SDG goals.

STOP THE TRAFFIK used IBM Watson to build a traffic analysis platform that fights human trafficking by visualising supply chains helping to abolish modern slavery & the 40m people trafficked each year.

TRACE of SWEDEN built a solution on IBM cloud that just by taking a photo of wooden furniture in a store - you can check & verify its origins - helping to combat illegal logging & deforestation.

65M people have been forcibly displaced from their homes since 2015

1.6Bn people depend on forests for their livlihood BUT "we" still destroy 80,000 acres every day.

JEFFERSON PROJECT at Lake George has built the world's most advanced environmental [illegible] system for protecting water-based eco-systems.

Oceans cover 75% of the planet, but [illegible] over fishing)

No one is too small to make a difference.

18 of the 20 hottest years on record have occurred since 2000.

IBM GARAGE measures a triple-bottom line (Employee Impact, Economics & Environmental impact) ensuring that projects & transformation projects have a net-positive impact on the planet.

IBM sends less than 1% end-of-life products to incineration or landfill, collecting and processing 2.4 Bn pounds to date. 89% of all non-hazardous waste is recycled.

1.3Bn tonnes of food is wasted every year while 1Bn are undernourished & 1Bn are starving.

IBM WEATHER COMPANY provides access to 2.5Bn sensors that run 5 weather models every 10 minutes. IBM Service Corps runs 1500 projects in 40 countries with 400 IBMers & $100M investment.

PLASTIC BANK is a solution built on IBM blockchain to help more than 1BN people in areas of high poverty & high plastic pollution transform their lives by collecting & trading plastic waste for essential goods.

79% of imports from developing countries enter developed countries duty free.

836M People still live in extreme poverty

1/5 live on less than $1.25/day

Never doubt that a small thoughtful group of committed citizens can change the world, it's the only thing that ever has.

"If you want to change the world, go home & love your family"

After the final "No" comes a YES and on that YES the future world depends.

What you do makes a difference. You must decide what difference you want to make

Food is one issue that can't be solved by one person - we must work together

Stories open our hearts, open our minds & leads to action.

No Poverty 1

Zero Hunger 2

Good Health & Wellbeing 3

Partnerships 17

Peace + Justice 16

Life on Land 15

Climate Action 13

Responsible consumption + prod. 12

Just sainable Cities 11

No Inequality 10

Infra + Industry 9

Decent Work 8

Quality Education 4

Gender Equality 5

Clean Water 6

Clean Energy 7

Globally 1 in 9 people (795M) are undernourished

1/3 of ALL food produced is lost or wasted.

If we wait until everything is ready, we shall never begin.

You don't need to be perfect but you do need to be 100% committed

Be angry. Anger is a positive energy.

Success = Joy + self-sufficiency & making the world work better

Finance is a service industry. It should serve others before itself

The true threat is that the opinion of science somehow alters its reality

"If not me, who? If not now, when?" Emma W

Water is not for sale & neither is my water A Peltier

YARA + IBM have connected 620M farming families with a digital platform using farm, field & weather data to help them protect their crops & increase their yields to feed a growing population without increasing carbon emissions.

More than 6M children still die before their fifth birthday every year

72M primary school kids are not in school

130M Kids have no access to school

One child, one teacher, one pen can change the world

It is estimated it will be another 108 years before women have equal rights & equal pay

2.4Bn lack access to basic sanitation

1,000 children die every day for water related preventable disease

IBM'S COVID-19 consortium gives researchers FREE access to over 600 petaflops of computing capacity - with a FREE cloud based AI service that lets scientists query every peer-reviewed research paper.

P-TECH is a public education model focused on STEM giving a no-cost 2 year college degree that's aligned with industry skills - active at 260+ schools in 27 countries with 600 biz partners & 150,000 students.

STEM for Girls INDIA is a 3-year programme to improve digital literacy, coding & career development & girl's empowerment. The programme serves 200,000 girls & a co-project serves 100,000 boys.

UPPER TANA - NAIROBI helps thousands of farmers save water & reduce pollution in Kenya. IBM Service Corps built a prototype that will maintain water availability for 9 million people.

IBM Research is developing new lithium sulfur batteries for DAIMLER which will create new battery technology that is cheaper, lasts longer & charges faster using QUANTUM computing.

Emma Watson

Malala Yousafzai

Katherine Hayhoe

1 in 5 people still lack access to electricity

3Bn still use wood or coal to cook & heat

2.2Bn people live below the US$2 poverty line

NO STABLE JOBS

FARMER CONNECT powered by IBM blockchain connects consumers directly to farmers, so that a simple QR code on a coffee cup can "tip" the exact farmer who picked the coffee beans.

50% of humanity (3.5Bn) live in cities - BUT 828M people (and rising) live in slums.

Women living in rural areas are still 3X more likely to die giving birth than in urban areas.

1.5Bn do not have access to reliable phone or internet

To promote greater representation throughout the workforce, IBM has career acceleration programmes for women & under-represented minority groups e.g. Black, Hispanic, Indigenous & Native American

IBM RESEARCH has developed an AI solution that reduces the energy consumption of heating & air conditioning in commercial buildings by 15% reducing CO2 emissions

Kate Raworth

Alexandria Ocasio-Cortez

Thandie Newton

Anita Roddick

Christine Lagarde

TELL BETTER STORIES...

WHOEVER TELLS THE BEST STORIES GOES HOME WITH THE MOST MARBLES!

📖 Telling stories is hard. Especially in business. Which is why I think we could all benefit from more analogue thinking in our lives...

That's why I started drawing one pagers and playing with frameworks like **SAVE THE CAT** for corporate speeches. It's fun exploring new ideas and concepts for how to structure a speech. I am a huge fan of **BARBERA MINTO'S** Pyramid principle, designed in the 1960's at McKinsey and very much still in use today. I love **ARISTOTLE'S** 3-act structure and **NANCY DUARTE**'S shape of a story. I have very mixed feelings about **PIXAR'S** Rules of Storytelling. I love **JOSEPH CAMPBELL'S** Hero's Journey. I'm mildly obsessed with **TED SORENSEN'S** "Four words and five lines".

These are just a few of the speech and story structures that and are featured on the following pages, with an explanation taken from my original Linkedin posts. (I hope you liked them!) Many of the one pagers were never intended to be shared, since I was writing for my own benefit to learn some of these structures, so apologies in advance for any sketchy handwriting and words you can't quite make put.

Story systems and structures are like tools for different tasks. Or clubs in your golf bag. You never quite know when you might need them, but they're good to have when you have an awkward shot (or a different presentation) to make.

I've always enjoyed cutting up books, concepts, frameworks, newspaper articles, research papers and presentations. I want to try and understand what makes a good story and how I can tell better stories myself, then I can help others to tell better stories.

It seems time consuming, but the clarity I gain from being more thoughtful, drawing, colouring, gluing ideas into scrapbooks, saves me a LOT of time. It's not a luxury or an indulgence. It's a way to be more effective and more productive. It's a way to find ways to put more tools (or clubs) into my bag!

Digital project planning and collaboration tools are brilliant when used properly. But I often find that technology can get in the way of the creative flow that you need for good problem solving in the early stages of a project.

🛠️ Good design is all about problem solving, not making things look pretty.

⏳ It's not a battle between fast v slow.

📈 It's the difference between good v great.

🖍️ Analogue first. Then digitise it.

Hopefully the "art" on these one pagers will inspire you in some small way to start creating a few of your own because as legendary film producer Cecil B. DeMille once said,

"THE GREATEST ART IN THE WORLD IS THE ART OF STORYTELLING".

11 WORDS

GREAT STORYTELLING IS NOT EASY. There are thousands of “coaches” on social media platforms like Linkedin, sharing complicated structures, methodologies, frameworks and hero’s journeys. But for me, it all comes down to just 11 words.

Everything I’ve learned in my career about the art and science of storytelling can be boiled down into a handful of phrases. And when you’re time short and under pressure to deliver something compelling, who doesn’t want some quick prompts to help you tell a better story?

🧠 WHAT IF....?

Disney Pixar start new story workshops exploring ideas for future scripts with just 2 words. “What if....”. Not only do those words spark the neurone in your brain to think differently, but they challenge you to surprise the audience with something they’ve not seen before. The more ideas the better. Get the obvious ones out of the way first.

In business “what if” could be the start of a pitch that paints a picture of a future vision that nobody thought was possible.

“*What if you could push a button and a taxi arrived to pick you up in under 120 seconds?”* [UBER]

“*What if everything we manufacture in the future only ever uses materials that are already in circulation?”* [NIKE]

Interesting “*what if*” questions that could spark a different kind of business story....

- *What if...* you launched your own competitor?
- *What if...* you created a division to incubate startups?
- *What if...* your industry was fully decentralised?
- *What if...* you were charged a fee for delivering bad customer experience?
- *What if...* you were design your business from scratch today?

🚧 INTENTION & OBSTACLE

At its core, every story is a journey where somebody (or something) is transformed. People will talk about Aristotle’s Poetics, Save the Cat, Christopher Vogler or Joseph Campbell’s “Hero with a thousand faces” but it all comes down to intention and obstacle.

Somebody wants something REALLY badly. And something formidable is standing in their way of getting it. The stronger the hero’s intention, and the bigger the obstacle (or villain) standing in their way - the better the story will be.

In business, your hero could be an executive, a conference audience, a customer or a product. But until you’ve introduced a BIG challenge, a conflict or an obstacle, you don’t have a story. Think internal politics, market forces, competitive landscape, previous failures, lack of innovation....

⏰ THE 3 C’s

Dan Brown is one of my favourite authors. He describes his process for writing thrillers like Da Vinci Code or Angels & Demons as coming down to the “CONTRACT” the “CLOCK” and the “CRUCIBLE”.

CONTRACT: Tell your audience exactly what is about to happen and paint an exciting picture of the journey that they’re about to go on. Assure them that if they stick with you, it’s going have a dramatic ending that they didn’t expect, which will transform them for the better.

CLOCK: Every good thriller (in business or entertainment) is made all the more compelling the greater the sense of urgency. The world might not explode if Robert Langdon doesn’t find the virus by midnight, but there may be consequences of inaction, failure or financial loss for the business story you are telling.

CRUCIBLE: There is a crucible, a boundary, where every story takes place. Stay within that boundary. Don’t introduce parts of a different story that don’t serve the one you are telling. Great storytellers are great editors. What you leave out is often more important than what you put in.

😲 “AND THEN WHAT HAPPENED?”

Neil Gaiman’s favourite phrase. If your audience is thinking these four words, then you’re on the right path and doing the right thing. Forget about all the science (dopamine?), the structures and the storytelling systems, just do everything in your power as a communicator to get your audience on the edge of there seat wondering where you are going to take the audience next. “Surprise” is the magic word here. For the next presentation you’re about to give, ask yourself “HOW can I surprise THIS audience and give them something they don’t expect?”

It’s not rocket science is it?!

So good luck, safe travels, and keep these 11 words up your sleeve for the next time YOU need to tell a story that matters.

Everything you need to know about storytelling in 11 words

What if?

WHAT IF? Gets the neurons firing in your brain to spark CREATIVITY. As soon as you ask what if - initially anything might be possible. What if forces you to think differently to try and avoid the status quo - or the obvious undifferentiated solution to your clients difficult problem.

WHAT IF..? are the two words that most creative leaders start with before they create something { USEFUL / MAGICAL / MEMORABLE

PIXAR

THIS!

THE SINGLE PURPOSE OF A STORY IS TO MAKE PEOPLE FEEL SOMETHING...

1995:	WHAT IF...	Toys had feelings	(TOY STORY)
1998:	WHAT IF...	Bugs had feelings	(BUGS LIFE)
2001:	WHAT IF...	Monsters had feelings	(MONSTERS, INC)
2003:	WHAT IF...	Fish had feelings	(NEMO)
2004:	WHAT IF...	Superheros had feelings	(INCREDIBLES)
2006:	WHAT IF...	Cars had feelings	(CARS)
2007:	WHAT IF...	Rats had feelings	(RATATOUILLE)
2008:	WHAT IF...	Robots had feelings	(WALL-E)
2009:	WHAT IF...	Dogs had feelings	(UP)
2012:	WHAT IF...	Scotland had feelings	(BRAVE)
2015:	WHAT IF...	FEELINGS HAD FEELINGS?!!	(INSIDEOUT)

IBM

1955: WHAT IF... A supercomputer could outthink a chess grandmaster (DEEP BLUE)
2006: WHAT IF... AI could win TV's toughest gameshow (JEOPARDY.) (WATSON)
2015: WHAT IF... You could code just by talking to your PC (WATSON ASSISTANT)
2017: WHAT IF... Computers could beat worlds top debaters in argument (PROJECT DEBATOR)
2019: WHAT IF... Autonomous ships could map the ocean (MAYFLOWER)
2021: WHAT IF... Quantum computers could invent technology to fight climate change? (IBM Q)
2022 WHAT IF...?

DREAMWORKS

WHAT IF you don't need models or stop motion to make a dinosaur film for a sensible budget. #1st = JURASSIC PARK

NIKE

WHAT IF all the molecules in the world that Nike is allowed to use forever are already in existence in our shirts + shoes? It becomes a physics problem!

MICHAEL DOMACU - VP INNOVATION

Contract. Clock. Crucible.

"YOUR JOB IS TO CREATE A FRAMEWORK. TO CREATE THE POINTS OF INTEREST THAT THE (AUDIENCE'S) IMAGINATION FILLS IN"
DAN BROWN

There are elements that MUST be in all great stories. Not just thrillers - but all stories. Whether read in the bedroom or told in the boardroom - every story must contain these three elements.

ALSO...

INDUSTRIAL STORYTELLING

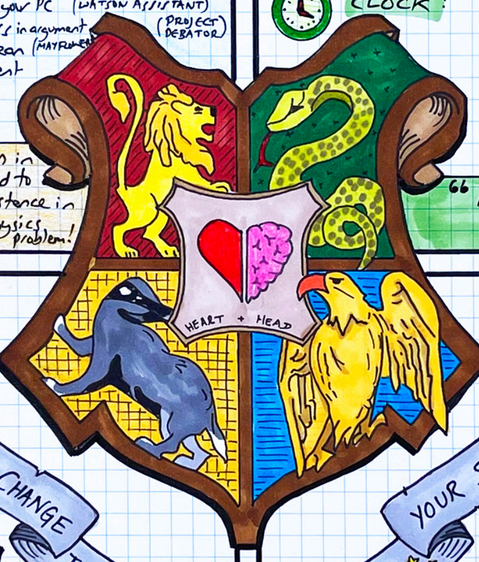
- ⊕ Think like a philosopher, write like a thriller author
- ⊕ #1 Goal = Have big "HOW'S" not big "why's."
- ⊕ Tell tech stories that make people FEEL something
- ⊕ Structure is your friend.
- ⊕ Brilliant minds with a PURPOSE are dangerous!
- ⊕ Feature: ART/MAGIC/SCIENCE/WONDER/AWE.
- ⊕ Write the last [page/slide] first. Then work BACKWARDS asking WHY did this happen?

CONTRACT: The promise you are making to your audience about something they need to know that you are going to tell them.

CLOCK: You need a ticking clock in the background of your story. Something that creates urgency and builds tension. (See: "KAIROS")

CRUCIBLE: The area where your story takes place must be clearly defined. There must be a boundary. And your story must stay within it.

"AS IS A TALE, SO IS LIFE: NOT HOW LONG IT IS, BUT HOW GOOD IT IS, IS WHAT MATTERS"
J.K. ROWLING



Intention + Obstacle

"INTENTON & OBSTACLE is the most important thing in drama. Without that you are screwed."
AARON SORKIN

Without a strong clear INTENTION and a formidable OBSTACLE you don't have a story. Every story needs some form of CONFLICT or CONTRAST

STORIES NEED VILLAINS or narratives that disrupt the status quo.

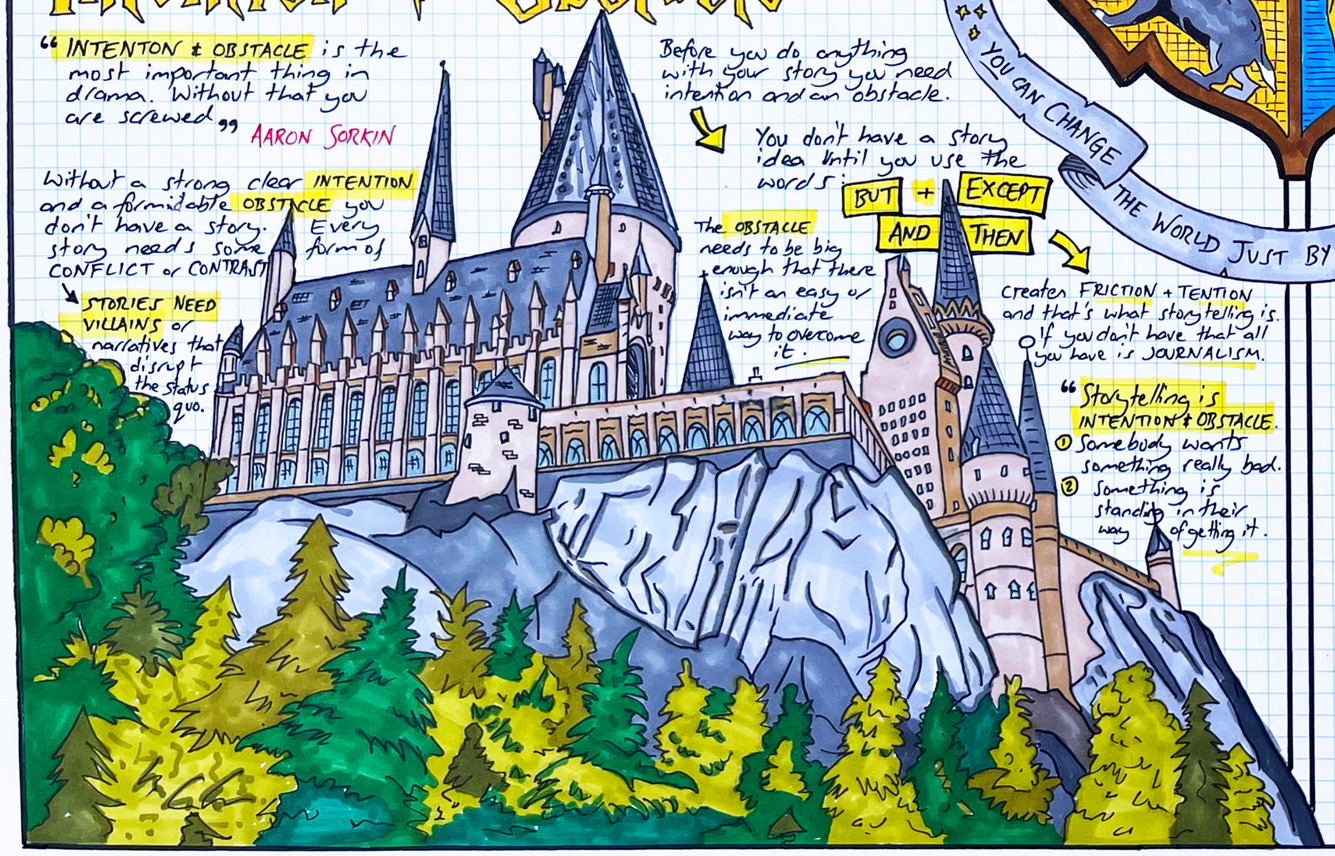
Before you do anything with your story you need intention and an obstacle.

You don't have a story idea until you use the words: BUT + EXCEPT / AND / THEN

The OBSTACLE needs to be big enough that there isn't an easy or immediate way to overcome it.

creates FRICTION + TENTION and that's what storytelling is. If you don't have that all you have is JOURNALISM.

"Storytelling is INTENTION & OBSTACLE.
1. Somebody wants something really bad.
2. Something is standing in their way of getting it."



"AND THEN WHAT HAPPENED? Those words, I think, are the most important words there are for a storyteller. Anything you can do to keep people turning the pages is legitimate."
NEIL GAIMAN

You may have a great idea - but how do you build it into a story? How do you know if your story has legs & is likely to go anywhere? "...and then what happened?" are the four words that children ask, when you pause, telling them a story. The four words you hear at the end of a chapter. The four words, spoken or unspoken, that show you, as a storyteller, that people care.

The real magic of this little invocation is that it has inspired hundreds of millions of words, has made people who never imagined themselves as storytellers into tale tellers who could give any great author a run for their money.

And then what happened...?

The goal of storytelling - whether on a page, over a podcast, or on a stage or in a boardroom - is getting the audience to ask or think "...and then what happened?"

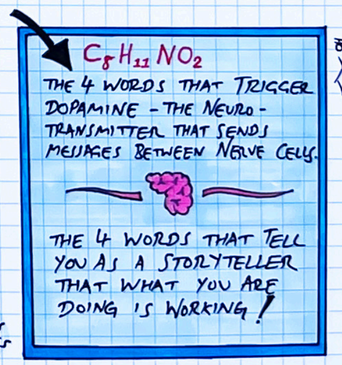
Biologically - what you are actually doing is radically increasing the levels of DOPAMINE which are flooding the neurons of your audience. Dopamine is the pleasure hormone. It's what makes us want MORE. chocolate. sex. Binge watching your favourite show. Dopamine plays a big part in our ability to THINK + PLAN. It helps us strive, focus & find things interesting and exciting.

DOPAMINE is the chemical communication messenger.

It's the essential ingredient of a great story. You don't need to be a neuro scientist to understand it.

You just need to tell stories that make people desperate to know "...and then what happened?"

IT'S THE CONNECTING HORMONE THAT'S WHAT STORIES ARE MADE OF.



THE **LIGHT** & **DARK** OF **INDUSTRIAL STORYTELLING**

NOT EVERYBODY WANTS TO CHANGE THE WORLD. It took me a while to realise that. Some people just want to do their job, get paid and go about their business.

These are my notes from a communications programme I was working on recently, coaching executives how to deal with unresponsive (or even hostile) audiences. 😡

Maybe you sometimes struggle with that? You want to do the right thing and make a difference in some small way, but the people who you need to buy into your idea are having none of it?

If so, here a few things I've learned that might help:

🤯 "*Sometimes you need to help people do the right things for the wrong reasons*." (Tom Friedman, NYT)

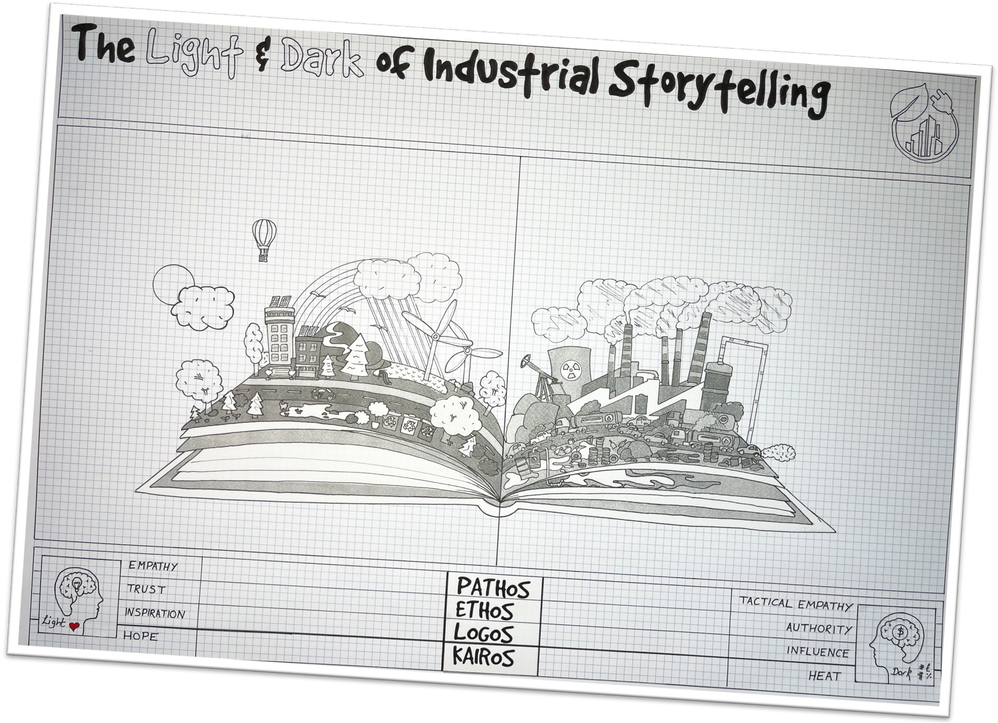
🧠 80% of the thoughts executives have a "negative". So if you want to inspire change, stop asking "***What keeps you up at night?***" and start asking, "**What gets you out of bed?**".

🧊 When dealing with senior executives (top down), corporate politics are not much different to social politics. Sometimes 49.5% people will always vote one way, and 49.5% will go the other way. So your goal as a communicator is sometimes to just figure out how to influence the 1%.

🌍 If you're working on a more grassroots (bottom up) movement and you want to turn your "***campaign into a cause***", you sometimes only need 3.5% of your audience to get behind your idea, before they influence everyone else to change. (Erica Chenoweth)

📊 One of the best filters you can use when crafting messages for tough audience is, "***Is this relevant, important AND true?"*** (David Axelrod)

❓ Asking "Why?" 5X usually gets to the real root of a problem. But do it carefully and with empathy, because this is a sure-fire way to piss people off and make them angry if you don't get it right. (Dan Pink)



The Light & Dark of Industrial Storytelling

Every story is about a hero's journey. They usually want something really badly, and something is standing in their way of getting it. They meet a 'trusted guide' who can help them find their way to wherever they want to go. Their guide gives them a plan. And hopefully our hero is transformed for the better. ■ Most "industrial stories" written for business don't focus much on the obstacle that is standing in our hero's way. Why would they? Villains and obstacles are "PR" issues waiting to happen. "Of course we'd love to tell you about what we're doing to address the climate crisis - but please don't shine a light on the work some of our clients might be doing to lobby against climate related regulations/policy." Hypothetically speaking. ■ Unfortunately for "those" PR execs, audiences love villains. Audiences enjoy the drama of conflict & contrast. They like "Intention & obstacle" as Aaron Sorkin would say. It's what makes for a great story ■ This is why if you're in business and telling industrial stories which you hope will have an economic impact - you NEED to embrace your hero's AND your villains. Because not everybody wants to change the world. Some people need to be conquered. ■

3.5%

"Never doubt that a small thoughtful group of committed citizens can change the world; why? Indeed, it is the only thing that ever has"

REVOLUTION

A revolution is an act of HOPE. The true revolutionary is driven by LOVE (the) You hardly ever change things by fighting the existing reality. To change something (and make a positive difference) build a new model that makes the existing model obsolete →

#MeToo #BLM #FridaysforFuture copyrights, civil rights, abolition... if you can mobilise the right people - history has proven that 3.5% of a passionate, informed & engaged audience can bring about enough power to influence the other 96.5% to change. But they must be the right people.

"We want to make a lot of $ Because the more we make the more we can give away - and the more others want to copy our biz model!"
YVON C.
Patagonia

HIGH PERFORMER

Marginal gains.

Friendly audiences can be "won" over a long period of time. You're both playing an "INFINITE GAME" so a series of many small moments will create a deeper connection & a more powerful movement"

PIXAR NARRATIVE

"What if....?"

"Once upon a time...." is a classic and entertaining narrative when driving action isn't the priority. Human stories showcasing the best applications of technology create ENDORPHINS & OXYTOCIN. Light emotions that build TRUST.

HEART

The best stories move people EMOTIONALLY, PHYSICALLY, SPIRITUALLY & MENTALLY But you need to be willing to do things other professionals wouldn't do.

Industrial audiences make decisions with their HEARTS & justify those decisions with their heads.

RHETORIC FOR GOOD

"Mirror & Label"

Rhetoric which uses contrast not conflict to unite the audience. Use "but" and always speak to your higher purpose. Focus on what you do - NOT what they don't.

OUT OF BED (+VE MINDSET)

What inspires & motivates people is far more likely to drive action than anything based on fear, anxiety or stress.

People who love what you do and share your values should be encouraged to find their own IKIGAI.

75% of business professionals are more likely to make major strategic decisions with their head AND their heart - no matter what the data says. ❤

EMOTION

How will it make them FEEL?

"And then what happened...?" are 4 of the most powerful words in storytelling. If the audience thinks or asks them, you're triggering DOPAMINE: And they're engaged.

UP AT NIGHT (-VE MINDSET)

The average executive has 70,000 thoughts everyday. 90% are the same as yesterday and 80% are negative.

Professionals who don't share your values or "like" your purpose-driven stories are more likely to be motivated by fear of missing out, or possession of unique knowledge & insights.

4/5 execs are overwhelmed. -ve = irrationality

ECONOMICS

How will it make them MONEY? How will it.....

DRIVE UP ↑
- ROI
- MARKET SHARE
- RETENTION (CX+EX)
- SOCIAL IMPACT

DRIVE DOWN ↓
- COSTS
- TIME TO MARKET
- RISK
- ENVIRONMENTAL IMPACT

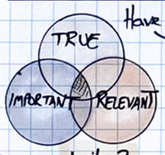
1%

Not everyone wants to save (change) the world. Maybe they have other priorities. Maybe they're in the middle of a complex transformation. Maybe they are not incentivised to care (enough).

In the boardroom - just like during elections the audience demographics may be relatively predictible for 49.5% + 49.5%. They've always acted like that &/or they're not likely to change. Research & micro targeting. What is most likely to INFLUENCE the 1%?

POLITICAL NARRATIVE

Have a



Is it...?

1. Provide a compelling narrative that showcase your bio & is +ve
2. Accentuate their weaknesses without using attack ads. Respect.

ENGAGEMENT | + | CONNECTION

Emphasise common bonds & struggles

HEAD

The most effective industrial stories have 4 elements
- BREVITY
- LEVITY
- CHARITY
- CLARITY.....

and 5 lines
1. OUTLINE
2. HEAD LINE
3. FRONT LINE
4. SIDE LINE
5. BOTTOM LINE → what's it worth?

PERSUASION

Ask "WHY?" 5X

① Match their values. Give them enough info but not too much to overwhelm. Correct. Don't preach.
② Mobilise: They may like you but will the "vote" for you. Engagement is not enough. Make audience care enough to act.

EVOLUTION

Transformation via a small but significant series of events over the course of a "hero's journey." DIGITAL DARWINISM. Small steps will help calm the nerves of a nervous audience but do them fast. Survival of the fastest - NOT the fittest (or prettiest)!

OBSESSED

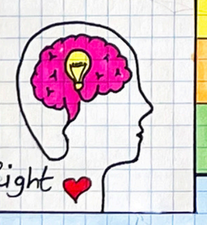
Creativity & the price of genius.

Driven, obsessive, relentless & ambitious audiences have no patience. They need to win NOW & they need to understand you "get it." Demonstrate a level of obsession & excellence unique to you & your commitment to THEIR CAUSE.

INSPIRE PEOPLE
BUILD THINGS THAT MATTER
MAKE A DIFFERENCE

CONCLUSION: YOU OFTEN NEED TO HELP PEOPLE DO THE RIGHT THINGS FOR THE WRONG REASONS.

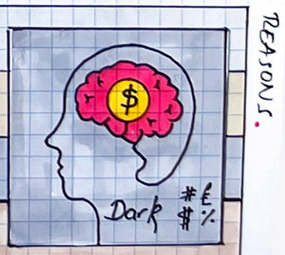
TED Interview



EMPATHY	"THE ABILITY TO UNDERSTAND & SHARE THE FEELINGS OF ANOTHER" COGNITIVE see their POV + EMOTIONAL shared feelings + COMPASSIONATE Motivated to help.
TRUST	= (CREDIBILITY + RELIABILITY + INTIMACY) / SELF-ORIENTATION · Know your stuff + Deliver · Understand hopes + fears · Focus on THEIR priorities
INSPIRATION	"A story is just data with a soul." Turn numbers into narratives → statistics into stories. Data does not drive or trigger decision making: DOPAMINE. OXYTOCIN + ENDORPHINS.
HOPE	Everybody has a finite capacity of HOPE. The key is to evoke enough hope to drive action from anger - but not too much to be overwhelmed.

PATHOS	"THE TACTICAL APPLICATION OF EMOTIONAL INTELLIGENCE" Understand their perspective even when you don't like them, share their values or respect them. Adversary = situation. Not the person
ETHOS	Why you? Why here? Why now? The ability to leverage credibility, authority & gravitas to persuade your "audience."
LOGOS	The ability to "FORCE" people to do things which they wouldn't normally due - when faced with compelling evidence
KAIROS	Create heat by stoking emotions. Disruptive emotions that create KAIROS: The supreme moment at which one MUST act - no matter how implausible or inconvenient

TACTICAL EMPATHY
AUTHORITY
INFLUENCE
HEAT



STORYTELLING IN THE C-SUITE

WHY IS IT SO HARD TO TELL GOOD BUSINESS STORIES? Here's 5 insights from a new programme I'm writing called "Storytelling in the C-Suite" that starts to explain why. 🤔

📚 1. There are 640+ Different Versions of Each Story!

That's often why well written "generic" talk tracks on many PPT notes don't engage CXOs. What you need are highly personalized scripts, brought to life with a framework that helps you tailor your message, to your audience, in a way only you can deliver. [5 CXO Decision Making Styles] x [4 Company Archetypes] x [2+ Genders] x [16 Personality Types] = 640+ 🤯

🧠 2. 75% of "Big Bet" Decision Making in the C-Suite is "Irrational".

CXO decision making often goes against all relevant data (no matter how compelling or accurate). Decisions are triggered by "gut feelings" in your body and then justified rationally with data afterwards. One reason for this neurological phenomenon is because the brain stem becomes the spinal cord, which is the body connecting to the brain.

🤷‍♀️ 3. Women are Scientifically Better Storytellers.

Women have higher levels of oxytocin than men, which builds trust and demonstrates empathy, the essential ingredient for building connection through story. And while the female brain is 10% smaller than a mans and contains 4% less cells, it has 4X MORE nerve fibres, which creates more cellular connections and allows it to work more efficiently.

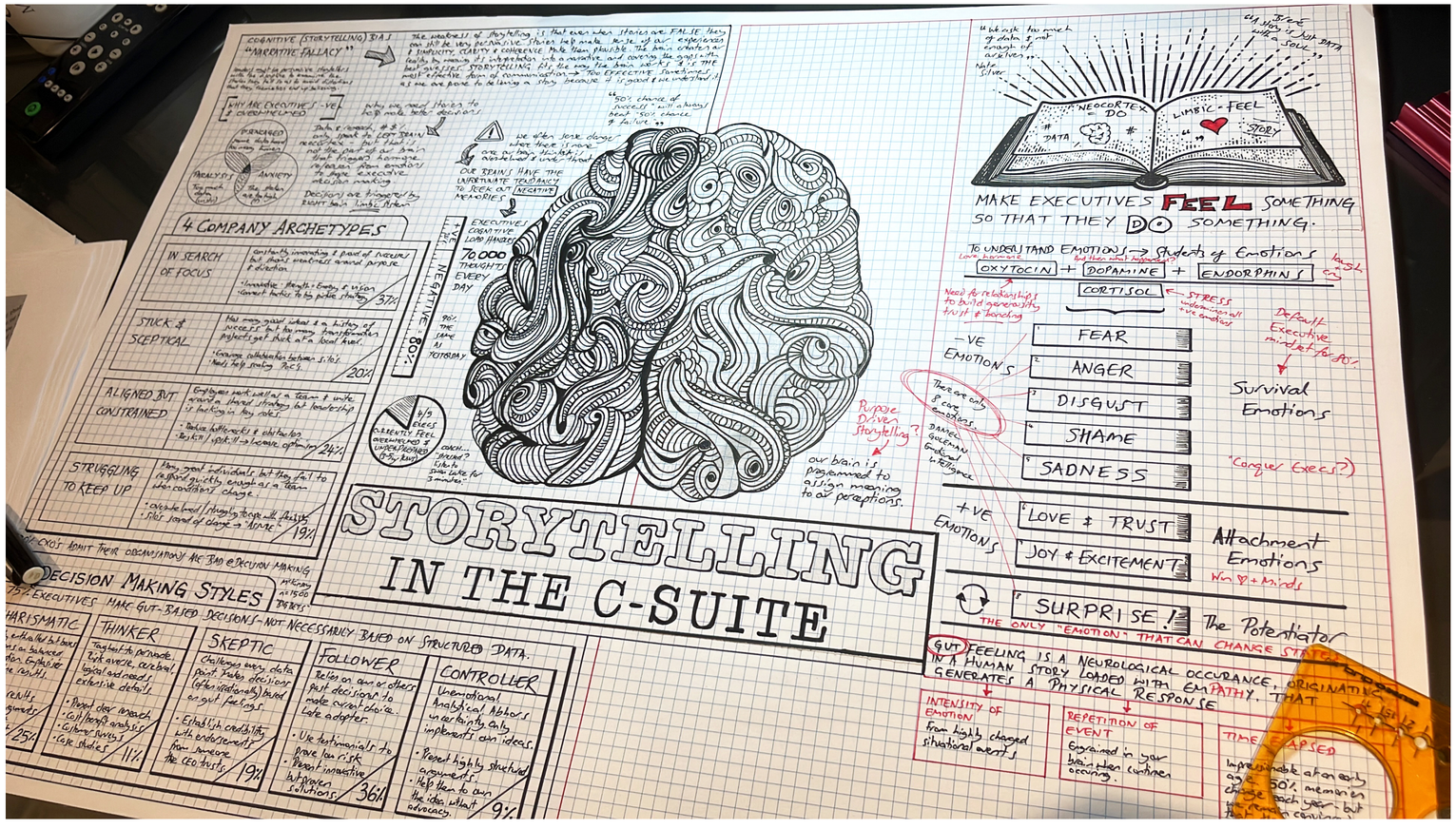
🥫 4. 80% of Our Thoughts Are Negative.

It is estimated we have 70,000 thoughts each day. 90% of them are the same as yesterday (general cognitive processing) BUT 80% are negative. That's why we are encouraged to tell business stories that pose questions such as "What keeps you up at night?" when what we really should be asking is "What gets you out of bed each morning?".

❤️ 5. There Are Only 8 Core Emotions.

There are 5 "Survival Emotions" related to negative mindsets and 2 positive "Attachment Emotions" which build relationships, trust and bonding with an audience. The only emotion capable of changing the mindset of an audience is SURPRISE, also known as "The Potentiator". The best stories always surprise you. This is an essential ingredient for winning over the hearts and minds of negative or "sceptical" executives.

Telling stories to important business leaders is difficult and can be really scary. But if you have enough EMPATHY, a POSITIVE mindset, a passion for BREVITY (!) and the ability to SIMPLIFY complexity, you won't go far wrong.



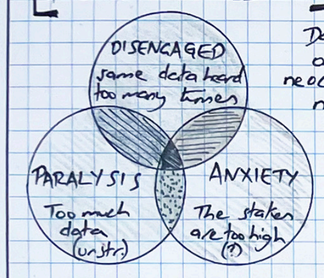
STORYTELLING IN THE C-SUITE

COGNITIVE (STORYTELLING) BIAS "NARRATIVE FALLACY"

The weakness of storytelling is that even when stories are FALSE they can still be very persuasive. Stories help make sense of our experiences & SIMPLICITY, CLARITY & COHERENCE make them plausible. The brain creates our reality by weaving it's interpretation into a narrative and covering the gaps with best guesses. STORYTELLING fits the way the brain works & is THE most effective form of communication → TOO EFFECTIVE sometimes as we are prone to believing a story because it is good & we understand it.

leaders must be persuasive storytellers with the discipline to examine the stories they tell so as to avoid distortions that they themselves end up believing.

WHY ARE EXECUTIVES -VE & OVERWHELMED



Why we need stories to help make better decisions

Data & research, # $'s. only speak to LEFT BRAIN neocortex - but that is not the part of our brain that triggers hormone releases from emotions to shape executive decision making.

* Decisions are triggered by RIGHT brain limbic system

STRESS caused by change, uncertainty, self esteem attacked, demands on you are out of your control

"50% chance of success" will always beat "50% chance of failure."

We often sense danger where there is none once our brain thinks it's overwhelmed & under threat

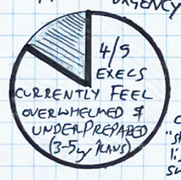
OUR BRAINS HAVE THE UNFORTUNATE TENDANCY TO SEEK OUT NEGATIVE MEMORIES

EXECUTIVES COGNITIVE LOAD HANDLES 70,000 THOUGHTS EVERY DAY

90% THE SAME AS YESTERDAY

+VE 20% / NEGATIVE = 80%

70% FAILURE = FAKE URGENCY



COACH... "stressed? listen to Swan Lake for 3 minutes."

A BRAIN OF TWO HALVES

"MALE BRAIN" (LEFT) ♂

STORES + USES WHAT IS KNOWN

WHEN NEW=FAMILIAR PASSED TO LEFT AS ROUTINE REQUIRES LESS ENERGY

Male brain 10% bigger + more 4% cells BUT

"FEMALE BRAIN" (RIGHT) ♀

LOOKS FOR WHAT IS NEW + ENGAGING

REQUIRES EFFORT

More nerve fibres "corpus callosum" 4X

Female brain has more neurons + cellular connections = makes it more EFFICIENT

STORYTELLERS DILEMMA

Too Much (GOOD) DATA MAKES A BAD STORY

HEMINGWAY EFFECT
Leave out/don't explain

The less data the storyteller has the better the story as they (and the audience) fill in the gaps.

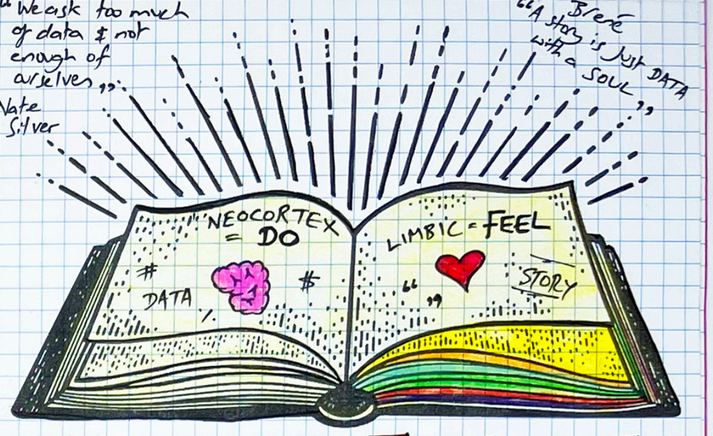
This creates a +VE response even though the story is most likely wrong or inaccurate.

Purpose Driven Storytelling?

our brain is programmed to assign meaning to our perceptions.

"We ask too much of data & not enough of ourselves"
Nate Silver

"A story is just data with a soul"
Brene Brown



MAKE EXECUTIVES FEEL SOMETHING SO THAT THEY DO SOMETHING.

TO UNDERSTAND EMOTIONS → Students of Emotions

Love hormone
OXYTOCIN + DOPAMINE (And then what happened?) + ENDORPHINS (Lasts 4 hrs)

CORTISOL → mobilises energy to "cope"
STRESS undermines all +ve emotions

Need for relationships to build generosity trust & bonding

Default Executive mindset for 80%

-VE EMOTIONS

1. FEAR
2. ANGER
3. DISGUST
4. SHAME
5. SADNESS

Survival Emotions

Decisions we hear to - PATHOS
Justify with head — LOGOS

"Conquer Execs?"
"NOT EVERYONE WANTS TO CHANGE THE WORLD."

There are only 8 core emotions.
DANIEL GOLEMAN Emotional Intelligence

+VE EMOTIONS

6. LOVE & TRUST
7. JOY & EXCITEMENT

Attachment Emotions
Win ♥ + Minds

8. SURPRISE!

The Potentiator
THE ONLY "EMOTION" THAT CAN CHANGE STATES

GUT FEELING IS A NEUROLOGICAL OCCURANCE, ORIGINATING IN A HUMAN STORY LOADED WITH EMPATHY, THAT GENERATES A PHYSICAL RESPONSE

- INTENSITY OF EMOTION — from highly charged situational events
- REPETITION OF EVENT — Engrained in your brain when continues occuring.
- TIME ELAPSED — Impressionable at an early age. 50% memories change each year - but we remain convinced that they're 100% right

DESIGN THINKING BUILDS EMPATHY

4 COMPANY ARCHETYPES

IN SEARCH OF FOCUS	constantly innovating & proud of successes but shows weakness around purpose & direction. • Innovative : Strength = Energy & vision • Connect tactics to big picture strategy	37%
STUCK & SCEPTICAL	Has many good ideas & a history of success but too many transformation projects get stuck at a local level. • Encourage collaboration between silo's. • Needs help scaling PoC's.	20%
ALIGNED BUT CONSTRAINED	Employees work well as a team & unite around a shared strategy but leadership is lacking in key roles. • Reduce bottlenecks & obstacles. • Resk:ll / upsk:ill → Increase optimism	24%
STRUGGLING TO KEEP UP	Many great individuals but they fail to respond quickly enough as a team when conditions change. • overwhelmed / struggling to cope with flexibility • Silo's scared of change → "ASSURE"	19%

80% CXO's ADMIT THEIR ORGANISATIONS ARE BAD @ DECISION MAKING

5 DECISION MAKING STYLES

McKinsey n=1500 "BIG BETS"

75% EXECUTIVES MAKE GUT-BASED DECISIONS - NOT NECESSARILY BASED ON STRUCTURED DATA.

CHARISMATIC	THINKER	SKEPTIC	FOLLOWER	CONTROLLER
Easily enthralled but bases decisions on balanced information. Emphasises bottom line results. • Focus on results • Use logical arguments • Use visuals + props to present	Toughest to persuade. Risk averse, cerebral, logical and needs extensive details. • Present clear research • Cost/benefit analysis • Customer surveys • Case studies	Challenges every data point. Makes decisions (often irrationally) based on gut feelings. • Establish credibility with endorsements from someone the CEO trusts.	Relies on own or others past decisions to make current choice. Late adopter. • Use testimonials to prove low risk • Present innovative but proven solutions.	Unemotional. Analytical. Abhors uncertainty. Only implements own ideas. • Present highly structured arguments. • Help them to own the idea without advocacy.
25%	11%	19%	36%	9%

* 80% ATTACKS FOCUS HERE *

5 DECISIONS × 4 ARCHETYPES × 2 GENDER × 16 PERSONALITY TYPES (MYERS) = 640 VARIATIONS OF THE SAME STORY ??!!!

THE BRAIN AGILITY MODEL

Great stories have 6 elements
Great storytelling brains need to be trained. (To eliminate bias)

* Brain + Body eg. butterflies + blushing

LOGIC ..... %
GUT INSTINCT ..... %
PHYSICALITY ..... %
EMOTIONS ..... %
MOTIVATION ..... %
CREATIVITY ..... %

INFORM INSPIRE EXCITE CHALL. SOLVE PROBS. EDU.

Brain stem becomes spinal cord

creativity is constrained by fear of uncertainty.

WHAT HAPPENS WHEN YOU CONNECT ♥ WITH YOUR AUDIENCE

DOPAMINE released in reward area of brain: associated with getting what you WANT
OPOIDS released when you both get something you LIKE
SEROTONIN released which puts you in a good mood.
OXYTOCIN love hormone - calm + attachment - also from being INTERESTING
NORADRENALIN intensifies all the above & is also driving attention + concentration
CORTISOL (stress) levels reduce & fear / anxiety / negativity fades

9hrs 9/12/22

RHETORIC

RHETORIC IS A DIRTY WORD. Many people don't like to talk about it (or teach it) because it has been abused by so many leaders, for so long, to manipulate countries, companies or communities. But just as technology can be dangerous in the hands of the wrong person, rhetoric is also a tool that can be used to hurt people or help them.

💭 Rhetoric can be used to win campaigns "for the many not the few".
💭 Rhetoric can unite people around important causes.
💬 Rhetoric can turn "moments into movements".

(Alliteration and repetition are effective rhetorical devices which can "make speeches soar", as speechwriter Ted Sorensen would say).

THESE ARE MY NOTES from a lesson teaching high school kids about the long-lost art and science of rhetoric. You might find them interesting.

Rhetoric is simply "The art of persuasion. It's the attempt by one human being to influence another".

But when you look at the word "influence" that's when things start getting messy. One definition states that "influence 'forces' people to do that which they wouldn't have normally done". And nobody wants to be forced or manipulated to do things they didn't plan on doing.

That's why we don't like it when rhetoric is used badly (in leadership elections for example). Rhetoric can be "all style and no substance". But in the right hands, it can also be a wonderful skill that makes the world work better, by influencing us to support each other a bit more.

We see a LOT of questionable rhetoric these days, so here's 4 things you need to look out for:

❤️ 1. **PATHOS**: "*The Emotional Argument*". Is this person demonstrating true emPATHy, because they understand exactly what their audience needs to hear, not just want they want to tell them? Pathos is all about building an EMOTIONAL connection.

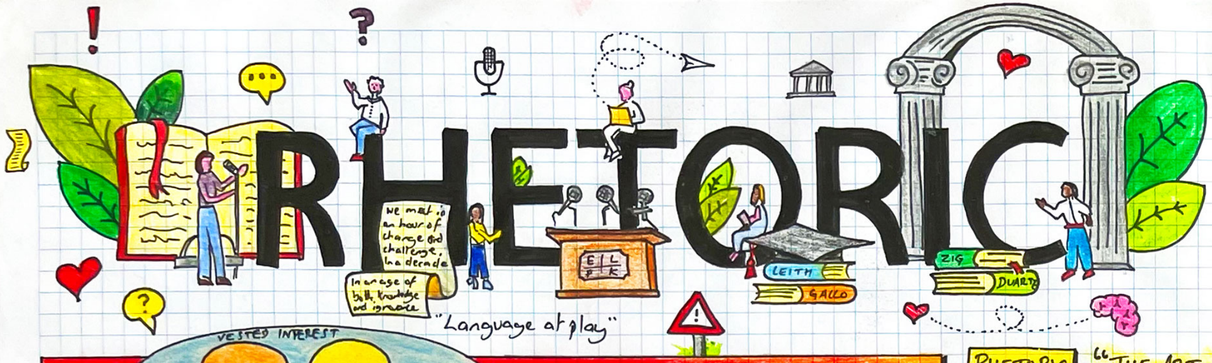
🙋‍♀️ 2**. ETHOS**: "*The Character Based Argument*". Is this person trustworthy and likely to do what they say they will do, based upon their past experiences, credibility, and authority. Ethos is all about building TRUST.

📉 3. **LOGOS**: "*The Logical Argument*". If you remove all the emotion, opinions, and agendas, is this argument based on data and proof? LOGOS is all about building fact-based EVIDENCE.

⏰ 4. **KAIROS**: "*The Urgent Argument*". Will this argument spark an action that is in everyone's best interests, and not just the interest of one party because there is a deadline? KAIROS is all about building URGENCY.

So the next time you listen to a strong speech that feels either motivating or manipulating, ask yourself why you felt like that? And think about it in terms of those 4 rhetorical "appeals". You'll soon start to get a better understanding of how to make your own presentations more effective.

Because as the best reporters like to remind the worst politicians, "***You're entitled to your own opinions, but you're <u>not</u> entitled to your own facts***".



"SMUBA" aka COMMUNICATIONS THINKING

5 ACTIVITIES of GREAT ORATORS — Reclaiming rhetoric, eloquence and the art & science of persuasion

INVENTION — Seeing	ARRANGEMENT — Mapping	STYLE — Understanding	MEMORY — Believing	DELIVERY — Acting
Discovering & thinking out your material	Ordering your material	Using the right words to connect material + audience	Believing the content + delivering naturally	Voice, actions, body language, tone & setting
LOGOS	ETHOS	PATHOS	ETHOS + PATHOS	KAIROS

ETHOS

The ground on which your argument stands.

SPEAKERS must have or establish credibility from the start. Reality not myth

3 CATEGORIES OF ETHOS
- Phronesis : useful skills & practical wisdom
- Arete : Virtue / goodwill
- Eunoia : Goodwill to the audience

CHARACTER = CREDIBILITY + CV

ETHOS "belongs" to the audience - NOT the speaker

Speaker receives credit ↑ or given credit

Moral character

CALMER EMOTIONS — Personal/Political Truth

- GUIDING BELIEFS & IDEALS
- CREDIBILITY & TRUST
- PERSONAL CONNECTION

"A CHARACTER BASED ARGUMENT" ← "EMOTIONS" OF THE SPEAKER EXPRESSED IN A WAY TO PERSUADE THE AUDIENCE

Greek: Chocter

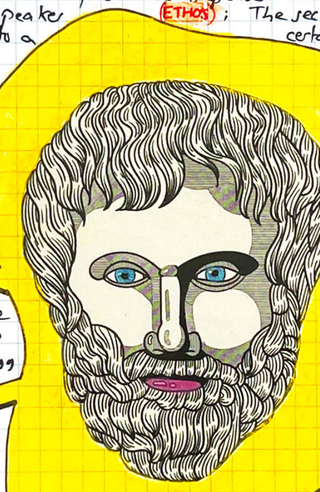
RHETORIC — "THE ART OF PERSUASION: THE ATTEMPT BY ONE HUMAN BEING TO INFLUENCE ANOTHER IN WORDS"

In contrast to philosophy - rhetoric is a practical skill; tekhné "technique". Whereas philosophy is a set of methods to understand the eternal truths of the world - rhetoric is a (practical) means to an end.

Of the three modes of persuasion furnished by the spoken word there are three kinds: the first kind depends on the personal character of the speaker (ETHOS); The second on putting the audience into a certain frame of mind (PATHOS); third on the proof by the speech. (LOGOS)

The success of can be measure and urgency (KAIROS)

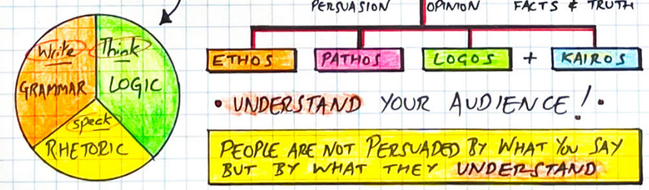
the speech by impact, of action



"The more you know - the more you know you don't know" Aristotle

"There is no genius without a mixture of madness" Aristotle

THE JOB OF A SPEAKER is TO DISCOVER THE BEST POSSIBLE MEANS OF PERSUASION



- UNDERSTAND YOUR AUDIENCE!

PEOPLE ARE NOT PERSUADED BY WHAT YOU SAY BUT BY WHAT THEY UNDERSTAND

"TRIVIUM"
The foundation of learning
→ From ancient times until Shakespeare's day education was a simple 3-part system

PATHETIC
EMPATHY
SYMPATHY

πάθος → PATHOS
↳ suffering experience

"Complaints of the Soul"

Pathos causes people to change their judgement & opinions when emotion is deployed

shared through emotional storytelling, metaphor

Delivered with passion (via anecdote)

ARISTOTLE
The speaker must understand the entire situation of goals + audiences to decide which emotion to use to have the greatest impact

i) Frame of mind?
ii) Variability?
iii) Response to emotion?

- EMOTIONAL STORIES & OPINION
- SHARED EMOTION & EXPERIENCE
- PERSUASIVE APPEAL: HEAT & LIGHT - Suffering

VIOLENT EMOTIONS

EMOTIONS THE SPEAKER WANTS TO EVOKE IN THE AUDIENCE

PATHOS

"AN EMOTIONAL ARGUMENT"
Greek: Pity, compassion, experience

EMOTION = QUICKEST ROUTE TO THE BRAIN

YOU CAN CHANGE THE WORLD JUST BY SHARING YOUR STORY

NO MATTER WHAT ANYONE TELLS YOU - WORDS & IDEAS CAN CHANGE THE WORLD

LOGOS

"A LOGICAL ARGUMENT"
Greek: The word, Reason, Plan.

The language of progress that drives your point forward. →

- REASON, EVIDENCE & PROOF
- DATA-DRIVEN ARGUMENT
- OBJECTIVE TRUTH

} Reasoned Discourse

"The principle of order & knowledge" HERACLITUS

λόγος: (i) count / tell / say / speak

LOGOS is the "premise" - the reason behind the speakers position or stance - successful speeches come down to "certain objects of agreement..... between 'ayer' & audience" J. FAHNESTOCK

→ An appeal to audiences sense of LOGIC & reason - you may make a decision with your heart BUT need to justify it with your head.

KAIROS

"A MOMENT of ACTION & URGENCY"

No one word in English language!

A supreme moment at which one must act, no matter how implausible of inconvenient.

"Right / critical / opportune moment" → for Action
GR: From "chronos": time. Kairos: time for action

WHAT is SAID MUST BE SAID AT THE RIGHT TIME

KAIROS = Starting and finishing point. (3 Parts)

1. EXIGENCE — Pressure to do something about situation immediately with action depending upon situation
2. AUDIENCE — Listeners who the speaker is trying to persuade
3. CONSTRAINTS — External factors or limiting beliefs that challenge the speakers ability to influence the audience.

+ YOU'RE ENTITLED TO YOUR OWN OPINIONS → BUT YOU ARE NOT ENTITLED TO YOUR OWN FACTS +

DO WHAT YOU CAN • WITH WHAT YOU HAVE • WHERE YOU ARE

A CICERONIAN CHEAT SHEET FOR EFFECTIVE SPEAKING

← (It's not enough to be right - you need to be EFFECTIVE).

* Words without substance are hollow things!

1 NATURE, ART & PRACTICE, PRACTICE, PRACTICE

Essential requisites for becoming an effective speaker.
1. NATURE: Pleasant voice, demeanor & ability to project it.
2. ART: Applied knowledge + emotion
3. PRACTICE: Diligent + purposeful practice (until get it right + can never get it wrong).

2 ELOQUENCE IS A POWERFUL WEAPON

When channeled correctly and informed by good speaking & good thinking, eloquence is the most powerful weapon for effecting good in society. Use your power for the betterment of society. Wield it well.

3 IDENTIFY, ARRANGE, MEMORISE

Order of constructing an effective speech or argument
SEE 5 ACTIVITIES ABOVE ↗

1. Identify issue, PoV from research
2. Arrange material: pace + structure
3. Employ best method of delivery.

4 NOT BY LOGIC ALONE

Three sources of persuasion:
i) RATIONAL ARGUMENT — LOGOS
ii) PROOF BASED ON CHARACTER — ETHOS
iii) EMOTIONAL APPEAL — PATHOS

→ "Use ALL of them to teach, delight & move your audience (to act)" KAIROS

CICERO →

5 KNOW YOUR AUDIENCE

The most effective speakers will adapt their style & level of "rhetoric" to the occasion and the type of audience being addressed. choose your style + delivery carefully.

KNOW YOUR AUDIENCE + WORK WITH PASSION

Seth: Everyone is NOT your customer.

6 BE CLEAR, BE CORRECT

No matter the level of your style & which your audience is pitched, the speaker must ensure that the language employed is in its correct syntax & grammar & expressed at simply as possible. "CLARITY & +VE ENERGY" (Satya).

MAKE IT SIMPLE BUT SIGNIFICANT — Don Draper

7 DELIVERY MATTERS

It's not what you say but How you say it. Remember also that the pen is mightier than the sword. Good delivery only comes after good writing. Write long hand and write well. Read back. Record. Edit & refine.

THINK THROUGH YOUR PEN

"Public speaking is the art of diluting a 2-minute idea with a 2-hour vocabulary." J.F.K.

Rehearse don't 'practice'. Practice is for amateurs. YUJA WANG

“CHANGE” by **SANNA MARIN**

HOW CAN YOU CHANGE THE WORLD IN 1,000 SECONDS? That was the challenge facing Finnish Prime Minister Sanna Marin when she gave the commencement address at New York University two weeks ago (17th May 2023).

Speaking in front of 39,000 students, faculty, friends and family at New York’s Yankee Stadium, Sanna delivered a 966 second speech that will knock your socks off.

It’s being hailed by many (including me) as one of the best commencement addresses of all-time.

Sanna is the 46th Prime Minister of Finland and was the world’s youngest prime minster at the age of 34. Passionate about women in leadership, Sanna led an all-female coalition and a majority female cabinet. She campaigned on education, climate change, bio-diversity loss, the energy crisis, security, diversity and equality; all issues that she elegantly packed into this 16-minute masterclass.

It is well written and well balanced. Not too political but strong words against Russia. Not too superficial but enough motivational rhetoric to inspire her young audience as they leave university for the wider world.

Based on a simple 1,990 word count, you can see that balance in the numbers as I measured it against Aristotle’s rhetorical appeals:

PATHOS [Emotion]: **30%** (591 words)
ETHOS [Personal character]: **25%** (502 words)
LOGOS [Logic & Evidence]: **26%** (525 words)
KAIROS [Urgency & Action]: **19%** (372 words)

There is a rhythm and a quiet confidence to her speech. Sanna speaks at an average of 124 words per minute which is the perfect cadence for a large stadium presentation (dropping to an Obama-esque 80+ WPM at the most emotional parts). Any more and her message would have been too fast and got lost. Any less and the energy in the stadium could have dropped.

She pauses in all the right places for applause (24 times) and to make sure that each section of her speech lands with the audience. Screenwriter Aaron Sorkin often says he hears a musicality when he is writing a monologue (he hears music not words) and it sometimes feels like that with Sanna.

Sanna starts by giving the audience everything they need to know about what is about to happen in the next few minutes and manages their expectations, something that all great communicators do really well.

1️⃣ Tell them what you’re about to tell them.
2️⃣ Tell them.
3️⃣ Tell them what you told them.

The speech has a simple format which follows the shape of a 3-act structure based around the three pieces of advice about change that she wants to share with the graduating class of 2023.

> *“**Advice number ONE**: You have the right to want things and to want things to change.*
> ***Advice number TWO**: Wanting is not enough. To change things, You have to take over.*
> ***And advice number THREE**: You have to stop being afraid…”*

This 16 minute speech follows a rough structure that anyone seeking to inspire an influential audience might want to emulate:

- **FORMALITIES**: 2:00 (Welcome)
- **COLD OPEN**: 2:00 (Theme)
- **ADVICE #1**: 2:30 (My experience)
- **ADVICE #2**: 6:30 (Your role)
- **ADVICE #3**: 2:00 (Together we can)
- **CLOSE**: 1:00 (“You are enough”)

Sanna mentions the word “CHANGE” 29 times - that’s an average every 33 seconds. Repetition is another powerful rhetorical tool used by all the best communicators.

Sanna uses repetition very effectively; using it 11X in one section, something that many of the most confident speakers would never even attempt:

> “Things that I saw around me that ***I wanted*** to change…. ***I wanted*** to see a society where everyone could love whomever ***they wanted***…. ***I wanted*** to see renewed legislation on equal marriage and ensure human rights for all genders. I ***wanted*** to close the gender pay gap, and **I wanted** to see parents, mothers and fathers, to share their family leave more equally… ***I wanted*** to stop climate change and see the societies become more sustainable. ***I wanted*** to see a transition towards carbon neutrality and ***I wanted*** to end the destruction of our environment… **I wanted** a society where everyone would have equal rights and opportunities. ***I wanted*** to strengthen the education system so that every child could pursue their dreams.”

1,990-word speech scores 11.18 on the Gunning Fog index, a metric to measure the impact and readability of a script. Most business talks score well over 15 which is why they don’t have the impact they should. This comes from using too many 3-syllable (buzz)words and long sentences. In my experience, the best presentations (especially to CXO’s) all score below a 12, which is the average reading age of a high school student. Sanna’s speech contained just 254 x 3+ syllable words and 131 punctation marks making it very “readable”.

So… if you have a moment today I’d encourage you to watch it. Not just so that you can be inspired by her poise and prose as she delivers her 1,990 speech, but so that you can imagine how you could change someone’s world with your next 1,000 second presentation. Because the best presenters don’t need very long. 16 minutes 40 seconds is more than enough.

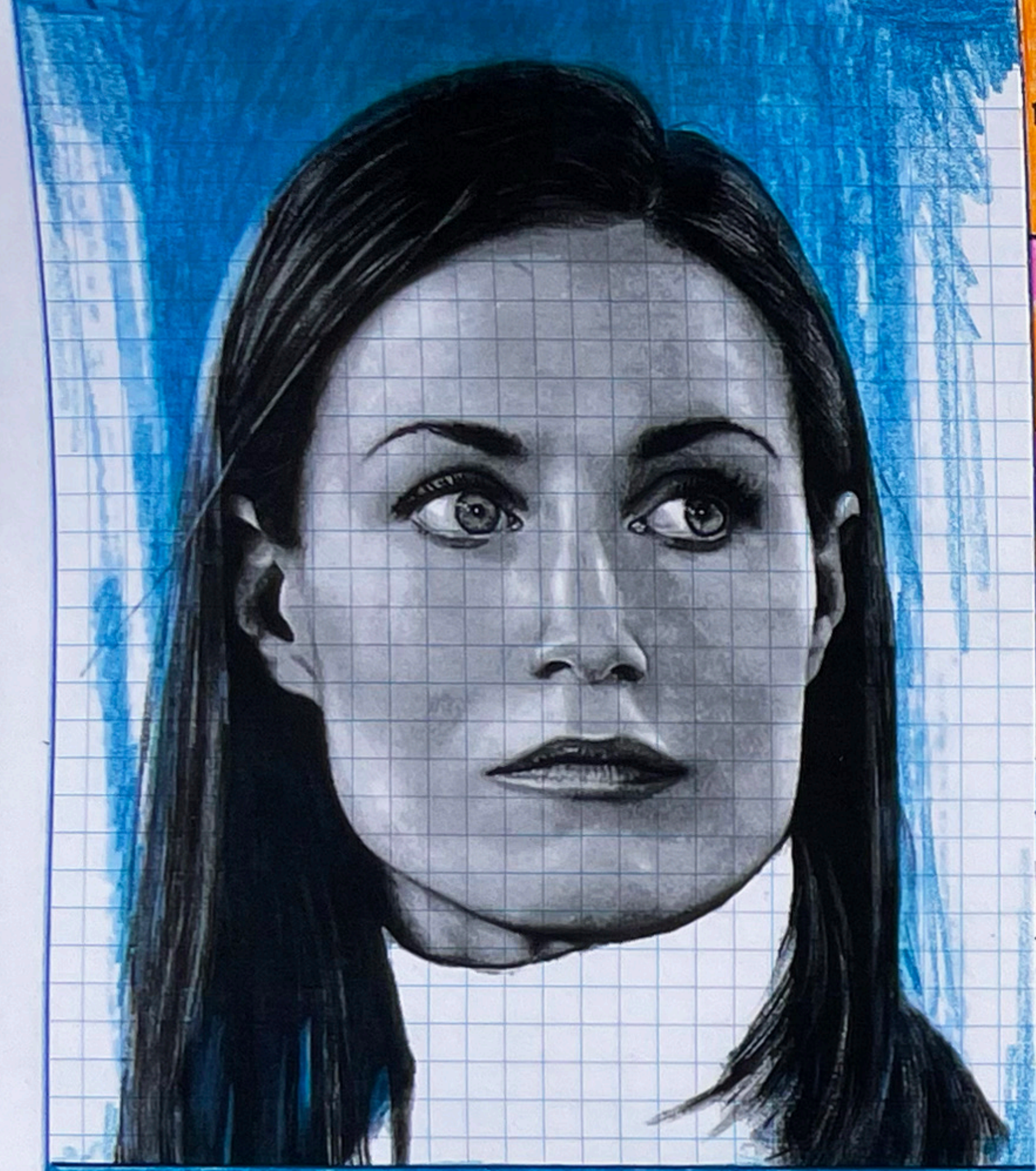
1,000 seconds to change the world?

💬 MLK’s “I Have a Dream”: 970 seconds
🇺🇸 JFK’s Inauguration speech: 842 seconds
🇳🇬 Chimamanda Ngozi Adichie @AU: 833 seconds
📱 Steve Jobs commencement: 846 seconds
📝 Malala Yousanzai UN address: 981 seconds
🇺🇦 Volodymyr Zelenskyy’s “New Year”: 1,000 seconds

You can change the world just by sharing your story….

SANNA MARIN @NYU: RHETORICAL ANALYSIS

THREE PIECES OF ADVICE ABOUT CHANGE

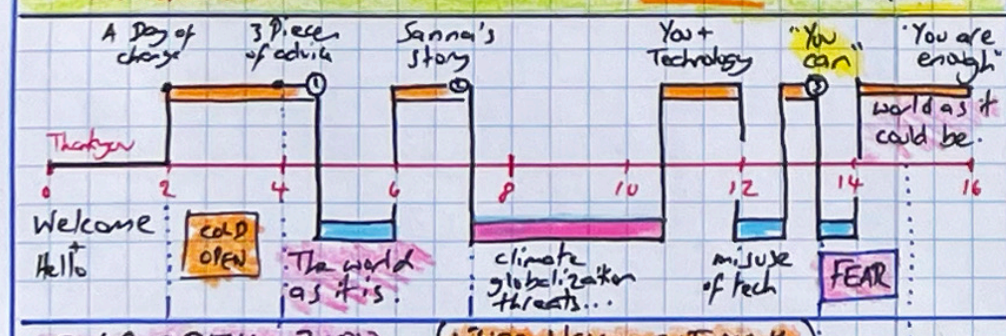


SANNA

NYU

1,990 WORDS / 966 SECOND'S (16:06)
124 WORDS/MINUTE
17th MAY 2023
YANKEE STADIUM (39,000)
NYU 190th COMMENCEMENT
Forbes "A masterclass in embracing fearlessness"

GREAT SPEECHES MAKE PEOPLE FEEL SOMETHING → DO SOMETHING
Pathos → Kairos
"I am human....."



COLD OPEN: 2:00
#1 ADVICE: 2:30
#2 ADVICE: 6:30
#3 ADVICE: 2:00
CLOSE: 1:00

(+1:00 WELCOME + THANK YOU)
2 → 2 → 2:30 → 6:30 → 2 → 1

WELCOME THANK YOU & CONGRATS	COLD OPEN	ADVICE #1 From Wanting to Willing	ADVICE #2 "YOU CAN" Your responsibility to take over	ADVICE #3 Don't be Afraid	CLOSING

// Thank you and most importantly: My warmest congratulations to the magnificent graduating class of 2023 from New York University! //

APPLAUSE: // 24x

0:00

It is truly an honor to be present here on this prestigious occasion at NYU, which has cultivated so many thinkers, writers, scientists and notable alumni. I would also like to express my heartfelt gratitude to the esteemed members of the faculty and to the proud parents and family members as well as devoted friends in attendance. I want to say thank you to President Andrew Hamilton, Board of Trustees Chairman William Berkley, all the trustees, and the esteemed faculty who have all played a vital role in making this day possible. I am deeply grateful to receive this honorary degree and I am very proud to share this occasion with my fellow honorary doctorates Carolyn Bertozzi, Misty Copeland and Freeman Hrabowski, who inspire me with their contributions to our world. Most importantly I am deeply humbled to be among you all today as we celebrate the achievements and graduation of NYU's class of 2023.

2:00

My dear graduates, What can I say to you on this special day? Today is your graduation day, and the day when you close one chapter of your life and begin a new one. It is a turning point, a day of change. This is why I thought it might be a good day to talk about change – and to approach this theme through my own experiences. Ever since I was elected as the youngest prime minister in the world at the age of 34, I have repeatedly been asked two questions. Both are related to change.

3:00

- The first question is: Did you always want to become prime minister?
- The second question: How did you do it?

Rhetorical questions straight away to engage the large audience.

I will now reflect on my own answers and share some thoughts to prepare you to when you are asked similar questions in the future. My answer to the first question is no – at a young age I didn't plan to become a politician or prime minister. The answer to the second question is that I eventually did because I wanted to change things, to change the world. And because I realized that it was also my responsibility, not someone else's. I know you have already been lectured a lot, since you were able to graduate from this very special institution, but I thought I might add to that by offering just a few small insights more.

LEVITY: JFK "I will make my first lecture short..."

4:00

This is why I want to give you three pieces of advice about change.

Introduce the theme & why audience should care

- **Advice number ONE: You have the right to want things and to want things to change.**
- **Advice number TWO: Wanting is not enough. To change things, You have to take over.**
- **And advice number THREE: You have to stop being afraid.**

Tricolon/triples "Power of 3" ← Tell them what you're about to tell them...

Emphasis on ethos & personal journey to build trust & empathy.

5:00 2:30

My first piece of advice is about wanting things to change.

Sanna WANT → Audience WILL

When I was in my early twenties, like many of you now, I started to feel passionately about politics. Not about the decision-making system, not about the idea of being an elected politician. I started to feel a passion for issues such as climate change, loss of biodiversity, human rights and the rights of minorities, gender equality and social justice. Things that I saw around me that I wanted to change. I'm sure that many of you here today can relate to that feeling. Coming from a rainbow family I wanted to see a society where everyone could love whomever they wanted. I wanted to see renewed legislation on equal marriage and ensure human rights for all genders. I wanted to close the gender pay gap, and I wanted to see parents, mothers and fathers, to share their family leave more equally so that women could follow their career ambitions same as men. Coming from Finland, a Northern European country with extraordinary nature, I wanted to stop climate change and see the societies become more sustainable. I wanted to see a transition towards carbon neutrality and I wanted to end the destruction of our environment. I wanted a society where everyone would have equal rights and opportunities. I wanted to strengthen the education system so that every child could pursue their dreams. Wanting these changes was what made me join my political party and run in elections. No change can happen without the will. This is why my first advice to you today is that you are allowed to want things. And you need to want things to change for better.

7:30 6:30

Dear class of 2023, **My second piece of advice to you today is that it is also your responsibility to take over.**

Present the problem & establish path & permission to solve it.

The world is as complex as ever. Geopolitical changes going on in the world are questioning the values we believe in. Climate change and biodiversity loss are a threatening our very existence. Digitalization and the development of artificial intelligence are about to bring revolutionary changes to our societies. These are challenges that need to be solved. And there is no one else to do that, other than you. For decades, we have lived in a world with an optimistic expectation of progress. We have expected our values such as freedom of speech, rule of law, gender equality and democracy to bloom hand in hand with the expansion of free market economy. We thought that globalization and growth would be enough to benefit everyone. We expected to see less authoritarian rule, more respect for diversity and a better world that does not discriminate against people based on their skin tone, gender, sexual orientation or religion. We have expected the freedom of information and the internet to broaden everyone's understanding. But the history did not end. Freedom of speech and other true elements of democracy are being questioned and limited all over the world. Whether this means diminishing the truth with false balance or using our personal data to influence our democratic elections, the rule of law as well as freedom of expression and the media need active defending.

From heroes to villains — For Wall St → Triple bottom line — Intention & obstacle

Gender equality has taken leaps backwards across the globe. The right to safe abortion is being limited also in Europe. Different expressions of gender are being presented as a threat. The swollen amount of inequality and a lack of social mobility are challenging our ideas about everyone having the same possibilities and freedoms in life. The tip of the iceberg of all of these worrying developments is the return of war and heavy power politics to the western sphere - to Europe. Russia has broken the rules of the international order we set up together after the world wars by brutally and illegally attacking Ukraine – and in doing so, it has questioned all of the other rules as well. All of these questions are battles of values. And we all must take a side in that battle. There is no middle ground. Combatting climate change and biodiversity loss cannot wait for more stable times. You need to take over to solve them. Problems caused by global warming such as extreme weather conditions, rising sea levels, food shortages, and the disappearance of ecosystems affect all areas of life and truly threaten the well-being of future generations. Similarly, declining of biodiversity can lead to an imbalance in ecosystems, which in turn can accelerate climate change and other environmental disasters. Stopping climate change and loss of biodiversity are essential for the environment, the economy, and people's health. It is clear that combating climate change also requires international cooperation and sharing of responsibility among all states in a fair manner. Building our future growth can be part of the solution. You have all the skills to change the future by pioneering in green technologies and digitalization. This creates not only sustainable growth, but also innovations that can be replicated in all corners of the world. I am sure you know much better than me how digitalization, the development of artificial intelligence and quantum sciences are about to bring revolutionary changes to our societies. Yesterday I had the amazing privilege of visiting NYU's Tandon Campus in Brooklyn. Seeing the most advanced science, innovation and teaching they do there made it even more evident that the new technologies will define our societies in the near future. At the same time we need amazingly talented people like you to make sure that this technology and these digital solutions are benefitting everyone. New technology has revolutionized people's lives in many ways, but their development also brings new challenges, such as privacy protection. AI-based systems, for example, are often dependent on a large amount of personal data. At the same time, they may reproduce discriminatory structures that exist elsewhere in society. They can also be misused for surveillance purposes, among other things. The global competition for standards and values such as individual freedom and security behind quantum computing, artificial intelligence, and 6G networks is already on its way. And you need to step up to take part in this debate. This, dear graduates, is the present and the future. And it is your responsibility to make sure that the change is on the right track. And you know what? You can. If you believe that the system and the whole world has to be reformed into being more democratic, more equal for all genders and groups, more supportive of freedom of expression – you can make that happen. If you want to influence global warming and save ecosystems, you can. If you want to build new technology, and artificial intelligence that works for the benefit of all in an ethical and sustainable way – you can!

You CAN ↓ SO THAT

Repetition (Pathos → Kairos) — Anaphora to reinforce message

13:00 2:00

My third piece of advice to you, dear graduates, is about how. When I look back at my youth and career, I can see that actually one of the most significant things holding people back is fear. Sometimes it's the fear of not knowing enough. It might be fear of embarrassment, fear of mistakes, fear of being wrong. It might be fear of not fitting in or fear of not meeting the expectations of others. It might be fear of being declared unworthy because of the way you look or talk and the way you express yourself. Luckily - and unfortunately - there is no superior authority in this world giving us permissions to be ourselves and to step forward to change the world. If I had waited for a permission from others to take my stands, I would still be waiting for that permission. This is why my key advice to you today is not actually an advice but a task: **Stop being afraid**. My dear class of 2023,

Action. DO → KAIROS — Fear 8x — ANAPHORA: it might be... it might be... it might be... → "STOP BEING AFRAID."

When you walk out of this stadium today, I want you to remember these three things.

- You have to want things to change.
- It is your turn to take over.
- And most importantly: Don't be afraid.

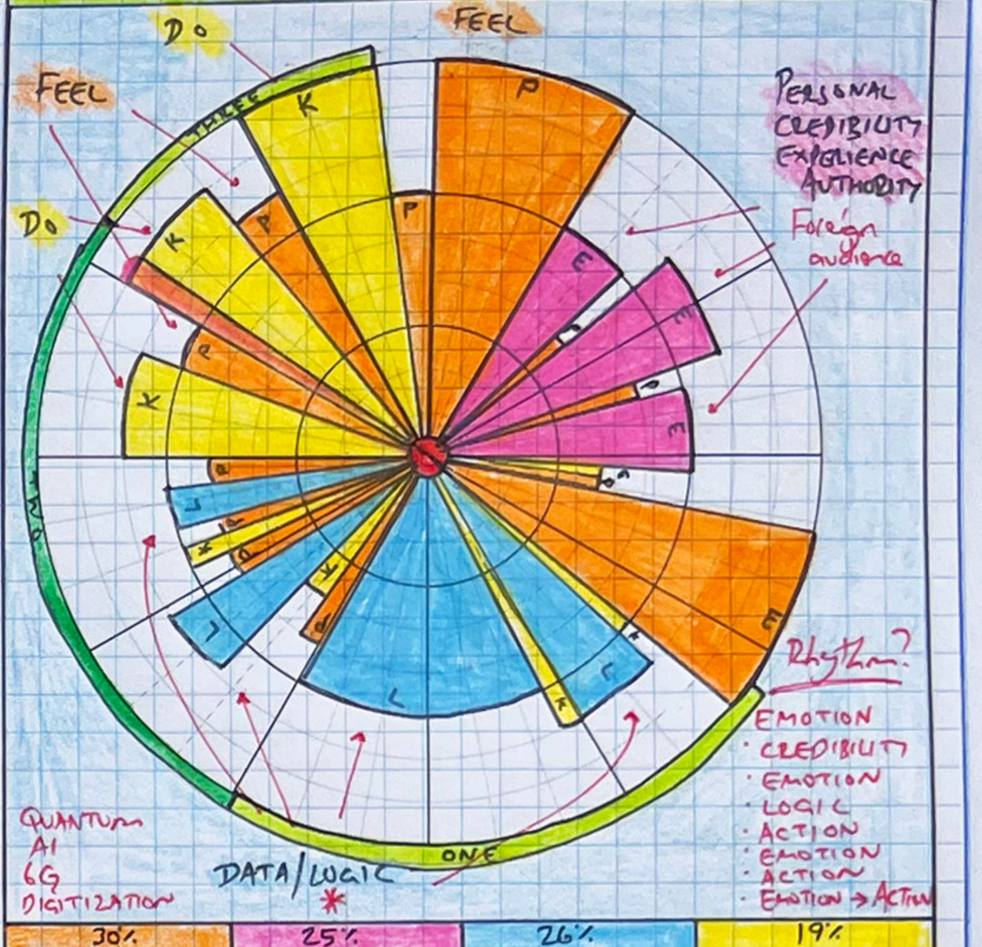
Tell them what you told them....

Sorkin: Not nearly enough → Triple/repetition (NYC: West Wing ref)

You are enough. You are capable. Together with others you can do anything and you must, because there is no one else to do it but you. Dear class, Why am I telling you this? Why am I giving this advice to you? Because there are not nearly enough women in leadership positions. Not nearly enough young people. Not enough people from different backgrounds in our democratic decision making systems. The face of power is not the same as the face of the people. And this has to change. I also want things to change but I can not do it alone. I need you and others with me to make the world more equal, more sustainable and more just. I know I'm not alone with this thought. I know many of you want the same and together we can make it a reality. So now we just have to do it. Dear class, I am so happy to be here in New York with you today. One of the greatest and most progressive cities in the world. And once again: My warmest congratulations to the magnificent graduating class of 2023 from New York University! //

PATHOS → ETHOS

Tell them what you're about to tell them — WHAT? — Tell them — HOW? — Tell them what you told them — WHY?



PATHOS	ETHOS	LOGOS	KAIROS
30%	25%	26%	19%
591 words	502 words	525 words	372 words

*People are not persuaded by what you say But by what they understand.

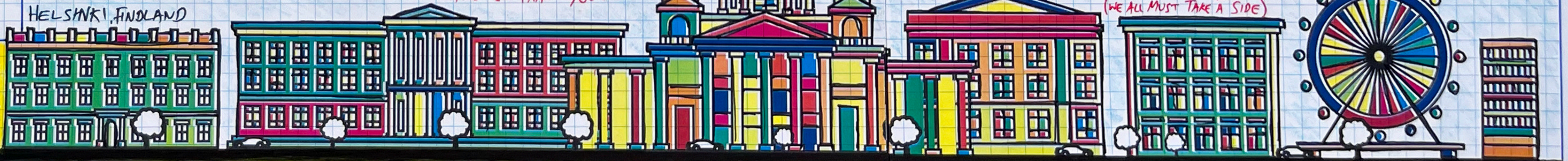
- CHANGE = 29x (Av. 33 seconds)
- CAN = 18x
- WORLD = 15x

} 27x "WE"

GUNNING FOG INDEX 11.8 → (254 3-syllable words) → (131 punctuation marks)

YOU = 62x
I = 47x
} THIS IS NOT ABOUT ME....

"Don't be afraid. You are enough. You are Capable."



I WANT YOU TO REMEMBER THESE THREE THINGS: YOU HAVE TO WANT THINGS TO CHANGE • IT IS YOUR TURN TO TAKE OVER • AND MOST IMPORTANTLY: DON'T BE AFRAID.

“ALL TOO WELL” by TAYLOR SWIFT

TAYLOR SWIFT is one of the world’s best storytellers. The song “**ALL TOO WELL**” is by far her best song but when she made it into a short film in 2021 she took her storytelling skills to another level.

In fact, the 13-minute film (based on the 10-minute version of her song) is SO GOOD that Stanford University created a course just to study it in March 2023. The masterclass called ITALIC99 “All Too Well: The 10-Week Version”.

To understand what made it so good, I’ve been having some fun studying everything that Taylor said about the song she wrote and the film she directed.

Here’s what I learned from Taylor that might help you to tell better stories:

📌 **STORYBOARD EVERYTHING**: Create your palette first so that you know what colours you’re painting with; Hero / villains / conflicts / obstacles / media format / story structure. (Taylor knew she wanted a 10-minute film featuring Sadie Sink & Dylan O’Brien, shot on 35MM by Rina Yang and featuring one strong scene which had no music playing).

🔪 Apply “**FOUNTAIN PEN LYRICISM**” - Write every scene with the emotional intensity of a journal entry.

☎️ Always respond to the urge to **CONNECT** with your audience in a different way. (Taylor directs movies for her fans which take her songs to a different place).

🧰 Revisit **OLD NOTEBOOKS** and journals to re-imagine old ideas with similar themes. (Song was written in 2011. Movie in 2021).

💋 **STUDY MOVIES** and your favourite filmmaker. (Taylor loves John Hughes movies from the 1980’s and was inspired by Kramer vs Kramer).

⏰ In short movies **ATTENTION SPANS** fluctuate every 2 mins. (Av. scene in ATW is 1:51)

🎇 Create spaces that allow you to have “**INVOLUNTARY IDEAS**”. (Taylor often improvises in recording sessions after the 3-minute “radio version” ends. The 10-min version originated from a take when she just carried on and made up 7 more verses on the spot).

📕 **BE ORGANISED**: Keep all your ideas in one place and use the notepad app on your phone religiously.

🩹 Have a compelling **ONE LINE** line version of your story. (“The Weaponisation of Memory: A story about girlhood calcifying into bruised adulthood”).

⁉️ Include a “**PORTAL GLIMPSE**” in Your story - ONE scene that goes so deep that your audience won’t forget it. (Act II includes an emotional scene with 2:46 of dialogue and no music).

🎸 When performing, focus on **EMPATHY** and obsess over micro-expressions.

❤️‍🩹 Your hero needs to be **TRANSFORMED** in some dramatic way at the end of the story. (When Sadie becomes Taylor “the author”).

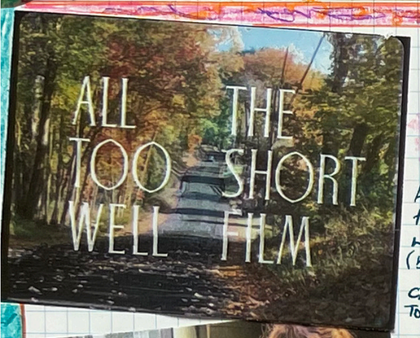
🧣 Have a “**THOUGHTFUL BUT BRUTAL**” ending. (Dylan is seen wearing *THAT* red scarf and we’re left wondering what happens next).

💌 Finally - have **FUN**! It will take several years for your best work to evolve!

Telling stories is hard; so as you start to apply some of this advice to your own stories, spare a thought for something Taylor was told when she was starting out in Nashville...

🧣🧣🧣 ***“It takes TEN YEARS to become an overnight success...”*** 🧣🧣🧣

TAYLOR SWIFT



A SHORT FILM ABOUT "THE WEAPONIZATION OF MEMORY" ← Have a headline description (one line) <8 words.

Track 5!

storyboard everything!

Always respond to the urge to connect with your audience (big or small)

CREATE SPACES THAT ALLOW YOU TO HAVE INVOLUNTARY IDEAS.

MAKE EACH SCENE LIKE A CHAPTER IN HER YET UNWRITTEN BOOK

Love story × Kramer vs Kramer

The scarf

MUSIC

"Focus on empathy & obsess over micro-expressions."

"The Portal Glimpse" Have one scene that goes deep that the audience won't forget

"I'm sorry ♥"

DIALOGUE

HAVE A STRONG COLD OPENING ACT

"Fountain pen lyricism" set the scene with emotional intensity like in a journal

Girlhood falsifying into bruised adulthood

WRITE MORE POETRY (LONGFORM)

started as an improve with 7 extra verses. Keep cameras Rolling to allow for magic.... (studio only wants 3 min radio song)

Av 1:51 per scene ATTN SPAN <2

CREDITS

0 :30 1 1:30 2 :30 3 :30 4 :30 5 :30 6 :30 7 :30 8 :30 9 :30 10 :30 11 :30 12 :30 13 :30 14 :30 15

starts writing

Intro Taylor

Sadie is transformed shaped by her experiences

Scarf Have a "thoughtful but brutal" ending.

I OPEN ..... AN UPSTATE ESCAPE 1:28

II ← THE FIRST CRACK IN THE GLASS 4:04

III ARE YOU REAL? 0:57

IV ← BREAKING POINT 1:50

V THE FEELING 0:38

VI THE REMEMBERING 1:00

VII THIRTEEN YEARS GONE 1:35

"SONGWRITING IS THE ULTIMATE FORM OF BEING ABLE TO MAKE ANYTHING THAT HAPPENS IN YOUR LIFE PRODUCTIVE."

WRITTEN: 2011
MOVIE RELEASE: Nov 15, 21
LENGTH: 10:13
CO-WRITER: Liz Rose.
"Her magnum opus" NYT/NME/Billboard

"Create your Palette so you know what colours you are painting with first
- Sadie Sink
- Dylan O'Brien
- 35mm Rina Yang
- One full scene

write with the cast in mind.

ALL TOO WELL I walked through the door with you, the air was cold • But something 'bout it felt like home somehow And I left my scarf there at your sisters house • And your still got it in your drawer, even now • Oh, your sweet disposition and my wide eyed gaze • We're singing in the car, getting lost upstate • Autumn leaves falling down like pieces into place And I can picture it after all these days / And I know it's long gone and That's magic not here no more • And I might be OK, but I'm not fine at all • Oh, oh, oh Cause there we are again on that little town street • You almost I'm on the red because you were lookin over at me • Wind in my hair, I was there I remember it all too well • Photo album on the counter - your cheeks were turning red • You used to be a little kid with kisses in a twin sized bed • And your mother's telling stories 'bout you on the tee-ball team • You told me 'bout your past thinking the future was me / And I know it's long gone and there was nothing else I could do • And I forget about you long enough to forget why I needed to / 'cause there we are again in the middle of the night • We're dancing round the kitchen in the refrigerator light • Down the stairs, I was there • I remember it all too well • Yeah / And maybe we got lost in translation • Maybe I asked for too much • But maybe this thing was a masterpiece 'till you tore it all up • Running scared, I was there I remember it all too well / And you call me up again just to break me like a promise • So casually cruel in the name of being honest • I'm a crumpled up piece of paper lying here • 'Cause I remember it all too well • They say all's well that ends well, but I'm in a new hell Everytime you double-cross my mind • You said if we had been closer in age maybe it would have been fine And that made me want to die • The idea you had of me, who was she? • A needy ever lovely Jewel whose shine reflects on you • Not stopping in a party bathroom • Some acress asking me what happened, you • That's what happened, you • You who charmed my dad with self-effacing jokes • Sipping coffee like you're on a late night show • But then he watched me watch the front door, all night, willing you to come • And he said, "It's supposed to be fun turning twenty-one / Time won't fly, it's like I'm paralyzed by it • I'd like to be my old self again, but I'm still trying to find it • After plaid shirt days and nights when you made me your own • Now you mail back my things and I walk home alone • But you keep my scarf from that very first Sneak • 'Cause it reminds you of innocence and it smells like me • You can't get rid of it 'cause you remember it all too well, Yeah / 'Cause there we are again when I loved you so • Back before you lost the one real thing you've ever known • It was rare • I was there • I remember it all too well • Wind in my hair, you were there • You remember it all too well / And I was never good at telling jokes, remember it all • It was rare, I was there • I remember it all • Down the stairs, you were there • You remember but the punchline goes: "I'll get older, but your lovers stay my age" • From when your Brooklyn broke my skin and bones • I'm a soldier who's returning half her weight And did the twin flame burn paint you blue? Just between us, did the love affair maim you, too? • 'Cause in this city's barren cold • I still remember the first fall of snow • And how it glistened as it fell • I remember it all too well / Just between us, did the love affair maim you all too well? • Just between us, do you remember it all too well? • Just between us, I remember it (Just between us), all too well • Wind in my hair, I was there, I was there, Down the stairs I was there • I was there • Scared prayer, I was there I was there It was rare, you remember it all too well • Wind in my hair, I was there I was there....

"LOVE IS SO SHORT... FORGETTING IS SO LONG" Puedo Escribir Los Versos

"WORDS BUILD BRIDGES INTO UNEXPECTED REGIONS." - ♥♥♥♥♥♥ -

"HAPPINESS & CONFIDENCE ARE THE PRETTIEST THINGS YOU CAN WEAR."

"A LOT OF SONGWRITING IS THINGS YOU LEARN, STRUCTURE, SKILL - CULTIVATE IT - AND KNOWING HOW TO CRAFT A SONG... BUT YOU NEED TO ALLOW FOR MYSTICAL MAGICAL MOMENTS WHEN AN IDEA THAT IS FULLY FORMED JUST POPS INTO YOUR HEAD."

HOW TO WRITE LIKE TAYLOR SWIFT

STANFORD: ITALIC99 "All To Well" The Ten Week Version

1. Be organised - keep all your thoughts & ideas in one place.
2. Use your notepad app on your phone religiously!
3. Jot down ALL your observations (even your dreams).
4. Re-visit old notes & piece together similar themes.
5. Study lots of movies & filmmakers (especially John Hughes).
6. Put yourself in other people's shoes as much as you can.
7. Have fun - your best work will evolve over several years.
8. WRITE. EVERY. DAY.

WRITE LIKE **ERNEST HEMINGWAY**

IF YOU WANT TO BE A BETTER BUSINESS COMMUNICATOR YOU SHOULD STUDY HEMINGWAY. Many of the techniques that made him such an outstanding writer could help YOU to communicate more effectively at work.

On my journey to anaylse the best speeches and deconstruct the best stories, I've been studying Nobel-prize winning author Ernest Hemingway a lot recently. I made a few notes and coloured these ones in with my girls. 🖍

So here's a few highlights I learned that might help you to become a better writer, and maybe even encourage you to study the old man of the sea yourself...

✂️ Use the 'Iceberg Theory of Omission' - don't over-explain anything in your story. (Use simplistic language to tell part of your story, leaving paragraphs. (Learn how to use 'polysyndeton' where deeper meanings and motives to remain unspoken but implied).

📏 Use short sentences & short and 'stichomythia').

🔪 Don't aim for the perfect sentence - just write the truest sentence you know.

🇬🇧 Use vigorous English. (Don't use a $10 word if a $1 word will do the job).

💚 Be positive NOT negative.

📝 Write as well as you can.

🚧 Finish what you start.

While I was in the archives at JFK Library in Boston a few weeks ago, I was amazed to discover that JFK's speeches took around 1,000 seconds to speak and Hemingway's stories took around 1,000 seconds to read!!! (Hemingway's archive is also kept at the JFK Library as a symbol of their mutual admiration - despite their differences over Cuba).

It's also a curious fact that many of the best stories (like the best speeches) last around 1,000 seconds...

🎙 MLK's Dream speech: 970 seconds.
🟡 JFK's Moon speech: 1,065 seconds.
📖 Average time to read a Hemingway short story: 994 seconds.
🔴 Length of a TED talk: 1,080 seconds. (3 x "acts" of around 6 minutes)
🧠 Ideal length for a CXO pitch (based on their 15-16 minute attention span).

To become a great speaker and (Pulitzer-prize winning) writer, it turns out that JFK also studied Hemingway. Like Hemingway, JFK trained as a journalist to learn how to tell compelling short stories (often in under 300 words). This made BREVITY one of JFK's trademarks - because understood Hemingway's 'Iceberg Theory' and he never wanted to sound like a "windbag".

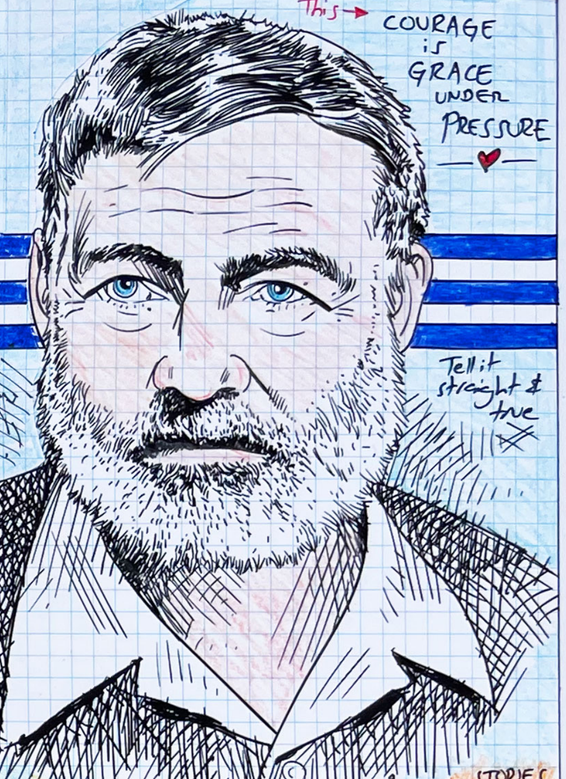
I'm a big fan of just getting started when you write and not aiming for perfection. Just SHIP SOMETHING as soon as you can (like I do with my one-pagers - complete with all their mistakes).

So... what are you waiting for? Why not go and write something yourself?

And don't beat yourself up if things seems a little rough at first; because as Hemingway said so eloquently, "The first draft of anything is shit".

Ernest Hemingway

HOW TO WRITE LIKE HEMINGWAY—



USE SHORT SENTENCES

WRITE FROM EXPERIENCE.

Good writing is TRUE writing. If a man is making a story up it will be in true proportion to the amount of knowledge of life that he has and how conscientious he is - so that when he makes something up; it is as it would truly be.

1. IS IT TRUE?
2. IS IT RELEVANT?
3. IS IT IMPORTANT?

The world breaks everyone, & afterward many are strong at the broken places....

CUT COMMAS FROM COMPOUND SENTENCES.

Prefer polysyndeton to link simple declarative sentences together with the word "and" to create a sense of panoramic sweep or to build suspense without sacrificing clarity.

"I said, "Who killed him?" and he said "I don't know who killed him, but he's dead all right" and it was dark and there was water standing in the street and no lights or windows....

"flow..."

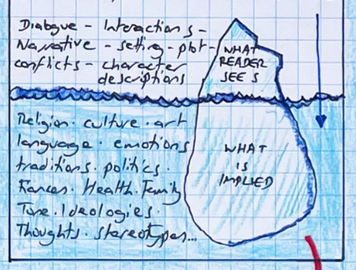
slow up the rhythm of the prose

USE SHORT FIRST PARAGRAPHS

USE THE ICEBERG METHOD.

Only the tip of the ICEBERG should be shown in your fiction. Your reader will only see what is above the water.

THEORY of OMISSION = GRAVITAS



LIMIT SUBORDINATION.

Trust readers to make deep inferences for themselves.

"The best prose I can write as of now should read easily & simply and seem short & yet have all the dimensions of the visible world and the world of a mans spirit."

THERE IS NOTHING TO WRITING. ALL YOU DO IS SIT DOWN AT A TYPEWRITER AND BLEED.

USE VIGOROUS ENGLISH

USE SHORT COMMON WORDS.

Short common words keep the reader immersed. Curate a simple & restrained vocabulary. "If a writer needs a dictionary he should not write. He should have read the dictionary at least 3x from beginning to end & then have loaned it to someone who needs is.

BIG EMOTIONS DON'T COME FROM BIG WORDS

↳ It's good to know the $10 words - but there are usually older, simpler & better words you can use.

USE LONG COMPOUND SENTENCES CONNECTED BY 'AND'

"cut commas...." The comma is a cue to take a breath when reading. It helps control rhythm and pacing. "AND" and lack of commas can create a brisk & breathless feel to your writing.

....cutting commas ... Making sentences read at a fast clip & giving them URGENCY.

Like the speed & musicality of an AARON SORKIN walk and talk.

BE POSITIVE - NOT NEGATIVE

PREFER NOUNS & VERBS TO ADJECTIVES & ADVERBS.

Only use an adjective or adverb if it changes the meaning of the word it modifies.

"He smiled happily" ☒

"He smiled sadly" ☑

Always prefer a precise noun or verb over adding a modifier to an imprecise word. Every day is a new day. It is better to be lucky. But I would rather be EXACT. Then when luck comes you are ready.

USE SHORT PARAGRAPHS

Huge sprawling paragraphs intimidate readers. They'll assume your work is as long & ponderous as it looks. Hemingway kept his paragraphs short to ensure there was plenty of WHITE SPACE to give the reader's eyes a break.

Helps readers keep their place

1,000

THE AVERAGE HEMINGWAY SHORT STORY IS 4,940 WORDS LONG & TAKES 1,000 SECONDS TO READ!

1. WRITE AS WELL AS YOU CAN.
2. FINISH WHAT YOU START.

USE SHORT SIMPLE SENTENCES.

Calibrate your words & sentences to make them easy & pleasant. Long convoluted sentences make your readers eyes glaze.

Write SHORT & CONCISE. Especially when you have to "send" your words in & they cost $1.25/word.

400-600 words is a good day. 1,200 - 2,700 is extraordinary but 320 is ok too.

WRITE THE TRUEST SENTENCE YOU KNOW.

USE STICHOMYTHIA

Aristotelian

Stichomythia refers to the look of dialogue on the page. Hemingway would get two characters in a conversation, using brief exchanges without dialogue tags, interruptive descriptions, actions or interiority. This was another way he created WHITE SPACES on his pages giving his stories a welcoming look.

Heightens the emotional intensity of a scene → Alternate speaking in single epigrammatic lines of verse.

The first draft of anything is SHIT!

THE BEST WAY TO MAKE PEOPLE TRUSTWORTHY IS TO TRUST THEM.

"Some writers are born only to help another writer to write ONE SENTENCE."

STORIES WRITE ABOUT WHAT YOU KNOW

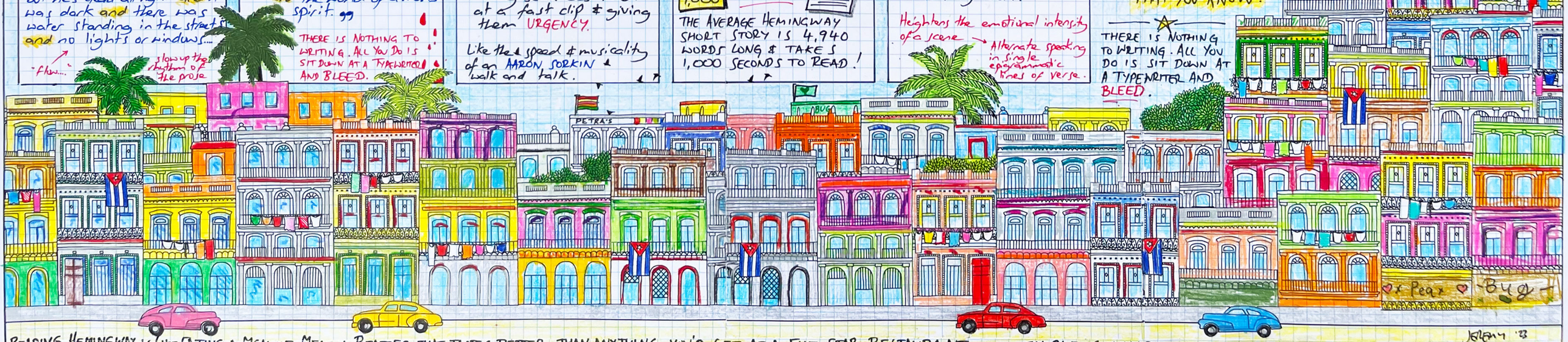
BE SUPERIOR TO YOUR FORMER SELF.

IN TRULY GREAT WRITING - NO MATTER HOW MANY TIMES YOU READ IT - YOU DO NOT KNOW HOW IT IS DONE.

ALL YOU HAVE TO DO IS WRITE ONE TRUE SENTENCE.

↳ WRITE THE TRUEST SENTENCE THAT YOU KNOW.

THERE IS NOTHING TO WRITING. ALL YOU DO IS SIT DOWN AT A TYPEWRITER AND BLEED.



READING HEMINGWAY IS LIKE EATING A MEAL OF MEAT & POTATOES THAT TASTES BETTER THAN ANYTHING YOU'D GET AT A FIVE STAR RESTAURANT — SIMPLE GENIUS.

JEREMY '23

ANTHONY BOURDAIN

I am working on a Generative-AI “Communications Assistant” at the moment featuring a storytelling-chef as a hero. Someone who works in a team of brilliant people (under difficult conditions and deadlines) but who curates an experimental menu and makes beautiful creations from recipes containing prompts and data.

I started thinking about one of my heroes Anthony Bourdain. A guy who loved innovation and detested “workman-like storytelling”. He would rather fail than tell a boring story.

When I consider the excitement, chaos and nervousness surrounding the capabilities of Generative-AI, this list of advice I collected many years ago from Bourdain’s books and shows seems more relevant than ever:

🎨 Aim for uninhibited creative freedom where you get to call the shots and work on the projects you are most passionate about.

😴 When people give you that freedom and support, don’t get lazy, sloppy or complacent.

🤹‍♂️ Be open to new experiences.

🏞️ Don’t have a rigid plan.

🤝 Accept random acts of hospitality without judgement or fear.

🏕️ Don’t be afraid to wander.

🌮 Don’t be afraid to risk a bad meal (if you don’t risk a bad meal you won’t find the magical one).

😳 Be aware of the fact that you are probably the stupidest person in the room (and you don't always know who's really in charge or what’s actually going on).

🙌 Most people are generally really nice and just trying to do the best they can under difficult conditions.

‼️ Don’t be afraid of failure.

✕ Better to FAIL gloriously (with some style or creativity) than not venture or not try.

🍣 Be humble.

🍱 Be grateful.

💷 Don’t go for easy money.

🚫 Say “NO” a lot.

🛌 Crash late. Rise early.

📄 The story you often get is not the story you were chasing, but it ends up being even better.

👩‍🍳 Stories too frequently fail because of the lack of a strong female storyteller.

🔎 Search for different ways to tell the story. (Tell it backwards, use a different format?)

📖 Not everyone is going to like your story BUT that’s the kind of “failure” you should be chasing.

💥 A powerful reaction to a story one way or the other is infinitely better than pleasing everybody.

🧠 Look for extremes of emotions.

💬 It takes an unreasonable attitude to see yourself as a storyteller who believes that somebody might want to listen to your story for 10 minutes.

🥂 What’s good for you in the short run is not necessarily good for you in the long run.

😂 Have a sense of humour.

🎬 Love movies.

📽️ Learn from the best cinematographers.

⏳ Work hard.

🔪 Do the best work you can every time.

⛰️ Take every challenge seriously.

🛠️ Improvise.

📏 Improve things.

🖍️ Enjoy the process: Storytelling is like a big crayon box.

🎸 Be more creative.

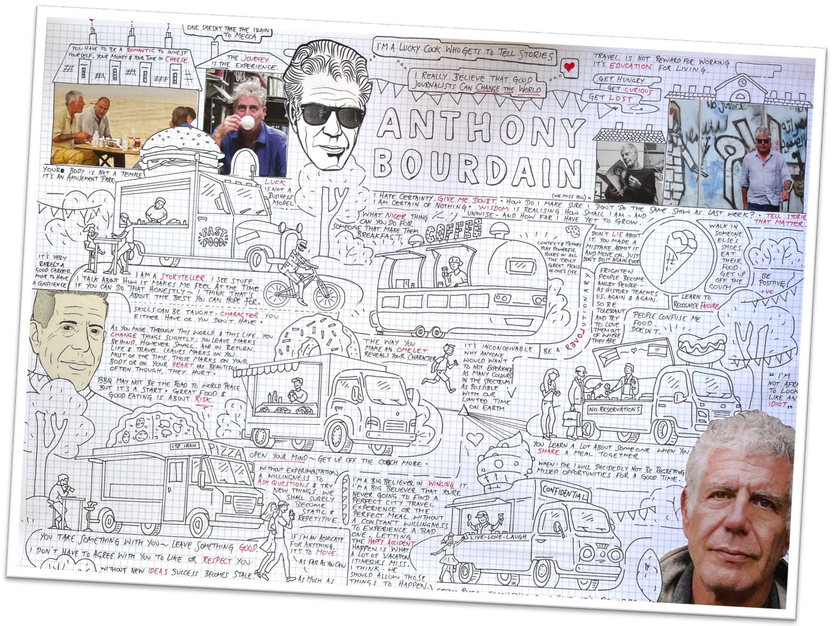
📝 Make lists.

⏰ Show up on time.

✊ Respect the people you work with.

👊 Do the best you can.

📖 Tell stories that matter.



ANTHONY BOURDAIN

(WE MISS YOU) x

I'M A LUCKY COOK WHO GETS TO TELL STORIES

I REALLY BELIEVE THAT GOOD JOURNALISTS CAN CHANGE THE WORLD

TRAVEL IS NOT REWARD FOR WORKING IT'S EDUCATION FOR LIVING.

GET HUNGRY
GET CURIOUS
GET LOST

BHUTAN

NO JUSTICE...

ONE DOESN'T TAKE THE TRAIN TO MECCA

YOU HAVE TO BE A ROMANTIC TO INVEST YOURSELF, YOUR MONEY & YOUR TIME IN CHEESE.

THE JOURNEY IS THE EXPERIENCE.

YOUR BODY IS NOT A TEMPLE IT'S AN AMUSEMENT PARK.

LUCK IS NOT A BUSINESS MODEL

KIDS SHOULD ASPIRE TO BE ABLE TO FEED THEMSELVES & A FEW OF THEIR FRIENDS

FAST FOOD

VIETNAM

I HATE CERTAINTY. GIVE ME DOUBT. • HOW DO I MAKE SURE I DON'T DO THE SAME SHOW AS LAST WEEK? • TELL STORIES THAT MATTER.
I AM CERTAIN OF NOTHING. • WISDOM IS REALISING HOW SMALL I AM - AND UNWISE - AND HOW FAR I HAVE YET TO GROW.

WHAT NICER THING CAN YOU DO FOR SOMEONE THAT MAKE THEM BREAKFAST.

COFFEE

CONTEXT & MEMORY PLAY POWERFUL ROLES IN ALL THE TRULY GREAT MEALS IN ONE'S LIFE.

DON'T LIE ABOUT IT. YOU MADE A MISTAKE. ADMIT IT AND MOVE ON. JUST DON'T DO IT AGAIN. EVER.

WALK IN SOMEONE ELSE'S SHOES. EAT THEIR FOOD. GET UP OFF THE COUCH

BE POSITIVE +VE

LEARN TO RECOGNISE FAILURE

FRIGHTEN PEOPLE BECOME ANGRY PEOPLE - AS HISTORY TEACHES US, AGAIN & AGAIN. SO BE TOLERANT. AND TRY TO LOVE THEM OUT OF WHERE THEY ARE

BE A REVOLUTIONARY

PEOPLE CONFUSE ME FOOD, DOESN'T.

IT'S VERY RARELY A GOOD CAREER MOVE TO HAVE A CONSCIENCE

I AM A STORYTELLER. I SEE STUFF. I TALK ABOUT HOW IT MAKES ME FEEL AT THE TIME. IF YOU CAN DO THAT HONESTLY ~ I THINK THAT'S ABOUT THE BEST YOU CAN HOPE FOR.

THERE IS NO FINAL RESTING PLACE OF THE MIND.

SKILLS CAN BE TAUGHT - CHARACTER YOU EITHER HAVE OR YOU DON'T HAVE.

AS YOU MOVE THROUGH THIS WORLD & THIS LIFE, YOU CHANGE THINGS SLIGHTLY; YOU LEAVE MARKS BEHIND, HOWEVER SMALL. AND IN RETURN, LIFE & TRAVEL LEAVES MARKS ON YOU. MOST OF THE TIME, THOSE MARKS ON YOUR BODY OR ON YOUR HEART ARE BEAUTIFUL. OFTEN THOUGH, THEY HURT.

THE WAY YOU MAKE AN OMELET REVEALS YOUR CHARACTER

There's more to life than increasing its speed.

IT'S INCONCEIVABLE WHY ANYONE WOULD WANT TO NOT EXPERIENCE AS MANY COLOURS IN THE SPECTRUM AS POSSIBLE WITH OUR LIMITED TIME ON EARTH

NO RESERVATIONS

BBQ MAY NOT BE THE ROAD TO WORLD PEACE BUT IT'S A START • GREAT FOOD & GOOD EATING IS ABOUT RISK.

I ♥ IRAN

PIZZA

FALAFEL

"What's next?"

OPEN YOUR MIND ~ GET UP OFF THE COUCH MORE

LEAVE YOUR PREJUDICES AT HOME

YOU LEARN A LOT ABOUT SOMEONE WHEN YOU SHARE A MEAL TOGETHER.

WHEN I DIE I WILL DECIDEDLY NOT BE REGRETTING MISSED OPPORTUNITIES FOR A GOOD TIME.

WITHOUT EXPERIMENTATION, A WILLINGNESS TO ASK QUESTIONS & TRY NEW THINGS, WE SHALL SURELY BECOME STATIC & REPETITIVE

I'M A BIG BELIEVER IN WINGING IT. I'M A BIG BELIEVER THAT YOU'RE NEVER GOING TO FIND A PERFECT CITY TRAVEL EXPERIENCE OR THE PERFECT MEAL WITHOUT A CONSTANT WILLINGNESS TO EXPERIENCE A BAD ONE. LETTING THE HAPPY ACCIDENT HAPPEN IS WHAT A LOT OF VACATION ITINERIES MISS. I THINK - WE SHOULD ALLOW THOSE THINGS TO HAPPEN.

IF I'M AN ADVOCATE FOR ANYTHING, IT'S TO MOVE.
AS FAR AS YOU CAN
AS MUCH AS YOU CAN

CONFIDENTIAL

LIVE · LOVE · LAUGH

TRAVEL CHANGES YOU

BUILD A BUSINESS
CHANGE THE WORLD
HAVE FUN

YOU TAKE SOMETHING WITH YOU ~ LEAVE SOMETHING GOOD.
I DON'T HAVE TO AGREE WITH YOU TO LIKE OR RESPECT YOU.
WITHOUT NEW IDEAS SUCCESS BECOMES STALE.

CREAM RISES ~ EXCELLENCE DOES HAVE IT'S REWARDS.

"Few things are more beautiful to me than a bunch of thuggish, heavily tattooed line cooks moving around each other like ballerinas on a busy Saturday night. Seeing two guys who'd just as soon cut each other's throats in their off hours moving in unison with grace and ease can be as uplifting as any chemical stimulant or organized religion."

"I'M NOT AFRAID TO LOOK LIKE AN IDIOT"

KNOWING IS NOT ENOUGH; WE MUST APPLY. WILLING IS NOT ENOUGH - WE MUST DO.

FIND YOUR IKIGAI

CONSULTANTS LOVE TO ASK "WHAT KEEPS YOU UP AT NIGHT?" - BUT SURELY A MUCH BETTER QUESTION IS "WHAT GETS YOU OUT OF BED IN THE MORNING?"

When I drew this one pager in 2021, over 70% of business professionals were experiencing some form of stress or anxiety and 84% of the working population are "concerned" about losing their jobs. (Edelman Trust Barometer 2021).

If you read the new Trust Barometer report you'll discover that not much has changed over the last few years, in fact in many areas it's got worse.

So instead of "solving problems" by focusing on that stress and anxiety as leverage to sell more stuff, I focus on the Japanese concept of Ikigai in the coaching and communications programmes I run at IBM. Unsurprisingly, helping executives to find more meaning and purpose in their work makes them happier and MUCH more productive.

The things that you're GOOD AT and the things that you get PAID FOR, should not be separate from the things you LOVE and the things that the WORLD NEEDS. All too often, we just view this as our professional life OR our personal life.

In business we love to ask people to find their "why".

We should really be helping each to other discover our ikigai...

IKIGAI 🇯🇵 (the concept that helps you find meaning and purpose in your work) was popularised by Japanese psychiatrist Mieko Kamiya. Of all the concepts that I teach in my executive performance programmes, IKIGAI is the one that has the most impact by far.

I believe the goal at work is to build a business, change the world and have fun. IKIGAI helps you combine those things while making happier at work.

(67% of us are experiencing heightened levels of stress in the workplace in 2022, 4/5 execs are "overwhelmed" and 1 in 4 of us are struggling with mental health problems in some form).

We all need a strong IKIGAI to anchor onto.

🎯 It helps you align your passion with your purpose
⛓️ It connects your personal & professional life
🛌 It gives you a reason to bounce out of bed (instead of stressing over what is keeping you up at night).

IKIGAI is made up of the Japanese words for "Life", "Beauty & Elegance", "Armour" and "To be worthwhile".

4 things we all need a little more of at the moment...

So, If you've never written yours (and especially if you're looking for a new job, building a new business or in the services / consulting industry) knowing your own IKIGAI could change your life.

Seriously.

These are my notes from when I wrote my IKIGAI. I was moving into a new job at the time and I was feeling a little overwhelmed, so I wrote some notes and 17 questions to make sure I could perform at my best, and do the job I was supposed to be doing.

HOW TO CREATE YOUR IKIGAI:

🗒️ Find a day where you can finish early (?!) consider getting a new notebook or a big sheet of paper and settling down with your favourite tunes and drink.

⭕ Draw 4 circles and start to populate each one: What you love ❤️, What you're good at 🎨, What the world needs 🌎, What you get paid for 💷.

📝 Remember these are YOUR notes so write as much as you can in each circle and make them as silly, as personal, as ambitious and as nostalgic as you can.

📌 "Good at" and "Paid for" should be your job.

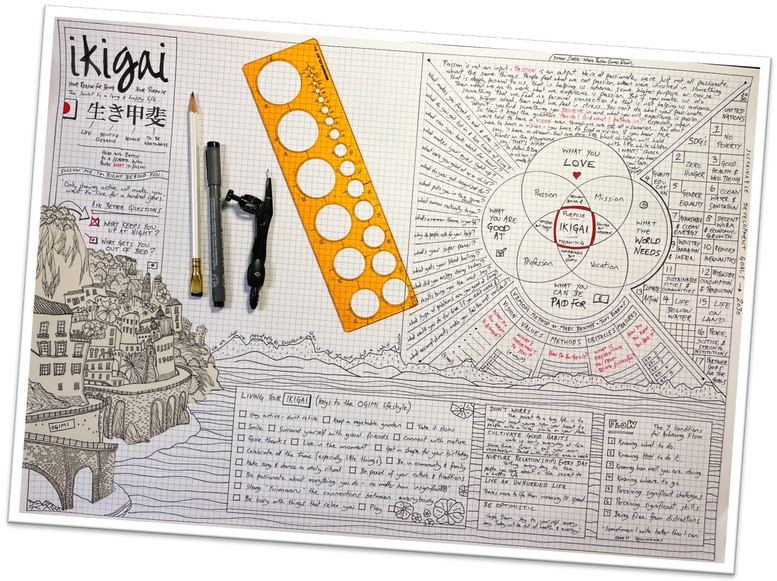
❤️ "Love" and "World needs" should be your passions & obsessions.

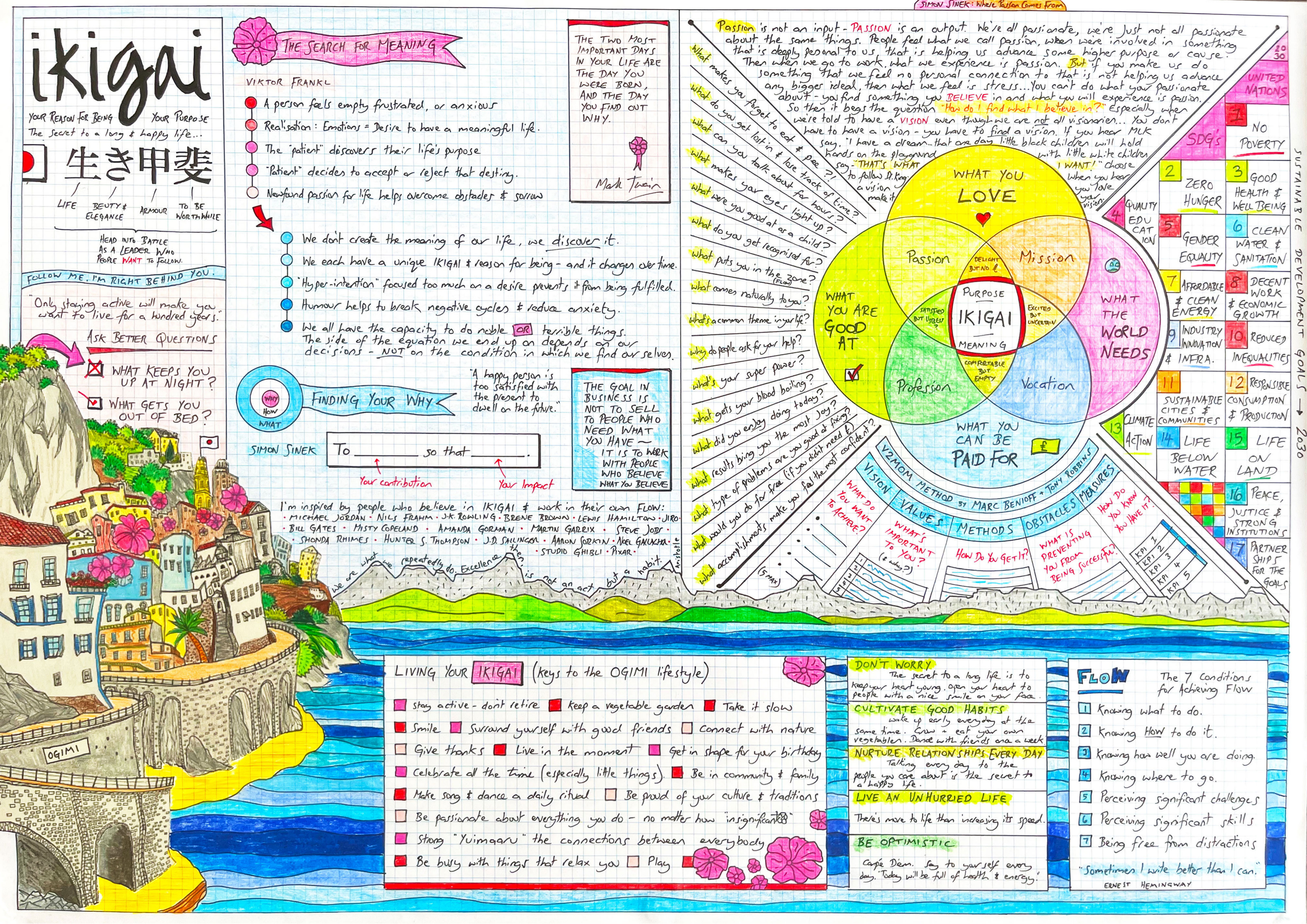
🔘 You won't complete your IKIGAI straight away, but just start to explore where each circle overlaps.

🌈 How could you change your role / daily routine / business – to do more of where the circles overlap, and less of where they don't?

This may take a few hours. It could MUCH longer to do it properly. (Weeks or months as it evolves and you find more clarity).

But no matter how much time you spend on this, it's time well spent. It really could be a game changer for you, your family and your colleagues.





IKIGAI
YOUR REASON FOR BEING
YOUR PURPOSE
The secret to a long & happy life...
生き甲斐
LIFE
BEUTY & ELEGANCE
ARMOUR
TO BE WORTHWHILE
HEAD INTO BATTLE AS A LEADER WHO PEOPLE WANT TO FOLLOW.
FOLLOW ME. I'M RIGHT BEHIND YOU.
"Only staying active will make you want to live for a hundred years."
ASK BETTER QUESTIONS
WHAT KEEPS YOU UP AT NIGHT?
WHAT GETS YOU OUT OF BED?
OGIMI
THE SEARCH FOR MEANING
VIKTOR FRANKL
A person feels empty frustrated, or anxious
Realisation: Emotions = Desire to have a meaningful life.
The "patient" discovers their life's purpose
"Patient" decides to accept or reject that destiny.
Newfound passion for life helps overcome obstacles & sorrow
We don't create the meaning of our life, we discover it.
We each have a unique IKIGAI & reason for being - and it changes over time.
"Hyper-intention" focused too much on a desire prevents it from being fulfilled.
Humour helps to break negative cycles & reduce anxiety.
We all have the capacity to do noble OR terrible things. The side of the equation we end up on depends on our decisions - NOT on the condition in which we find ourselves.
THE TWO MOST IMPORTANT DAYS IN YOUR LIFE ARE THE DAY YOU WERE BORN, AND THE DAY YOU FIND OUT WHY.
Mark Twain
WHY
HOW
WHAT
FINDING YOUR WHY
"A happy person is too satisfied with the present to dwell on the future."
SIMON SINEK
To ________ so that ________.
Your contribution
Your Impact
THE GOAL IN BUSINESS IS NOT TO SELL TO PEOPLE WHO NEED WHAT YOU HAVE ~ IT IS TO WORK WITH PEOPLE WHO BELIEVE WHAT YOU BELIEVE
I'm inspired by people who believe in IKIGAI & work in their own FLOW:
· MICHAEL JORDAN · NILS FRAHM · J.K. ROWLING · BRENE BROWN · LEWIS HAMILTON · JIRO · BILL GATES · MISTY COPELAND · AMANDA GORMAN · MARTIN GARRIX · STEVE JOBS · SHONDA RHIMES · HUNTER S. THOMPSON · J.D. SALLINGER · AARON SORKIN · NOEL GALLAGHER · STUDIO GHIBLI · PIXAR ·
We are what we repeatedly do. Excellence then, is not an act but a habit. Aristotle
SIMON SINEK: Where Passion Comes From
Passion is not an input - PASSION is an output. We're all passionate, we're just not all passionate about the same things. People feel what we call passion, when we're involved in something that is deeply personal to us, that is helping us advance some higher purpose or cause. Then when we go to work, what we experience is passion. But if you make us do something that we feel no personal connection to that is not helping us advance any bigger ideal, then what we feel is stress... You can't do what your passionate about - you find something you BELIEVE in and what you will experience is passion. So then it begs the question "How do I find what I believe in?" Especially when we're told to have a VISION even though we are not all visionaries... You don't have to have a vision - you have to find a vision. If you hear MLK say, "I have a dream... that one day little black children will hold hands on the playground with little white children" say - "THAT'S WHAT I WANT!" Choose to follow Dr. King's a vision make it when you hear you love your vision.
What makes you forget to eat & pee?!
What do you get lost in & lose track of time?
What can you talk about for hours?
What makes your eyes light up?
What were you good at as a child?
What do you get recognised for?
What puts you in the zone? (FLOW)
What comes naturally to you?
What's a common theme in your life?
Why do people ask for your help?
What's your super power?
What gets your blood boiling?
What did you enjoy doing today?
What results bring you the most joy?
What type of problems are you good at fixing?
What would you do for free (if you didn't need £)
What accomplishments make you feel the most confident?
WHAT YOU LOVE
WHAT YOU ARE GOOD AT
WHAT THE WORLD NEEDS
WHAT YOU CAN BE PAID FOR
Passion
Mission
Profession
Vocation
DELIGHT BUT NO £
SATISFIED BUT USELESS?
EXCITED BUT UNCERTAIN
COMFORTABLE BUT EMPTY
PURPOSE
IKIGAI
MEANING
V2MOM METHOD BY MARC BENIOFF + TONY ROBBINS
VISION
WHAT DO YOU WANT TO ACHIEVE?
(5 MAX)
VALUES
WHAT'S IMPORTANT TO YOU? (& why?)
METHODS
HOW DO YOU GET IT?
OBSTACLES
WHAT IS PREVENTING YOU FROM BEING SUCCESSFUL?
MEASURES
HOW DO YOU KNOW YOU HAVE IT?
KPI 1
KPI 2
KPI 3
KPI 4
KPI 5
2030
UNITED NATIONS
SDG's
1 NO POVERTY
2 ZERO HUNGER
3 GOOD HEALTH & WELL BEING
4 QUALITY EDUCATION
5 GENDER EQUALITY
6 CLEAN WATER & SANITATION
7 AFFORDABLE & CLEAN ENERGY
8 DECENT WORK & ECONOMIC GROWTH
9 INDUSTRY INNOVATION & INFRA.
10 REDUCED INEQUALITIES
11 SUSTAINABLE CITIES & COMMUNITIES
12 RESPONSIBLE CONSUMPTION & PRODUCTION
13 CLIMATE ACTION
14 LIFE BELOW WATER
15 LIFE ON LAND
16 PEACE, JUSTICE & STRONG INSTITUTIONS
17 PARTNERSHIPS FOR THE GOALS
SUSTAINABLE DEVELOPMENT GOALS → 2030
LIVING YOUR IKIGAI (keys to the OGIMI lifestyle)
Stay active - don't retire
Keep a vegetable garden
Take it slow
Smile
Surround yourself with good friends
Connect with nature
Give thanks
Live in the moment
Get in shape for your birthday
Celebrate all the time (especially little things)
Be in community & family
Make song & dance a daily ritual
Be proud of your culture & traditions
Be passionate about everything you do - no matter how insignificant
Strong "Yuimaaru" the connections between everybody
Be busy with things that relax you
Play
DON'T WORRY
The secret to a long life is to keep your heart young. Open your heart to people with a nice smile on your face.
CULTIVATE GOOD HABITS
Wake up early everyday at the same time. Grow + eat your own vegetables. Dance with friends once a week
NURTURE RELATIONSHIPS EVERY DAY
Talking every day to the people you care about is the secret to a happy life.
LIVE AN UNHURRIED LIFE
There's more to life than increasing its speed.
BE OPTIMISTIC
Carpe Diem. Say to yourself every day. "Today will be full of health & energy."
FLOW
The 7 Conditions for Achieving Flow
1 Knowing what to do.
2 Knowing HOW to do it.
3 Knowing how well you are doing.
4 Knowing where to go.
5 Perceiving significant challenges
6 Perceiving significant skills
7 Being free from distractions
"Sometimes I write better than I can."
ERNEST HEMINGWAY

KISHOTENKETSU

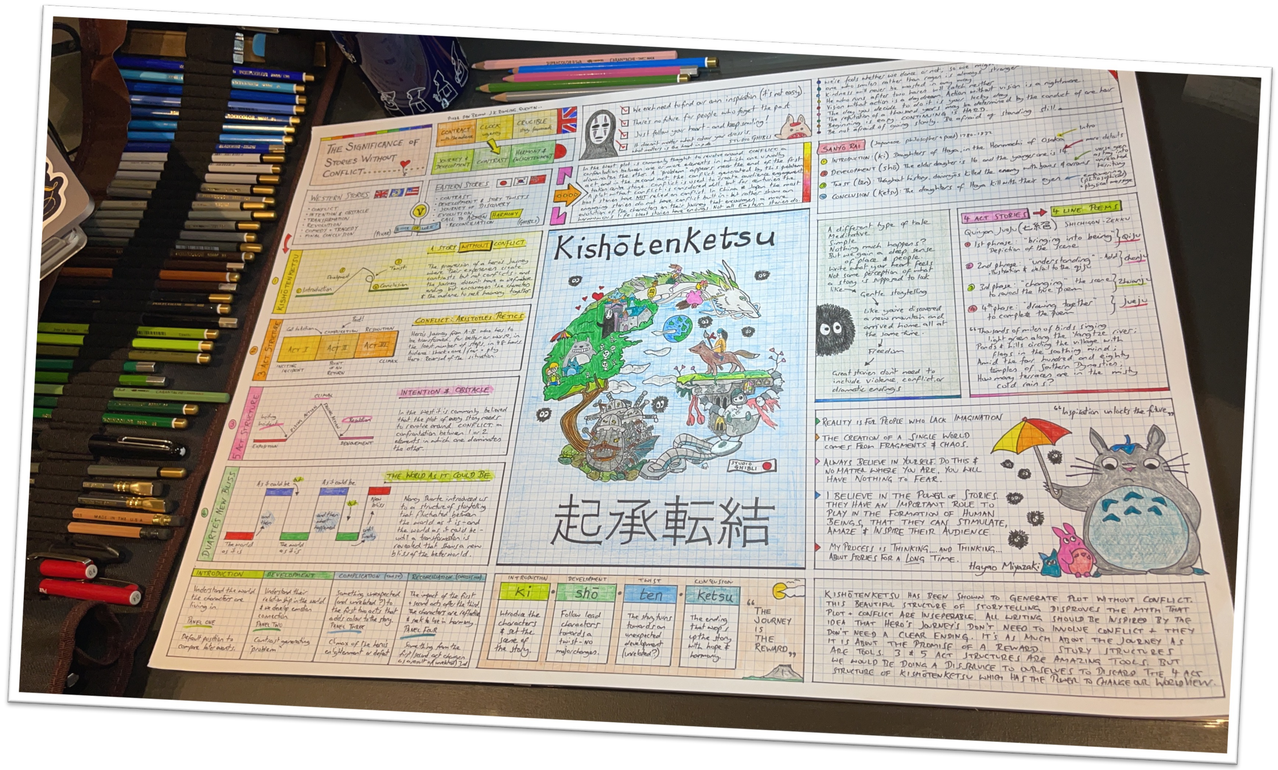
WHY ARE WE SO OBSESSED WITH THE NEED FOR STORIES TO HAVE CONFLICT IN THE WESTERN WORLD? Many Eastern stories FEEL different because they use the storytelling technique of "Kishōtenketsu".

It's one of the only storytelling structures that doesn't include conflict, and relies more upon contrast. The focus is more on the journey and the development of the characters, rather than a dramatic ending, where the hero is transformed for the better (or worse).

KISHOTENKETSU is the structure of a 4-part story (in the West we mostly use 3 or 5 part stories).

• "**Ki**": Introduction
• "**shō**": Development
• "**ten**": Twist (a contrast NOT a conflict)
• "**ketsu**": Conclusion

Western stories revolve around drama, tragedy, conflict and obstacle. The ending of Kishōtenketsu stories are less conclusive and end with the characters reflecting on their journey together and exploring ways to live in harmony. And we could certainly do with a lot more of that harmony in the West right now...



THE SIGNIFICANCE OF STORIES WITHOUT CONFLICT.....

PIXAR. DAN BROWN. J.K. ROWLING. QUENTIN...

CONTRACT with the audience | CLOCK urgency | CRUCIBLE story framework

JOURNEY & DEVELOPMENT | CONTRAST | HARMONY & ENLIGHTENMENT

- We each need to find our own inspiration (it's not easy).
- There's no future for people who forget the past.
- Just follow your heart - and keep smiling!
- It doesn't matter what colour your dress is, what matters is the heart inside. STUDIO GHIBLI

we're fools whether we dance or not; so we might as well dance
one who smiles rather than rages is always stronger
Kindness will never be wasted in any way
He who runs after two hares will catch neither
Vision without action is a daydream. Action without vision is a nightmare.
The day you decide to do it is your lucky day
The reputation of a thousand years may be determined by the conduct of one hour
Beginning is easy. CONTINUING IS HARD.
Be not afraid of going slowly. Be afraid of standing still.

WESTERN STORIES

- CONFLICT
- INTENTION & OBSTACLE
- TRANSFORMATION
- REVOLUTION
- COMEDY + TRAGEDY
- FINAL CONCLUSION

(PIXAR) BETTER OR WORSE?

EASTERN STORIES

- CONTRAST
- DEVELOPMENT & STORY TWISTS
- JOURNEY OF DISCOVERY
- EVOLUTION
- ~~CALL TO ACTION~~ HARMONY
- RECONCILIATION

(GHIBLI)

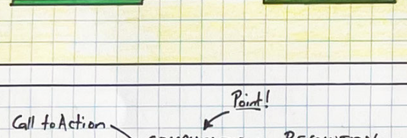
In the West plot is commonly thought to revolve around CONFLICT: a confrontation between one or more elements in which one usually dominates the other. A "problem" appears near the end of the first act, and in the second act, the conflict generated by this problem takes centre stage. Conflict is used to create audience engagement. A plot without conflict is considered dull, but for centuries the best stories have NOT relied on conflict. In China & Japan the most engaging stories do not have conflict built in - but rather show an evolution of the characters on their journey that encourages a more harmonious life. West stories have endings. Not all Eastern stories do.

SANYO RAI (Japanese philosopher + poet) 1780-1832

Intro
more details
verse span as they into unrelated territory
empowering (philosophical) + physical message

1. INTRODUCTION (Ki): Daughters of Ittaya, in the Honmachi of Osaka
2. DEVELOPMENT (shō): The elder daughter is 16 and the younger one is 14.
3. TWIST (ten): Throughout history, daimyōs killed the enemy with bows & arrows
4. CONCLUSION (Ketsu): The daughters of Ittaya kill with their eyes.

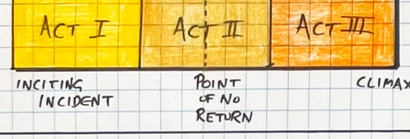
1 KISHŌTENKETSU



A STORY WITHOUT CONFLICT

The progression of a hero's journey where their experiences create contrasts but not conflicts - and the journey doesn't have a definitive ending but encourages the character & the audience to seek harmony together.

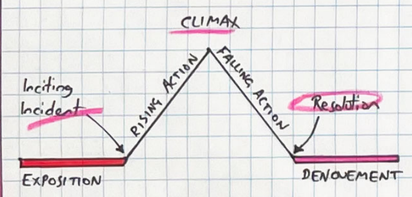
2 3 ACT STRUCTURE



CONFLICT: ARISTOTLES POETICS

Hero's Journey from A-B who has to be transformed, for better or worse, in the least number of steps, in 48 hours.
Audience: shock + awe / fear + pity
Hero: Reversal of the situation.

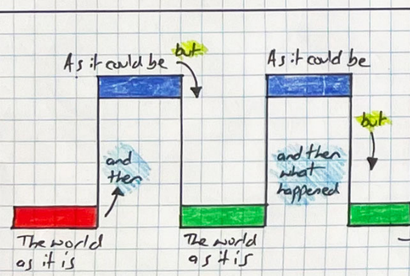
3 5 ACT STRUCTURE



INTENTION & OBSTACLE

In the West it is commonly believed that the plot of every story needs to revolve around CONFLICT: a confrontation between 1 or 2 elements in which one dominates the other.

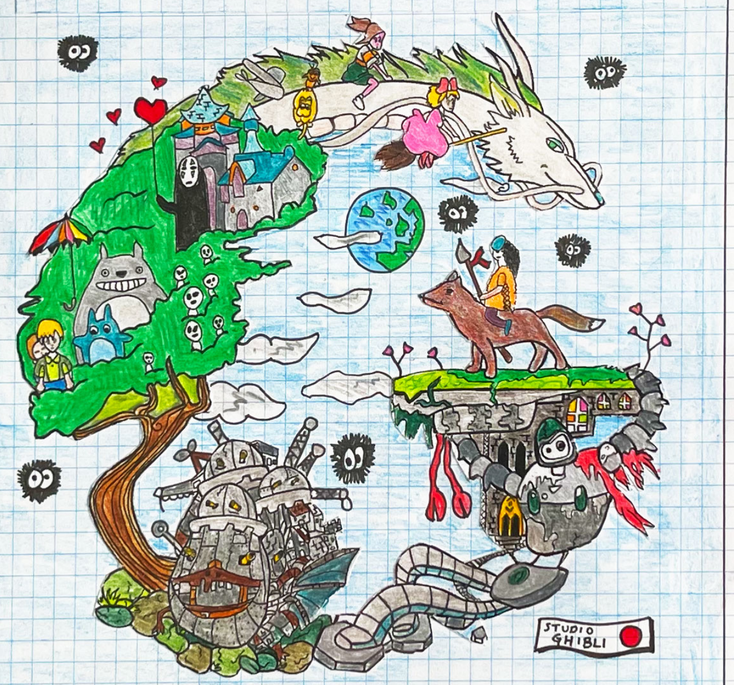
4 DUARTE'S NEW BLISS



THE WORLD AS IT COULD BE

Nancy Duarte introduced us to a structure of storytelling that fluctuated between the world as it is - and the world as it could be - until a transformation is revealed that shows a new bliss of the better world.

Kishōtenketsu



起承転結

A different type of tale
Meditative
Simple
Nothing much happens?
But we gain a deep sense of place & people.
Write what your heart feels
Not some perception of what a story is supposed to look like →

Gentle storytelling

Like you've discovered a new mountain and arrived home all at the same time.

Freedom

Great stories don't need to include violence, conflict, or dramatic endings

4 ACT STORIES → 4 LINE POEMS

Quijyon Jueju (七絶) SHICHIGON-ZEKKU

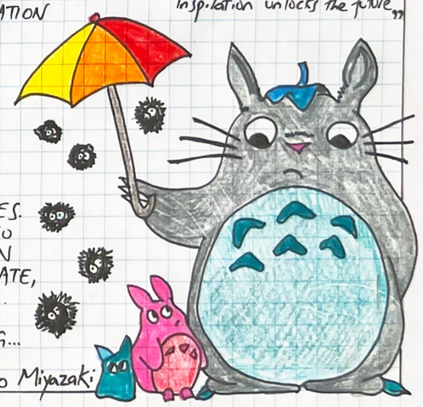
1. 1st phrase: "bringing into being" Depiction of the scene } Qiju
2. 2nd phrase: "understanding" - Add illustration & detail to the qiju } chenju
3. 3rd phase: "changing" the scene to reveal the twist poem } Zhuanju
4. 4th phase: "drawing together" to complete the poem } Jueju

"Thousands of miles of birds singing
light green along the Yangtze river;
Ponds & hills circling the village with
flags in the soothing wind;
Amid the four hundred and eighty
temples of Southern Dynasties;
How many terraces are in the misty
cold rains?

- REALITY IS FOR PEOPLE WHO LACK IMAGINATION
- THE CREATION OF A SINGLE WORLD COMES FROM FRAGMENTS & CHAOS.
- ALWAYS BELIEVE IN YOURSELF. DO THIS & NO MATTER WHERE YOU ARE, YOU WILL HAVE NOTHING TO FEAR.
- I BELIEVE IN THE POWER OF STORIES. THEY HAVE AN IMPORTANT ROLE TO PLAY IN THE FORMATION OF HUMAN BEINGS, THAT THEY CAN STIMULATE, AMAZE & INSPIRE THEIR AUDIENCE.
- MY PROCESS IS THINKING.... AND THINKING... ABOUT STORIES FOR A LONG TIME.

Hayao Miyazaki

"Inspiration unlocks the future,,



INTRODUCTION	DEVELOPMENT	COMPLICATION (TWIST)	RECONCILIATION (CONCLUSION)
Understand the world the characters are living in. PANEL ONE Default position to compare later events.	Understand their relationship in the world & we develop emotion connection. PANEL TWO Contrast generating "problem"	Something unexpected (and unrelated?) to the first two acts that adds colour to the story. PANEL THREE Climax of the hero's enlightenment or defeat	The impact of the first + second acts after the third. The characters are reflective & seek to live in harmony. PANEL FOUR Something from the first/second act changes as a result of (unrelated) 3rd

INTRODUCTION	DEVELOPMENT	TWIST	CONCLUSION
Ki	shō	ten	Ketsu
Introduce the characters & set the scene of the story.	Follow lead characters towards a twist - no major changes.	The story turns towards an unexpected development (unrelated?)	The ending that wraps up the story with hope & harmony.

"THE JOURNEY IS THE REWARD,,

KISHŌTENKETSU HAS BEEN SHOWN TO GENERATE PLOT WITHOUT CONFLICT. THIS BEAUTIFUL STRUCTURE OF STORYTELLING DISPROVES THE MYTH THAT PLOT + CONFLICT ARE INSEPERABLE. ALL WRITING SHOULD BE INSPIRED BY THE IDEA THAT HERO'S JOURNEY'S DON'T NEED TO INVOLVE CONFLICT + THEY DON'T NEED A CLEAR ENDING. IT'S AS MUCH ABOUT THE JOURNEY AS IT IS ABOUT THE PROMISE OF A REWARD. STORY STRUCTURES ARE TOOLS. 3 & 5 ACT STRUCTURES ARE AMAZING TOOLS. BUT WE WOULD BE DOING A DISSERVICE TO OURSELVES TO DISCARD THE 4 ACT STRUCTURE OF KISHŌTENKETSU WHICH HAS THE POWER TO CHANGE OUR WORLDVIEW.

LITTLE PEOPLE, BIG DREAMS...

When I was 14 I wanted to be Gordon Gekko. As a kid from a pretty rough school in Salford that seemed like an unlikely dream, but I studied maths and theology anyway, hoping that a deeper understanding of numbers and people would point me in the right direction. I bought books on psychology to learn how people behaved and tried to understand why people believe what they believe.

I had no idea what job I was preparing for. My career counsellor told me to be an accountant. I just wanted to do something that I loved, where I could turn my passion into an obsession.

Isn't it funny how it's always those innocent and slightly naive small decisions that we make in uncertain times which end up being the big decisions? 🤷‍♂️

That's why I love the "Little People" book series. I read them with my twins and we talk about how world famous people on the TV were once just little people with big dreams.

🦎 Long before **DAVID ATTENBOROUGH** became TV icon "Sir David Attenborough" he was turned down by the BBC for a job. He eventually got one and worked his way up within a small department, but it wasn't until he asked his boss for £500 and a camera that he made his mark. No fanfare. No fuss. He just wanted to travel to Indonesia, because he dreamed about showing the public a Komodo dragon for the very first time on TV.

🐒 **JANE GOODALL** was originally "just a secretary" who knew that her lack of scientific training would allow her to think differently. She dreamed about studying chimps in Africa, so she volunteered for a trip saying that she would stay as long as it took, because she had more patience that anyone else. When she discovered that chimpanzees made and used their own "tools" her life changed.

🧬 **CHARLES DARWIN** didn't think many people would read his manuscript "On The Origin of Species" he just wanted to collect beetles!

🌳 **COCO CHANEL** just wanted to escape an orphanage and make hats.

✏️ **MALALA YOUSAFZAI** just wanted girls to be able to go to school so she started to write an anonymous blog for the BBC.

Big people start with small dreams and find a way to make them real.

The "*Little People Big Dreams*" look like kids books but don't be fooled. There's a lot of power in a simple story well told.

Today my heroes don't look like Gordon "*Greed is Good*" Gekko, they look more like Jane Goodall, David Attenborough and John Lennon.

My daughter Petra wants to save the ocean like Sylvia Earle when she grows up. Mathilda "just wants to be herself" and study lions!

So if you're looking for some inspiration today and maybe you (or someone you care about) need to kickstart some little dreams, these books might be just the thing.

Take your brain on an adventure with a couple of your favourite people. You never know where you'll end up... 🌌

Little People, Big Dreams...

TECHNOLOGY IS NOTHING. WHAT'S IMPORTANT IS THAT YOU HAVE FAITH IN LITTLE PEOPLE. THAT THEY'RE BASICALLY GOOD & SMART, AND IF YOU GIVE THEM THE RIGHT TOOLS THEY'LL DO SOMETHING WONDERFUL WITH THEM.

David Attenborough

"YOU CAN CHANGE THE WORLD WITH £500 & A CAMERA"

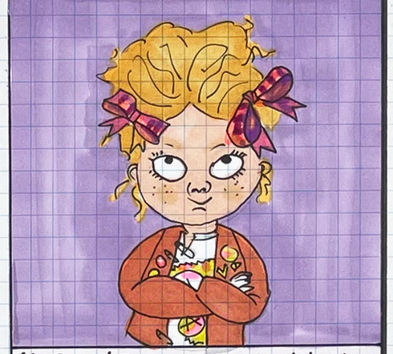
Charles Darwin

"MAN IS DESCENDED FROM A HAIRY, TAILED QUADRUPED, PROBABLY ARBOREAL IN ITS HABITS"

Maya Angelou

"DO THE BEST YOU CAN UNTIL YOU KNOW BETTER. THEN, WHEN YOU KNOW BETTER, DO BETTER"

Vivienne Westwood



"BUY LESS, CHOOSE WELL. QUALITY NOT QUANTITY. THAT'S THE MOST ECO-FRIENDLY THING YOU CAN DO"

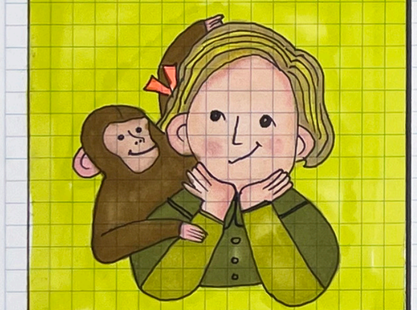
Amelia Earhart

"THE MOST DIFFICULT THING IS THE DECISION TO ACT. THE REST IS MERELY TENACITY"

Martin Luther King Jr.

"OUR LIVES BEGIN TO END THE DAY WE BECOME SILENT ABOUT THINGS THAT MATTER"

Jane Goodall

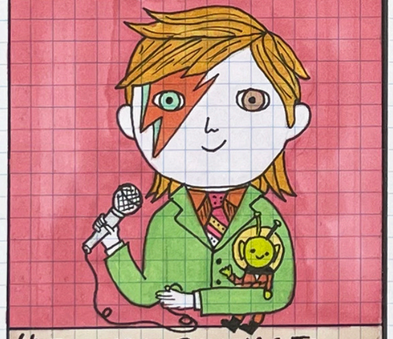


"A SECRETARY COULD MAKE A BETTER RESEARCHER THAN A SCIENTIST"

Alexander Von Humboldt

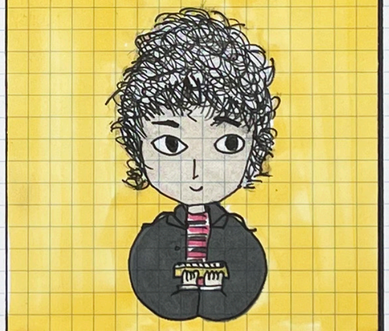
"THE MOST DANGEROUS WORLDVIEW IS THE WORLDVIEW OF THOSE WHO HAVE NOT VIEWED THE WORLD"

David Bowie



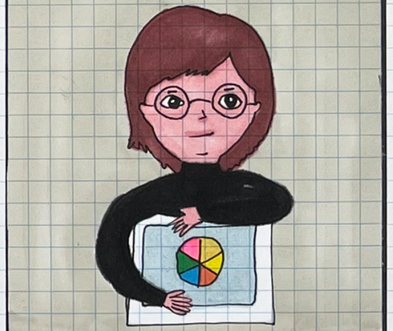
"TOMORROW BELONGS TO THOSE WHO CAN HEAR IT COMING"

Bob Dylan



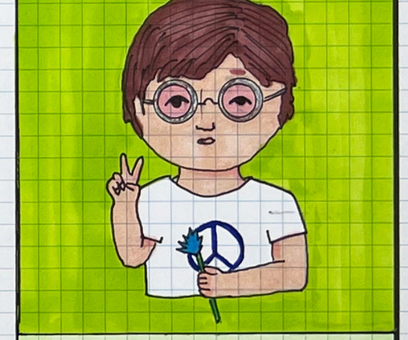
"BE GRATEFUL FOR THE THINGS YOU DON'T HAVE THAT YOU DON'T WANT."

Steve Jobs



"YOU CAN CHANGE THE WORLD JUST BY SHARING YOUR STORY"

John Lennon

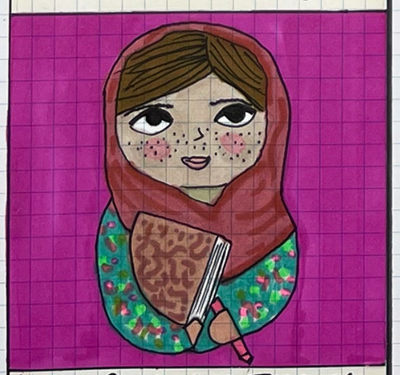


"TIME YOU ENJOY WASTING, WAS NOT WASTED"

Greta Thunberg

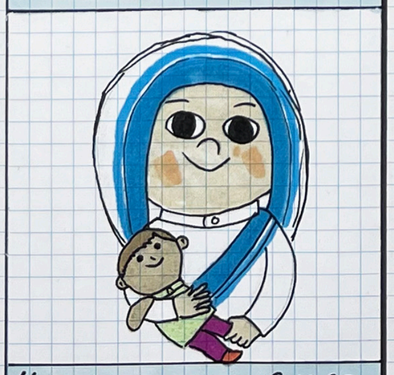
"A 15-YEAR OLD COULD DO A BETTER JOB OF ADDRESSING THE CLIMATE CRISIS"

Malala Yousafzai



"ONE CHILD, ONE TEACHER, ONE BOOK & ONE PEN CAN CHANGE THE WORLD"

Mother Teresa

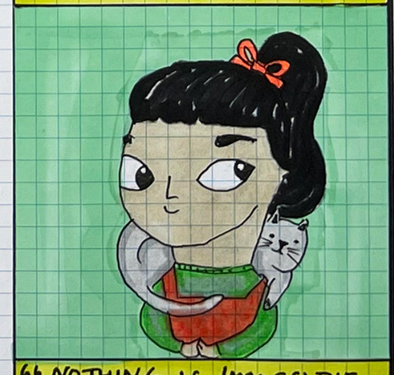


"IF YOU WANT TO CHANGE THE WORLD, GO HOME & LOVE YOUR FAMILY"

Gandhi

"THERE'S MORE TO LIFE THAN INCREASING ITS SPEED"

Audrey Hepburn



"NOTHING IS IMPOSSIBLE. THE WORD ITSELF SAYS "I'M POSSIBLE""

Coco Chanel

"IF YOU'RE SAD, ADD MORE LIPSTICK & ATTACK."

SAVE THE CAT!

SAVE THE CAT! is a framework to help develop screenplays and novels written by Blake Snyder. Blake's method is based on 10 distinctive genres and his 15 story beats (the Blake Snyder Beat Sheet).

If you've ever heard me speaking about my inspirations I will have mentioned Aaron Sorkin at some point. Probably a few times! I love his philosophy of stories being based on "Intention & Obstacle" and that he sees dialogue as music. There's a rhythm to it, which he made famous in his long walk-and-talk sequences in The West Wing.

I've always enjoying using film making techniques in business, not just because it makes the creative process more fun and entertaining, but because it applies and framework structure to a projects that often has a tight budget and a deadline. Storyboards were never invented to help with the flow of a show or to play out a narrative, but to save time and money when investors needed a return from a successful film, and like in the early days of Disney, the studios future often depending upon it. That's why these structures are so important. And also why they translate well to the business world.

Save the Cat is one of those brilliantly useful frameworks that I'd I encourage you to Google for yourself. I use it a lot when I'm telling big stories. Maybe a 2-hour presentation to turn a complicated technical presentation into something that feels as engaging as a good movie. There's probably a "Beat Sheet" for one of your favourite movies.

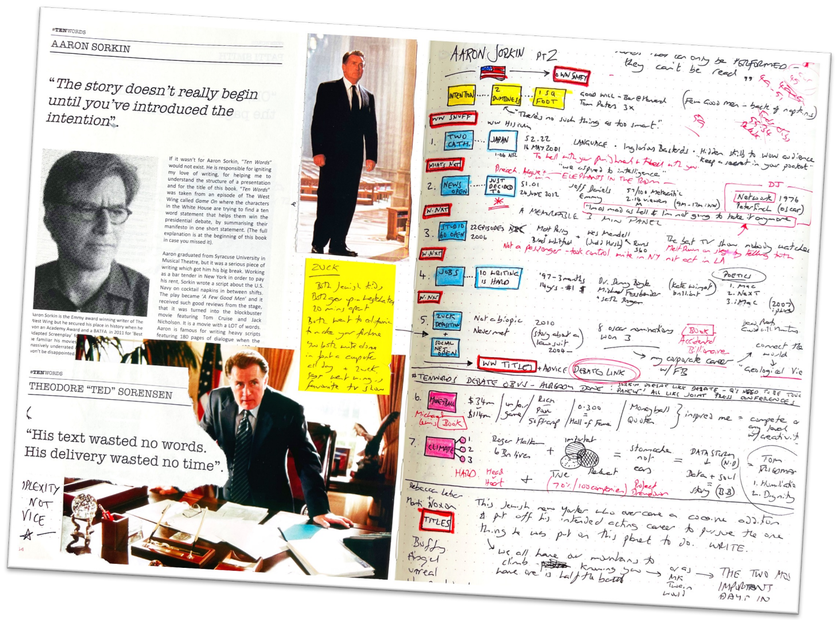
In fact if you want to understand what makes any movie so good, one of the best exercises you can ever do is to read the *Save the Cat Beat Sheet* first and then watch the movie with a copy of the script. (I might have mentioned that on the Air one pager?! I'm a big fan of this process).

As I was trying to memorise the 15 story "beats" for a workshop I was giving I drew the framework for one of my favourite movies The Princess Bride. What I learned as I was drawing this one pager – something that I definitely wouldn't have picked up on if I was just tagging a post and filing it digitally – was that when you are pitching a movie to get it green lit (funded) you have 10 minutes to tell the story of the movie.

There is a saying in Hollywood by film mogul Samuel Goldwyn that "***If you can't write your movie on the back of a business card then you ain't got a movie***". So yes, one liners such as "Romeo & Juliet on a boat" are a good start, but if you're not James Cameron pitching Titanic you probably need a little longer.

What I discovered that made the perfect 10-minute pitch for *The Princess Bride* when it was being presented to the studios was that there was a script that fit perfectly in each of Blake Synder's 15 story beats! And not only that, given that the average person speaks at around 120 words per minute, they made sure that the pitch script was exactly 1,200 words. Amazing.

I was so impressed that I copied the whole thing down (in the same way that I copied *My Shot* as a one pager when I wanted to get an idea of what it felt like to be Lin-Manuel Miranda writing *Hamilton*).



ACT 1

ACT 2A

ACT 2B

ACT 3

SET UP

OPENING IMAGE

We open on young Fred Savage in the role of The Grandson.

He's sick in bed & not excited to hear his grandfather is coming to visit. Grandfather (Peter Falk) arrives & wants to read him a book. "I'll try to stay awake..."

SET UP #1

The story the Grandfather reads is about the beautiful Buttercup aka The Princess bride (Robin Wright) and her farm hand, Westley (Cary Elwes). Whenever she orders Westley to do chores for her he complies & answers As You Wish

THEME STATED

Much to the Grandson's dismay, we see what this story-within-a-story is about - KISSING. BUT that's just the tip of the iceberg. Buttercup & Westley are in love & the movie explores the idea of true love & the things we do in the name of love.

SET UP #2

Westley is called away & his ship is attacked by pirates. Broken with grief Buttercup vows to never love again.

Cut to 5 years later & Buttercup has been chosen by Prince Humperdink (Chris Sarandon) to be his bride. She's not happy about it & doesn't love him but has no choice.

DEBATE

CATALYST

Before the wedding Buttercup is kidnapped by 3 outlaws: Vizzini (Wallace Shawn), Fezzik (Andre the Giant) and a Spanish fencing master named INIGO MONTOYA (Mandy Patinkin). The trio intends to cast the blame on a neighboring country so as to start a war.

DEBATE

As they're sailing away with B they notice they're being pursued by another ship. Soon it's revealed they're being followed by the mysterious man in black. 2 outlaws get away, Inigo waits at the top of the Cliffs of Insanity to kill the man in black. An impatient Inigo helps the man in black to the top of the cliffs before they duel to the death.

FUN & GAMES

B-STORY

During the break...

Inigo tells the story of his father's murder by a 6-fingered man & Inigo's lifelong quest for revenge. This is another angle on the theme of true love - what one might do once love is lost.

"Hello, my name is..."

BREAK INTO TWO

Inigo & the man in Black fight & are evenly matched. Both expert swordsmen.

The Man in Black is actually Westley & finally wins but spares Inigo. By this point we realize the Man in Black is not a ruthless pirate - but seeking to save his true love.

Westley continues on his journey. He defeats his next obstacle, the giant Fezzik. BUT we see Prince Humperdink & his men have picked up W's tail & are now in pursuit as well. Westley next defeats Vizzini in a battle of wits, tricking the outlaw into drinking poison. W frees Buttercup but she doesn't reveal his own identity right away.

First they debate if she was loyal to her true love. She guesses his identity to be the Dread Pirate Roberts - the man responsible for W's death BUT when Buttercup pushes him down a hill and he calls out As You Wish she knows she's made a mistake and follows down after him.

When they're reunited Westley tells her even death can't stop true love.

The Prince and his men catch up to them BUT Westley & Buttercup escape into the fire swamp. There they battle fire geysers, quicksand and giant rodents.

A & B stories cross

MIDPOINT

B + W make it out only to be captured by The Prince & his sadistic vizier Count Rugen. B makes a deal with the Prince: she'll return with him in exchange for W to be released unharmed. Prince agrees but secretly tells Rugen to lock W in his torture chamber, the Pit of Despair. W realises Rugen has 6 fingers - Inigo's father's killer.

BAD GUYS CLOSE IN

Westley awakes chained to a table & learns he'll be tortured & killed. B is back at the castle, upset & facing marriage to the Prince. In her nightmares she's booed for giving up on her true love. She threatens to kill herself if she has to marry. Prince offers to send 4 letters at by ship to find W BUT if W doesn't return B will marry the Prince. B agrees.

We learn the Prince's real plan is to start a war with Guilder by killing Buttercup & framing Guilder for her death. The Prince has been behind Buttercup's kidnapping all along.

The Prince tells his brutal enforcer of the "unmoored plot" to kill his bride, ordering that the Forest of Thieves be cleared of all criminals before their wedding day. As the brute squad clears out the forest, Fezzick & Inigo are re-united. Inigo is in a bad way but Fezzick nurses him back to health & tells Inigo about Rugen. Still bent on revenge Inigo decides that they need the Man in Black's help to get into the castle.

ALL IS LOST

The night before the wedding, Buttercup realises the Prince never sent the letters. She berates him, and he angrily imprisons Buttercup in her chambers, and tortures Westley with fervour. ("Whiff" of death!)

DARK NIGHT OF THE SOUL

Inigo & Fezzik follow the cries of anguish through the forest. They find W's body & bring him to a folk healer, Miracle Max (Billy Crystal). Max discovers that W is only "mostly dead" due to being sustained by his love for B & gives them a cure (Max tells his wife it probably won't work.

BREAK INTO THREE

Inigo and Fezzik leave with the still-unconscious Westley and an audacious plan to storm the castle.

FINALE

They use Max's remedy to revive Westley & fill him in on the plan. Unfortunately he has no strength & can hardly hold his head upright, much less stand and fight. Still they come up with a strategy to play on their assets. And not a moment too soon because wedding is already underway. Hearing a disturbance the Prince hurries the ceremony.

Once inside, Inigo finally comes face-to-face with Rugen who manages to stab him.

It appears Inigo came all this way for nothing.

Meanwhile, Westley makes it to the honeymoon suite where he reunites with Buttercup who is about to commit suicide.

Westley assures her that the marriage is invalid because she never said, "I do."

We cut back to Inigo who isn't giving up, repeatedly taunting Rugen with his greeting of vengeance... "Hello, My Name is Inigo Montoya. You killed My Father. Prepare to Die."

Rugen tries to bargain promises whatever he asks for if Inigo won't kill him.

BUT the only thing Inigo wants is his father back.

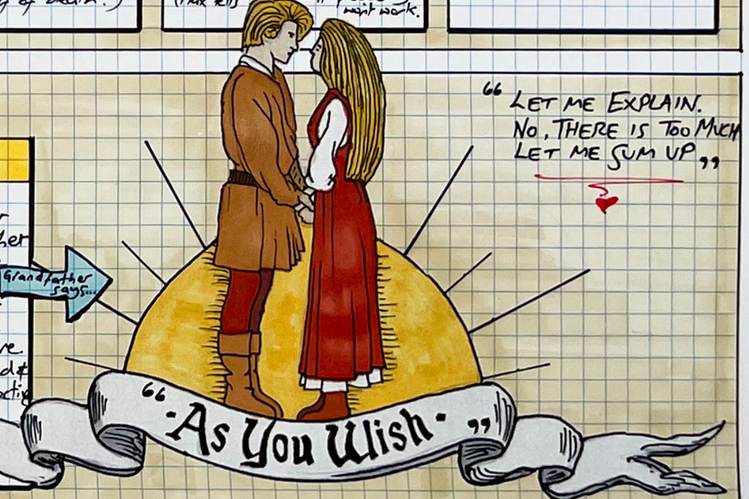
With that Inigo kills Rugen and completes his mission...

Back in the honeymoon suite the Prince finds W + B. Still partly paralyzed, Westley bluffs his way out of a duel with Humperdink until he can summon enough strength to get the upper hand. W + B flee the castle along with Inigo & Fezzik, riding to freedom together. Finally W + B share another passionate kiss.

FINAL IMAGE

Back in the Grandson's bedroom, Grandfather offers to skip to the happy ending... BUT Grandson doesn't mind hearing "the kissing part" anymore. True love has prevailed & caused a change in perspective. Grandson asks Grandfather to return & read again the next day.

Grandfather says...



"Let me explain. No, there is too much. Let me sum up."

Grabs attention → "Hello..."
Identifies the protagonist and the antagonist → My name is Inigo Montoya
Tells us the inciting incident → You killed my father
& elevates our anticipation → Prepare to die"

"Storytelling at it's finest in just 13 words." John Hipsher

BLAKE SNYDER'S

Save the Cat

APPLYING HOLLYWOOD SCREENWRITING METHODS TO INDUSTRIAL STORYTELLING.

IBM

"THE RIGHT STRATEGY FOR DIGITAL TRANSFORMATION Hybrid cloud & AI are the two next great shifts in the technology landscape, and IBM is positioning itself to play a key role in this swift & massive transformation. We see the hybrid cloud opportunity at $1 trillion. Most of it is still ahead of us, as less than 25% of workloads have moved to public clouds thus far... MEANWHILE... the current enterprise deployment rate of AI is only in the single digits. IBM'S essential & transformative role in the world is a reminder that few companies have the trust, talent & ingenuity to help clients solve their greatest challenges the way your company can. IBM is reshaping its future as a HYBRID CLOUD & AI PLATFORM company. I am excited about our ability to emerge stronger... together...."

Arvind Krishna
Chairman and
Chief Executive Officer

ACT 1 — 25%

SET-UP

OPENING IMAGE 1%
1x "Before" scene of hero & the flawed world they live in

THEME INTRODUCED 5%
1x scene with a statement that hints @ end of heros journey

1% - 10%
Experience hero's life w/ flaws & intro possible guides & solutions

THE CATALYST 10%
A life changing event to new world / new thinking. No going back once we cross this threshold

DEBATE

10% - 20%
Debate next steps. x, y or z? show reluctance to change

BREAK INTO 2 20%
Accept the call to adventure to new world - bridge to Act 2.

ACT 2A — 25%

FUN & GAMES

B STORY 22%
New character / concept that will help hero transform.

20% - 50%
See the Hero shining & struggling in their new worlds: loving it or hating it.

MIDPOINT 50%
False victory? False defeat? Raise stakes → more determined

ACT 2B — 25%

BAD GUYS CLOSE IN

50% - 75%
Downward path where things get worse (False defeat) OR Things seem to get better & better. (False victory)

ALL IS LOST 75%
Hero pushed to their lowest point due to villain / obstacle / threats...

DARK NIGHT OF THE SOUL

75% - 80%
Process experience & environment right before BIG solution arrives

BREAK INTO 3 75%-80%
Hero realizes what they must do to succeed & transform

ACT 3 — 25%

FINALE — Great finales have 5 parts

GATHERING THE TEAM 80% - 99%
Round up friends / partners / tools needed to win.

EXECUTING THE PLAN
Small sacrifice during plan being executed

HIGH TOWER SURPRISE
Twist / surprise forces hero to step up / prove value

DIG DEEP DOWN
Everything on line. No backup. Strength & courage demonstrated to overcome fear.

EXECUTION OF THE NEW PLAN
Action against all challenges reveals a glorious new world - hero celebrates?

FINAL IMAGE / CLOSE 99% - 100%
Close with a view of how much the hero has successfully transformed since beginning of the story.

"The spin-off of NewCo is an opportunity that presents exciting potential. We are already the number one managed infrastructure services provider in the world. Our unmatched talent, the breadth of our services, our ecosystem of partners and our deep global client relationships should position us well for the future."

Martin Schroeter
CEO, NewCo

"We want to help clients transform their businesses—leveraging our hybrid cloud and AI software to modernize their applications, improve customer service and dramatically cut costs. We'll continue working across our ecosystem to increase adoption of our platform, and help our clients find innovative ways to fuel their digital transformations."

Rob Thomas
Senior Vice President,
IBM Cloud and Data Platform

"Companies focused on culture as a tenet for growth will thrive in the digital era as it becomes the underlying force driving the inclusion, innovation and trust that leads to sustainable solutions to yield powerful outcomes and meaningful societal progress."

Obed Louissaint
Senior Vice President,
Transformation and Culture

"An open, flexible, hybrid approach to cloud gives businesses the freedom to choose from multiple providers to best meet their business and IT needs. As we help clients shift to hybrid cloud, we see tremendous benefits from open innovation. Build once, run anywhere. Innovate anywhere with anyone's technology. That's the beauty of a hybrid cloud platform."

John Granger
Senior Vice President,
Hybrid Cloud Services and
Chief Operating Officer,
IBM Global Business Services

"Thanks to our hybrid cloud-enabled digital workplace, IBM adapted nearly overnight to 95 percent remote work in 2020. With the right collaboration tools in place, we focused on employee health, well-being and resiliency—offering new benefits and training 30,000 managers in empathetic leadership. Employee engagement actually increased in 2020. And we are strongly positioned to define the future of work for a post-COVID world."

Nickle LaMoreaux
Senior Vice President and
Chief Human Resources Officer

"With quantum, we're witnessing the most exciting development in computing in 60 years. It will be a revolution in the way science is practiced, the rate of accelerated discovery and a whole new class of intelligent mission-critical applications."

Dario Gil
Senior Vice President and
Director of IBM Research

"IBM is making digital transformation increasingly accessible by creating industry-specific clouds, which unleash enormous value, especially for regulated industries like banking, government and telco. By building this capacity, we open our clients to digital transformation that can change how they serve their customers and think about their business, while reducing risk to the financial system as a whole."

Howard Boville
Senior Vice President,
IBM Hybrid Cloud

"With Red Hat OpenShift on IBM Z and LinuxONE servers, clients can modernize their applications for the hybrid cloud and determine their own IT strategies to optimize the value of their existing IT infrastructure. They can maintain security and scalability in the public cloud, and enjoy 'write once/run anywhere' application portability in an environment that protects sensitive data."

Tom Rosamilia
Senior Vice President,
IBM Systems and Chairman,
North America

"2020 was one of the most challenging periods in history for businesses, with 6 out of 10 organizations accelerating their digital transformations. Recognizing that future disruptions are inevitable and unpredictable, now is the time to create intelligent workflows that streamline processes and help people manage these tectonic shifts."

Mark Foster
Senior Vice President,
IBM Services

"Research is a critical component of IBM's commitment to delighting our clients with the solutions and industry expertise they need to compete and grow. We are optimally positioned for growth with our hybrid cloud, AI and services offerings. Emerging technologies like quantum—along with our ongoing innovations in security and energy efficiency—will supercharge the next phase of our clients' digital transformations as they derive even greater business value from their data."

Jim Whitehurst
President, IBM

"A hybrid cloud foundation built on open source offers the flexibility, acceleration and innovation that digital transformation requires. For most corporations, hybrid cloud is the only practical way to the cloud."

Paul Cormier
President and
Chief Executive Officer,
Red Hat

INSPIRED?

Psychologists define **INSPIRATION** as "*a motivational concept which acts as a catalyst, in which inspiration is evoked (generated) from a source and a person then finds some means to transmit an idea and is driven to produce some creative outcome as a result*".

The problem with inspiration though is that it's elusive, and it's often never there when you need it.

Writer Jack London said, "***You can't wait for inspiration. You have to go after it with a club***".

Early in 2023 I took a "THINK WEEK" in Boston, Massachusetts, inspired by Bill Gates who takes one once a year, and goes off to a log cabin with a big bag of books and a fridge full of Diet Coke.

My THINK WEEK consisted mostly of going after inspiration with a club; I went from boardrooms to bars, from ballparks to famous benches - all on my quest to seek some inspiration and think about "What's next?" as The West Wing's President Bartlett would say.

I visited Harvard and gave a couple of talks, did some improv in a bar, did a poetry reading in a rare bookshop near MIT, studied in the public library, researched JFK's speeches in the JFK Presidential library, read through the notes that made up his most famous speeches and drunk a lot of bourbon. I even visited Fenway Park to talk Moneyball and sat on *the bench* that featured in the *Good Will Hunting* movie while I read the movie script and reminisced!

"***Time you enjoy wasting is not wasted time***". John Lennon

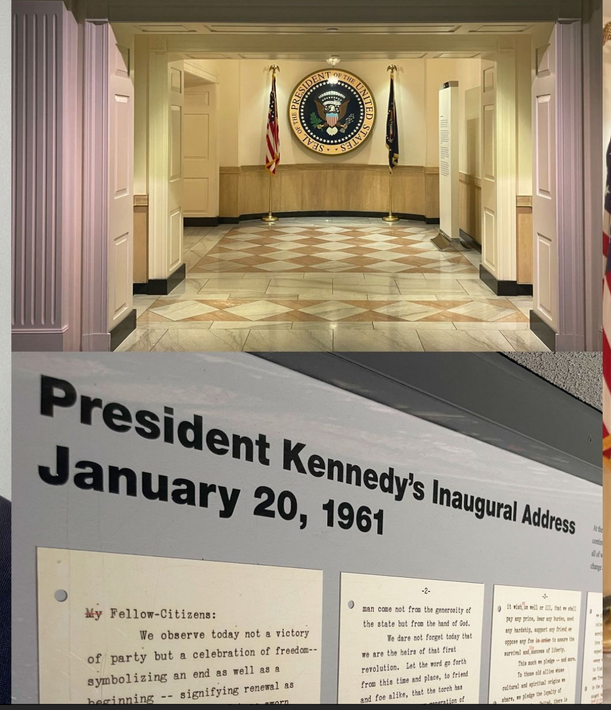
It was a pretty spontaneous trip that required some military-style planning, a great boss and a very understanding family to make it happen! But if you have the chance, I highly encourage you to try on. Don't let anything stand in your way. If you can find the time, and you have the means, DO IT!

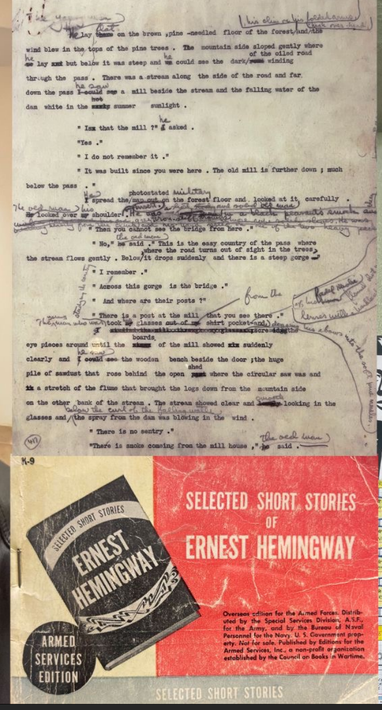
We need all the inspiration and optimism we can get these days, so the less you have to "go after it with a club" the better!

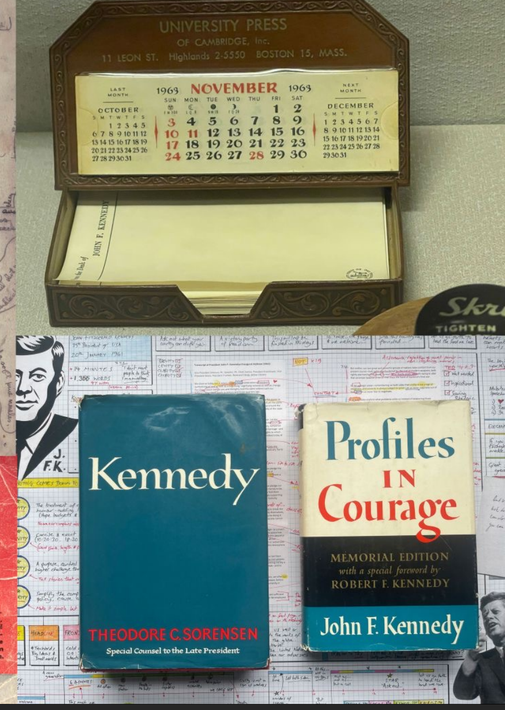
While I was there, I pondered a few different ways that we can all be a little more inspired.

Here's 10 to start you off...

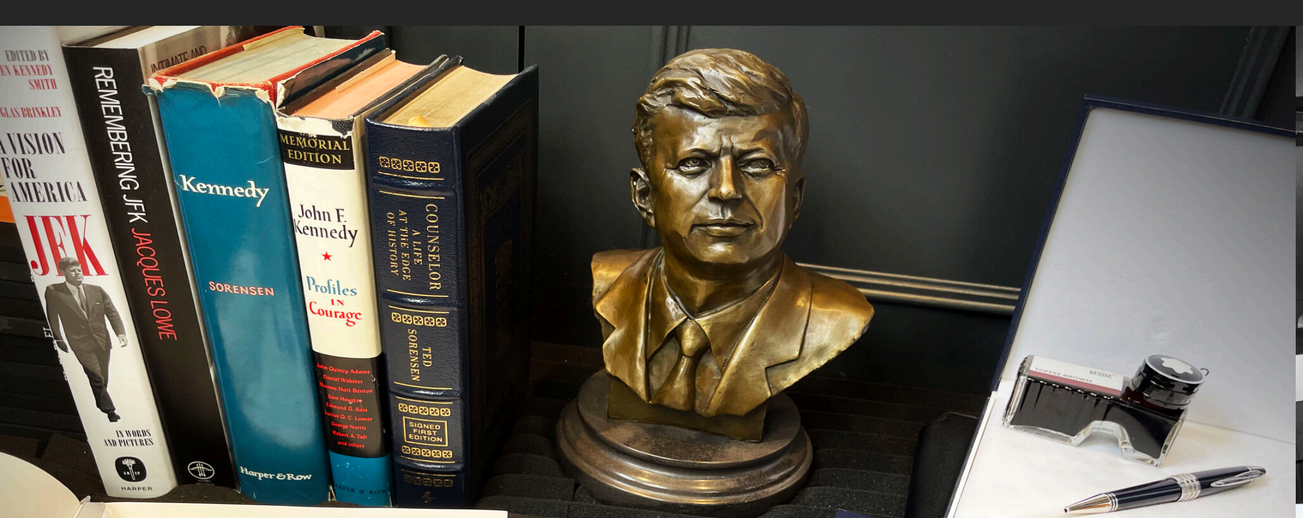
🧱 **Learn** a new skill (Masterclass, EdX, Linkedin Learning...)
⏰ **Change** your daily routine (Try "The 5am Club"?).
🥾 **Take** a long walk and choose a different path.
🪡 **Spend** time with an artist you've never met before (ask them about their process).
🖼️ **Create** a vision board (make it intensely personal - you don't need to show anyone).
📚 **Spend** a long time in a great bookstore.
📒 **Keep** a notebook or journal (remembering your past inspirations will light your fire faster).
🫁 **Watch** a great performance (I once watched a ballet to "research" storytelling without words).
📖 **Read** that inspirational biography you've not managed to find the time for yet.
💭 **Ask** someone their greatest life lessons.
🔴 **(Re)Discover** some of the best TED talks on the topic your passionate / obsessed with.

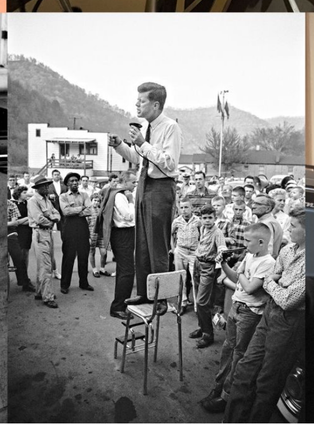






“We meet in an hour of change and challenge, in a decade of hope and fear, in an age of both knowledge and ignorance...”





JFK

80% OF BUSINESS PROFESSIONALS HAVE GLOSSOPHOBIA (the fear of public speaking). Some surveys even suggest that more people fear public speaking than they do of drowning! Glossophobia can manifest itself as nervousness around a large audience, imposter syndrome, lack of confidence or charisma or a genuine fear of being in front of a microphone.

In March 2023 I traveled to Boston to study two famous speeches in an attempt to understand HOW great communications are crafted. One of the most encouraging things I learned while I was there was that JFK wasn't a great speaker early in his career. History remembers JFK as one of the world's most inspiring communicators, but when he was initially running for public office he wasn't very good at all. He lacked confidence and had poor body language. He didn't keep eye contact with his audience and his voice was often quiet and often monotone.

He studied journalism and authors like Hemingway to become a great writer (he won the Pulitzer Prize for Profiles in Courage), but his public speaking left a lot of be desired due to his lack of communication skills and his health condition.

He suffered from such chronic back-pain as a result of his war injuries that he took a lot of drugs each day, and wore a cumbersome back brace most of the time. (That's why he wore his suit with both buttons fastened so that you can't see the brace, despite the style being to only fasten one button).

He was in intense pain while giving many of his most popular speeches, which to me makes them all the more impressive because he NEVER publicly complained about his condition. He always appeared optimistic and positive, and he rarely appeared on his crutches in front of a camera, despite struggling physically with his Addisons disease.

It wasn't until Kennedy met Theodore Sorensen and surrounded himself with great strategists such as Mike Feldman and Arthur Schlesinger that he started to gain confidence as a communicator.

JFK devoted himself to becoming a great speaker because he knew that if was to get where he wanted to go, he would end up going head to head with intellectuals like Richard Nixon.

JFK performed so well in the 4 presidential debates against Nixon in 1960 that he went from being behind in the polls to becoming a clear favourite because he "performed" SO well on camera.

I share this small insight with you because 8 out of every 10 people reading this post are nervous or scared of public speaking in some way. You might have something to say but you're nervous of saying it. You may lack confidence, experience imposter syndrome, or have a fear of forgetting what to say when several eyes are focused on you.

But that's why JFK gives me hope. Any of us can overcome our fears and anxiety (especially in front of an audience) if we just work hard enough, surround ourselves with the right people, rehearse (a lot) and believe in ourselves.

I could have asked ChatGPT all this, but it wouldn't have been able to walk me through President Kennedy's process, and then show me what it felt like to sit in his chair in Boston and understand WHY it took 17 hours to craft a 17 minute "Moon Speech".

I could have just searched the John F. Kennedy Library Foundation digital archives for original speech transcripts but I wouldn't have seen his handwritten notes, self-directed prompts or audio dictation that helped me to understand why his 15-minute "Ask Not" inauguration speech took over 200 hours to write.

I could have video called a speechwriter for answers, but that wouldn't have helped me to figure out HOW to apply some of these methods myself.

I needed to **EXPERIENCE** these things. Why? Because great communication is about **EMPATHY**.

EMPATHY is about putting yourself in someone else's shoes and seeing things from their perspective. Empathy comes from a fancy Greek word speechwriters like to use call "PATHOS" which translates as "EXPERIENCE" or "EMOTION."

ALL the best presentations need to be emotional (even the most technical ones). Generative-AI tools are helpful research assistants that can save you time (when they can accurately cite their sources), but they will never help you connect with an audience emotionally. To connect with an audience properly takes time. It requires empathy. There are no short cuts. You need to be well read. You need to be a good writer.

And if you want your audience to **ACT** or **DO** something, you need to understand their psychology and decision making styles (which varies dramatically between cultures, counties or corporate archetypes). You need to appreciate that it takes a LONG time to create a good presentation.

I discovered that it takes on average an 1 HOUR PER MINUTE to write a great presentation; but that's only providing you have all the relevant data in place first, otherwise you're looking closer to 10 HOURS PER MINUTE to craft an important presentation. The best speeches are hardly ever spontaneous. Not MLK's "I Have a Dream". Not even Lincoln's "Gettysburg Address". (Parts of them might have been improvised, but they had a LONG time invested in them beforehand). A good business example is Simon Sinek's 'Start With Why' 18-minute TED talk. He told me it took him 200 hours to create.

So the next time you've got an important presentation coming up, make sure you give yourself enough time to do it justice. And if you can, make your process an EXPERIENCE. Your audience will thank you for it...

"**If we are strong, our strength will speak for itself. If we are weak, our words will be of no help**".
President John F. Kennedy

JFK

HOW DO YOU GO FROM FAILING ENGLISH AT HARVARD TO WINNING A PULITZER PRIZE FOR STORYTELLING?

That was the journey JFK embarked upon when he committed to become a more effective communicator and a better storyteller.

"*Much too long, wordy, repetitious... Yet, thesis shows real interest and reasonable amount of work, though labour of condensation would have helped. Many typographical errors. English diction defective*". JFK's Professor of Government at Harvard.

So how did JFK go from "defective" to distinguished? (And what can we learn from him?)

Deep in the archives of the JFK Presidential Library in Boston I went on an adventure to try and understand HOW President Kennedy became such a great communicator and compelling storyteller.

A few of the things I discovered:

📰 When JFK left the Navy he trained as a journalist and covered formation of the United Nations. He wrote 300 word stories for Hearst newspapers from the point of view of a serviceman.

📖 He attended the Foundation for Better Reading in Baltimore to learn how to speed-read. He achieved 1200 words a minute. (Most people can read 300)

🕵️ Once he could speed-read he devoured books from great authors. Among his favourites was the James Bond novel "From Russia With Love" by Ian Fleming.

📝 He studied Hemingway's short stories to appreciate how he wrote short, simple but powerful sentences. (They later became friends and 'Profiles in Courage' opens with a Hemingway quote).

🌬️ JFK made his speech writer Ted Sorensen his special advisor, to ensure that none of his communications would make him sound like a "windbag". (Every great communicator needs a great editor).

🔪 He kept a wooden box of small notes on his desk to encourage himself to write with brevity.

🗣️ JFK was a fan of 1,000 second speeches. Speaking at 120 words per minute, Sorensen and JFK aimed for 2,000 word speeches or less.

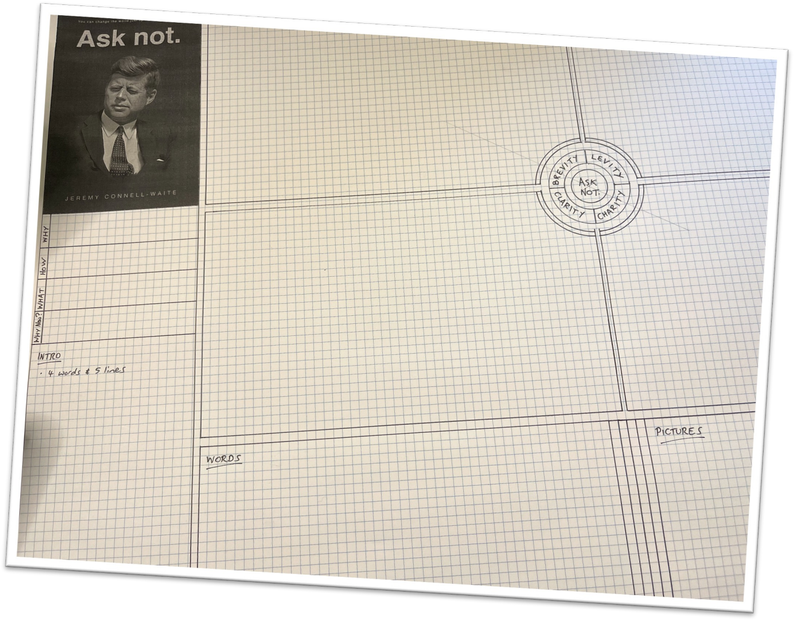
📰 JFK's Moon Speech delivered at Rice University in 1962 has one of the strongest open lines of a speech ever given. In my opinion it's the greatest technology speech ever given. The speech lasted just over 1,000 seconds and took weeks to write, with final edits happening in the bar the night before with Ted Sorensen and JFK's secretary.

> *"We meet in an hour of change and challenge, in a decade of hope and fear, in an age of both knowledge and ignorance. The greater our knowledge increases, the greater our ignorance unfolds...."*

⏱️ Curiously, Hemingway's short stories average 4,940 words. For most people reading at 300 words per minute, they take 1,000 seconds to read.

Coincidence?

I don't think so.



INAUGURAL ADDRESS of JOHN FITZGERALD KENNEDY

35th President of USA

20th JANUARY 1961

+14 MINUTES

+1,366 WORDS

97 WPM

(OBAMA 85-112)

To T.S. "I don't want people to think I'm a windbag."

GREAT SPEECHES DO 6 THINGS

INSPIRE	ENTERTAIN	CHALLENGE	INFORM	EDUCATE	SOLVE PROBLEMS
Ask not what your country can do for you..	A victory party of freedom	This will not be finished in 100 days	To those... we pledge & we welcome....	Since this country was founded....	Let us go forth to lead the land we love

"Words have incredible power. They can make people's hearts SOAR... OR they can make people's hearts SORE." M. Grothe

Kennedy's Speechwriting Preferences

- Short speeches, short clauses & short words wherever possible.

  The test of a text is not how it appeared to the eye but how it sounds to the ear.
- Be exact. But if the situation requires vagueness, deliberately choose a word of various interpretations instead of burying imprecision in ponderous prose.
- Show erudition but not arrogance.

BREVITY ☑
LEVITY ☑
CLARITY ☑
CHARITY ☑

NOT x19

Transcript of President John F. Kennedys Inaugural Address (1961)

Vice President Johnson, Mr. Speaker, Mr. Chief Justice, President Eisenhower, Vice President Nixon, President Truman, Reverend Clergy, fellow citizens:

We observe today not a victory of party but a celebration of freedom--symbolizing an end as well as a beginning--signifying renewal as well as change. For I have sworn before you and Almighty God the same solemn oath our forbears prescribed nearly a century and three-quarters ago.

The world is very different now. For man holds in his mortal hands the power to abolish all forms of human poverty and all forms of human life. And yet the same revolutionary beliefs for which our forebears fought are still at issue around the globe--the belief that the rights of man come not from the generosity of the state but from the hand of God.

We dare not forget today that we are the heirs of that first revolution. Let the word go forth from this time and place, to friend and foe alike, that the torch has been passed to a new generation of Americans--born in this century, tempered by war, disciplined by a hard and bitter peace, proud of our ancient heritage--and unwilling to witness or permit the slow undoing of those human rights to which this nation has always been committed, and to which we are committed today at home and around the world.

Let every nation know, whether it wishes us well or ill, that we shall pay any price, bear any burden, meet any hardship, support any friend, oppose any foe to assure the survival and the success of liberty.

This much we pledge--and more.

① 3:10 To those old allies whose cultural and spiritual origins we share, we pledge the loyalty of faithful friends. United there is little we cannot do in a host of cooperative ventures. Divided there is little we can do--for we dare not meet a powerful challenge at odds and split asunder.

② 3:34 To those new states whom we welcome to the ranks of the free, we pledge our word that one form of colonial control shall not have passed away merely to be replaced by a far more iron tyranny. We shall not always expect to find them supporting our view. But we shall always hope to find them strongly supporting their own freedom--and to remember that, in the past, those who foolishly sought power by riding the back of the tiger ended up inside.

③ 4:21 To those people in the huts and villages of half the globe struggling to break the bonds of mass misery, we pledge our best efforts to help them help themselves, for whatever period is required--not because the communists may be doing it, not because we seek their votes, but because it is right. If a free society cannot help the many who are poor, it cannot save the few who are rich.

④ 5:03 To our sister republics south of our border, we offer a special pledge--to convert our good words into good deeds--in a new alliance for progress--to assist free men and free governments in casting off the chains of poverty. But this peaceful revolution of hope cannot become the prey of hostile powers. Let all our neighbors know that we shall join with them to oppose aggression or subversion anywhere in the Americas. And let every other power know that this Hemisphere intends to remain the master of its own house.

⑤ 5:59 To that world assembly of sovereign states, the United Nations, our last best hope in an age where the instruments of war have far outpaced the instruments of peace, we renew our pledge of support--to prevent it from becoming merely a forum for invective--to strengthen its shield of the new and the weak--and to enlarge the area in which its writ may run.

⑥ 6:36 Finally, to those nations who would make themselves our adversary, we offer not a pledge but a request: that both sides begin anew the quest for peace, before the dark powers of destruction unleashed by science engulf all humanity in planned or accidental self-destruction.

We dare not tempt them with weakness. For only when our arms are sufficient beyond doubt can we be certain beyond doubt that they will never be employed.

7:16 But neither can two great and powerful groups of nations take comfort from our present course--both sides overburdened by the cost of modern weapons, both rightly alarmed by the steady spread of the deadly atom, yet both racing to alter that uncertain balance of terror that stays the hand of mankind's final war.

So let us begin anew--remembering on both sides that civility is not a sign of weakness, and sincerity is always subject to proof. Let us never negotiate out of fear. But let us never fear to negotiate.

Let both sides explore what problems unite us instead of belaboring those problems which divide us.

Let both sides, for the first time, formulate serious and precise proposals for the inspection and control of arms--and bring the absolute power to destroy other nations under the absolute control of all nations.

8:47 Let both sides seek to invoke the wonders of science instead of its terrors. Together let us explore the stars, conquer the deserts, eradicate disease, tap the ocean depths and encourage the arts and commerce.

Let both sides unite to heed in all corners of the earth the command of Isaiah--to "undo the heavy burdens . . . (and) let the oppressed go free." 58:6

And if a beachhead of cooperation may push back the jungle of suspicion, let both sides join in creating a new endeavor, not a new balance of power, but a new world of law, where the strong are just and the weak secure and the peace preserved.

All this will not be finished in the first one hundred days. Nor will it be finished in the first one thousand days, nor in the life of this Administration, nor even perhaps in our lifetime on this planet. But let us begin.

In your hands, my fellow citizens, more than mine, will rest the final success or failure of our course. Since this country was founded, each generation of Americans has been summoned to give testimony to its national loyalty. The graves of young Americans who answered the call to service surround the globe.

Now the trumpet summons us again--not as a call to bear arms, though arms we need--not as a call to battle, though embattled we are-- but a call to bear the burden of a long twilight struggle, year in and year out, "rejoicing in hope, patient in tribulation"--a struggle against the common enemies of man: tyranny, poverty, disease and war itself.

Can we forge against these enemies a grand and global alliance, North and South, East and West, that can assure a more fruitful life for all mankind? Will you join in that historic effort?

11:55 In the long history of the world, only a few generations have been granted the role of defending freedom in its hour of maximum danger. I do not shrink from this responsibility--I welcome it. I do not believe that any of us would exchange places with any other people or any other generation. 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.

12:46 And so, my fellow Americans: ask not what your country can do for you--ask what you can do for your country.

My fellow citizens of the world: ask not what America will do for you, but what together we can do for the freedom of man.

Finally, whether you are citizens of America or citizens of the world, ask of us here the same high standards of strength and sacrifice which we ask of you. With a good conscience our only sure reward, with history the final judge of our deeds, let us go forth to lead the land we love, asking His blessing and His help, but knowing that here on earth God's work must truly be our own.

Annotations: Historical reference · Repetition · Imagery · Consonance: repetition of consonant sound, within words · Alliteration · Parallelism - side by side structure · Anaphora · Anastrophe · metaphor · bonds of.... · chains of... · CONTRAST · Fear · 1 CONTRAST every 39 seconds · not triple · Anastrophe (transposition of normal word order) · Paradox? seems self-contradictory but actually rational... · First inaugural designed for the media · Assonance: repetition of vowel sounds in non-rhyming words. · metaphor · Rule of 3 - Triple · "Do what you can with what you have where you are." T.R. · CONTRAST · Antithesis: contrast of ideas or words in a parallel structure · Energy, Faith, Devotion: Tricolon · Ask Not: 17 words · CONTRAST · Alliteration · REF: Past (Lincoln: "With Malice toward none, with CHARITY toward all....)

TED "Is it...?"
☑ Well worded
☑ Inspirational
☑ Soaring Rhetoric
☑ Good lang. & grammar

OBAMA 29 3-part lists in his 10-minute Chicago election victory speech.

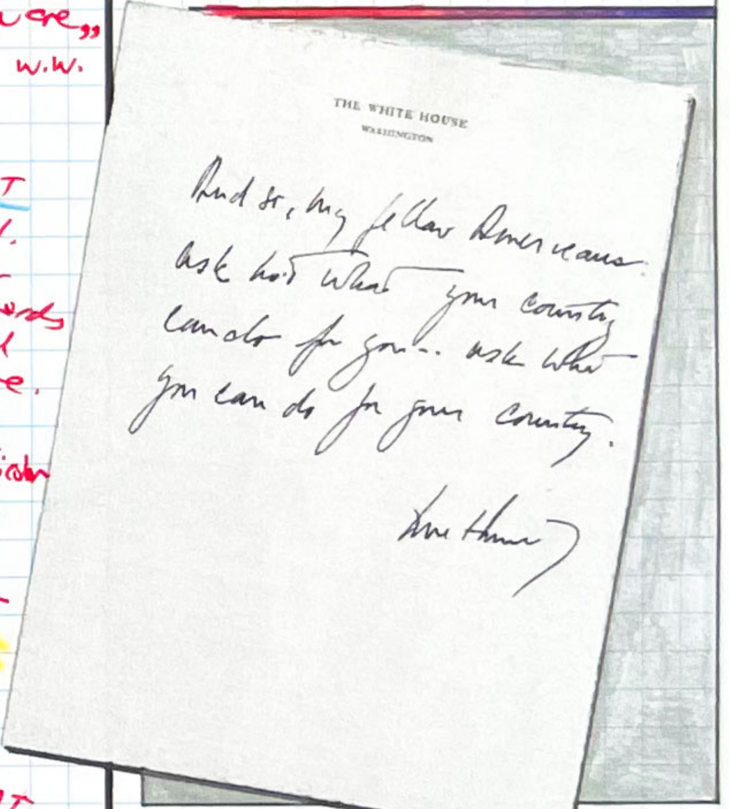
"The key is to please yourself first → write a great speech for yourself"

Attributes of a GREAT Speechwriter:
i) ♥ Language
ii) Read great speeches
iii) Be close to the speaker

ELEGANCE & ELOQUENCE

If you don't have mighty thoughts you won't make mighty speeches.

Great speechwriters are great collaborators.


THE WHITE HOUSE
WASHINGTON

And so, my fellow Americans ask not what your country can do for you... ask what you can do for your country.

SPEECHWRITING COMES DOWN TO 4 WORDS & 5 LINES

LEVITY — The treatment of a serious matter with humor - adding light to dark messages. (Hope budgets & apocalypse fatigue)
No one ever complains about a speech being too short.

BREVITY — Concise & exact use of words (10:20:30. 18-20 mins. #Tenwords. Truth in 10)
(word choice, length & powerful delivery) JFK's (3) TRIPLE

CHARITY — A purpose, central meaningful theme or higher challenge that will drive change & progress
Tell stories that matter.

CLARITY — Simplify the complexity of your message, policy, cause or technical solution.
Make it simple but significant

TED SORENSEN

OUTLINE	HEADLINE	FRONTLINE	SIDELINE	BOTTOM LINE
Draft story canvas Durate structure	#TenWords Big Ideas & Small words	Cold open 00:30 Intention	Creative Quote Elegant....	CTA Kairos Conclusion

6 AUDIENCES

MANY AUDIENCES

none mentioned on front page next day of NY Times or the Washington Post!

1. Let every nation know, whether it wishes us well or ill
2. To those new nations whom we welcome to the ranks of the free.
3. To those in the huts & villages of half the globe.
4. To our sister republics south of the border
5. To that world assembly of sovereign states, the United Nations.
6. Finally, to those nations who would make themselves our adversary

THINK THROUGH YOUR PEN. T.S.

EVERY ACCOMPLISHMENT STARTS WITH THE DECISION TO TRY

I'M AN IDEALIST WITHOUT ILLUSIONS

IT TAKES MORE THAN 3 WEEKS TO PREPARE A GOOD IMPROMPTU SPEECH

IS IT: TRUE? ☑ RELEVANT ☑ IMPORTANT ☑

Applause lines are the goals of many writers but not a measure of greatness.

1 HOUR: 1 MIN REHEARSAL (10 HRS: 1 MIN PREP)

FAIR? FRANK? FACTUAL? FUNNY?

"IF NOT US, WHO? IF NOT NOW, WHEN?"

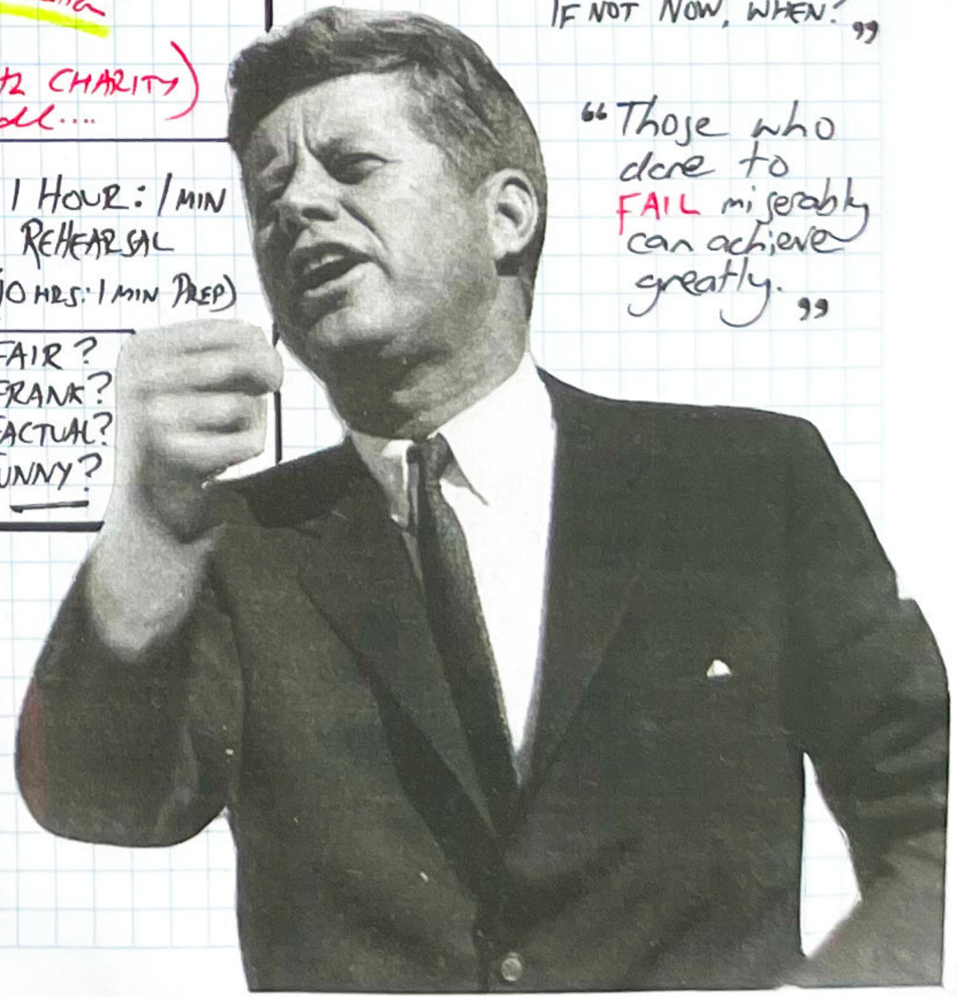
"Those who dare to FAIL miserably can achieve greatly."

1,366 — SUBSTANCE, PRINCIPLES, VALUES

Timeline: Welcome · The world is different now · A new generation · This much we pledge · 6 AUDIENCES: ① old allies ② new states ③ People in the huts ④ Sister republics ⑤ world assembly ⑥ Adversaries · WE DARE NOT · Civility is not a sign of weakness · No comfort from present course · "Deadly atom" · 1st time · Let both sides... · Wonders of science - instead of its terrors · All this... NOT in 100 Days · "But let us begin" · Not as... not as... but a call · S.T.A.R "Ask not..." · Let us go forth to lead the land we love.

ETHOS 38%: Essential to build cred & trust won election by smallest margin 78% approval rating after this speech.

PATHOS .444	LOGOS .270	ETHOS .520	KAIROS .144
33%	19%	38%	10%



THE GETTYSBERG ADDRESS

These are some of my notes from a “Ten Words” podcast I did on President Lincoln’s Gettysberg Address in 2018. The speech is regarded by most speechwriters as the greatest speech ever given. (It’s usually a heated debate between this and MLK’s “I have a dream” speech – and contrary to popular belief, both speeches were very well crafted and rehearsed long before they were given).

Why are we so obsessed with long video calls, lengthy presentations and drawn-out speeches? The best speech of all-time was just 272 words long. That's 10 sentences delivered in around 2 minutes.

JFK's speech writer said that the best speeches consist of just 4 elements: Charity, clarity, levity and brevity. I've been teaching CXOs on the Gettysburg Address for a few years now and there's a lot of stuff we can learn from it.

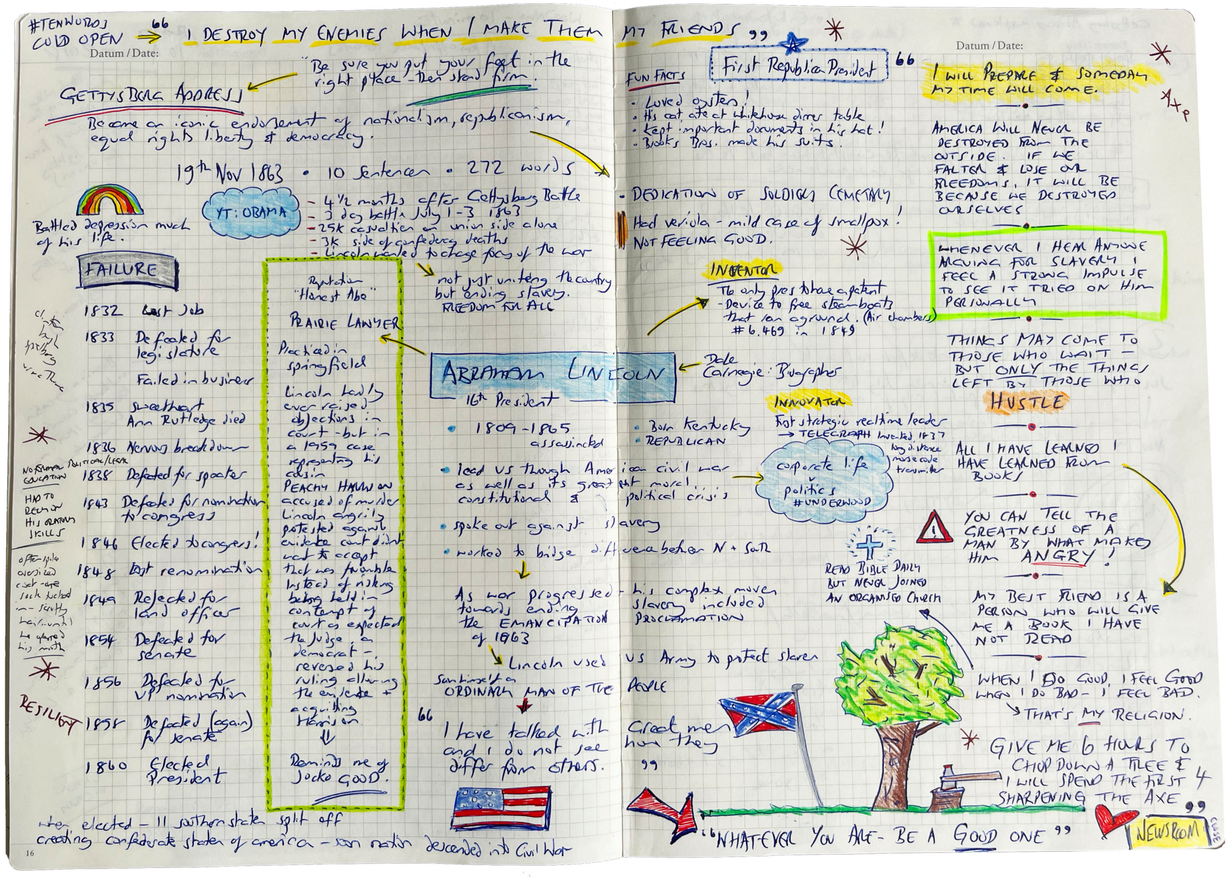
I don't think it matters that you're in business and Lincoln was delivering "*a few appropriate remarks*" to mark a political occasion. All that matters is that you have a big idea, and you can communicate it in small words and short sentences.

President Lincoln was only the warm-up act that day for the main speaker who was Edward Everett, a famous speaker who many travelled to listen to and who spoke for two hours.

The main reason that there is only one photograph of Lincoln giving his speech that day is that the photographer assumed he’d have a while to get ready as he was setting up his equipment. Unfortunately for him, the speech was almost over by the time he took his lens cap off.

Everett later said, “*I should be glad, if I could flatter myself that I came as near to the central idea of the occasion, in two hours, as you did in two minutes*.”

Why take 20 minutes or a 2 hours for your presentation if you can get the job done in 2?



My notes from the Lincoln podcast episode gave birth to my one pagers. I’ve always enjoyed taking notes visually (they suit my ADHD brain) but I still struggled when they were spread across various pages in a notebook. I used to use a Moleskine notebook but it was too small so I moved to a large Leucuhtturm1917 notebook. And when that still wasn’t big enough for my ideas and my drawings, I just made the paper bigger. For the last few years now I’ve been using A2 grid paper.

Datum / Date: 1863

Taylor Swift. Cook. Clinton. Bush x2
Gates. McCain. Rachel Maddow
Uma Thurman

The Gettysburg Address

Language use → PSALM 90:10 — Biblical language (audience ♡)

(1) — FOUR SCORE AND SEVEN YEARS AGO OUR FATHERS BROUGHT FORTH ON THIS CONTINENT A NEW NATION, CONCEIVED IN LIBERTY AND DEDICATED TO THE PROPOSITION THAT ALL MEN ARE CREATED EQUAL.

(2) — NOW WE ARE ENGAGED IN A GREAT CIVIL WAR, TESTING WHETHER THAT NATION OR ANY NATION SO CONCEIVED AND SO DEDICATED CAN LONG ENDURE. WE ARE MET ON A GREAT BATTLEFIELD OF WAR. WE HAVE COME TO DEDICATE A PORTION OF THAT FIELD AS A FINAL RESTING-PLACE FOR THOSE WHO HERE GAVE THEIR LIVES THAT THAT NATION MIGHT LIVE. IT IS ALTOGETHER FITTING & PROPER THAT WE SHOULD DO THIS.

(3) — BUT, IN A LARGER SENSE, WE CANNOT DEDICATE, WE CANNOT CONSECRATE, WE CANNOT HALLOW THIS GROUND. THE BRAVE MEN, LIVING & DEAD WHO STRUGGLED HERE HAVE CONSECRATED IT FAR ABOVE OUR POOR POWER TO ADD OR DETRACT. THE WORLD WILL LITTLE NOTE NOR LONG REMEMBER WHAT WE SAY HERE, BUT IT CAN NEVER FORGET WHAT THEY DID HERE.

(4) — IT IS FOR US THE LIVING RATHER TO BE DEDICATED HERE TO THE UNFINISHED WORK WHICH THEY WHO FOUGHT HERE HAVE THUS FAR SO NOBLY ADVANCED. IT IS RATHER FOR US TO BE HERE DEDICATED TO THE GREAT TASK REMAINING BEFORE US — THAT FROM THESE HONORED DEAD WE TAKE INCREASED DEVOTION TO THAT CAUSE FOR WHICH THEY GAVE THE LAST FULL MEASURE OF DEVOTION — THAT WE HERE HIGHLY RESOLVE THAT THESE DEAD SHALL NOT HAVE DIED IN VAIN, THAT THIS NATION UNDER GOD SHALL HAVE A NEW BIRTH OF FREEDOM, AND THAT GOVERNMENT OF THE PEOPLE, BY THE PEOPLE, FOR THE PEOPLE SHALL NOT PERISH FROM THE EARTH.

4 PARAGRAPHS
10 SENTENCES
272 WORDS

LINCOLN FINISHED BEFORE THE CAMERA MAN EVEN HAD TIME TO SET UP

20

10X

WE = Very uniting language. (At beginning of sentence)

ANAPHORA = The use of a word referring back to a word. To avoid repetition (Nesfield says). Repetition of a word or phrase (for emphasis) beginning of sentences or clauses. Lexical = remember

DEDICATE(D) ×6
NATION ×5
→ speech to help him the We in the Civil War.
OBJECTIVE

ETHOS

Declaration of Independence

Allusion (its a reference to something) to establish credibility + authority with Lincolns knowledge of American history

(Parallel structure) + Appeal

Helping the audience to feel their loss + their battle

Will Smith [3]

Contrasting + emotive. Extremes. Birth + death.

(Parallel structure) Tricolon (3's)

STRONG words
Emotional depth

Rhetorical term meaning 3 parallel phrases

(Antithesis)

PATHOS - evokes pity or sadness

LOVE TIME DEATH

Not any normal task - but a great & noble task

(BOB BELL) +

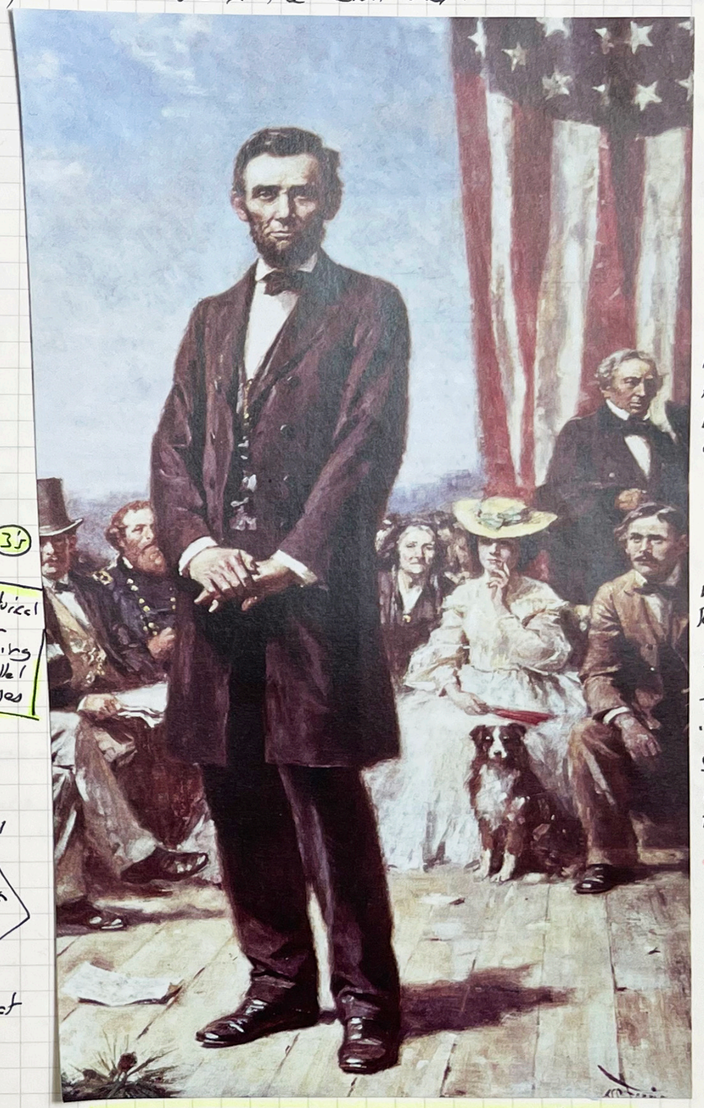
A lot going on here

1. Parallels
3 repeating phrases
2. Asyndeton
3. Allusion to the constitution

3 × 3
9 words
Did a lot here!

(con)junction = AND. BUT. IF

(No con)junction. e.g. I came. I saw. I conquered



LINCOLN INVESTED HIS POLITICS WITH THE CONTEXT OF THE SCRIPTURES → WANTED TO RAISE A MIRROR TO AMERICA TO REMIND "HER" THAT SHE LIVES & CALL HER TO ACTION

THIS BIBLE IS FOR THE GOVMT OF THE PEOPLE FOR THE PEOPLE AND BY THE PEOPLE.

(31 yrs later B.B. published)
Prologue
Wycliffe English bible.
John Purvey. 1872

JEFF DANIELS / OBAMA / DD LEWIS / ORSON WELLES

21

The Gettysburg address is the perfect speech. MLK's dream speech is up there, but what President Lincoln managed to do in 10 sentences with just 272 words was nothing short of genius. When great speechwriters like Ted Sorensen say **brevity** is the most important element of any speech (keep it short), they're usually thinking about The Gettysburg address. Why take 20 minutes or more if you can get the job done in 2?

WALT DISNEY'S IMAGINEERS

WALT DISNEY USED TO SAY "A GOOD STORY CAN TAKE YOU ON A GREAT JOURNEY".
The journey of the Disney Art School began on 15th November 1932. It was a time of depression, and the school was created to upskill unemployed workers who didn't have a career. It turned out to be one of the smartest moves Walt Disney ever made. This little art school trained all the animators needed to work on Disney's first feature-length cartoon, Snow White and the Seven Dwarfs (the first movie to ever use storyboards). 🟨🖋️

I drew these notes while I was studying Walt Disney Studios and trying to understand what made their Imagineers so special. How did they learn to think differently? Where did their unquenchable curiosity and sense of adventure come from? And how did they manage it in a corporate setting, up against deadlines, tight budgets and the constant threat of failure? Things I'm always conscious of in my own job.

"***Storytellers restore order with imagination. We instil hope***". Walt Disney

For inspiration, I turned to **LOU PROSPERI** who has written two excellent books on the IMAGINEERS at Disney and Walt Disney's process for accelerating innovation and creative thought.

"IMAGINEERING" combines **IMAGIN**ation + engin**EERING.** 💡📐

It's a mindset that Disney innovators use to invent new technologies, and build exciting experiences on sound stages, on studio sets, and in the theme parks.

"**I like the impossible because there's less competition**". Walt Disney 🖌️

This 5-level pyramid was created as a model to help accelerate creativity and innovation. I think it's as relevant today as it was when it was created back then.

💛 The 5 "**Foundations**" are the principles of Imagineering and creative thought.

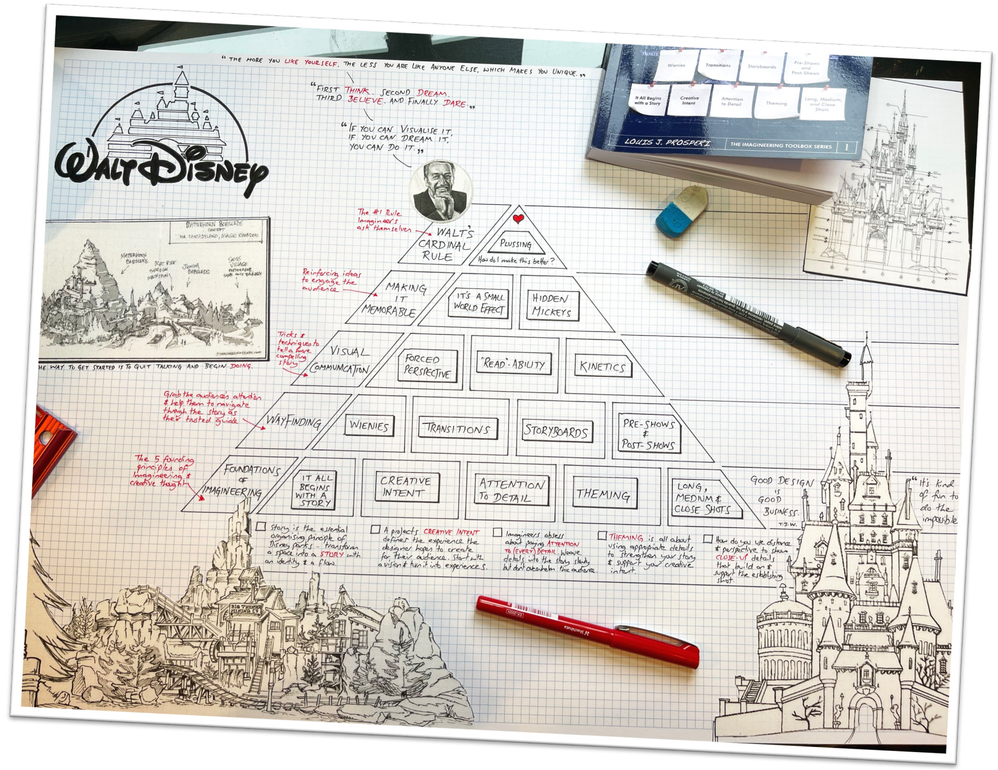
🧡 The 4 "**Wayfinding**" blocks position you as the trusted guide who needs to grab the audience's attention.

❤️ "**Visual Communication**" helps you tell a compelling story.

💚 "**Making it Memorable**" reinforces your message on a deep emotional level.

💙 At the top of the pyramid is "**Plussing**". It's Walt's cardinal rule and it's my favourite, because it pushes you to ask yourself, "**HOW DO I MAKE THIS BETTER?**"

So the next time you're in a design thinking workshop, or planning out the narrative of your story for an important presentation, think of the folks 90 years ago who came before you. As their world was also being disrupted in tough economic times, they were learning how to draw and colour in, so that they could bring a little magic to people's lives. 🎨



"THE MORE YOU LIKE YOURSELF, THE LESS YOU ARE LIKE ANYONE ELSE, WHICH MAKES YOU UNIQUE."

♫ ★ WHEN YOU WISH UPON A STAR... ♫ ★

WALT DISNEY

IMAGINEERING = IMAGINATION + ENGINEERING.

"DO WHAT YOU DO SO WELL THAT THEY WILL WANT TO SEE IT AGAIN & BRING THEIR FRIENDS."

"FIRST THINK. SECOND DREAM. THIRD BELIEVE. AND FINALLY DARE."

"I LIKE THE IMPOSSIBLE BECAUSE THERE'S LESS COMPETITION" This.

"IF YOU CAN VISUALISE IT, IF YOU CAN DREAM IT, YOU CAN DO IT."

"I BELIEVE IN BEING AN INNOVATOR."

"WHATEVER YOU DO — DO IT WELL."

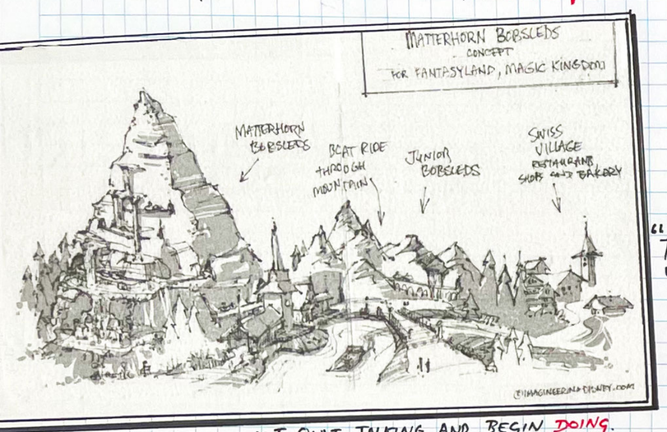
"IDEAS COME FROM CURIOSITY."

"THE HEART OF A COMPANY IS CREATIVITY & INNOVATION."

THINK LIKE AN IMAGINEER

Are you...

- using your subject matter to inform ALL project decisions? → BEGINS WITH STORY
- staying focused on your objectives? → CREATIVE INTENT
- paying attention to every detail? → ATTN. TO DETAIL
- using details to strengthen story & support creative intent? → THEMING
- organising your mission to the your audience: General to specific? → DIFFERENT SHOTS
- attracting your audiences attention & capturing their interest? → WIENIES
- making changes as smooth & seamless as possible? → TRANSITIONS
- focusing on the big picture? → STORYBOARDS
- introducing & reinforcing your story to keep & capture audience? → PRE + POST SHOW
- using the illusion of size to help communicate your message? → FORCED PERSPECTIVE
- simplifying complex subjects? → "READ"-ABILITY
- keeping the experience dynamic & active? → KINETICS
- using repetition to make audience experience & message memorable? → SMALL WORLD EFF.
- involving & engaging the audience? → HIDDEN MICKEYS
- consistently asking "HOW DO I MAKE THIS BETTER?" → PLUSSING



THE WAY TO GET STARTED IS TO QUIT TALKING AND BEGIN DOING.

WALT'S CARDINAL RULE

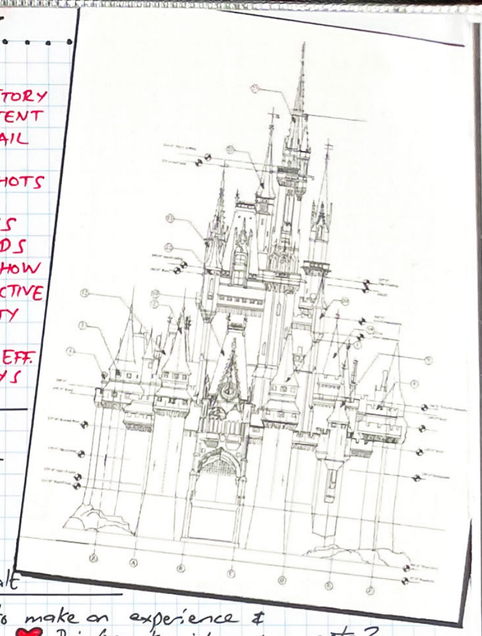
The #1 Rule Imagineers ask themselves

PLUSSING

How do I make this better?

PLUSSING is always asking if something can be better. Walt used to always ask "Can we plus it?" Plussing is giving your audience more than they paid for, more than they expect & more than is necessary. Good enough is not enough.

"I WOULD RATHER ENTERTAIN & HOPE THAT PEOPLE LEARNED SOMETHING - THAN EDUCATE PEOPLE & HOPE THEY WERE ENTERTAINED." Walt



Reinforcing ideas to engage the audience

MAKING IT MEMORABLE

IT'S A SMALL WORLD EFFECT uses repetition & reinforcement to make an experience & message memorable. Music is one of quickest ways to the ♥. Reinforce key ideas & concepts? Are you using repetition to build deeper relationships, communicate values & key messages with the audience?

IT'S A SMALL WORLD EFFECT

HIDDEN MICKEYS

HIDDEN MICKEYS are partial or complete images of Mickey Mouse hidden (as Easter eggs) by Disney Imagineers. Once you see one you don't unsee it & you view the experience differently. Involve & engage the audience. The best ideas have something missing. Reward your real fans.

Tricks & techniques to tell a more compelling story

VISUAL COMMUNICATION

FORCED PERSPECTIVE

FORCED PERSPECTIVE: A technique where the designer plays with scale in order to affect the perception of the audience. Using the illusion of size to help communicate your message.

"READ"-ABILITY

On experiences where attention spans are short (3-5 sec) the audience needs to immediately understand each scene. READ-ABILITY is creating images that audiences read quickly

KINETICS

Disney Imagineers use KINETICS to create movement & motion in a scene to give it life & energy. Eyes watch what moves - so create "animated" backgrounds.

HOW DO YOU DESIGN EXPERIENCES?

REQUIREMENTS
+ Things they must do.

CONSTRAINTS
- Things they can't do.

IMAGINE GREAT THINGS & BUILD THEM WELL WITH THE BEST ENGINEERING.

Grab the audiences attention & help them to navigate through the story as their trusted guide

WAYFINDING

KNOWLEDGE + HAPPINESS

WIENIES

WIENIE: A visual element used to draw people in & around a space. Big enough to be seen from a distance - interesting enough to demand closer look

TRANSITIONS

TRANSITIONS Subtle effects that guide the audience seamlessly through the story canvas

STORYBOARDS

STORYBOARDS help to craft + imagine ideas during development

PRE-SHOWS & POST-SHOWS

PRESHOWS introduce & re-inforce concepts. POST makes it memorable.

The 5 founding principles of Imagineering & creative thought

FOUNDATIONS OF IMAGINEERING

IT ALL BEGINS WITH A STORY

Story is the essential organising principle of Disney parks - transform a space into a STORY with an identity & a flow.

CREATIVE INTENT

A projects CREATIVE INTENT defines the experience the designer hopes to create for their audience. Start with a vision & turn it into experiences.

ATTENTION TO DETAIL

Imagineers obsess about paying ATTENTION TO (EVERY) DETAIL. Weave details into the story slowly but don't overwhelm the audience.

THEMING

THEMING is all about using appropriate details to strengthen your story & support your creative intent.

LONG, MEDIUM & CLOSE SHOTS

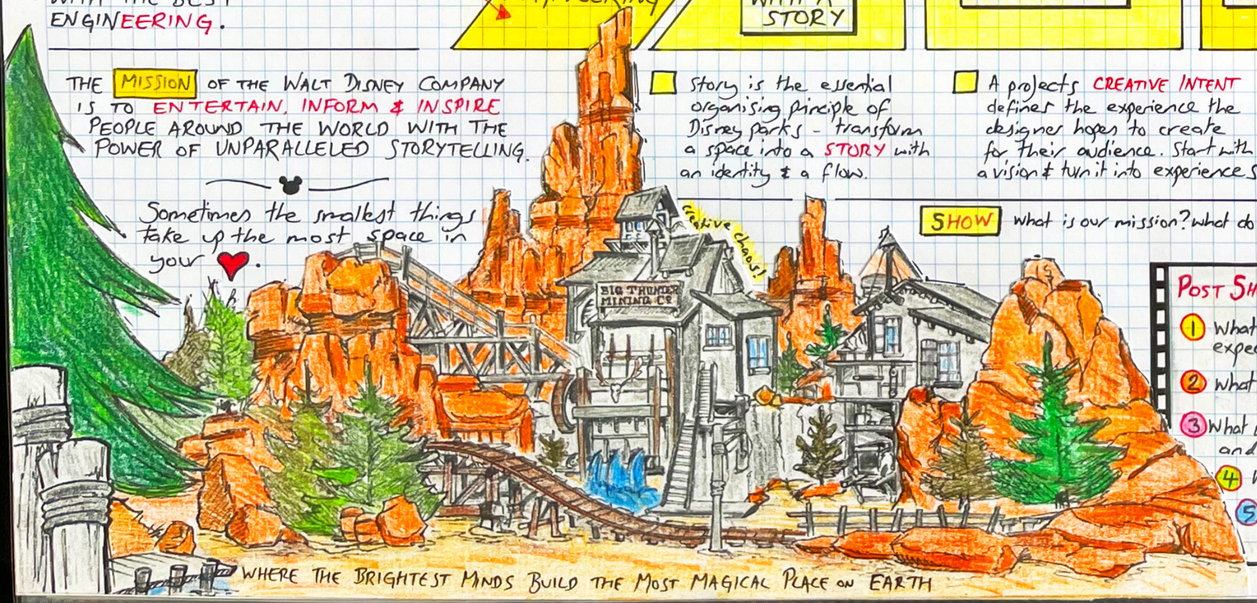
How do you use distance & perspective to show CLOSE-UP details that build on & support the establishing shot.

GOOD DESIGN IS GOOD BUSINESS. T.J.W.

"It's kind of fun to do the impossible."

THE MISSION OF THE WALT DISNEY COMPANY IS TO ENTERTAIN, INFORM & INSPIRE PEOPLE AROUND THE WORLD WITH THE POWER OF UNPARALLELED STORYTELLING.

Sometimes the smallest things take up the most space in your ♥.



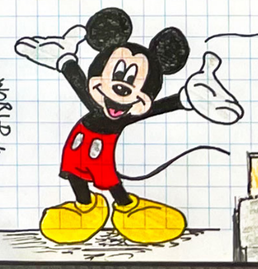
WHERE THE BRIGHTEST MINDS BUILD THE MOST MAGICAL PLACE ON EARTH

SHOW What is our mission? what do we do? → STORY How do we fulfill our mission → CREATIVE INTENT Now? Next? New?

POST SHOW QUESTIONS

1. What did we expect to occur?
2. What actually happened
3. What worked well, and why?
4. What didn't? why?
5. What needs to be done differently?

TELL EMOTIONAL STORIES THAT MAKE PEOPLE FEEL SOMETHING SO THAT THEY DO SOMETHING



ART DIRECTORS INSTEAD OF ARCHITECTS

JEREMY CONNELL-WAITE '21

THE RULES OF STORYTELLING?

I HATE PIXAR'S 22 RULES OF STORYTELLING.
Not because they've been presented to death, or because they're not great (of course they are), but because they are taken out of context in business. In many cases, they just don't work. They're great for inspiration as I was exploring in this one pager. But in many cases, people over-emphasise their importance in the corporate world.

I'm sure you've been in a business storytelling workshop where they were flashed up at one point as a measure of excellence. The presenter may have even recounted how Steve Jobs loved them and even crafted his iPhone launch speech (one of the best business presentations of all-time) on Pixar's structure; a framework of rules used on Finding Nemo and Toy Story. Maybe the one hour forty-five minute iPhone speech does follow the structure of Nemo? Maybe it doesn't. Steve never said. But that's not the point.

Over the years I've done many lectures on Pixar's 22 Rules of Storytelling. But not so much focusing on the rules themselves; more the dangerous comparison between assuming that the same rules always apply between storytelling for entertainment and storytelling for business.

In the B2B world for example, it is estimated that an audiences attention span is 75 seconds NOT 75 minutes. But the objective is still the same - to tell stories that make people FEEL something....

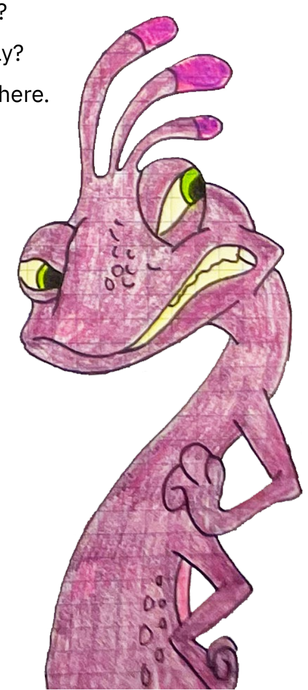
Like any rules, these ones are here to be learned.

And broken.

❤️

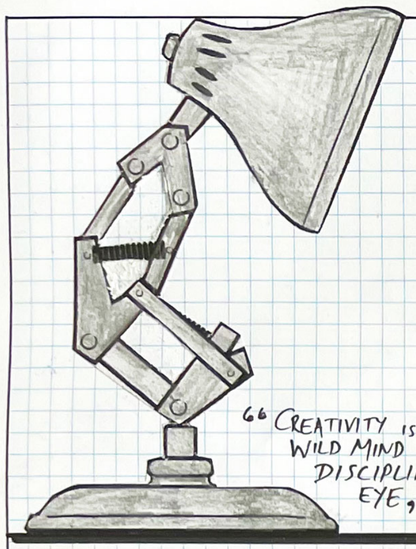
PIXAR'S 22 RULES OF STORYTELLING

1. You admire a character for trying more than for their successes.
2. You gotta keep in mind what's interesting to you as an audience, not what's fun to do as a writer. They can be very different.
3. Trying for theme is important, but you won't see what the story is actually about til you're at the end of it. Now rewrite.
4. Once upon a time there was ___. Every day, ___. One day ___. Because of that, ___. Because of that, ___. Until finally ___.
5. Simplify. Focus. Combine characters. Hop over detours. You'll feel like you're losing valuable stuff but it sets you free.
6. What is your character good at, comfortable with? Throw the polar opposite at them. Challenge them. How do they deal?
7. Come up with your ending before you figure out your middle. Seriously. Endings are hard, get yours working up front.
8. Finish your story, let go even if it's not perfect. In an ideal world you have both, but move on. Do better next time.
9. When you're stuck, make a list of what WOULDN'T happen next. Lots of times the material to get you unstuck will show up.
10. Pull apart the stories you like. What you like in them is a part of you; you've got to recognize it before you can use it.
11. Putting it on paper lets you start fixing it. If it stays in your head, a perfect idea, you'll never share it with anyone.
12. Discount the 1st thing that comes to mind. And the 2nd, 3rd, 4th, 5th – get the obvious out of the way. Surprise yourself.
13. Give your characters opinions. Passive/malleable might seem likable to you as you write, but it's poison to the audience.
14. Why must you tell THIS story? What's the belief burning within you that your story feeds off of? That's the heart of it.
15. If you were your character, in this situation, how would you feel? Honesty lends credibility to unbelievable situations.
16. What are the stakes? Give us reason to root for the character. What happens if they don't succeed? Stack the odds against.
17. No work is ever wasted. If it's not working, let go and move on – it'll come back around to be useful later.
18. You have to know yourself: the difference between doing your best & fussing. Story is testing, not refining.
19. Coincidences to get characters into trouble are great; coincidences to get them out of it are cheating.
20. Exercise: take the building blocks of a movie you dislike. How d'you rearrange them into what you DO like?
21. You gotta identify with your situation/characters, can't just write 'cool'. What would make YOU act that way?
22. What's the essence of your story? Most economical telling of it? If you know that, you can build out from there.

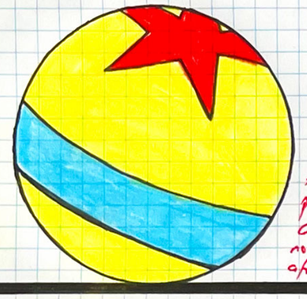


"The most powerful person in the world is the storyteller. The storyteller sets the vision, values and agenda".
Steve Jobs

PIXAR COMMERCIAL STORYTELLING



"CREATIVITY IS A WILD MIND AND A DISCIPLINED EYE."

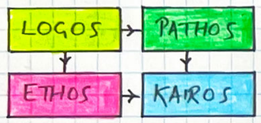


An essential part of creativity is not being afraid to fail!

1 YOU ADMIRE A CHARACTER FOR TRYING MORE THAN THEIR SUCCESSES.

The chief enemy of creativity is good "sense."

Quality is the best business plan.



Dopamine ☑
Oxytocin ☑
Endorphins ☑

2 KEEP IN MIND WHAT'S INTERESTING TO YOU AS AN AUDIENCE - NOT WHAT'S FUN TO DO AS A WRITER - THEY CAN BE VERY DIFFERENT.

Every Pixar movie at one time was the worst motion picture ever made!

3 TRYING FOR THEME IS IMPORTANT, BUT YOU WON'T SEE WHAT THE STORY IS ACTUALLY ABOUT TIL YOU'RE AT THE END OF IT. NOW REWRITE.

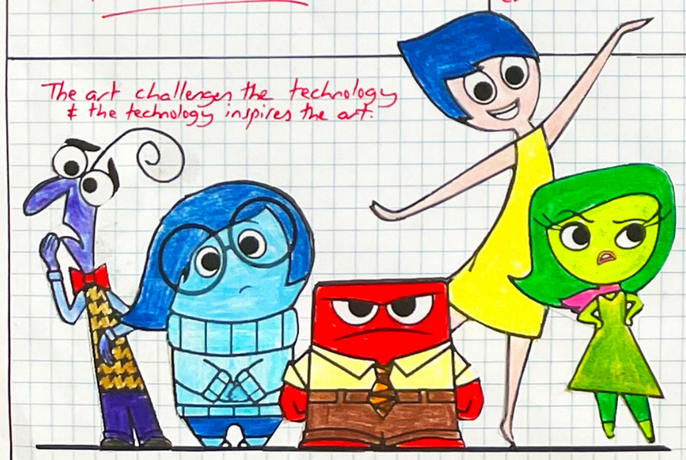
Doubt is part of the creative process.

The greatest story commandment is make me care.

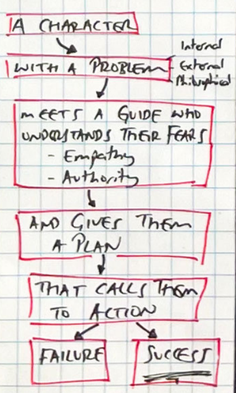
4 ONCE UPON A TIME THERE WAS _____.
EVERY DAY, _____.
ONE DAY _____.
BECAUSE OF THAT _____.
BECAUSE OF THAT _____.
UNTIL FINALLY _____.

Avoid clichés!

The best stories inspire wonder.



The art challenges the technology & the technology inspires the art.



5 SIMPLIFY. FOCUS. COMBINE CHARACTERS. HOP OVER DETOURS. YOU'LL FEEL LIKE YOU'RE LOSING STUFF BUT IT WILL SET YOU FREE.

If everyone is trying to please it really screws things up.

6 WHAT IS YOUR CHARACTER GOOD AT? THROW THE POLAR OPPOSITE AT THEM & SEE HOW THEY DEAL.

Creativity takes courage.

7 COME UP WITH YOUR ENDING BEFORE YOU FIGURE OUT YOUR MIDDLE.

(Seriously, endings are hard - get yours working 1st!)

8 FINISH YOUR STORY, LET GO EVEN IF IT'S NOT PERFECT. IN AN IDEAL WORLD YOU HAVE BOTH, BUT MOVE ON. DO BETTER NEXT TIME.

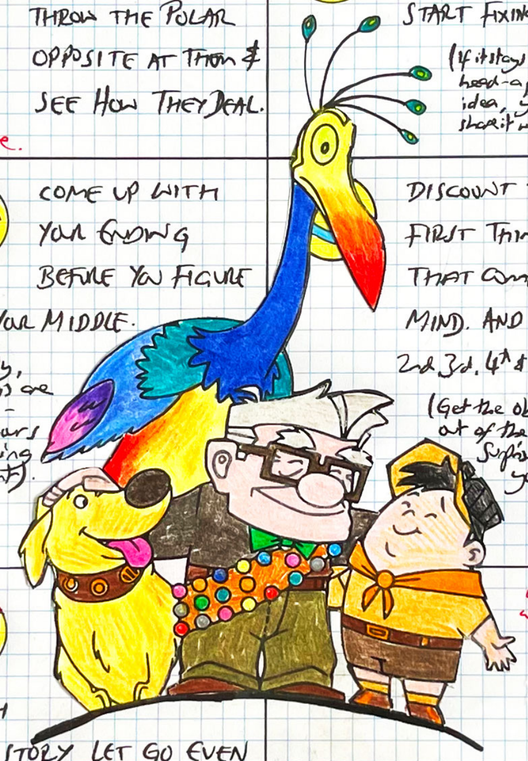
9 WHEN YOU'RE STUCK MAKE A LIST OF WHAT WOULDN'T HAPPEN NEXT. LOTS OF TIMES THE MATERIAL TO GET YOU UNSTUCK WILL SHOW UP.

(GOOD IDEAS COME FROM BAD IDEAS)

10 PULL APART STORIES YOU LIKE. WHAT YOU LIKE IN THEM IS PART OF YOU; YOU'VE GOT TO RECOGNISE IT BEFORE YOU CAN USE IT.

11 PUTTING IT ON PAPER LETS YOU START FIXING IT.

(If it stays in your head - a perfect idea, you'll never share it with anyone).



WHAT IF ?

The 2 most powerful words in the storytelling process.

Life is daft using the whole box of crayons.

13 GIVE YOUR CHARACTERS OPINIONS. PASSIVE/MALLEABLE MIGHT SEEM LIKEABLE TO YOU AS YOU WRITE, BUT IT'S POISON TO THE AUDIENCE.

Ideas only become great when they are challenged & tested.

14 WHY MUST YOU TELL THIS STORY? WHAT'S THE BELIEF BURNING WITHIN YOU THAT YOUR STORY FEEDS OFF? THAT'S THE ♥.

Love your work

15 IF YOU WERE YOUR CHARACTER, IN THIS SITUATION, HOW WOULD YOU FEEL? HONESTY LENDS CREDIBILITY TO UNBELIEVABLE SITUATIONS.

Creativity + intelligence having FUN!

16 WHAT ARE THE STAKES? GIVE US A REASON TO ROOT FOR THE CHARACTER. WHAT HAPPENS IF THEY DON'T SUCCEED? STACK THE ODDS AGAINST.

Creativity is allowing yourself to make mistakes.
↓
Art is knowing which ones to keep

* We believe that ideas only become great when they are challenged & tested.

17 NO WORK IS EVER WASTED. IF IT'S NOT WORKING - LET GO & MOVE ON. (IT WILL BE USEFUL LATER).

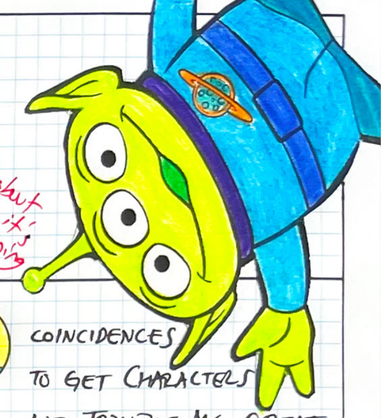
WHAT IF... Peter Pan grew up? Hook

I had gone to school with my dad? Back to the Future

mankind had to leave earth & someone forgot to turn off the last robot? WALL-E

18 YOU HAVE TO KNOW YOURSELF. THE DIFFERENCE BETWEEN DOING YOUR BEST & FUSSING. STORY IS TESTING NOT REFINING.

first draft is nothing more than a starting point. So be wrong as fast as you can.



Art isn't about drawing - it's about learning to see.

19 COINCIDENCES TO GET CHARACTERS INTO TROUBLE ARE GREAT. COINCIDENCES TO GET THEM OUT OF IT ARE CHEATING.

Curiosity is the heart of creativity.

20 EXERCISE: TAKE THE BUILDING BLOCKS OF A MOVIE YOU ~~LIKE~~ DISLIKE.

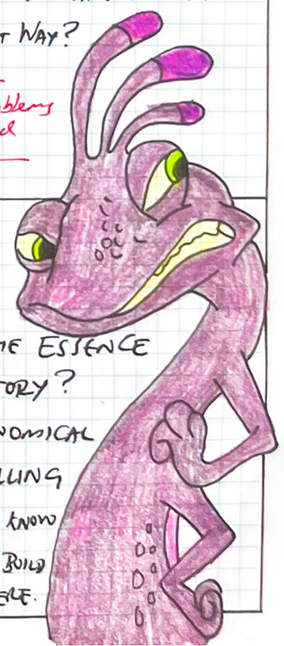
↳ HOW WOULD YOU REARRANGE THEM INTO SOMETHING YOU DO LIKE.

Getting the right people & the right chemistry is more important than getting the right idea.

21 YOU GOTTA IDENTIFY WITH YOUR SITUATION/CHARACTERS, CAN'T JUST WRITE "COOL." WHAT WOULD MAKE YOU ACT THAT WAY?

Art isn't what you see but what you make others see.

We must meet unexpected problems with unexpected responses.



22 WHAT'S THE ESSENCE OF YOUR STORY? MOST ECONOMICAL WAY OF TELLING IT? IF YOU KNOW THAT, YOU CAN BUILD OUT FROM THERE.

MY OCTOPUS TEACHER

I enjoy taking stories to pieces to see HOW (and why) they work. I watched “My Octopus Teacher” 🐙 with my 6-year old daughters and I was so blown away by their reaction, that I thought it would be a fun one to dive into. 🌊

I LOVE this film but also love its backstory. It doesn’t just give us all a little encouragement to tell inspirational stories in our own way, but it also shows what a small inexperienced team with a BIG vision can do. Especially when they challenge what the industry (and more experienced leaders) think they should do.

I think the most impressive thing about this movie is that it was director Pippa Ehrlich’s first feature. She admitted to being so naïve about making it that she didn’t know what she couldn’t do. By thinking differently and putting herself on the line for a small project she believed in (she gave up her job to do it), she created something unique that won an Oscar. For her FIRST film!

8 THINGS STORYTELLERS CAN LEARN FROM “MY OCTOPUS TEACHER”

✉️ Your story **OUTLINE** should fit on the back of an envelope. “This is a story about a man who goes diving in the freezing cold ocean every day, to escape his troubles, with no wetsuit or scuba gear, and falls in love with an octopus”.

🐙 Every great story (even in business) needs to have a strong “**SHAPE**”. It needs peaks, troughs, character arcs, hero’s (octopus), a guide (Craig Foster), villains (Pyjama sharks), exciting adventures, set-backs, rebirths and someone being transformed by the end of the journey.

🎙️ **DON’T OVER COMPLICATE THINGS**. Despite being told it wouldn’t work, this movie only features ONE voice (Craig’s) throughout the entire film. And it’s captivating.

🎬 Have a strong “**COLD OPEN**”. The opening 2 minutes of the film sets the scene for the rest of the movie.

💙 Root your story in strong **VALUES**. This looks like it’s a story about a Craig, the ocean, an octopus and pyjama sharks. It’s actually a story about mental health, feminism and motherhood.

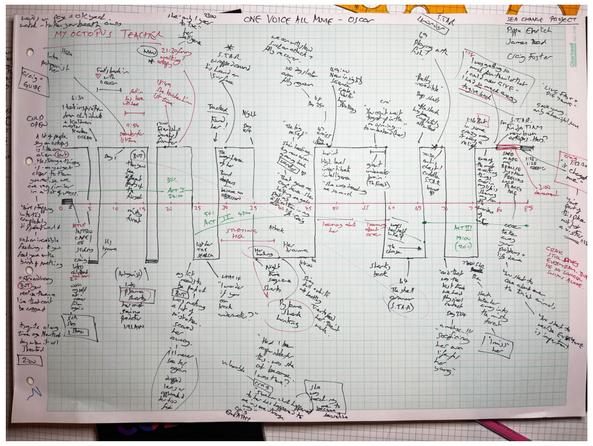
📝 If you **BELIEVE** in your story, don’t let anyone else derail it. Netflix won an Oscar for this film but they initially turned it down. (A new commissioning editor watched a clip on a plane with his child who loves octopuses!)

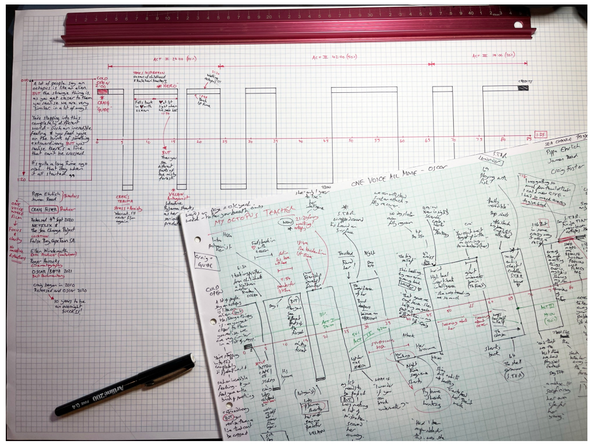
🎥 It takes **10 YEARS** to be an overnight success. Craig started filming on his own in 2010. He didn’t think anyone else would be interested in his “obsession”. A small crew came together in 2015. Released in 2020. Won an Oscar in 2021.

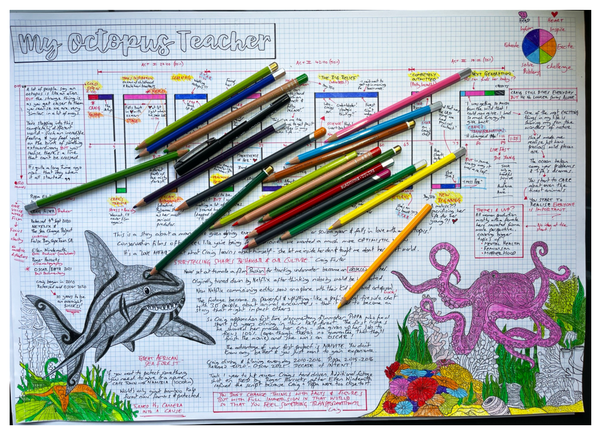
🗺️ One person can turn their camera into a **CAUSE**. Craig named the area in the movie as the “Great African Sea Forest”. It is now a protected area 1000km long.

Have you seen it, and did you love it too? I’d love to know why and what you took away from it...

If not, you NEED to watch it soon! 🐙🌊







My Octopus Teacher

- WHAT WE LEARNED
  - A structure gives shape to your story - even though you might not know how it ends
  - It may take 10 years to bring stories like this to life: Is it your "obsession"
  - Great stories need a team to bring them to life. (Ellen Roger Pippa James)
  - The commercial adventure starts the first time your story gets rejected.
  - Big stories have a higher purpose - like protecting the Great African sea forest
  - Align your story against strong values (Mental health, feminism, mental health)
  - Put in the hours. It's hard work - not all inspiration & "flow"

YOU CAN CHANGE THE WORLD JUST BY SHARING YOUR STORY

HEAD Inform · HEART Inspire · Excite · Challenge · Solve Problems · Educate

ACT I 24:00 (30%) · ACT II 42:00 (50%) · ACT III 19:00 (20%)

0:00 "A lot of people say an octopus is like an alien. BUT the strange thing is, as you get closer to them you realise we are very similar in a lot of ways.

You're stepping into this completely different world - such an incredible feeling & you feel you're on the brink of something extraordinary BUT you realise there's a line that can't be crossed.

It's quite a long time ago now... that day when it all started." 1:20

120 seconds

COLD OPEN 2:00 — CRAIG "GUIDE" — The setup

TAKES INSPIRATION — Ocean of childhood & kalahari trackers.

"HERO" — Falls back in ♥ with ocean — STAGE — ♥ at 1st sight when he sees her 11:54

BUT Then you see different parts of the misty forest.

CRAIG'S TRAUMA — Stress + Anxiety — "Worn out... I'll never film again."

VILLAIN/Antagonist — Introduce Pyjama sharks as her most serious predator.

LEARNING — Walking octopus!!!

F-ing Touch 1st time

Superman BUT she only has 1 year to live!

S.T.A.R 21:30

My kit needs to be perfect BUT I was making a lot of mistakes. I scared her away (dropped lens etc..) "I'll never see her again."

Found her!

LOVING — S.T.A.R wrapped around Craig's hand on surface

NIGHT Day 164

What if? Can you track underwater life on a kalahari?

"TRACKING HER"

"THE MAGNIFICENCE OF HER" ♥ — Bond deepens — "OBSESSION"

HER HUNTING — PYJAMA SHARK HUNTING — S.T.A.R Attack — she's dull + white — Wait feed (from me)

HER TRAUMA — "Had I been responsible for this? Was she out because I was there? Somehow what happened to her had happened to me in some strange way..."

100 Days & Fully regrown — "We can withstand such an attack & fully recover."

"This gave me the confidence to get past difficulties in my own life..."

"THE BIG RELIEF" (WONDER!) — Day 250

"I can't wait to get up in morning to learn more."

Intro, Craig's son. — Crab + lobster! "strategic thinking!!" — Forest = Giant underwater brain

SCIENCE! High level invertebrate intelligence.

New insights....

"she was teaching me to become sensitive & vulnerable..."

LEARNING ABOUT HER — LEARNING ABOUT OCEAN

Armour! Remember can OPEN? Shells as clothes!

The chase — Her strategy...

SHARK RETURNS — 64:00 — she's on his back?!?! S.T.A.R

"COMPLETELY OUTWITTED" (Pretty Incredible)

S.T.A.R PLAYING with Fish!!! — S.T.A.R On Craig's chest

"And that was the LAST TIME we had Physical contact"

The shark takes her away into misty forest... — She Dies

Day 324 — NEW BEGINNING — A mollusc?!? sacrificing her life for her young?! ♥

"THE NEXT GENERATION" His son finds her baby!?

CREDITS

"I was getting so much from the wild that I could now give. I had so much energy to give back."

CRAIG'S TRANSFORMATION

"It changed Me!" 1:22 — 1:25

BUT in some crazy way it was a relief...

"I MISS HER"

LIVE FAST & DIE YOUNG

500k only a handful survive

Audience = Awe

"CRAIG STILL DIVES EVERYDAY BUT HE NO LONGER SWIMS ALONE."

One of the most EXCITING things in my life is sharing my joy for the wonders of nature

She'd made me realise just how precious wild places are

The ocean takes away your problems & life's dramas.

You start to CARE about even the tiniest animals

YOU START TO REALISE EVERYONE IS IMPORTANT.

THEMES & UVP?
All woman production mostly with a female hero narrated from a male perspective, covering bigger topics of:
- MENTAL HEALTH
- FEMINISM
- MOTHERHOOD

← No idea at the start!

Pippa Ehrlich, James Reed } Directors

CRAIG FOSTER Producer

Released 4th Sept 2020
NETFLIX & The Sea Change Project
LOCATION False Bay, Cape Town SA.

Ellen Windemuth Exec Producer (Netflix)

Roger Horrocks Cinematography

* OSCAR / BAFTA 2021 Best Documentary

Craig began in 2010
Released and Oscar 2020
10 years to be an overnight success!

ONE VOICE WHOLE FILM ↓ Focus & clarity

No narrative distractions

CAN YOU DESCRIBE YOUR MOVIE ON THE BACK OF A BUSINESS CARD?

This is a story about a man who goes diving everyday with no wetsuit or scuba gear & falls in love with an octopus..!!

Conservation films often FEEL like you're being fed medicine - "we" wanted a much more OPTIMISTIC view.

It's a "LOVE AFFAIR" about what Craig learns about himself - "she let me inside her den & taught me about her secret world.

"STORYTELLING SHAPES BEHAVIOR & OUR CULTURE." Craig Foster

Never set out to make a film. Passion for tracking underwater became an obsession with her.

Originally turned down by Netflix after thinking nobody would be interested.

New Netflix commissioning editor saw on a plane with their kid who loved octopus! LUCK!

The footage became so powerful & uplifting - like a prehistorical fireside chat with 30 people about animal encounters - that it had to become a story that might inspire others.

So Craig approaches first time documentary filmmaker PIPPA who had spent 10 years diving in this kelp forest. The first rushes he showed her made her cry - she gives up her job to focus 100%. (even though there's no guarantee that they'll finish the movie) and she wins an OSCAR!

The advantage of your first project is NAIVITE. You don't know any better & you just want to gain experience.

Craig diving & filming everyday 2010-2016. Pippa 2015-2016. Released 2020 - Oscar 2021 - DECADE of INTENT!

Took 1 year to just review Craig's hard drives. Additional footage shot on RED by Roger Horrocks after Ellen Windemuth refined the script because Craig + Pippa were too close to it.

YOU DON'T CHANGE THINGS WITH FACTS & FIGURES BUT WITH FULL IMMERSION IN THAT WORLD SO THAT YOU FEEL SOMETHING TRANSFORMATIONAL

Craig

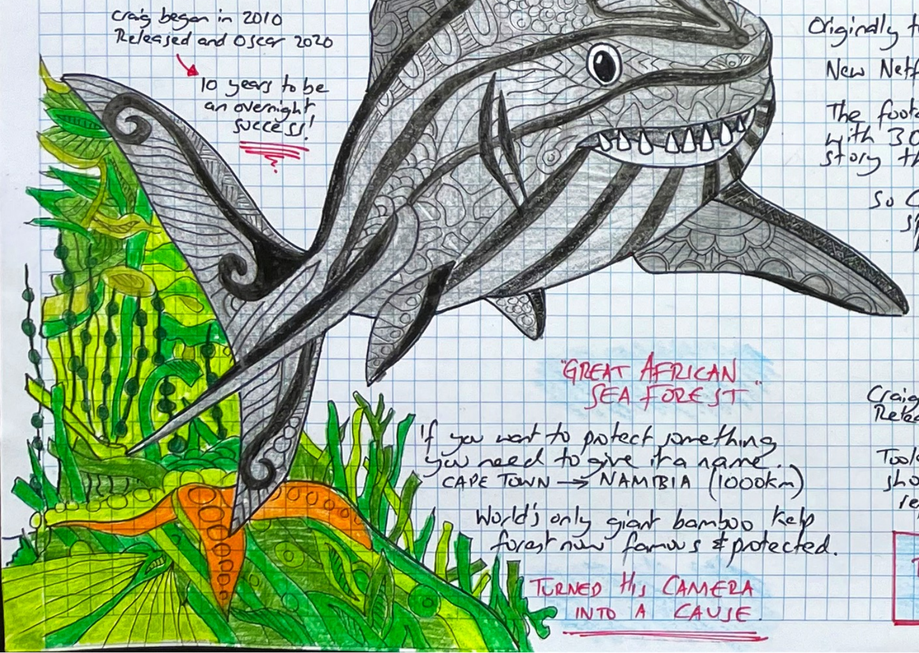
"GREAT AFRICAN SEA FOREST"

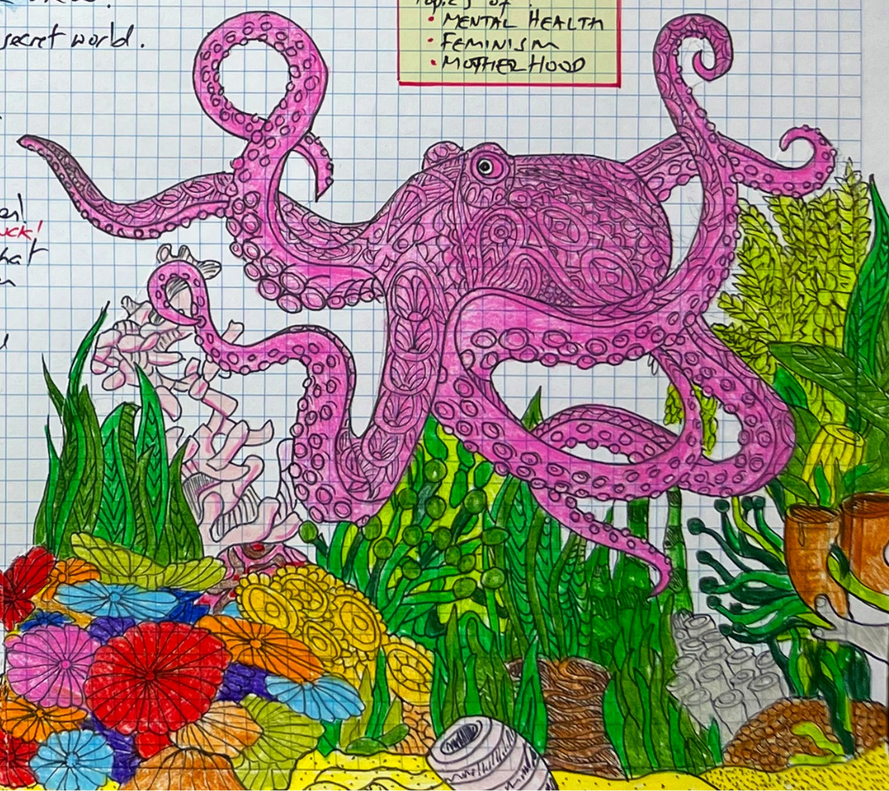
If you want to protect something you need to give it a name.

CAPE TOWN → NAMIBIA (1000km)

World's only giant bamboo kelp forest now famous & protected.

TURNED HIS CAMERA INTO A CAUSE





JANE GOODALL

“ONLY WHEN OUR CLEVER BRAIN AND OUR HUMAN HEART WORK TOGETHER IN HARMONY CAN WE ACHIEVE OUR TRUE POTENTIAL.”
Dr. Jane Goodall.

For this one pager I was studying Aristotle's 'appeals' today and learning why activists and evangelists like Jane are such compelling speakers.

My epiphany came as during some research for a lecture on Social Impact Storytelling at Georgetown University where some of Jane’s former team work, and I noticed that she uses six specific narratives, each one tailored for a different audience.

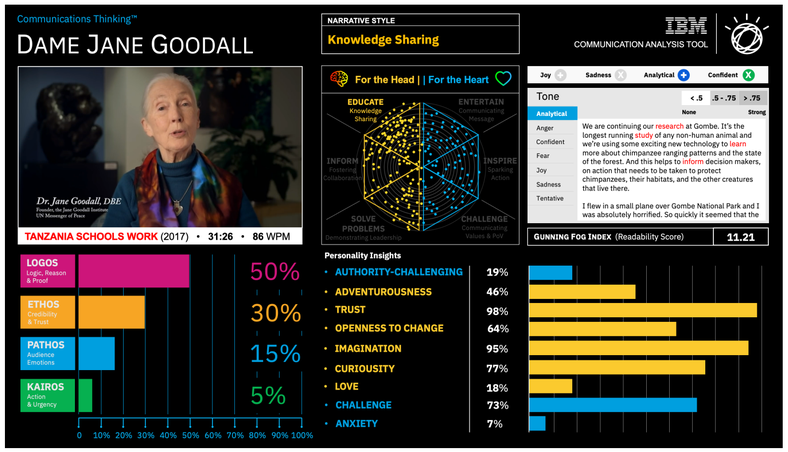
Her basic speech covering conservation and care for the environment is much the same wherever she goes; much like the preacher with 52 different ways to give the same sermon each year.

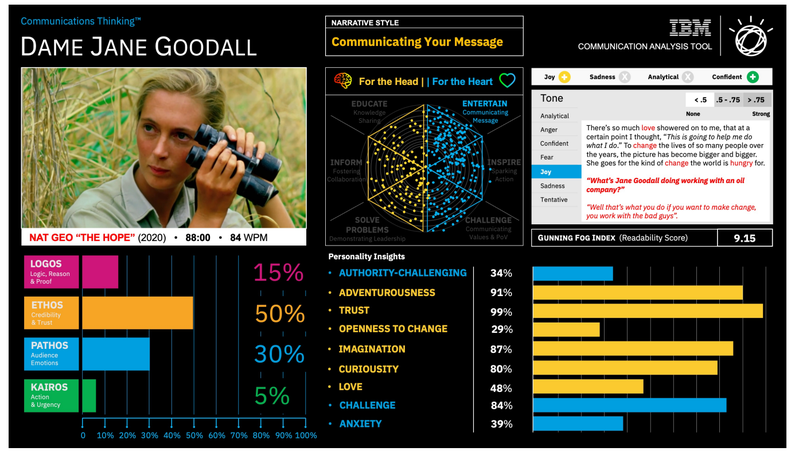
Politicians who are running for office call this a “Stump Speech” – a 30-45 minute speech that covers their manifesto and why you should vote for them. It can be broken up into smaller pieces and re-purposed with emphasis on different parts depending upon which audience you are speaking to. That’s exactly what Jane does.

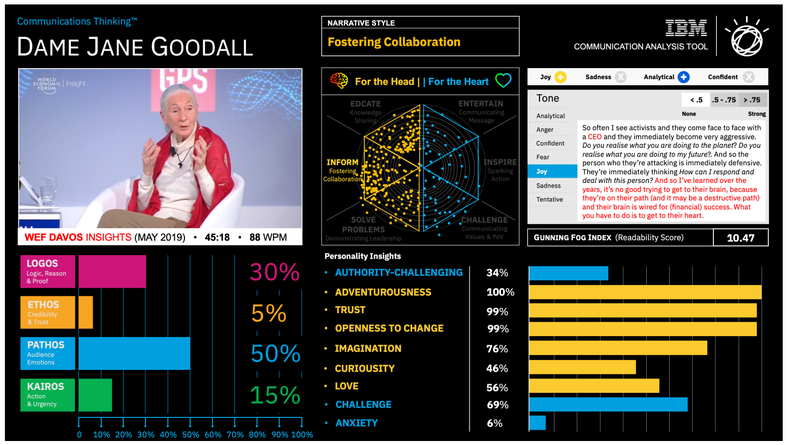
By changing the levels of 'ethos' (credibility & authority), 'logos' (reason & proof) and 'pathos' (values & emotion), she is able to make sure that every message resonates with each audience.

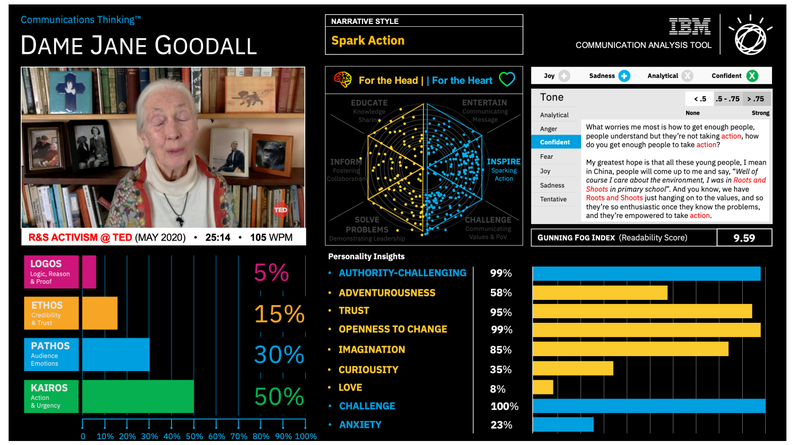
Jane is one of my favourite humans who sees her career as a "calling", which is why she's still going strong at 86!

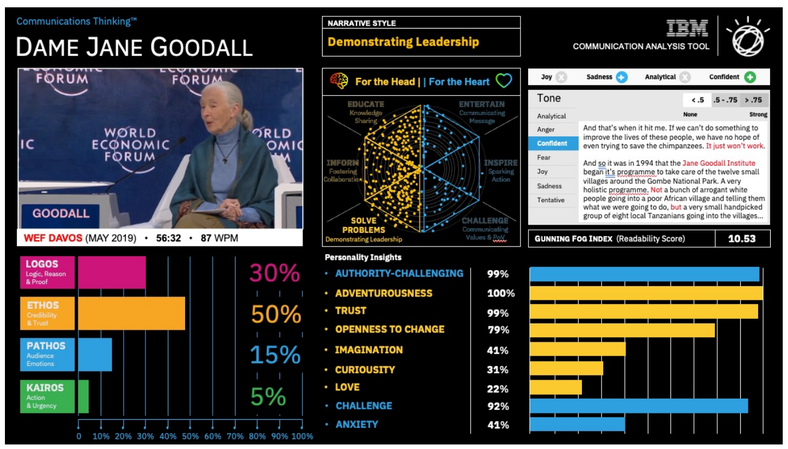
She inspires me to make sure that I will always have a job where work doesn't always feel like "work"...

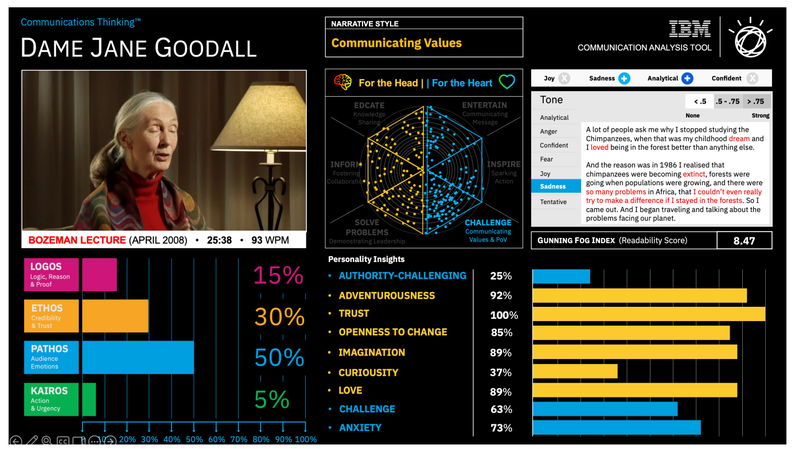








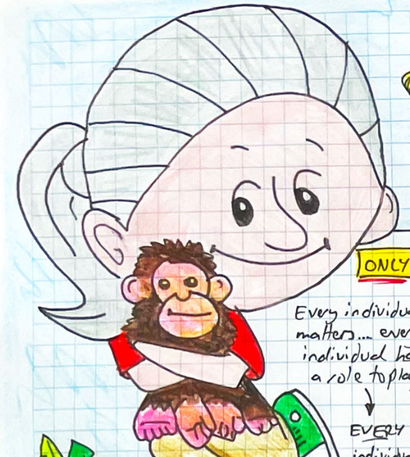




Jane Goodall

- What you do makes a difference & you have to decide the difference you want to make
- Tell stories that reach their hearts.
- Work with local communities to build partnerships that drive change
- Speak to the head & the heart of your audience.

ONLY when our clever brain & our human heart work together in harmony can we achieve our true potential.



Every individual matters... every individual has a role to play

EVERY individual makes a difference. ① ②

Lasting change is a series of compromises

and compromise is all right, as long as your values don't change.

It is these undeniable qualities of human ③ love & compassion & self-sacrifice that give me hope for the future.

We are indeed often cruel & evil....

But we are capable of the most HEROIC BEHAVIOR. ④

Inspire....

PREACH THE GOSPEL AT ALL TIMES — IF NECESSARY USE WORDS

THE GREATEST DANGER TO OUR FUTURE IS APATHY

ONLY IF WE UNDERSTAND WILL WE CARE. ONLY IF WE CARE WILL WE HELP. ONLY IF WE HELP WILL ALL BE SAVED.

LASTING CHANGE IS A SERIES OF COMPROMISES

Good morning everyone. First of all, it's been fantastic being here over these past few days. And secondly, I feel it's a great honor to kind of wind up this extraordinary gathering of people, these amazing talks that we've had. I feel that I've fitted in, in many ways, to some of the things that I've heard. I came directly here from the deep, deep tropical rainforest in Ecuador, where I was out -- you could only get there by a plane -- with indigenous people with paint on their faces and parrot feathers on their headdresses, where these people are fighting to try and keep the oil companies, and keep the roads, out of their forests. They're fighting to develop their own way of living within the forest in a world that's clean, a world that isn't contaminated, a world that isn't polluted. And what was so amazing to me, and what fits right in with what we're all talking about here at TED, is that there, right in the middle of this rainforest, was some solar panels -- the first in that part of Ecuador -- and that was mainly to bring water up by pump so that the women wouldn't have to go down. The water was cleaned, but because they got a lot of batteries, they were able to store a lot of electricity. So every house -- and there were, I think, eight houses in this little community -- could have light for, I think it was about half an hour each evening. And there is the Chief, in all his regal finery, with a laptop computer. (Laughter) And this man, he has been outside, but he's gone back, and he was saying, "You know, we have suddenly jumped into a whole new era, and we didn't even know about the white man 50 years ago, and now here we are with laptop computers, and there are some things we want to learn from the modern world. We want to know about health care. We want to know about what other people do -- we're interested in it. And we want to learn other languages. We want to know English and French and perhaps Chinese, and we're good at languages." So there he is with his little laptop computer, but fighting against the might of the pressures -- because of the debt, the foreign debt of Ecuador -- fighting the pressure of World Bank, IMF, and of course the people who want to exploit the forests and take out the oil. And so, coming directly from there to here. But, of course, my real field of expertise lies in an even different kind of civilization -- I can't really call it a civilization. A different way of life, a different being. We've talked earlier -- this wonderful talk by Wade Davis about the different cultures of the humans around the world -- but the world is not composed only of human beings, there are also other animal beings. And I propose to bring into this TED conference, as I always do around the world, the voice of the animal kingdom. Too often we just see a few slides, or a bit of film, but these beings have voices that mean something. And so, I want to give you a greeting, as from a chimpanzee in the forests of Tanzania -- (Ooh, ooh, ooh, ooh, ooh, ooh, ooh, ooh, ooh, ooh, ooh, ooh, ooh, ooh, ooh, ooh) (Applause) I've been studying chimpanzees in Tanzania since 1960. During that time, there have been modern technologies that have really transformed the way that field biologists do their work. For example, for the first time, a few years ago, by simply collecting little fecal samples we were able to have them analyzed -- to have DNA profiling done -- so for the first time, we actually know which male chimps are the fathers of each individual infant. Because the chimps have a very promiscuous mating society. So this opens up a whole new avenue of research. And we use GSI -- geographic whatever it is, GSI -- to determine the range of the chimps. And we're using -- you can see that I'm not really into this kind of stuff -- but we're using satellite imagery to look at the deforestation in the area. And of course, there's developments in infrared, so you can watch animals at night, and equipment for recording by video, and tape recording is getting lighter and better. So in many, many ways, we can do things today that we couldn't do when I began in 1960. Especially when chimpanzees, and other animals with large brains, are studied in captivity, modern technology is helping us to search for the upper levels of cognition in some of these non-human animals. So that we know today, they're capable of performances that would have been thought absolutely impossible by science when I began. I think the chimpanzee in captivity who is the most skilled in intellectual performance is one called Ai in Japan -- her name means love -- and she has a wonderfully sensitive partner working with her. She loves her computer -- she'll leave her big group, and her running water, and her trees and everything. And she'll come in to sit at this computer -- it's like a video game for a kid, she's hooked. She's 28, by the way, and she does things with her computer screen and a touch pad that she can do faster than most humans. She does very complex tasks, and I haven't got time to go into them, but the amazing thing about this female is she doesn't like making mistakes. If she has a bad run, and her score isn't good, she'll come and reach up and tap on the glass -- because she can't see the experimenter -- which is asking to have another go. And her concentration -- she's already concentrated hard for 20 minutes or so, and now she wants to do it all over again, just for the satisfaction of having done it better. And the food is not important -- she does get a tiny reward, like one raisin for a correct response -- but she will do it for nothing, if you tell her beforehand. So here we are, a chimpanzee using a computer. Chimpanzees, gorillas, orangutans also learn human sign language. But the point is that when I was first in Gombe in 1960 -- I remember so well, so vividly, as though it was yesterday -- the first time, when I was going through the vegetation, the chimpanzees were still running away from me, for the most part, although some were a little bit acclimatized -- and I saw this dark shape, hunched over a termite mound, and I peered with my binoculars. It was, fortunately, one adult male whom I'd named David Greybeard -- and by the way, science at that time was telling me that I shouldn't name the chimps; they should all have numbers, that was more scientific. Anyway, David Greybeard -- and I saw that he was picking little pieces of grass and using them to fish termites from their underground nest. And not only that -- he would sometimes pick a leafy twig and strip the leaves -- modifying an object to make it suitable for a specific purpose -- the beginning of tool-making. The reason this was so exciting and such a breakthrough is at that time, it was thought that humans, and only humans, used and made tools. When I was at school, we were defined as man, the toolmaker. So that when Louis Leakey, my mentor, heard this news, he said, "Ah, we must now redefine 'man,' redefine 'tool,' or accept chimpanzees as humans." (Laughter) We now know that at Gombe alone, there are nine different ways in which chimpanzees use different objects for different purposes. Moreover, we know that in different parts of Africa, wherever chimps have been studied, there are completely different tool-using behaviors. And because it seems that these patterns are passed from one generation to the next, through observation, imitation and practice -- that is a definition of human culture. What we find is that over these 40-odd years that I and others have been studying chimpanzees and the other great apes, and, as I say, other mammals with complex brains and social systems, we have found that after all, there isn't a sharp line dividing humans from the rest of the animal kingdom. It's a very wuzzy line. It's getting wuzzier all the time as we find animals doing things that we, in our arrogance, used to think was just human. The chimps -- there's no time to discuss their fascinating lives -- but they have this long childhood, five years of suckling and sleeping with the mother, and then another three, four or five years of emotional dependence on her, even when the next child is born. The importance of learning in that time, when behavior is flexible -- and there's an awful lot to learn in chimpanzee society. The long-term affectionate supportive bonds that develop throughout this long childhood with the mother, with the brothers and sisters, and which can last through a lifetime, which may be up to 60 years. They can actually live longer than 60 in captivity, so we've only done 40 years in the wild so far. And we find chimps are capable of true compassion and altruism. We find in their non-verbal communication -- this is very rich -- they have a lot of sounds, which they use in different circumstances, but they also use touch, posture, gesture, and what do they do? They kiss; they embrace; they hold hands. They pat one another on the back, they wrestle; they shake their fist -- the kind of things that we do, and they do them in the same kind of context. They have very sophisticated cooperation. Sometimes they hunt -- not that often, but when they hunt, they show sophisticated cooperation, and they share the prey. We find that they show emotions, similar to -- maybe sometimes the same -- as those that we describe in ourselves as happiness, sadness, fear, despair. They know mental as well as physical suffering. And I don't have time to go into the information that will prove some of these things to you, save to say that there are very bright students, in the best universities, studying emotions in animals, studying personalities in animals. We know that chimpanzees and some other creatures can recognize themselves in mirrors -- "self" as opposed to "other." They have a sense of humor, and these are the kind of things which traditionally have been thought of as human prerogatives. But this teaches us a new respect -- and it's a new respect not only for the chimpanzees, I suggest, but some of the other amazing animals with whom we share this planet. Once we're prepared to admit that after all, we're not the only beings with personalities, minds and above all feelings, and then we start to think about ways we use and abuse so many other sentient, sapient creatures on this planet, it really gives cause for deep shame, at least for me. So, the sad thing is that these chimpanzees -- who've perhaps taught us, more than any other creature, a little humility -- are in the wild, disappearing very fast. They're disappearing for the reasons that all of you in this room know only too well. The deforestation, the growth of human populations, needing more land. They're disappearing because some timber companies go in with clear-cutting. They're disappearing in the heart of their range in Africa because the big multinational logging companies have come in and made roads -- as they want to do in Ecuador and other parts where the forests remain untouched -- to take out oil or timber. And this has led in Congo basin, and other parts of the world, to what is known as the bush-meat trade. This means that although for hundreds, perhaps thousands of years, people have lived in those forests, or whatever habitat it is, in harmony with their world, just killing the animals they need for themselves and their families -- now, suddenly, because of the roads, the hunters can go in from the towns. They shoot everything, every single thing that moves that's bigger than a small rat, they sun-dry it or smoke it. And now they've got transport, they take it on the logging trucks or the mining trucks into the towns where they sell it. And people will pay more for bush-meat, as it's called, than for domestic meat -- it's culturally preferred. And it's not sustainable, and the huge logging camps in the forest are now demanding meat, so the Pygmy hunters in the Congo basin who've lived there with their wonderful way of living for so many hundreds of years, they've given up their weapons, they shoot for the logging camps, they get money. Their culture is being destroyed, along with the animals upon whom they depend. So, when the logging camp moves, there's nothing left. We talked already about the loss of human cultural diversity, and I've seen it happening with my own eyes. And the grim picture in Africa -- I love Africa, and what do we see in Africa? We see deforestation, we see the desert spreading, we see massive hunger, we see disease and we see population growth in areas where there are more people living on a certain piece of land than the land can possibly support, and they're too poor to buy food from elsewhere. Were the people that we heard about yesterday, on the Easter Island, who cut down their last tree -- were they stupid? Didn't they know what was happening? Of course, but if you've seen the crippling poverty in some of these parts of the world it isn't a question of "Let's leave the tree for tomorrow." "How am I going to feed my family today? Maybe I can get just a few dollars from this last tree which will keep us going a little bit longer, and then we'll pray that something will happen to save us from the inevitable end." So, this is a pretty grim picture. The one thing we have, which makes us so different from chimpanzees or other living creatures, is this sophisticated spoken language -- a language with which we can tell children about things that aren't here. We can talk about the distant past, plan for the distant future, discuss ideas with each other, so that the ideas can grow from the accumulated wisdom of a group. We can do it by talking to each other, we can do it through video; we can do it through the written word. And we are abusing this great power we have to be wise stewards, and we're destroying the world. In the developed world, in a way, it's worse, because we have so much access to knowledge of the stupidity of what we're doing. Do you know, we're bringing little babies into a world where, in many places, the water is poisoning them? And the air is harming them, and the food that's grown from the contaminated land is poisoning them. And that's not just in the far-away developing world; that's everywhere. Do you know we all have about 50 chemicals in our bodies we didn't have about 50 years ago? And so many of these diseases, like asthma and certain kinds of cancers, are on the increase around places where our filthy toxic waste is dumped. We're harming ourselves around the world, as well as harming the animals, as well as harming nature herself -- Mother Nature, that brought us into being; Mother Nature, where I believe we need to spend time, where there's trees and flowers and birds for our good psychological development. And yet, there are hundreds and hundreds of children in the developed world who never see nature, because they're growing up in concrete and all they know is virtual reality, with no opportunity to go and lie in the sun, or in the forest, with the dappled sun-specks coming down from the canopy above. As I was traveling around the world, you know, I had to leave the forest -- that's where I love to be, I had to leave these fascinating chimpanzees for my students and field staff to continue studying because, finding they dwindled from about two million 100 years ago to about 150,000 now. I knew I had to leave the forest to do what I could to raise awareness around the world. And the more I talked about the chimpanzees' plight, the more I realized the fact that everything's interconnected, and the problems of the developing world so often stem from the greed of the developed world, and everything was joining together, and making -- not sense, hope has in sense, you said -- it's making a nonsense. How can we do it? Somebody said that yesterday. And as I was traveling around, I kept meeting young people who'd lost hope. They were feeling despair, they were feeling, "Well, it doesn't matter what we do, eat, drink and be merry, for tomorrow we die. Everything is hopeless -- we're always being told so by the media." And then I met some who were angry, and anger that can turn to violence, and we're all familiar with that. And I have three little grandchildren, and when some of these students would say to me at high school or university, they'd say, "We're angry," or "We're filled with despair, because we feel you've compromised our future, and there's nothing we can do about it." And I looked in the eyes of my little grandchildren, and think how much we've harmed this planet since I was their age. I feel this deep shame. And that's why in 1991 in Tanzania, I started a program that's called Roots and Shoots. There's little brochures all around outside, and if any of you have anything to do with children and care about their future, I beg that you pick up that brochure. And Roots and Shoots is a program for hope. Roots make a firm foundation. Shoots seem tiny, but to reach the sun they can break through brick walls. See the brick walls as all the problems that we've inflicted on this planet. Then, you see, it is a message of hope. Hundreds and thousands of young people around the world can break through, and can make this a better world. And the most important message of Roots and Shoots is that every single individual makes a difference. Every individual has a role to play. Every one of us impacts the world around us everyday, and you scientists know that you can't actually -- even if you stay in bed all day, you're breathing oxygen and giving out CO2, and probably going to the loo, and things like that -- you're making a difference in the world. So, the Roots and Shoots program involves youth in three kinds of projects. And these are projects to make the world around them a better place. One project to show care and concern for your own human community. One for animals, including domestic animals -- and I have to say, I learned everything I know about animal behavior even before I got to Gombe and the chimps from my dog, Rusty, who was my childhood companion. And the third kind of project: something for the local environment. So what the kids do depends first of all, how old are they -- and we go now from pre-school right through university. It's going to depend whether they're inner-city or rural. It's going to depend if they're wealthy or impoverished. It's going to depend which part, say, of America they're in. We're in every state now, and the problems in Florida are different from the problems in New York. It's going to depend on which country they're in -- and we're already in 60-plus countries, with about 5,000 active groups -- and there are groups all over the place that I keep hearing about that I've never even heard of, because the kids are taking the program and spreading it themselves. Why? Because they're buying into it, and they're the ones who get to decide what they're going to do. It isn't something that their parents tell them, or their teachers tell them. That's effective, but if they decide themselves, "We want to clean this river and put the fish back that used to be there. We want to clear away the toxic soil from this area and have an organic garden. We want to go and spend time with the old people and hear their stories and record their oral histories. We want to go and work in a dog shelter. We want to learn about animals. We want ..." You know, it goes on and on, and this is very hopeful for me. As I travel around the world 300 days a year, everywhere there's a group of Roots and Shoots of different ages. Everywhere there are children with shining eyes, "Look at the difference we've made." And now comes the technology into it because with this new way of communicating electronically these kids can communicate with each other around the world. And if anyone is interested to help us, we've got so many ideas but we need help -- we need help to create the right kind of system that will help these young people to communicate their excitement. But also -- and this is so important -- to communicate their despair, to say, "We've tried this and it doesn't work, and what shall we do?" And then, to and behold, there's another group answering these kids who may be in America, or maybe this is a group in Israel, saying, "Yeah, you did it a little bit wrong. This is how you should do it." The philosophy is very simple. We do not believe in violence. No violence, no bombs, no guns. That's not the way to solve problems. Violence leads to violence, at least in my view. So how do we solve? The tools for solving the problems are knowledge and understanding. Know the facts, but see how they fit in the big picture. Hard work and persistence --don't give up -- and love and compassion leading to respect for all life. How many more minutes? Two, one? Chris Anderson: One -- one to two. Jane Goodall. Two, two, I'm going to take two. (Laughter) Are you going to come and drag me off? (Laughter) Anyway -- so basically, Roots and Shoots is beginning to change young people's lives. It's what I'm devoting most of my energy to. And I believe that a group like this can have a very major impact, not just because you can share technology with us, but because so many of you have children. And if you take this program out, and give it to your children, they have such a good opportunity to go out and do good, because they've got parents like you. And it's been so clear how much you all care about trying to make this world a better place. It's very encouraging. But the kids do ask me -- and this won't take more than two minutes, I promise -- the kids say, "Dr. Jane, do you really have hope for the future? You travel, you see all these horrible things happening." Firstly, the human brain -- I don't need to say anything about that. Now that we know what the problems are around the world, human brains like yours are rising to solve those problems. And we've talked a lot about that. Secondly, the resilience of nature. We can destroy a river, and we can bring it back to life. We can see a whole area desolated, and it can be brought back to bloom again, with time or a little help. And thirdly, the last speaker talked about -- or the speaker before last, talked about the indomitable human spirit. We are surrounded by the most amazing people who do things that seem to be absolutely impossible. Nelson Mandela -- I take a little piece of limestone from Robben Island Prison, where he labored for 27 years, and came out with so little bitterness, he could lead his people from the horror of apartheid without a bloodbath. Even after the 11th of September -- and I was in New York and I felt the fear -- nevertheless, there was so much human courage, so much love and so much compassion. And then as I went around the country after that and felt the fear -- the fear that was leading to people feeling they couldn't worry about the environment any more, in case they seemed not to be patriotic -- and I was trying to encourage them, somebody came up with a little quotation from Mahatma Gandhi, "If you look back through human history, you see that every evil regime has been overcome by good." And just after that a woman brought me this little bell, and I want to end on this note. She said, "I remember as a child hope and peace, ring this. This bell is made from metal from a defused landmine, from the killing fields of Pol Pot -- one of the most evil regimes in human history -- where people are now beginning to put their lives back together after the regime has crumbled. So, yes, there is hope, and where is the hope? Is it out there with the politicians? It's in our hands. It's in your hands and those of our children. It's really up to us. We're the ones who can make a difference. If we lead lives where we consciously leave the lightest possible ecological footprints, if we buy the things that are ethical for us to buy and don't buy the things that are not, we can change the world overnight. Thank you.

TED 2003

"I feel like my purpose in life is to be a messenger." REASON FOR HOPE (A SPIRITUAL JOURNEY).

"OOH OOH OOH OOH!"

Let us not forget that human love & compassion are equally rooted in our primate heritage, & in this sphere too our sensibilities are of a higher order of magnitude than those of chimpanzees.

There is a powerful force unleashed when young people resolve to make a change.

So, let us move forward with faith in ourselves, in our intelligence, in our indominable spirit. Let us develop respect for all living things....

Ben Zander "SHINING EYES"

As thy days, so shall thy strength be.

Let us replace violence & intolerance with UNDERSTANDING, COMPASSION & LOVE.

Jane's Six Storytelling Narratives.

		What?	Purpose?	
FOR THE HEAD				
1 FOSTER COLLABORATION	INFORM	Recount a hard situation which audience relates to & makes them want to share their own stories	An emotional call-to-action of how to work together. e.g. Jane Goodall Institute	Ethos 5% Pathos 50% Logos 30% Kairos 15%
2 SHARE KNOWLEDGE	EDUCATE	Focus on mistake made & show in detail how the were corrected explaining how the solution worked.	Solicit alternatives & better solutions. e.g. Tanzania Schools work	Ethos 30% Pathos 15% Logos 50% Kairos 5%
3 SHOW LEADERSHIP	SOLVE PROBLEMS	Evoke the future you want to create without providing excessive detail that could turn out to be wrong.	Tell stories that move people to follow you. e.g. Davos & United Nations	Ethos 50% Pathos 15% Logos 30% Kairos 5%
FOR THE HEART				
4 SPARK ACTION	INSPIRE	Describe how change was implemented successfully, so audience can imagine how it might work for them	Avoid excess detail in your purpose driven vision. e.g. Roots & Shoots Activist Programme	Ethos 15% Pathos 30% Logos 5% Kairos 50%
5 COMMUNICATE WHO YOU ARE	ENTERTAIN	Provide drama revealing some strength & weakness & vulnerability which shaped you.	Create a desire for your PoV & your story. e.g. Nat Geo Evangelism	Ethos 50% Pathos 30% Logos 15% Kairos 5%
6 TRANSMIT YOUR VALUES	CHALLENGE	Speak to something familiar to provoke a discussion about issues.	Tell stories that match your experiences & actions. e.g. TED Talks	Ethos 30% Pathos 50% Logos 15% Kairos 5%

ARISTOTLE'S RHETORICAL "APPEALS"

Character based argument	Emotional Argument	Logical Argument	Moment of Action
Guiding beliefs, ideals, trust + credibility	Personal stories PoV + shared experiences	Reason, proof, evidence & objective truth	Urgency that compells one to act immediately
ETHOS	PATHOS	LOGOS	KAIROS

EVENTUALLY...

hopefully billions of people will all be making the right ethical choices in how they lead their lives each day. That is going to make us move towards the kind of planet that we would like or not be ashamed to leave behind to our children.

THE ONLY WAY

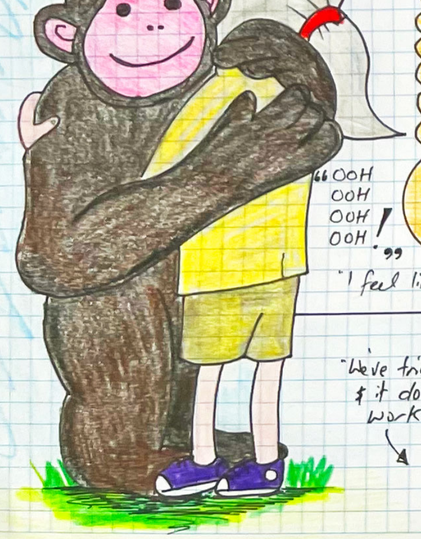
I know is to get people on your side & have sympathy.

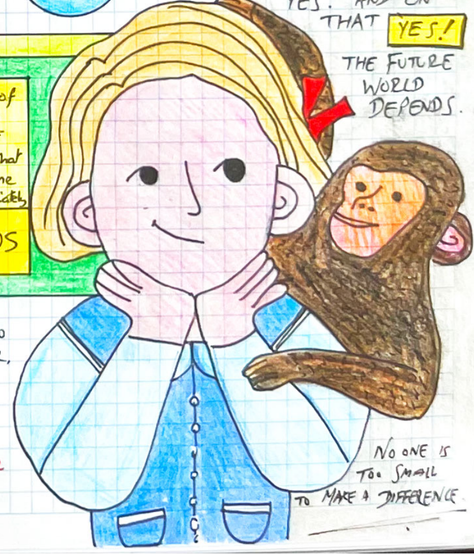
And I can't do that except by telling

THE RIGHT STORY

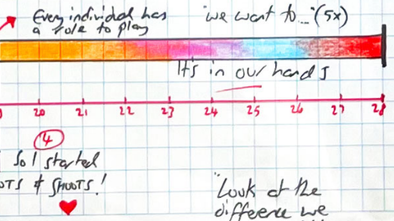
at the right time.

AFTER THE FINAL NO THERE COMES A YES. AND ON THAT YES! THE FUTURE WORLD DEPENDS.





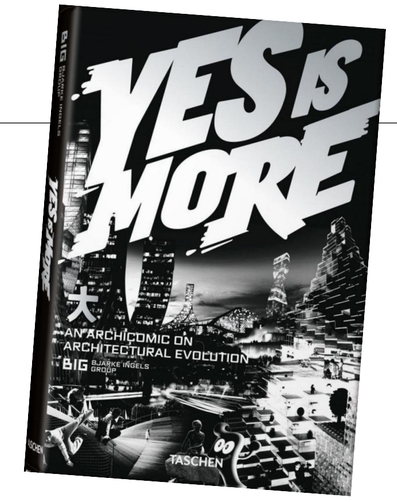
"We've tried this & it doesn't work" → What should WE do?



We're the ones who can make a difference, if we buy the things that are ethical for us to buy - & don't buy the things that are not. We can change the world overnight.

No one is too small to make a difference

HEDONISTIC SUSTAINABILITY



SUSTAINABILITY LEADERS NEED TO THINK MORE LIKE ARCHITECTS. 📐 They need to embrace the idea of HEDONISTIC SUSTAINABILITY. 🌿 Two big words. One BIG idea. The concept was invented by Danish architect **BJARKE INGELS**. He's one of the world's top architects in sustainable design, who only became an architect when he realised he couldn't have a career creating comic books! 🖍️

Bjarke came up with the concept of "Hedonistic Sustainability" in 2011. He suggested that living sustainably should NOT be a sacrificial investment for the greater good.

"Sustainable design should be FUN. It should also be vibrant AND improve the quality of life for the individuals involved".

But the way we talk about living sustainably is usually framed as "doing without".

"Don't drive your car... Eat less meat... Switch off the lights.. Watch less TV... Don't fly... Take shorter showers..."

Sacrifice things. Give up stuff. Do without.

This type of negative thinking doesn't resonate well with a lot of people, because who likes being told that they can't have something that they like? (And negativity seldom inspires an audience to act).

BUT...

🏞️ ***What if...*** Living sustainably meant that you COULD have the life you wanted, while protecting the planet and serving your local community, at the same time?

🏡 ***What if...*** It didn't feel like you were sacrificing anything to live more sustainably?

🏗️ **What if...** Sustainability always INCREASED your quality of life?

It's obviously lot more nuanced than that, and can be misinterpreted as undermining some important environmental actions (eg. flying is bad and we should all eat less meat), but that's not the point Bjarke wanted to make. (Read his book "Yes is More" or listen to his TED talk).

What all this does is spark an important conversation. One that engages a much wider audience than just the ones who know what's going on at **#COP**.

Hedonistic Sustainability requires OPTIMISM. And a lot of CREATIVITY. Two things we all need a bit more of?

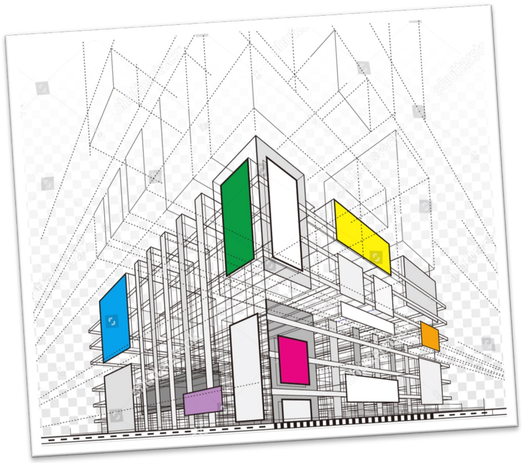
Because whilst architects may be bound by 85% of the things they can't change (building regulations, budgets, zoning restrictions, timelines, gravity) in the other 15% is where they get to be creative and work their MAGIC. 🪄

✏️ In that 15% is where architects get to solve big urban problems and reframe the debate.

🖼️ In that 15% is where they become Bjarke Ingels, Norman Foster or Frank Gehry.

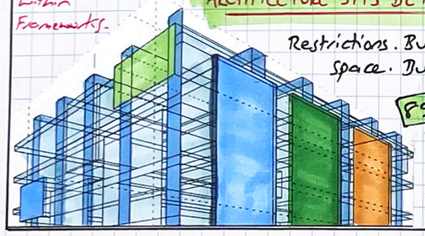
✏️ In that 15% is where they create the LEGO House, Viaduc de Millau or The Walt Disney Concert Hall, by thinking differently than all the other architects.

Maybe WE should stop focusing on the 85% of the things we can't change, and focus more positively on the 15%, where can work our own magic AND inspire others to change? 💚🌎



Freedom within Frameworks.

ARCHITECTURE SITS BETWEEN ART + SCIENCE

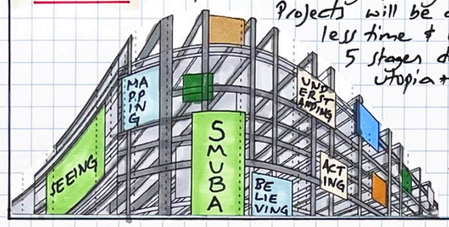


Restrictions. Building regs. Conservative client. Space. Budget. Time. Gravity....

85% of most projects don't change & they demand a regimented, technical, clean, clear & consice response.
But if that 15% you create your art.

SMUBA

Purpose-Driven Design, Storytelling & Hedonistic Sustainability

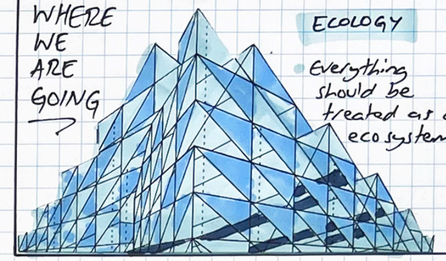


Projects will be adopted faster, completed in less time & under budget if they follow the 5 stages during the journey to pragmatic utopia +

SEEING
MAPPING
UNDERSTANDING
BELIEVING
ACTING

* Mine as much information as you can before you start looking for the most potential.

WHERE WE ARE GOING →



ECOLOGY

- Everything should be treated as an ecosystem

ECONOMICS

- Accept the economic design challenge: Social inequalities created by the competitive nature of capitalism should be overcome.

EQUITY

- Urban/corporate environments should be designed around the quality of life and an improved experience.

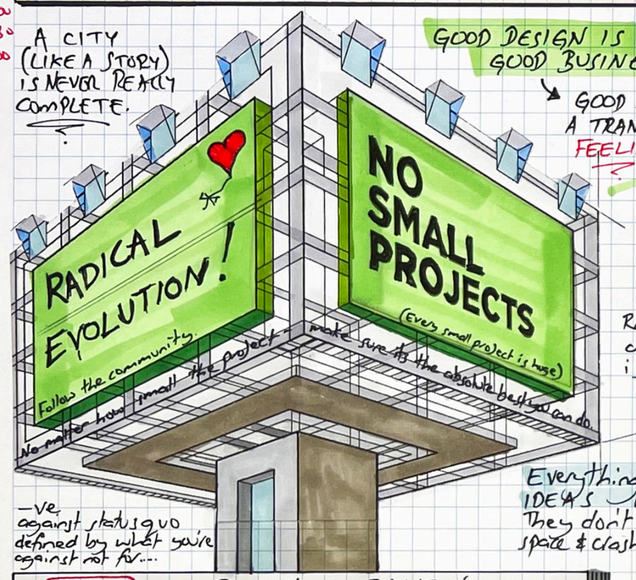
Architects have to become more than just designers of 2 dimensional facades or 3 dimensional architectural objects. We have to become designers of eco-systems - systems of both ECOLOGY & ECONOMY. They channel not only the flow of people throughout cities & buildings - BUT also the flow of resources like heat, energy, waste & water into perpetual motion engines - to stop seeing our presence on planet earth as detrimental to our ecosystem but tries to integrate + incorporate our consumption patterns and our leftovers into our natural environment. 1:00 The reason for this expanded role of the architect is because of the atmosphere you capture in [this image] it was taken at COP15 (UN conference on climate change) it wasn't exactly a party! It was a complete failure. Essentially none of the goals that were established for the meeting were met - and the general discussion about sustainability were drowning in this misconception that "How much of our existence + existing quality of life are we willing to sacrifice in order to become sustainable?" Almost this protestant idea that it has to hurt in order to do good BUT sustainability can't be a moral or political sacrifice or dilemma or even a philanthropical cause - it has to be a DESIGN CHALLENGE. 2:00 When we were recently asked to do the Danish Pavillion for the Shanghai world Expo that was focusing on sustainable cities - we started to ask ourselves if there was another sustainability instead of this sad depressing one. We tried to find examples where sustainable buildings and cities actually increased life quality.... we want to show that sustainable life can be more fun than normal life... Copying is the highest form of flattery - so if Hollywood starts ripping of sustainable architecture in science fiction - it may be a sign that we are moving towards HEDONISTIC SUSTAINABILITY.

LIVING SUSTAINABLY SHOULD NOT BE A SACRIFICIAL INVESTMENT FOR THE GREATER GOOD. SUSTAINABLE DESIGN SHOULD BE FUN, VIBRANT & IMPROVE THE QUALITY OF LIFE FOR INDIVIDUALS as well as their communities.

Architecture is the ART + SCIENCE of creating the frameworks of our lives.

TRIPOLAR MODEL	PRAGMATIC UTOPIA	HEDONISTIC SUSTAINABILITY
Where we are	Where we are going	How we get there

A CITY (LIKE A STORY) IS NEVER REALLY COMPLETE.



GOOD DESIGN IS GOOD BUSINESS

GOOD DESIGN IS A TRANSFER OF FEELING ♥

WHAT IF.... YES WAS MORE? + (Better for everyone)

TRY TO CHANGE THE WORLD INSTEAD OF CHANGING PEOPLE.

WHY SHOULD WE HAVE TO SACRIFICE THINGS IN ORDER TO BE SUSTAINABLE?

HEDONISTIC SUSTAINABILITY

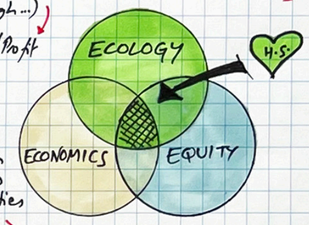
Radicality is normally associated with reacting in opposition to somebody else's agenda. Your entire agenda is defined as being against something, rather than finding your own thing & pushing it. It's also interesting that the bad boy is the icon of the radical. Instead - the good guy could be a recipe. If you're informed, if you're obliged to incorporate a lot of different intentions beside your own into a project, then you have a much more complex range of material to operate with and to manipulate. By incorporating many good concerns instead of reducing them all to the lowest common denominator, you avoid compromise. The functional + the fantastic become collaborators. But don't become dreamers who always collide with the limitations of real life - think BIG but do it within a unit over which you have power.

Triple bottom line (Not enough...)

People/Planet/Profit

Employees Economics Environment

Colleagues Customers Communities



+ SOCIAL IMPACT
+ VALUE
+ FUN

YES is MORE?!

PEOPLE LISTEN WITH THEIR STOMACHES

Inconvenience is #1 demotivating action

KAIROS?

Sometimes you need to get people to do the RIGHT things for the WRONG reasons

Ecology?

ECOLOGICAL INITIATIVES ARE ONLY ABLE TO FLOURISH IF THEY ARE ABLE TO PERFORM AS VIABLE ECONOMIC MODELS.

CREATE NEW HYBRIDS!

2 Disconnected elements that combine to make something ELEGANT & UNIQUE.

PRAGMATIC UTOPIA...

ECONOMY & ECOLOGY NEED TO MERGE INTO ECOLOGY!

A HEDONISTIC APPROACH TO SUSTAINABLE DESIGN		Orientation to others	
		INDIVIDUALISTIC	COLLECTIVE
Hedonomics	LOW	Sacrifice for self	Sacrifice for others
	HIGH	Design benefits self	Design benefits all

! SUSTAINABLE LIFE SHOULD BE MORE FUN THAN NORMAL LIFE

HI Hedonistic Sustainability focuses here.

HC Flawed sustainability models focus here. (Inconvenient. Sacrifice. No fun. No joy).

10 COMMANDMENTS of GOOD CONSUMPTION	
Good Consumption	Hedonistic Sust.
Reduce. Reuse. Recycle.	Use. Reuse. Recycle.
Stay close to home	Hit the road
Minimize use of combustion engines	Maximise use of hydrogen engines
Reduce fuel consumpt.	Practice energy while driving
Support govt regulation	Pressure Energy Hogs!
Support thoughtful innovation	Thoughtful Innovation
Prioritize	Use more, get more
Enjoy what you have	Enjoy more.

Everything is evolutionary. IDEAS EVOLVE. They don't come from outer space & crash into your drawing board.

-ve. against status quo defined by what you're against not for...

REVOLUTION?

WE NEED EVOLUTION NOT REVOLUTION. (WE) SHOULD ADAPT PROGRESSIVELY TO THE DEVELOPMENT OF LIFE.

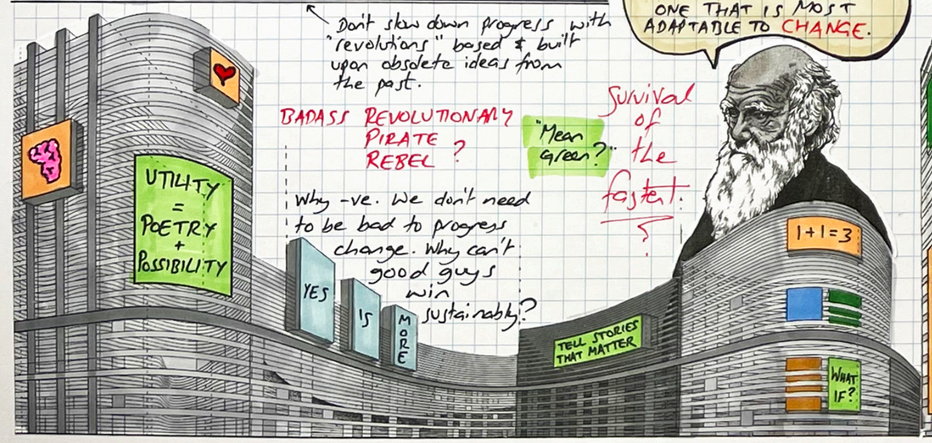
Don't slow down progress with "revolutions" based & built upon obsolete ideas from the past.

BADASS REVOLUTIONARY PIRATE REBEL?

Why -ve. We don't need to be bad to progress change. Why can't good guys win sustainably?

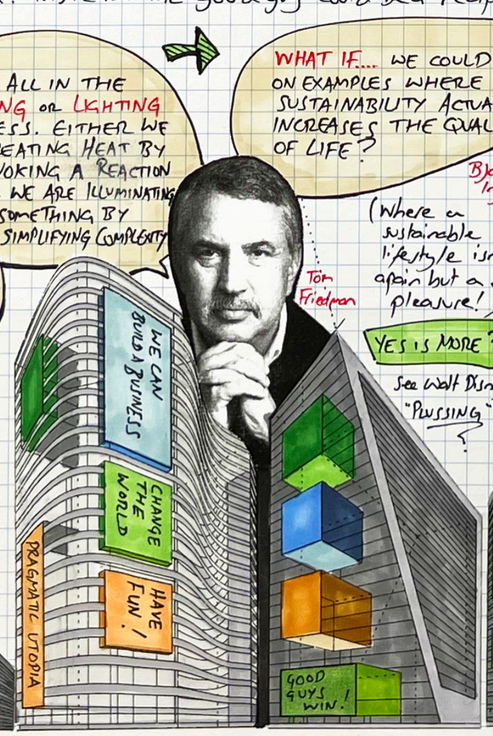
"Mean Green?"

Survival of the fastest.



WE'RE ALL IN THE HEATING or LIGHTING BUSINESS. EITHER WE ARE CREATING HEAT BY PROVOKING A REACTION OR WE ARE ILLUMINATING SOMETHING BY SIMPLIFYING COMPLEXITY

IT'S NOT THE STRONGEST OF THE SPECIES THAT SURVIVES - IT IS THE ONE THAT IS MOST ADAPTABLE TO CHANGE.



Tom Friedman

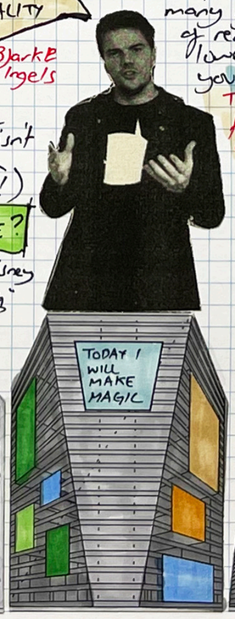
WHAT IF.... WE COULD FOCUS ON EXAMPLES WHERE SUSTAINABILITY ACTUALLY INCREASES THE QUALITY OF LIFE?

Bjarke Ingels

(Where a sustainable lifestyle isn't a pain but a pleasure!)

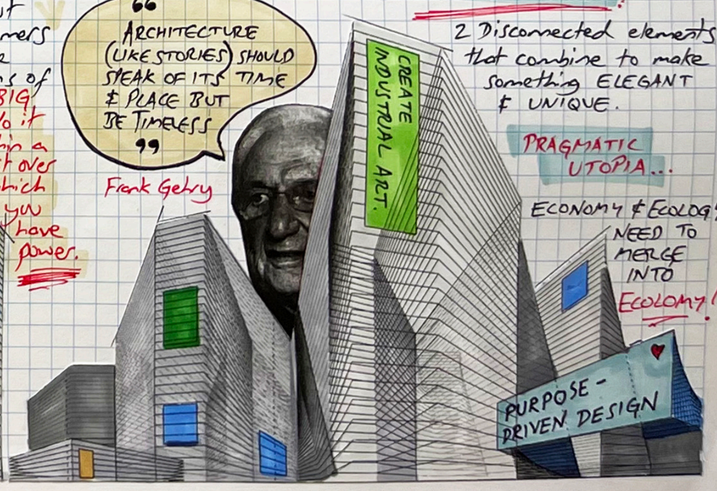
YES is MORE?

See Walt Disney "Pussing"



"ARCHITECTURE (LIKE STORIES) SHOULD SPEAK OF ITS TIME & PLACE BUT BE TIMELESS"

Frank Gehry



PATAGONIA

“SUSTAINABILITY” feels like it’s been a buzzword in business for ages (for companies like Patagonia it has), but it’s only been the last few years that the majority of business leaders have obsessed over it.

But what if there is no such thing as a truly “sustainable business”? What if all we can actually do is endeavour to reduce our impact as much as possible, while aiming to provide the highest quality products and services for our customers? Because if you think about it, the very act of making anything, or providing a service, has a negative impact on the planet in some way. No company understands this more than Patagonia.

I took a “reading week” in 2022 just to stare at the ocean and read these three amazing books from Patagonia’s founder Yvon Chouinard:

💚 **Let My People Go Surfing**
💚 **The Responsible Company**
💚 **Tools For Grassroots Activism**

All three of them are game changers.

They reminded me of the commercial leaders and economists who I work with. Many of whom preach the gospel of continuous growth and progress. But infinite progress does not work on a finite planet.

It took us 10,000 generations to reach 2 billion people on this planet. But when you think that within the next 2 generations we will almost 10 billion of us, who realise that something profound is happening. There is not enough naturally sourced food or fibres to feed and clothe the global population that we currently have, let alone the billions more who will need warmth and nourishment by 2050.

This is not obviously sustainable.

The Oxford English Dictionary defines ‘sustainable’ as: “Conserving an ecological balance by avoiding depletion of natural resources”.

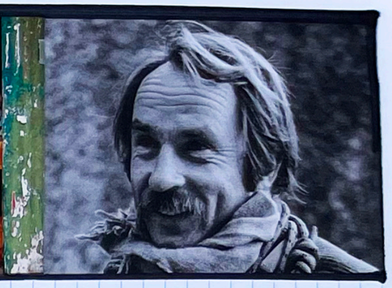
As business leaders, I believe we have an amazing opportunity to make a difference. Not just by raising awareness of these problems, but by using our tools, talents and technologies to make a genuinely positive impact on the planet and the people we serve.

But first we need to acknowledge that nothing we do is 100% “sustainable”.

“**Any attempt to achieve sustainability on this planet with more than 7 billion of us is doomed to FAIL. But rather than shut the doors, bury our cars and become hermits, we can work towards sustainability, recognising that it is an ever receding summit**”.

Yvon Chouinard

DON'T BUY THIS JACKET



PROFIT [ECONOMICS] + [MONEY]

ANYONE WHO THINKS YOU CAN HAVE INFINITE GROWTH ON A FINITE PLANET IS EITHER A MADMAN OR AN ECONOMIST

PROFIT ISN'T A PURPOSE. IT'S A RESULT. TO HAVE PURPOSE = THE THINGS WE DO ARE OF REAL VALUE TO OTHERS

BUSINESS HAVE A RESPONSIBILITY TO ADDRESS THEIR QUADRUPLE BOTTOM LINE:

① HOW WILL YOU MAKE **MONEY** & SAVE MONEY? ② INCREASE MARKET SHARE/REDUCE TIME TO MARKET

③ INCREASE RETENTION + REDUCE RISK ④ CREATE POSITIVE CHANGE & REDUCE ENVIRONMENTAL IMPACT

"It's not an adventure until something goes wrong."

IN RESPONSE TO PEOPLE SAYING "YOU CAN'T GO BACK", I SAY, "WELL WHAT HAPPENS IF YOU GET TO THE CLIFF AND YOU TAKE ONE STEP FORWARD?" WHICH WAY ARE YOU GOING? WHICH WAY IS PROGRESS? THE SOLUTION TO MANY OF THE WORLD'S PROBLEMS IS TO TURN AROUND AND TAKE A STEP FORWARD. YOU CAN'T KEEP GOING TRYING TO MAKE A FLAWED SYSTEM WORK. WE MUST STRIVE TO DO NO HARM.

PEOPLE [MARKET] + [EXPOSURE]

BUILT TO ENDURE
patagonia
SINCE 1973

[ENVIRONMENT] PLANET

EVERYTHING WE MAKE POLLUTES. THE MOST RESPONSIBLE THING WE CAN DO IS TO MAKE...

... EACH PRODUCT AS WELL AS WE KNOW HOW SO IT LAST'S AS LONG AS POSSIBLE.

PATAGONIA WILL NEVER BE COMPLETELY SOCIALLY RESPONSIBLE. IT WILL NEVER MAKE A TOTALLY SUSTAINABLE NON-DAMAGING PRODUCT. BUT IT IS COMMITTED TO TRYING.

MEANINGFUL WORK IS NOT ONLY DOING WHAT YOU LOVE - BUT GIVING BACK TO THE WORLD

"The more you know, the less you need"

DO WHAT YOU CAN — WITH WHAT YOU HAVE - WHEREVER YOU ARE.

HOW YOU CLIMB A MOUNTAIN IS MORE IMPORTANT THAN REACHING THE TOP

GOOD DESIGN IS AS LITTLE DESIGN AS POSSIBLE. SIMPLIFY EVERYTHING.

MAKE THE BEST PRODUCT, CAUSE NO UNNECESSARY HARM, AND USE BUSINESS TO INSPIRE & IMPLEMENT SOLUTIONS TO THE ENVIRONMENTAL CRISIS.

[SUSTAINABILITY] SOCIAL IMPACT

BUSINESSES NEED **PROFITS** TO SURVIVE. THE LESS WE MAKE, THE LESS WE WILL HAVE TO **GIVE AWAY** - AND THE LESS OTHER COMPANIES WILL THINK WE HAVE A **MISSION** THAT IS WORTH IMITATING.

Sustainability?

THERE'S NO SUCH THING AS SUSTAINABILITY.
There are just levels of it. It's a process, not a real goal. All you can do is work towards it.

→ Everything we personally can that's made, sold, shipped, stored, cleaned & ultimately thrown away does some environmental harm EVERY step of the way. (By us or on our behalf)

→ The fundamental goal of a corporation is to operate in such a manner that you are aware of your **impact** and attempt to reorder the hierarchy of corporate values - while producing products that embrace both human & environmental conditions.

THERE'S NO SUCH THING AS ANY SUSTAINABLE ECONOMY.
The only thing I know that's even close to sustainable economic activity would be organic farming on a very small scale or hunting and gathering on a very small scale.

→ In manufacturing, you end up with way more waste than you end up with finished product. It's totally unsustainable. It's just the way it is.

→ Any attempt to achieve sustainability on this planet with more than 7 billion of us is doomed to FAIL. But rather than shut the doors, bury our cars, and become hermits, we can work towards sustainability - recognising that it's an ever-receding summit.

I see Patagonia as an ECO-SYSTEM with its vendors & customers an integral part of that eco-system

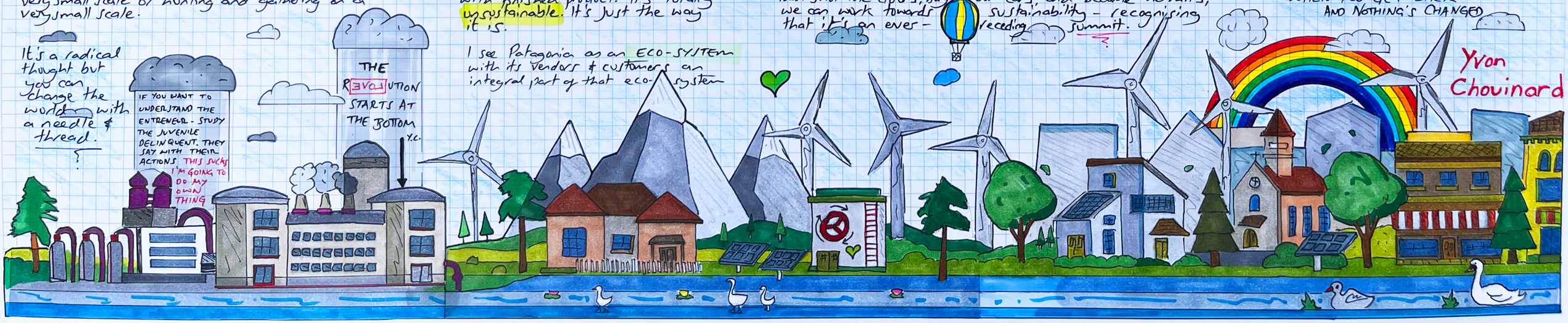
TELL STORIES THAT MATTER Great purpose driven stories make people **FEEL** something, so that they **DO** something.

Too often we try to motivate with GUILT, FEAR & SHAME. Problems: ① People don't need more guilt in their lives. ② FEAR + SHAME are disengageing emotions that make people **LESS** likely to **ACT**

USE EMOTIONS THAT EMPOWER: HOPE · PRIDE · ADMIRATION · ENVY · **ANGER** (A very positive emotion)

YOU CLIMB TO THE SUMMIT
AND THERE IS NOTHING THERE...
IT'S HOW YOU GET THERE
THAT IS THE IMPORTANT PART...
IF YOU COMPROMISE THE PROCESS,
AND YOU'RE AN ASSHOLE
WHEN YOU START OUT
THEN YOU'RE AN ASSHOLE
WHEN YOU GET BACK
AND NOTHING'S CHANGED

It's a radical thought but you can change the world with a needle & thread.



TRUTH IN TEN

THE BEST PRESENTATION I EVER SAW WAS 615 SLIDES LONG. It took 2 hours 43 minutes to deliver in one sitting, but it felt like 20. And most of the audience were on the edge of their seats the whole time.

This was Al Gore's slideshow for Climate Reality Leadership Corps delivered in Minneapolis back in 2019. What was even more curious about the training was that we were advised not to take notes straight away, but concentrate on how we FELT. As we watched the slides, heard the stories and studied the science it was like watching a great conductor directing a symphony.

The slides went fast then slow. Al Gore's voice was direct and dramatic when he was talking about politics, but quiet and reflective when he was talking about the planet or people. The slides were intense. Some made us laugh. A few made me cry. And there were long pauses with a black screen after each section to bring the attention back onto him and his message. It was a masterclass in the art and science of presenting.

These are the notes I took after the training for 'Truth in 10'. This is the part where Al Gore trains climate leaders to deliver their own version of that epic slideshow in 10 minutes. He has a very unique style that creates drama and tension. I've added my own transition notes which are also colour coded for pauses // and the types of emotions that I want the audience to feel.

- 10 mins
- 3 Act structure
- 55 x "Wallpaper" slides per deck
- Script: 180 words per min
- Slide transitions av. 11 secs

That's a LOT of work for a 10-minute presentation!

Roughly 100 hours in fact. Which is what the best TED speakers invest in their decks. 10 hours per minute!

Al Gore's 'Truth in 10' breaks many of the rules of traditional presenting, but his objective is not just to teach people climate science, it's to inspire them to ACT. And he's spent so long working on his craft, that he's learned exactly HOW to break the rules in order to make his presentations memorable.

The point of any story is to make people FEEL something. And the point of a purpose-driven story like this one about the climate crisis, is to inspire people to DO something.

Thousands of leaders have been trained so far. If you'd like to be one of them, you can sign up for the next training at **TheClimateRealityProject.org**

At this point in the fight to solve the climate crisis, there are only three questions remaining:

Must we change? Can we change? Will we change?

HISTORY IS AN INFINITELY LARGE NUMBER OF INFINATESIMALLY SMALL THINGS THAT WE ALL DO AND DON'T DO EVERYDAY
Tolstoy

TELL MEANINGFUL STORIES ABOUT THINGS THAT MATTER

Meet people where their values are - NOT where the data is.

MLK did not say "I have a nightmare"

It's time we steered by the stars - And not by the lights of each passing ship

EDUCATION FOCUSES ON ANSWERING QUESTIONS - INSTEAD IT SHOULD QUESTION THE ANSWERS

CONNECT

WITH PEOPLE ON A GUT LEVEL. IF YOU DO, YOU DONT NEED SPECIFIC DETAILS. SPEAK TO PEOPLES HEARTS. OR THEIR STOMACHES - IF YOU DON'T YOU'LL NEVER HAVE ENOUGH DETAILS.

75% MAJOR DECISIONS ARE EMOTIONAL

PEOPLE LISTEN THROUGH THEIR STOMACHES NOT THEIR EARS.

Rudi's Law

Things always take longer to happen than you think they will and then - they happen faster than you ever thought they could.
Dornbusch

START WHERE YOU ARE.
USE WHAT YOU HAVE
DO WHAT YOU CAN....

AL GORE : TRUTH IN 10

Inconvenient Sequel TRUTH TO POWER

110m tons per year

Golden Circle

Make decisions to trust + believe with your heart → Justify with your head afterwards

IRRATIONAL Emotion reaction (LIMBIC) Heart

RATIONAL logic + reason (NEO CORTEX) Head

EMOTIONAL CONNECTION

only 3 questions remain at this point

Earth (HERO) (140 WORDS/MINUTE)

"This is the first picture of the earth fully illuminated that any of us saw. It was taken on the last Apollo mission and it changed the way that humanity thought about our common home"
(COLD OPEN)

NATURAL IMPACT GEOLOGICALLY — COMMERCIAL IMPACT

CADENCE. TONE + SENTIMENT

55 SLIDES / 10 MINS = 1 TRANSITION / 11 SECONDS

MINS 1 2 3 4 5 6 7 8 9 10 (10 MINUTES)

SLIDES 1 5 6 8 10 14 15 20 22 25 28 30 32 35 39 40 44 45 50 55

"1 of the 19 hottest years ever measured since 2001"

+ Greenland 11Tn

JULY new 2019 VIDEO

! SCIENCE STATS SCIENCE STORIES SCIENCE STORY STATS STORIES

1 MUST WE CHANGE?

Humans (VILLAINS)

$175Bn Invisible cost US (2016)

"Climate change is a medical emergency"

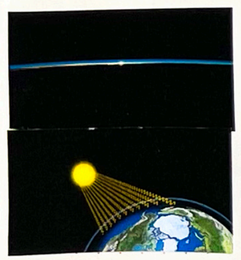
conflicts & obstacles
Aristotle Poetics

So... Must we change?

NEW EVENAE FIGURES

WHOLE WE ARE & WHY

"Climate Change is a Medical Emergency." Professor Hugh Montgomery, Co-Chair, The 2015 Lancet Commission on Health and Climate Change



6th great extinction

5 Walls I can't see

WEF #1 threat to global economy

SOMETIMES YOU NEED TO GET PEOPLE TO DO THE RIGHT THING FOR THE WRONG REASONS

DO WHAT YOU CAN - WITH WHAT YOU HAVE - WHERE YOU ARE. Teddy R.

3. Will we change?

THE WORLD AS IT COULD BE

"We have the solutions at hand" SOLAR

WILL WE CHANGE?

Call to Action!

WIND+SOLAR : SCIENCE — PARIS

WIND

Technology (Enabler)

Good Humans (Redemption story)

Earth (HERO)

(10 MINUTES)

"180+WORDS/MINUTE"

55 SLIDES +3

YES!

There's exciting news...

"Wind could supply 40X more electricity than the entire world actually uses"

"JUST LOOK AT WHAT IS HAPPENING NOW!"

Solar energy is an ever more dramatic story.

Every hour the world gets as much energy from the sun as we need to run the entire global economy for a YEAR!

2 CAN WE CHANGE?

So... Can we change?

2020 = first 5yr review

IF YOU WANT TO OWN AN ISSUE YOU NEED TO NAME IT.
Tom Friedman

We have the solutions at hand...

WALLACE STEVENS + MLK

DR JONATHAN
• Drawdown Circle

VOTE
VOICE
CHOICES

Take the Next Step—See the Movie and Read the Book
TRUTH TO POWER
AL GORE

Solar - best 109X 2018

CTA

TF = "I'm a mean green"

Boardrooms

185

I remember vividly when the civil rights movement first began to pick up steam. We saw Bull Connor turning fire hoses on young African American(s) kids & we asked the older generation WHY it's just & fair to have laws that discriminate on the basis of skin color and when they couldn't answer that question - then the laws began to change.

This movement to solve the climate crisis is in the tradition of every great moral movement that has advanced the cause of humankind. And every single one of them has met with resistance to the point where many of the advocates felt despair & wondered how long is this going to take? Martin Luther King famously answered a question during some of the bleakest hours of the civil rights movement... when asked "How long is this going to take?" — Not long. Because no lie can live forever. How long? Not long because the moral arc of the universe is long but it bends toward Justice. How long? NOT LONG.

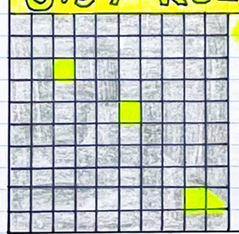
We are very close in this movement. We are very close to the tipping point, beyond which this movement - like the abolition movement, like the women's suffrage movement, like the civil rights movement, like the anti-apartheid movement, like the movement for gay rights is resolved into a choice between right & wrong & because of who we are as human beings the outcome is foreordained.

It is right to save the future for humanity. It's wrong to pollute the earth & destroy the climate balance. It is right to give hope to the future generations. It will not be easy and we too in this movement will encounter a series of "no's." But (great American poet Wallace Stevens....

AFTER THE FINAL "NO" COMES A "YES!"
AND ON THAT YES - THE FUTURE WORLD DEPENDS"

NEVER DOUBT THAT A SMALL THOUGHTFUL GROUP OF COMMITED CITIZENS CAN CHANGE THE WORLD; INDEED, IT IS THE ONLY THING THAT EVER HAS.
Margaret Mead.

3.5% RULE — ERICA CHENOWETH

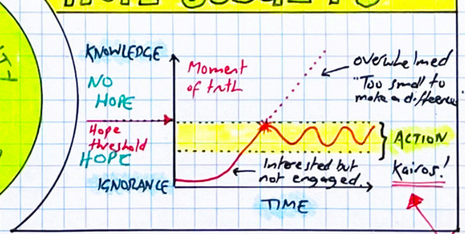


ACTIVE PARTICIPATION FROM 3.5% OF ANY GIVEN GROUP WANTING TO ADVANCE CHANGE BY NON-VIOLENT MEANS CAN INFLUENCE THE OTHER 96.5% TO CHANGE.

CLIMATE REALITY LEADERSHIP CORPS

CIVIL RIGHTS. GAY RIGHTS. CIVIL. #METOO #BLM #FRIDAYSFORFUTURE

HOPE BUDGETS



(The supermoment: we MUST act)

NOONE IS TOO SMALL TO MAKE A DIFFERENCE
Greta.

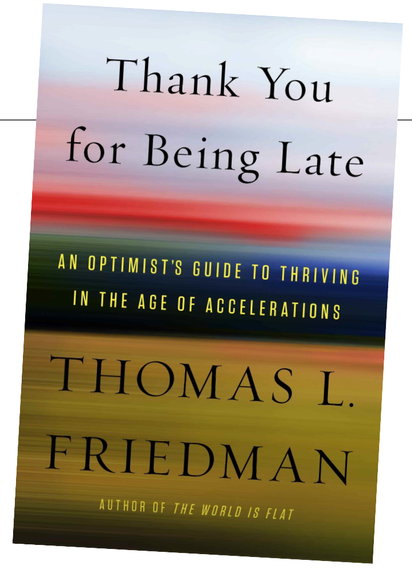
IT'S NO GOOD BEING A CAMPAIGNER IF YOU'RE NOT A GOOD NEIGHBOUR

EVANGELISTS → ACTIVISTS

CAMPAIGNS? CAUSES MOMENTS? MOVEMENTS NUMBERS? NARRATIVES

IF YOU WANT TO CHANGE THE WORLD GO HOME AND LOVE YOUR FAMILY

HEATING & LIGHTING



Thomas Friedman is a three-time Pulitzer Prize winner who is a weekly columnist for The New York Times. He has written extensively on foreign affairs, global trade, the Middle East, globalization, and environmental issues.

I met him earlier in 2019 at a training session with Al Gore for the Climate Reality Leadership Corps. Under his name on his business card, instead of giving his job title it just says “Heating & Lighting”, which does what any good business card is supposed to do; it sparks a conversation and makes you ask why?

Search YouTube for “**How to Write an Op-Ed for the New York Times**” for the answer. You won’t be disappointed.

Friedman’s book "*Thank You for Being Late*" is the best book I read in 2019. I've since read it twice again. So I made some time to review my notes and turn them into a simple one-pager.

It's such an excellent read if you've not found the time or come across it already. It talks about how long before COVID-19 we were already overwhelmed and in the middle of not one, not two, but THREE major crises. (Globalisation, technology and climate change). The way that Tom Friedman thoughtfully explores the crisis of "Markets, "Moore's Law" and "Mother Nature" shows you exactly why he has 3 Pulitzer prizes to his name.

Friedman inspired me to name “*Communications Thinking*” because he told me that if you want to own something you need to name it. It’s a process that I created at IBM but before I met Tom it didn’t have a name. Years later, I can’t think him enough because I am often introduced as the guy who invented “Communications Thinking”. I didn’t really invent it. I just curated some good frameworks and re-mixed them for business. But that’s missing the point. Tom helped me to become a little bit more memorable. Just like his business card.

Put *Thank You For Being Late* on your reading list. You won't be disappointed.

1

HEATING & LIGHTING BUSINESS

(Provoking a emotional reaction)

(Illuminating something "I didn't know that...")

DIGNITY ! ! ! ! ! ! ! ! ! ! HUMILIATION

HOPE BUDGETS

+ INTERESTED — ACT — OVERWHELMED — VOTE/VOICE/CHOICE

- INFORMATION

Given/Taught — Learned/Received

4/5 + 75%

SOME IS WAY...

★ S.T.A.R (Awareness)

MOMENT of TRUTH (consideration)

ACTION

KAIROS

"A supreme moment at which one simply must act, however implausible or inconvenient"

OPINION WRITING = THOUGHT LEADERSHIP?

3

TO PRODUCE HEAT & LIGHT NEED 3 CHEMICALS

Provoke a Reaction

Formula 2

1 WHAT IS YOUR VALVE SET?
- what are the principles & ideals you are trying to push into the world as a professional

2 HOW DO YOU THINK THE MACHINE WORKS?
- what are the biggest forces shaping more things, in more places, in more ways & more days?

3 WHAT HAVE YOU LEARNED ABOUT PEOPLE & CULTURE?
- How does the machine affect people and culture & (vice versa)

SUNDAY 9th FEB 2

GOD ALWAYS FORGIVES.
→ MAN OFTEN FORGIVES.
→ NATURE NEVER FORGIVES

"We're in the middle of 3 Non-linear Accelerations all happening at the same time!"

(3 climate changed crisis) (with the 3 largest forces on the planet)

TALKS @ GOOGLE

44:22

THANK YOU FOR BEING LATE

ACT I

Thanks for being late 10m — AYELE — HEAT + LIGHT — 3M — Moore's Law — Google X Acceleration — 2nd Half of Book — Moderated — Golden Rule (S.T.A.R) — NOT AN OPTIMIST OR A RESIGNIST → I BELIEVE IN APPLIED HOPE

AT+T — AI/IA "Life long learning" — WAR "1 person could kill everyone" — Today 1 person can fix everything

0:00 5:00 10:00 15:00 20:00 25:00 30:00 35:00 40:00 46:00

5 2007 — South Carolina confederate Flag — Is God in cyberspace? — GODLIKE GOOGLE — Minneapolis — Inclusion — Stand on your head if you want to be an optimist in UK today - because world looks better from the bottom up

STORIES

Ayele	4:00
Google X	5:00
S. Carolina	2:00
AT+T	3:00
Moderated	2:00
Minneapolis	

CONCEPTS

Heat + Light MJ
Golden Rule + Godlike

9 WAYS to WRITE a COLUMN

I I DIDN'T KNOW, WHO KNEW?
II I NEVER LOOKED AT IT THAT WAY
III YOU SAID EXACTLY HOW I FELT BUT DIDN'T KNOW HOW TO SAY IT
IV I HATE YOU
V YOU MADE ME LAUGH or CRY
VI AS YOU SAID BEFORE
VII YOU CHALLENGED ME & DISAPPOINTED ME
VIII I KNEW WHAT YOU WERE GOING TO SAY FROM YOUR BYLINE
IX I BET THAT COLUMN DIDN'T TAKE VERY LONG TO WRITE!

"Thank you for being late"
↓
When you press the pause button on a computer it stops
II but when you press the pause button on a human they START

WHAT MATTERS MOST IS WHAT YOU DO IN THE PAUSE

Ralph Waldo Emerson

- NEWS → Informs — INFORM/EDU
- OPINION → Provokes — INSPIRE/ENT stoking up an emotion

"I'm a translator from ENGLISH to ENGLISH"

TOM FRIEDMAN

(These 3 accelerations are all interconnected)

GLOBALISATION — TECHNOLOGY — CLIMATE CHANGE

"Markets"

Digitisation - not contained on ships → on a graph looks like a hockey stick

Pop'n — Energy use — Tetra bits — Transportation Tourism

2B in 10K years → Now 9Bn in next 2 years

The Trajectory of the Anthropocene: THE GREAT ACCELERATION

1950

CHAOS unstructured → ORDER structured

* Arab spring → climate & food shortage
* Russia/Ukraine Grain & Food systems

REMEMBER IN CHINA WHEN YOU ARE ONE IN A MILLION THERE ARE 1,300 OTHER PEOPLE JUST LIKE YOU

4 "Moore's Law"

1965 Gordon Moore Intel co-founder = speed microchips 2X every 24 months @ same cost = True 55 years

1971 VW Beetle what if improved at same rate as microchips?
- 300,000 mpl
- 2m mpg
- cost 4 cents!
1 tank = lifetime

6

(Google X Astro Teller)

RATE of CHANGE — Humans — Tech — TIME → — Time Velocity speed (Jk III)

JOHN KELLY III

0-60mph in seconds exciting but exhilarating & you wouldn't want to take a whole trip like that.

SURVIVAL OF FASTEST

Exponential growth on a finite planet doesn't work

"Mother Nature"

Biodiversity loss/environment & population growth

- 420ppm CO2 = last time was 3M years ago + sea levels were 20M higher & beech trees grew in Antarctica
- 90% coral reefs gone (2°C)
- Bangladesh = 50M-150M climate refugees
- 18/19 Lowest since 2001
- 2018/19 Polar vortex split
- co2/temp projections + Keeling

PROJECT DRAWDOWN

People probs not tech
Subsidies 360x for fossil fuels
=
! REMOVE OBSTICLES !

Mean green
Not in your chatroom!

BE MORE EXXON!

World Population Growth Through History

Bn People — An Existential Threat! — 2-5m 7 6 5 4 3 2 1 AD 1000 2025

MOORE'S LAW IS DEAD?
(once a year write about)

This PPT is probably running on an Intel 14 nanometre chip with 37.5m transistors per sq/mm
↓
Intel recently began shipping a 100 nanometre chip which has 100M transistors per sq/mm
=
Moore's law still in action.

In real terms → 14 → 100 nanometre is difference between a self driving car that needs the boot to contain the brains & a small box under your seat

"COMBINE A BUSINESS SCHOOL BRAIN WITH A SOCIAL WORKERS HEART"

NO ONE IS TOO SMALL TO MAKE A DIFFERENCE!

HOW TO SAVE $14 BILLION & 40Bn POUNDS OF CO2 FROM GOING INTO SKY

NOAH HOROWITZ "Energy star" IBM #1 corporate

Engineer in SF
Just wanted to make vending machines work better.
Refrigeration - dedicate life = WELL SPENT!
1:100 Vending machine: Americas
Powered all day + in winter
IoT - Power at night + auto in winter
3m in USA powered constantly
Manufacturers not interest = £ to "owner of wall"
NOW
Coke + Pepsi adopted his method + have saved 5Bn kw/hours a year - Fridges in 10m homes

THE STONE AGE DIDN'T END BECAUSE WE RAN OUT OF STONES.

To protect the planet protect the poles.

Lives are changed when people connect
Life is changed when everything is connected
QUALCOMM!

2007

Single biggest inflection point in human history in terms of technology since Gutenberg?
And we completely missed it because of 2008

YOU WIN ____ BY CONNECTING WITH PEOPLES GUT INSTINCTS & ASPIRATIONS → STOMACHS & EARS

Don't need data — No amount of data

YOU WIN WITH A CONCEPT

MY FAVORITE RENEWABLE FUEL IS - AN ECO-SYSTEM FOR INNOVATION

YOU'LL KNOW THE GREEN REVOLUTION HAS BEEN WON WHEN THE WORD "GREEN" DISAPPEARS

- PESSIMISTS ARE USUALLY RIGHT AND OPTIMISTS ARE USUALLY WRONG - BUT ALL THE GREAT CHANGES
+ HAVE BEEN ACCOMPLISHED BY OPTIMISTS

MAYFLOWER x CLIMATE ~~KEYNOTE~~ ASSEMBLY

IF YOU WANT TO SPEAK TO CEO'S, LEARN HOW TO SPEAK TO 6-YEAR OLDS! Here's some rules I stick to when speaking to difficult audiences. Not too long ago I was set a mission to give a primary school assembly on ocean science and emerging technology. I approached my mission the same way I would speaking to a C-suite audience because many of the "rules" I use seem just as relevant in the boardroom as they are in a classroom. They might even help you present to your next audience, whether they're 6 or 60!

🎁 **Your Audience Wants PRESENTS Not Presentations.**

All the best people get nervous before giving an important present(ation). But imagine your next presentation is a gift. Everyone enjoys giving and most people enjoy receiving. It's a mindset. Audiences will be a lot more forgiving than you think, especially if you mess up in front of them. Just get back on track quickly and make sure they're still with you.

📖 **Your Audience Wants STORIES Not Statistics.**

Audiences listen with HEARTS not just their EARs. You can give some people all the data in the world, but they still won't believe you, they might not understand it, or they'll just question your methodology. Stories are far more memorable. Just make sure you know every statistic behind your story when they question you.

👩🏽 **Your Audience Wants To See YOU Not Your Slides.**

Despite what you may think, most important high-level presentations don't need slides. But if you're going to use them, treat them like wallpaper. The less words the better. No words is best.

💇🏽‍♀️ **Turn Your Presentation Into a PERFORMANCE.**

All the best speeches have a musicality to them. They speed up & slow down. They get loud and go quiet. Use props. Mute that video and give a voice over instead. Vary the frequency of slide transitions. Make a black screen your friend. Dress well. Use good quotes. Take dramatic pauses. Smile a lot.

⏳ **Your Audience Won't CONCENTRATE For As Long As You Think.**

They will make an initial judgement about you in <5 seconds. They'll then give you 75-seconds to make your case. And then their attention will wane at 6-minutes. JFK once said if you speak for longer than 12-minutes, the audience will be thinking about food or sex. He was probably right.

⏰ **Your Audience Can Tell If You've Not PREPARED.**

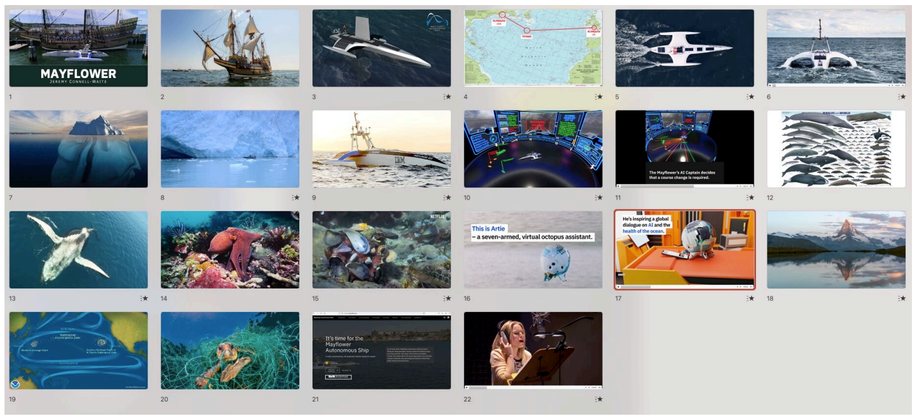
Tech often breaks. Timing moves. Stage and seat layouts are not where you expect... Audiences need wee breaks (whether they're 6 or 60!)... You might get heckled... You might lose your notes... The auto-cue fails... You get the idea. **DON'T PRACTICE YOUR PRESENTATION UNTIL YOU GET IT RIGHT, PRACTICE UNTIL YOU CAN NEVER GET IT WRONG**

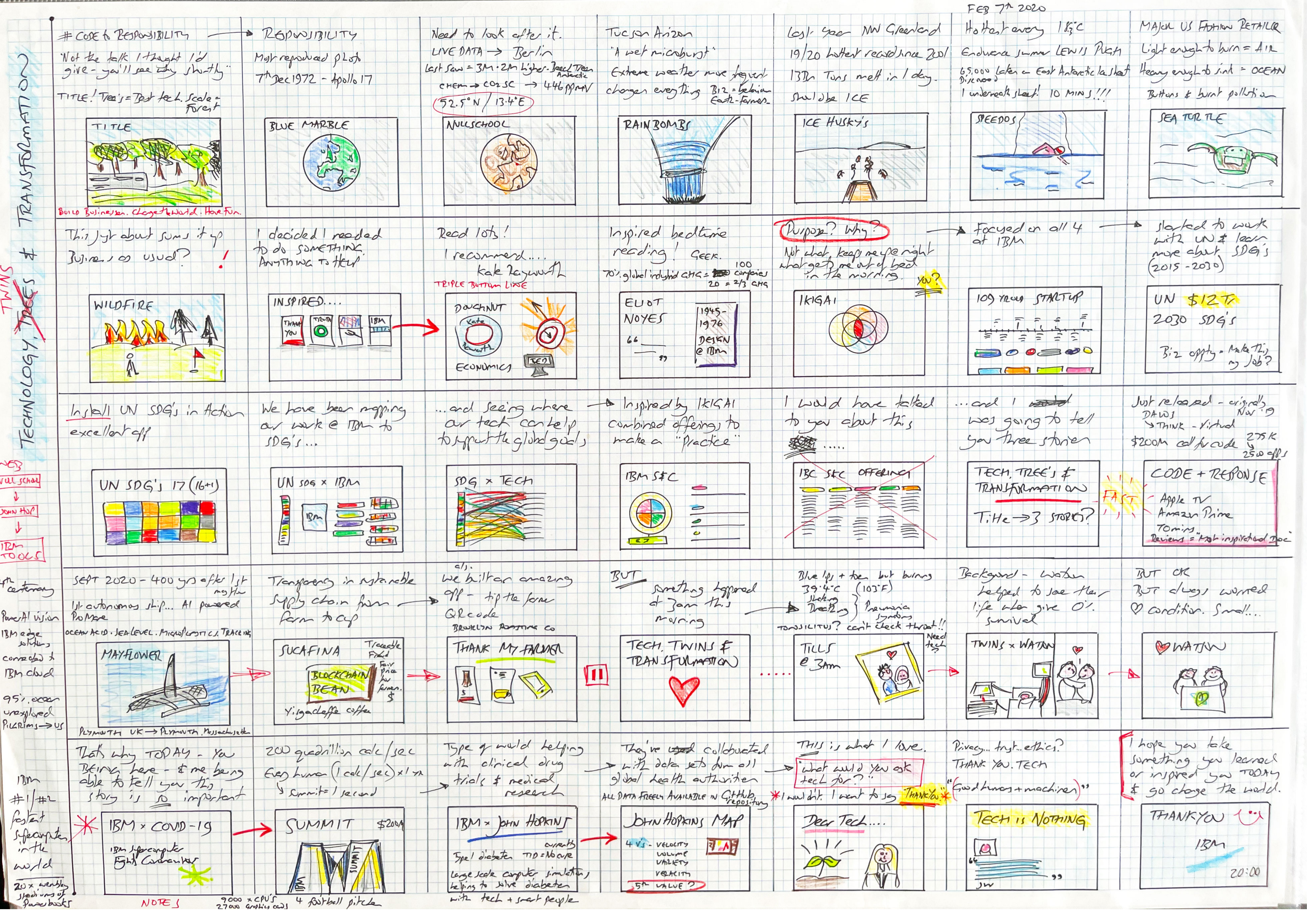
❤️ **If You Want Your Audience to DO Something You Need to Make Them FEEL Something.**

Important presentations are tough. Especially mission-critical ones where you want them to act. You want to tick EVERY box, show EVERY asset and share EVERY statistic. But less IS always more. You just need to know what "more" is! Because at the end of the day YOUR AUDIENCE IS NOT PERSUADED BY WHAT YOU SAY, BUT BY WHAT THEY UNDERSTAND!

Now it's up to you...

Go and tell stories that matter. 💚🌎





TECHNOLOGY, TWINS & TRANSFORMATION
CODE to RESPONSIBILITY
"Not the talk I thought I'd give - you'll see why shortly"
TITLE
Build Businesses. Change the World. Have Fun.
RESPONSIBILITY
Most reproduced photo
7th Dec 1972 - Apollo 17
BLUE MARBLE
Need to look after it.
LIVE DATA → Berlin
52.5°N / 13.4°E
NULLSCHOOL
Tucson Arizona
"A wet microburst"
Extreme weather more frequent
RAINBOMBS
Last year NW Greenland
19/20 hottest record since 2001
Should be ICE
ICE HUSKY's
FEB 7th 2020
Hottest ever 18°C
Endurance swimmer LEWIS PUGH
10 MINS!!!
SPEEDOS
MAJOR US FASHION RETAILER
Light enough to burn = AIR
Heavy enough to sink = OCEAN
Buttons & burnt pollution
SEA TURTLE
This just about sums it up
Business as usual?
WILDFIRE
I decided I needed to do SOMETHING. ANYTHING TO HELP
INSPIRED....
Read lots!
I recommend....
Kate Raworth
TRIPLE BOTTOM LINE
DOUGHNUT ECONOMICS
Inspired bedtime reading! GEEK.
ELIOT NOYES
1945-1976 DESIGN @ IBM
Purpose? Why?
IKIGAI
Focused on all 4 at IBM
109 YEAR OLD STARTUP
Started to work with UN & learn more about SDG's (2015-2030)
UN $12 Tr 2030 SDG's
Install UN SDG's in Action excellent app
UN SDG's 17 (16+1)
We have been mapping our work @ IBM to SDG's...
UN SDG × IBM
...and seeing where our tech can help to support the global goals
SDG × TECH
Inspired by IKIGAI combined offerings to make a "Practice"
IBM S&C
I would have talked to you about this
IBC S&C OFFERING
...and I was going to tell you three stories
TECH, TREE's & TRANSFORMATION
Title → 3 STORIES?
FAST
Just released
CODE + RESPONSE
Apple TV
Amazon Prime
SEPT 2020 - 400 yrs after 1st
MAYFLOWER
PLYMOUTH UK → PLYMOUTH Massachusetts
Transparency in sustainable supply chain from farm to cup
SUCAFINA
BLOCKCHAIN BEAN
We built an amazing app - tip the farmer
QR code
THANK MY FARMER
BUT
Something happened at 3am this morning
TECH, TWINS & TRANSFORMATION
TILLS @ 3am
TONSILITUS? can't check throat!!
TWINS × WATSON
BUT OK
WATSON
That's why TODAY - You Being here - & me being able to tell you this story is SO important
IBM × COVID-19
200 quadrillion calc/sec
SUMMIT
Type of world helping with clinical drug trials & medical research
IBM × JOHN HOPKINS
They've collaborated with data sets from all global health authorities
ALL DATA FREELY AVAILABLE IN GitHub
JOHN HOPKINS MAP
4 V's - VELOCITY VOLUME VARIETY VERACITY
5th VALUE?
THIS is what I love.
"What would you ask tech for?"
Dear Tech....
Privacy... trust... ethics?
THANK YOU. TECH
TECH is NOTHING
I hope you take something you learned or inspired you TODAY & go change the world.
THANK YOU
IBM
20:00
NOTES

CARL SAGAN

The BEST STORIES do 6 things really well: They **INSPIRE, INFORM, ENTERTAIN, EDUCATE, CHALLENGE & SOLVE PROBLEMS.** The best communicators vary the levels of those 6 elements depending upon what they want their audience to FEEL and what they would like them to DO afterwards.

I've been studying the great science communicator Carl Sagan this weekend, in preparation for a seminar I'm giving to business leaders about Quantum Computing. Carl's career focused around educating mass audiences about the promise and power of science and technology. I studied different presentations he gave to 6 different audiences; University students, CEO's in business schools, TV audiences, casual readers, scientists and politicians.

After studying many speeches, lectures and TV shows, I noticed that even though he had a similar educational MISSION for each audience, he generally had a different THEME for each one.

Need to inspire a TV audience? Create empathy.

Educating politicians in Congress about Climate Change? Make sure to spark action so that they actually DO something...

I tried to simplify everything I learned from Carl onto this simple one pager so that I can remember it and apply it myself. It might help you to prepare for your next difficult presentation?

I boiled Carl's advice down into **6 QUESTIONS** you can ask yourself if you want to become a better communicator:

📖 **Is this a story ONLY you can tell?**

😳 **How can you SURPRISE your audience?**

🤷‍♂️ **What important TRUTH do most people disagree with you on?**

🔭 **What big PROBLEM are you solving?**

🌍 **What KNOWLEDGE are you giving your audience as a gift?**

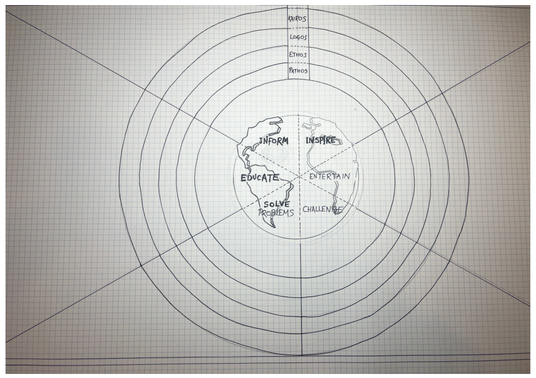
🗺️ **Why should your AUDIENCE do what you ask?**

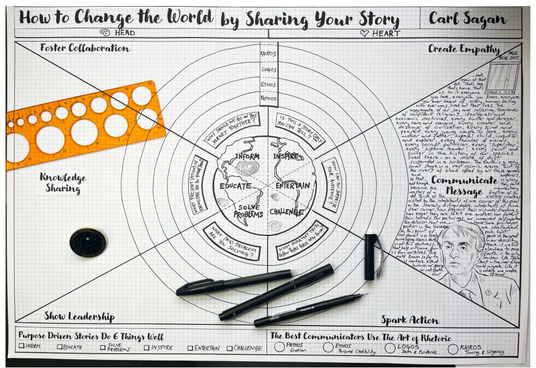
Like many great speakers, Carl viewed his **PRESENT-ations** as "presents" for his audience. (Chris Anderson teaches this concept at TED). Think of your talk as a gift an audience would enjoy receiving, so that they FEEL something and might be compelled to DO what you ask.

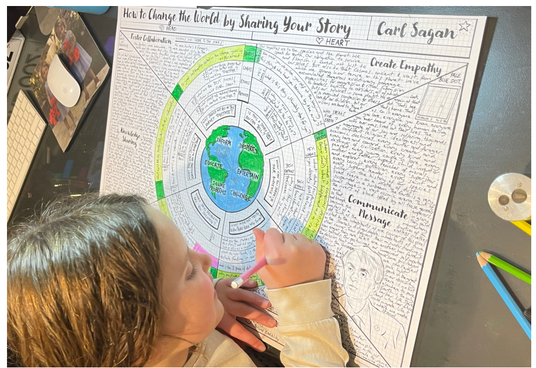
Carl was also brilliant because he used the art of RHETORIC when he spoke. He combined information and inspiration effortlessly. He gave technical/educational talks but made sure they were always entertaining. Each of his presentations featured some element of PATHOS (an emotional argument), ETHOS (a personal argument), LOGOS (a data-driven argument) and KAIROS (good timing and a sense of urgency).

Rhetoric has a bad reputation (mostly because of how politicians abuse it). It isn't studied anywhere near enough today but it should be, because if you want to be a great communicator (in business or science), rhetoric is as relevant for you as it was to Carl Sagan and Aristotle. It isn't complicated to learn, it just takes a little practice to do it well.

So the next time you are presenting something important where you need your audience to act (especially if you need to simplify a complicated topic), remember to include just the right amount of EMOTION (Pathos), AUTHORITY (Ethos), DATA (Logos) and URGENCY (Kairos) and you won't go far wrong.







How to Change the World by Sharing Your Story

Carl Sagan

HEAD — HEART

A WAY OF THINKING

Foster Collaboration

It's not that pseudoscience and superstition and new age so called beliefs & fundamentalist zealotry are something new - they've been with us for as long as we've been human BUT we live in an age based on science & technology with formidable technological powers. Science & technology are propelling us forward at accelerating rates. That's right - and if we don't understand it - by we I mean the general public - if it's something that "Oh, I'm not good at that. I don't know anything about it - then who is making all the decisions about science & technology that are going to determine what kind of future our children live in? WHAT'S THE DANGER OF ALL THIS? I mean this is not the thing - it's two kinds of things - 1) we've arranged societies based on science & technology in which nobody understands anything about science & technology. And this combustible mixture of ignorance & power sooner or later is going to blow up in our faces. 2) I'm worried about this because science is more than a body of knowledge. It's a WAY of THINKING. A way of skeptically interrogating the universe with a fine understanding of the human fallability. If we're not able to ask skeptical questions to interrogate those who tell us that something is TRUE. To be skeptical of those in authority - then we're up for grabs for the next charlatan, political or religious, who comes gambling along. It's a thing that Jefferson laid great stress on. It wasn't enough, he said, "to inshrine some rights in a constitution or a bill of rights - the people had to be EDUCATED & they have to practice their skepticism & education - otherwise we don't run the government. The government runs us. You see, people read stock market quotations and financial pages. Look how complex that is. People are able to look at sports statistics. Look how many people can do that. Understanding science is not more difficult than that.

COSMOS S1:E1 "LADDER TO THE STARS"

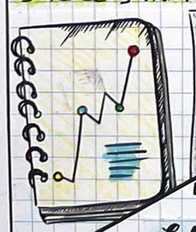
We were hunters & foragers. The frontiers were everywhere. We were bounded only by the earth and the ocean and sky. The open road still softly calls like a nearly forgotten song of childhood. For all our failings, despite our limitations & fallibilities, we humans are capable of GREATNESS. How far will our nomadic species have wandered by the end of the next century? And the next millennium? Together we can.....

Knowledge Sharing

MIT 1987 - SLOAN "SUPPOSE WE WERE SMART..."

Suppose that we were smart & started limiting the use of fossil fuels - made massive investments in alternative energy sources - solar power & ultimately fusion power - thermonuclear reactions. What would the consequences be? Well we suppose that US & Soviet Union in 30 years (not out of the question) had economically viable fusion reactors and replaced their entire fossil fuel economies despite enormous resistance from fossil fuel corporations. Then everything would be fine. EVERYTHING WOULD NOT BE FINE....

Show Leadership

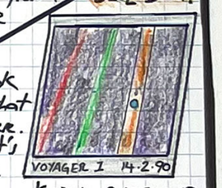


Create Empathy

Our loyalties are to the species and the planet. We speak for earth. Our obligation to survive and flourish is owed, not just to ourselves, BUT also to that Cosmos, ancient & vast, from which we sprang. In our tenure on this planet we've accumulated dangerous evolutionary baggage, propensities for aggression & ritual, submission to leaders, hostility to outsiders, all of which puts our survival in some doubt. We've also acquired compassion for others, love for our children... but our visions are bound to Planet Earth.....

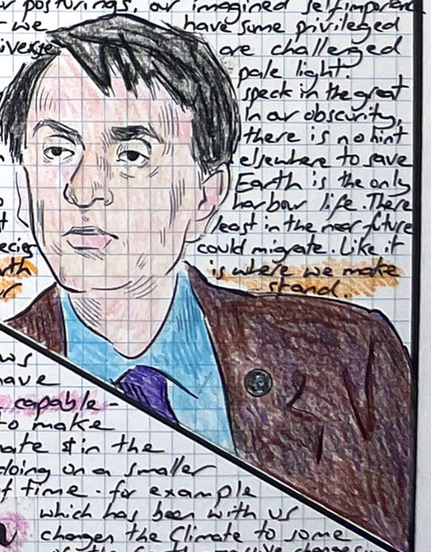
WHO SPEAKS FOR EARTH?

PALE BLUE DOT.



... Look again at that dot. That's here. that's home. That's us. On it everyone you love, everyone you know, everyone you ever heard of, every human being who ever was, lived out their lives. The aggregate of our joy and suffering, thousands of confident religions, ideologies, and economic doctrines, every hunter and forager, every hero and coward, every creator and destroyer of civilization, every king and peasant, every young couple in love, every mother and father, hopeful child, inventor and explorer, every teacher of morals, every corrupt politician, every "superstar", every "supreme leader", every saint and sinner in the history of our species lived there - on a mote of dust suspended in a sunbeam. The Earth is a very small stage in a vast cosmic arena. Think of the rivers of blood spilled by all those generals and emperors, so that, in glory and triumph, they could become the masters of a momentary fraction of an endless cruelties dot. Think of the visited by the inhabitants of one corner of this pixel on the scarcely distinguishable inhabitants of some other corner, how frequent their misunderstandings, how eager they are to kill one another, how fervent their hatreds. Our posturings, our imagined self-importance, the delusion that we have some privileged position in the Universe, are challenged by this point of pale light. Our planet is a lonely speck in the great enveloping cosmic dark. In our obscurity, in all this vastness, there is no hint that help will come from elsewhere to save us from ourselves. The Earth is the only world known so far to harbor life. There is nowhere else, at least in the near future, to which our species could migrate. Like it or not Earth is where we make our stand.

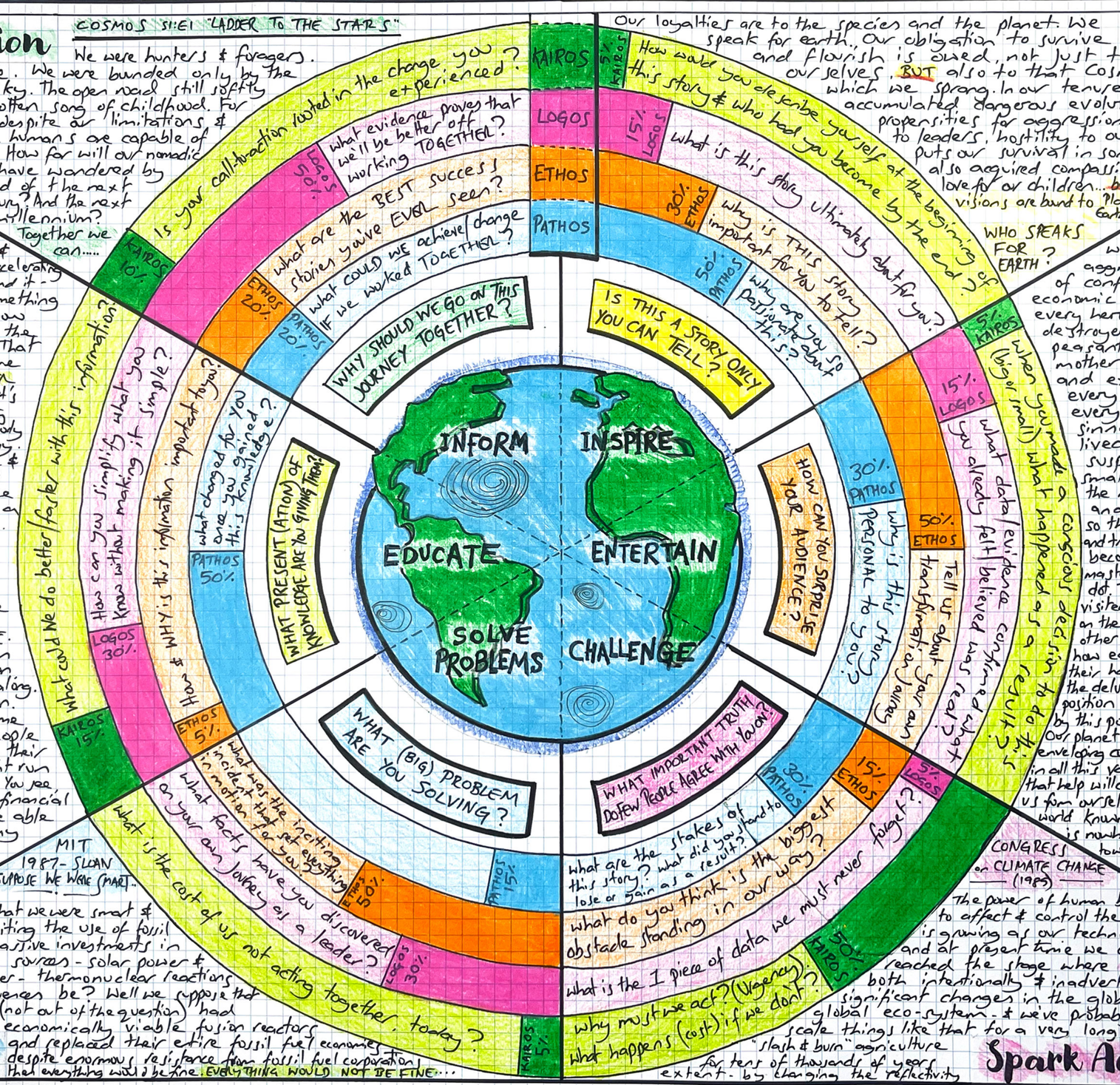
Communicate Message



CONGRESS on CLIMATE CHANGE — (1985)

The power of human beings to affect & control the environment is growing as our technology grows and at present time we clearly have reached the stage where we are capable - both intentionally & inadvertently to make significant changes in the global climate & in the global eco-system - & we've probably been doing on a smaller scale things like that for a very long period of time - for example "slash & burn" agriculture which has been with us for tens of thousands of years changes the climate to some extent - by changing the reflectivity of the Earth - massive changes....

Spark Action



Purpose Driven Stories Do 6 Things Well

INFORM — EDUCATE — SOLVE PROBLEMS — INSPIRE — ENTERTAIN — CHALLENGE

The Best Communicators Use The Art of Rhetoric

- PATHOS — Emotion
- ETHOS — Personal Credibility
- LOGOS — Data & Evidence
- KAIROS — Timing & Urgency

COSMOS TV — A New Way of Thinking — "Suppose we were smart..." — Who speaks for earth? — Pale Blue Dot — Congress Speech

PROGRESS

We spend so much time discussing how **BAD** things are, that we don't take enough time talking about how **GOOD** other things are...

I spend a lot of time with business leaders who talk about **CHANG**E. Davos is full of them at the moment. But what leaders should really be talking about is **PROGRESS**.

Change is easy. It happens by itself. The laws of science and nature are often in charge. And not all change is good or for the better.

Progress on the other hand – the form of innovation practiced consciously by human beings – is deliberate and difficult. It pushes things forward and makes them better.

At IBM our 'purpose' is to try and "be the catalysts that make the world work better". I've always loved that line. Everyone should adopt that mantra. Not just IBMers.

Of course there is still much to do. Our finite planet is struggling to sustain exponential growth. But the fact that we know this, and we mostly have the solutions at hand (and know what we *should* do with them), is at least one reason to be optimistic.

I love that The Earthshot Prize was founded on the concept that "**URGENCY + OPTIMISM = ACTION**". That's a great equation to advance progress if ever there was one.

(Urgency + Pessimism just doesn't get the job done).

Think about what has radically reduced over the last 2 decades? Water use, travel and car ownership, metals and paper use, cement use and meat eating...

Since 1990 child mortality has halved, extreme poverty has fallen dramatically, maternal mortality has declined by 43% and life expectancy is up 6 years.

I could go on but you can google the rest.

My point is that we should remain optimistic and hopeful because we know that humans CAN change their ways. We do it constantly, and often for the better.

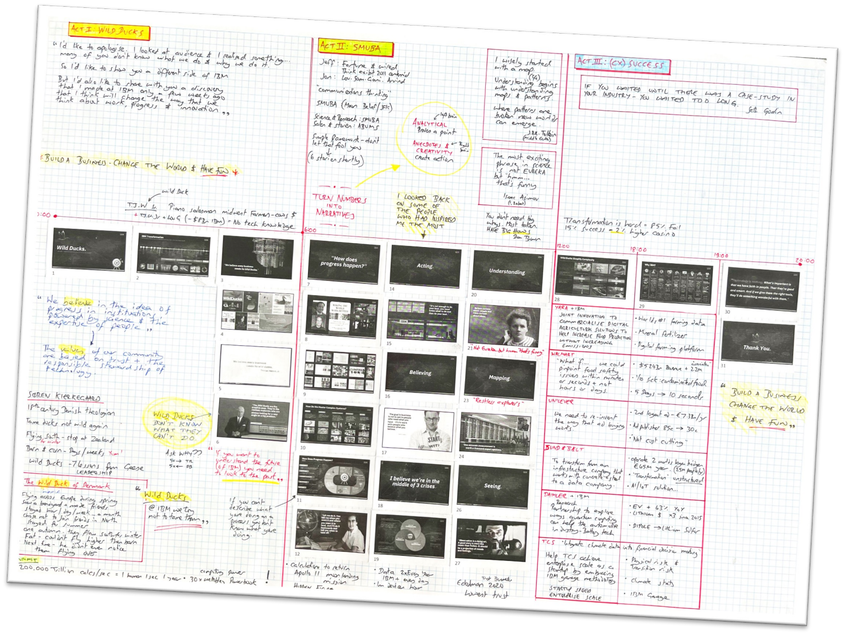
Nobody a generation ago would have imagined that many of us would now live in a world without a constant fog of tobacco smoke, where drink-driving is banned and where same-sex relationships are celebrated in many places.

But we do, because we have chosen to. And sometimes we change quite suddenly because like nature, humans too have "tipping points".

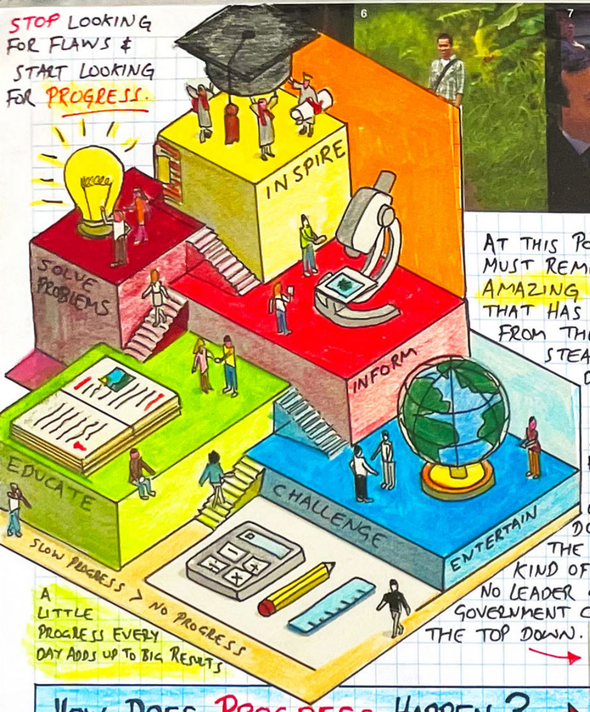
It doesn't always feel like it, but maybe pin the words of economist Rudi Dornbusch to your desk for the next time you're feeling down or overwhelmed. (Rudi studied the 'law of hockey sticks').

"Things take longer to happen than you think they will and then they happen faster than you think they will".

Stay hopeful everyone. 💚🌎



STOP LOOKING FOR FLAWS & START LOOKING FOR PROGRESS.



A LITTLE PROGRESS EVERY DAY ADDS UP TO BIG RESULTS

AT THIS POINT IN TIME, WE MUST REMEMBER THE AMAZING PROGRESS THAT HAS RESULTED FROM THE SLOW, STEADY, SPONTANEOUS DEVELOPMENT OF MILLIONS OF PEOPLE WHO WERE GIVEN THE FREEDOM TO IMPROVE THEIR OWN LIVES & IN DOING SO, IMPROVED THE WORLD. IT IS A KIND OF PROGRESS THAT NO LEADER OR INSTITUTION OR GOVERNMENT CAN IMPOSE FROM THE TOP DOWN.

THE GOOD OLD DAYS ARE NOW

Nothing is more responsible for the good old days than a bad memory.

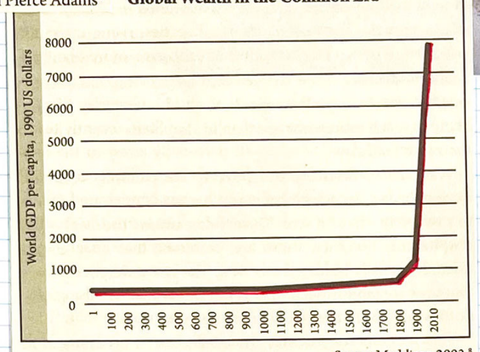
Franklin Pierce Adams[1]

EXTREME POVERTY
The world's population living on less than $1.90 a day has dropped from 35% in 1987 to under 11%.

HUNGER
The vast majority of earth has seen malnutrition drop by 25% - 49% between 2000 & 2017 with countries such as Brazil + China dropping by over 50%.

It is surely humanity's greatest achievement. If we looked around at the world's development more often, we would see proof of our abilities every day.

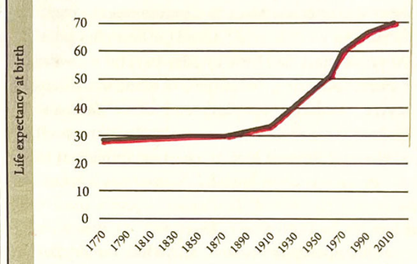
Global Wealth in the Common Era



Source: Maddison 2003.[8]

LIFE EXPECTANCY

Life Expectancy 1770–2010



The main fuel to speed the world's progress is our stock of knowledge; the brakes are our lack of imagination and unsound social regulations of these activities. The ultimate resource is people – especially skilled, spirited, and hopeful young people endowed with liberty – who will exert their wills and imaginations for their own benefits, and so inevitably they will benefit the rest of us as well.

Julian Simon[1]

LIFE EXPECTANCY
Has increased by more than 6 years since 1990 & in the poorer countries in Africa & Asia life expectancy has risen dramatically but is still 16.3 years SHORTER than anywhere in Europe (but the gap is closing).

So in the face of overwhelming odds, I'm left with only one option: I'm going to have to science the shit out of this.

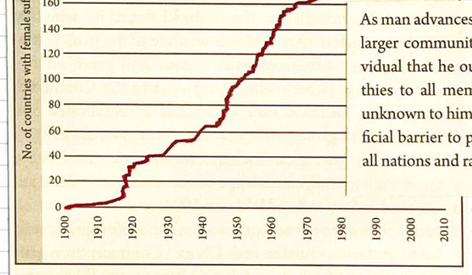
Matt Damon in *The Martian*

"Never doubt that a small thoughtful group of committed citizens can change the world. Why? It's the only thing that ever has."
Margaret Mead

AFTER THE FINAL NO COMES A YES, & ON THAT YES THE FUTURE WORLD DEPENDS
Wallace Stevens

EQUALITY

Women's Right to Vote



Source: The Moral Arc, Michael Shermer, 2015

History is little else than a tableau of human crimes and misfortunes.

Voltaire[1]

NO ONE IS TOO SMALL TO MAKE A DIFFERENCE Greta

As man advances in civilization, and small tribes are united into larger communities, the simplest reason would tell each individual that he ought to extend his social instincts and sympathies to all members of the same nation, though personally unknown to him. This point once reached, there is only an artificial barrier to prevent his sympathies extending to all men of all nations and races.

Charles Darwin[1]

CHILD LABOUR
Has been reduced by 40% between 2000 - 2016. Still too high. But progress...

CHILD MORTALITY
Has fallen by more than half since 1990. In 1990 17% of children in Africa died before their 5th birthday. Today that is dropping below 8%.

INFORMATION TECHNOLOGY LITERALLY CHANGES THE WAY WE THINK. IT MOVES AHEAD, SHOWING US WHAT'S POSSIBLE & FREEING OUR MINDS TO DREAM OF WHAT WE CAN DO NEXT... THE DREAMS INSPIRE US TO BUILD BETTER TECHNOLOGY, WHICH IN TURN UNLEASHES NEW IDEAS ABOUT WHAT TECHNOLOGY CAN DO... GOOD HUMANS + MACHINES

"WE ASK TOO MUCH OF TECHNOLOGY AND NOT ENOUGH OF OURSELVES."

PROGRESS REQUIRES PUTTING WILL & WISDOM TO WORK.

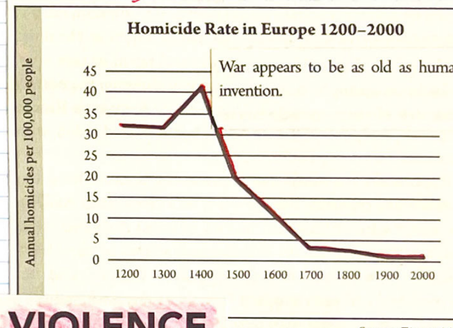
THERE'S MORE TO LIFE THAN INCREASING ITS SPEED

Gandhi

ENERGY Renewable energy (esp. solar) is now the world's cheapest form of energy

VIOLENCE

Homicide Rate in Europe 1200–2000



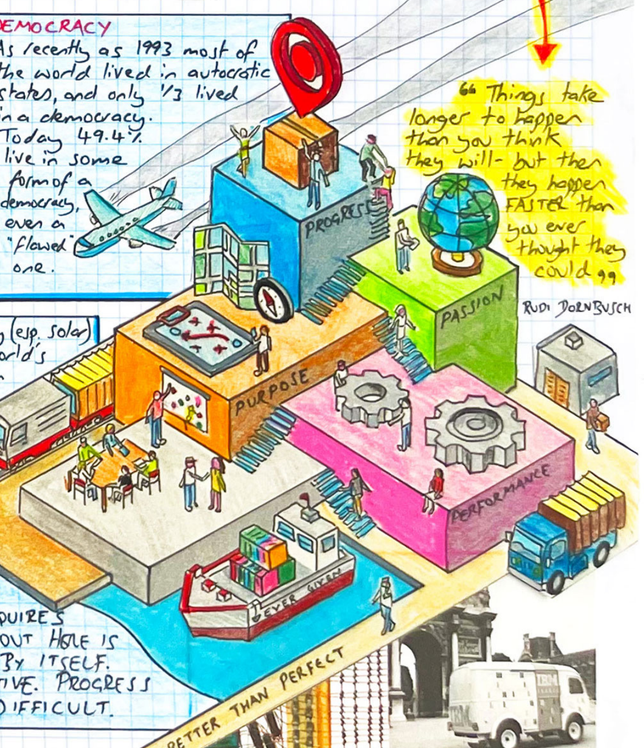
War appears to be as old as humanity, but peace is a modern invention.

Henry Maine, 1875[1]

3.5% of any given group can influence everyone else to CHANGE
(Erica Chenoweth's 3.5% Rule)

DEMOCRACY
As recently as 1993 most of the world lived in autocratic states, and only 1/3 lived in a democracy. Today 49.4% live in some form of a democracy, even a "flawed" one.

"Things take longer to happen than you think they will - but then they happen FASTER than you ever thought they could."
Rudi Dornbusch



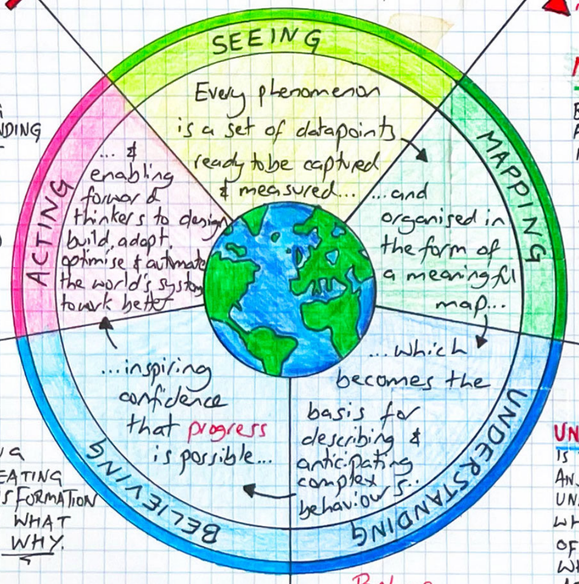
HOW DOES PROGRESS HAPPEN? → SMUBA

Action is the foundational key to all success

observation is a dying art.

SEEING
IS ABOUT EMPLOYING ALL AVAILABLE METHODS TO COLLECT DATA ABOUT A PROJECT / MISSION

Understand life begins with understanding maps & patterns. Where patterns are broken, new worlds can emerge



ACTING
REQUIRES TURNING BELIEF & UNDERSTANDING INTO ACTIONS THAT POSITIVELY IMPACT PERFORMANCE (€) PEOPLE (NPS+) & THE PLANET (SDG's)

MAPPING
BUT WITHOUT CONTEXT ALL DATA IS JUST NOISE. A MAP SHOWS WHEN, WHERE & HOW SOMETHING HAPPENS.

BELIEVING
IS ABOUT TRUSTING THE DATA & CREATING A VISION OF TRANSFORMATION BASED UPON THE WHAT THE HOW & THE WHY.

UNDERSTANDING
IS THE QUEST TO ANSWER "WHY?" UNDERSTANDING IS WHERE ENTIRE FIELDS OF SCIENCE RESIDE - WHERE NOBEL PRIZES ARE WON & WHERE URGENCY IS BORN.

The goal in business is NOT to sell to people who need what you have - it is to work with people who BELIEVE what you BELIEVE

People are persuaded not by what you say but by what they UNDERSTAND.

MAKING THE WORLD WORK BETTER IS ABOUT UNTANGLING & MANAGING COMPLEXITY. DOING SO REQUIRES SERIOUS SCIENCE - BUT CURIOSITY & EXPERIMENTATION AREN'T ENOUGH. SOLVING SYSTEMIC PROBLEMS ALSO REQUIRES A COMBINATION OF VAULTING AMBITION & PROFOUND HUMILITY. WHAT WERE TALKING ABOUT HERE IS PROGRESS. WHICH BY DEFINITION IS COMMUNAL. CHANGE IS EASY. IT HAPPENS BY ITSELF. THE UNIVERSE OPERATING BY THE LAWS OF NATURAL SELECTION IS INHERENTLY INNOVATIVE. PROGRESS ON THE OTHER HAND (INNOVATION PRACTICED BY HUMANS) IS DELIBERATE. AND (VERY) DIFFICULT.

PROGRESS

SIR KEN ROBINSON

HOW CAN YOU SPEAK LIKE SIR KEN ROBINSON? He's the most watched TED speaker of all time (90M+ views and counting) and his 2006 talk is still watched 17,000 times EVERY day!!!

What made Sir Ken SO special? What tricks did he use? And how can you use his "structure" to improve your next presentation?

Questions like these are the reasons why I take some presentations and speeches to pieces to see not only WHY they work, but HOW they work...

It turns out that the reason it worked was that Sir Ken followed some very basic rules that Aristotle wrote in 335BC.

There’s a lot to take away but I boiled everything down to 6 things that will help any of us to deliver better presentations. (They're ALL important but 6 is my favourite).

1. The 19 minute talk was broken down into a simple 3 act **STRUCTURE**. i) Be prepared to fail - ii) Why education fails - iii) How to not fail in the future.

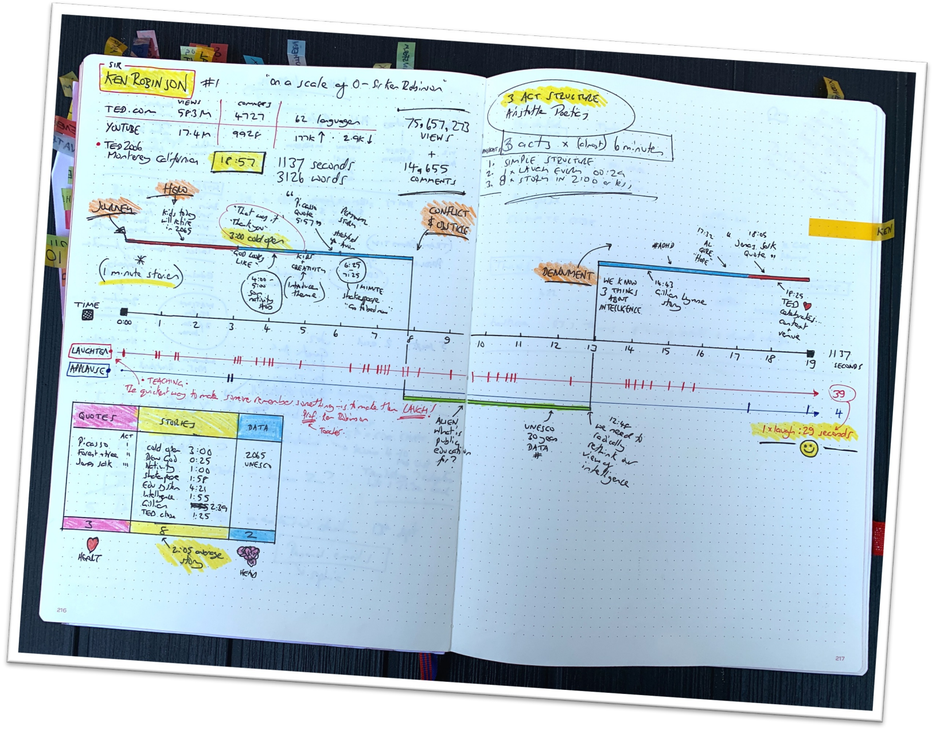
2. Even though this was a serious academic talk about educational reform, Sir Ken resisted the temptation to fill his talk with numbers. (He only used 2 **STATS** in the entire talk).

3. He made the audience **LAUGH** every 29 seconds. (As a professor he understood that the quickest way to make someone remember something is to make them laugh).

4. He told 8 **STORIES** averaging just 2 mins 5 seconds each. (Harvard's MBA programe estimates this is roughly the attention span of the average executive).

5. Sir Ken leveraged Aristotle's **RHETORICAL APPEALS** of persuasion: Pathos (emotion & values), Logos (reason & proof), Ethos (personal credibility & trust), Kairos (urgent action).

6. **He didn't use PowerPoint.**



Sir Ken Robinson — TED 2006

THE MEASURE OF INTELLIGENCE → ABILITY TO CHANGE.

THE TRUE SIGN OF INTELLIGENCE IS NOT KNOWLEDGE BUT IMAGINATION.

"The task of education is not to teach subjects. It is to teach students."

"Creativity is as important as LITERACY"

ARISTOTLE'S SIMPLE 3 ACT STRUCTURE ← 6-9 = Av. attn span of an "exec."

CREATIVITY INVOLVES PUTTING YOUR IMAGINATION TO WORK!

TEACHERS

"IMAGINATION IS THE SOURCE OF HUMAN ACHIEVEMENT"

CURIOSITY IS THE ENGINE OF ACHIEVEMENT

EDUCATING CHILDREN BY AGE GROUP ASSUMES THAT THE MOST IMPORTANT THING THAT THEY HAVE IN COMMON IS THEIR DATE OF MANUFACTURE.

"We don't grow into creativity. We grow out of it. Or rather we get educated out of it...."

- Use Your Imagination
- Dance on your own
- Write Just for fun
- Play an instrument
- Share what you

BE KIND. BE USEFUL.

INSPIRE Creativity!

QUOTES ×3

ACT I	Picasso	Q1
ACT III	Forest	Q2
ACT III	Jonas Salk	Q3

DATA ×2

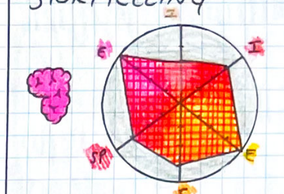
start school this year – retire 2065	D1
UNESCO Next 30 years	D2

STORIES ×8 (TIME)

1	Cold open	3:00
2	Draw God	0:25
3	Nativity	1:00
4	Shakespeare	1:58
5	Edu. System	4:21
6	Intelligence	1:55
7	Gillian + Ballet	2:39
8	TED Close	1:25
2 MIN. STORIES		Av. 2:05

JCW

PURPOSE-DRIVEN STORYTELLING

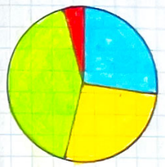


INFORM	INSPIRE
EDUCATE	ENTERTAIN
SOLVE PROBLEMS	CHALLENGE

INSPIRE OTHER PEOPLE TO DO WHAT INSPIRES THEM & THAT TOGETHER WE CAN CHANGE THE WORLD.

ARISTOTLE'S

RHETORICAL APPEALS



PATHOS	Emotion + Value	27%
ETHOS	credibility + Trust	30%
LOGOS	Reason + Proof	39%
KAIROS	Urgent Action	4%

TIME: 18:57
WORDS: 3126
WPM: 164
VIEWS: 90M March 2021
COMMENTS: 11,577+
64 LANGUAGES TED

LAUGHTER ×39
APPLAUSE ×4

To be creative you actually have to DO something.

+ETHOS: Constant audience appeals through shared experience

1 2 3 4

3 minute "cold open."

EmPATHy → PATHOS

FRAMING

THE SET UP

0 1 2 3 4 5 6 7

Too many people go through life unaware of their talents.

ACT ONE

BUT

ACT TWO

MISSION + PoV

Every education system on earth has the same hierarchy of subjects.

Educational reform could have been a data-driven research heavy talk.

BUT

- only 2 data points
- 3 quotes
- 8 stories.

8 9 10 11 12

5 6

The argument: Evidence/Reason/Proofs.

ENGAGEMENT/EMOTION PATHOS } Every 3 Minutes.

ACT THREE

7 8

13 14 15 16 17 18 19

ARISTOTLE'S POETICS 335 BC

- ACT I: Be prepared to fail
- ACT II: Why education fails
- ACT III: Intelligence = creativity → How we don't fail

THE SOLUTION (Together).

"OUR JOB IS TO HELP THEM..."

INTELIGENCE is CREATIVITY having FUN.

1 × LAUGH every 29 seconds

ENDORPHINS?

The Quickest way to help someone remember is to make them LAUGH

ACT I: instant +ve audience engagement & empathy

Good morning. How are you? Good. It's been great, hasn't it? I've been blown away by the whole thing. In fact, I'm leaving. There have been three themes running through the conference, which are relevant to what I want to talk about. One is the extraordinary evidence of human creativity in all of the presentations that we've had and in all of the people here; just the variety of it and the range of it. The second is that it's put us in a place where we have no idea what's going to happen in terms of the future. No idea how this may play out. I have an interest in education. Actually, what I find is, everybody has an interest in education. Don't you? I find this very interesting. If you're at a dinner party, and you say you work in education -- actually, you're not often at dinner parties, frankly. If you work in education, you're not asked. And you're never asked back, curiously. That's strange to me. But if you are, and you say to somebody, you know, they say, "What do you do?" and you say you work in education, you can see the blood run from their face. They're like, "Oh my God. Why me?" "My one night out all week." But if you ask about their education, they pin you to the wall, because it's one of those things that goes deep with people, am I right? Like religion and money and other things. So I have a big interest in education, and I think we all do. We have a huge vested interest in it, partly because it's education that's meant to take us into this future that we can't grasp. If you think of it, children starting school this year will be retiring in 2065. Nobody has a clue, despite all the expertise that's been on parade for the past four days, what the world will look like in five years' time. And yet, we're meant to be educating them for it. So the unpredictability, I think, is extraordinary. And the third part of this is that we've all agreed, nonetheless, on the really extraordinary capacities that children have -- their capacities for innovation. I mean, Sirena last night was a marvel, wasn't she? Just seeing what she could do. And she's exceptional, but I think she's not, so to speak, exceptional in the whole of childhood. What you have there is a person of extraordinary dedication who found a talent. And my contention is, all kids have tremendous talents, and we squander them, pretty ruthlessly. So I want to talk about education, and I want to talk about creativity. My contention is that creativity now is as important in education as literacy, and we should treat it with the same status. Thank you. That was it, by the way. Thank you very much. So, 15 minutes left. "Well, I was born ... " I heard a great story recently -- I love telling it -- of a little girl who was in a drawing lesson. She was six, and she was at the back, drawing, and the teacher said this girl hardly ever paid attention, and in this drawing lesson, she did. The teacher was fascinated. She went over to her, and she said, "What are you drawing?" And the girl said, "I'm drawing a picture of God." And the teacher said, "But nobody knows what God looks like." And the girl said, "They will in a minute." When my son was four in England -- actually, he was four everywhere, to be honest. If we're being strict about it, wherever he went, he was four that year. He was in the Nativity play. Do you remember the story? No, it was big, it was a big story. Mel Gibson did the sequel, you may have seen it. "Nativity II." But James got the part of Joseph, which we were thrilled about. We considered this to be one of the lead parts. We had the place crammed full of agents in T-shirts: "James Robinson IS Joseph!" (!!!) He didn't have to speak, but you know the bit where the three kings come in? They come in bearing gifts, gold, frankincense and myrrh. This really happened. We were sitting there, and I think they just went out of sequence, because we talked to the little boy afterward and said, "You OK with that?" They said, "Yeah, why? Was that wrong?" They just switched. The three boys came in, four-year-olds with tea towels on their heads. They put these boxes down, and the first boy said, "I bring you gold." And the second boy said, "I bring you myrrh." And the third boy said, "Frank sent this." What these things have in common is that kids will take a chance. If they don't know, they'll have a go. Am I right? They're not frightened of being wrong. I don't mean to say that being wrong is the same thing as being creative. What we do know is, if you're not prepared to be wrong, you'll never come up with anything original -- if you're not prepared to be wrong. And by the time they get to be adults, most kids have lost that capacity. They have become frightened of being wrong. And we run our companies like this. We stigmatize mistakes. And we're now running national education systems where mistakes are the worst thing you can make. And the result is that we are educating people out of their creative capacities. Picasso once said this, he said that all children are born artists. The problem is to remain an artist as we grow up. I believe this passionately, that we don't grow into creativity, we grow out of it. Or rather, we get educated out of it. So why is this? I lived in Stratford-on-Avon until about five years ago. In fact, we moved from Stratford to Los Angeles. So you can imagine what a seamless transition this was. Actually, we lived in a place called Snitterfield, just outside Stratford, which is where Shakespeare's father was born. Are you struck by a new thought? I was. You don't think of Shakespeare having a father, do you? Do you? Because you don't think of Shakespeare being a child, do you? Shakespeare being seven? I never thought of it. I mean, he was seven at some point. He was in somebody's English class, wasn't he? How annoying would that be? "Must try harder." Being sent to bed by his dad, to Shakespeare, "Go to bed, now!" To William Shakespeare. "And put the pencil down!" "And stop speaking like that." "It's confusing everybody." Anyway, we moved from Stratford to Los Angeles, and I just want to say a word about the transition. Actually, my son didn't want to come. I've got two kids; he's 21 now, my daughter's 16. He didn't want to come to Los Angeles. He loved it, but he had a girlfriend in England. This was the love of his life, Sarah. He'd known her for a month. Mind you, they'd had their fourth anniversary, because it's a long time when you're 16. He was really upset on the plane. He said, "I'll never find another girl like Sarah." And we were rather pleased about that, frankly — because she was the main reason we were leaving the country.

"The story doesn't start until you say BUT or AND THEN." Aaron Sorkin

FRAMING

D1

ONLY 2 QUOTES!

D2

NO POWERPOINT (No Notes)

Q1

Engage: "WE" used frequently

IMPROV

Used to engaging restless students.

ACT 2:

But something strikes you when you move to America and travel around the world: every education system on earth has the same hierarchy of subjects. Every one. Doesn't matter where you go. You'd think it would be otherwise, but it isn't. At the top are mathematics and languages, then the humanities. At the bottom are the arts. Everywhere on earth. And in pretty much every system, too, there's a hierarchy within the arts. Art and music are normally given a higher status in schools than drama and dance. There isn't an education system on the planet that teaches dance every day to children the way we teach them mathematics. Why? Why not? I think this is rather important. I think math is very important, but so is dance. Children dance all the time if they're allowed to, we all do. We all have bodies, don't we? Did I miss a meeting? Truthfully, what happens is, as children grow up, we start to educate them progressively from the waist up. And then we focus on their heads. And slightly to one side. If you were to visit education as an alien and say "What's it for, public education?" I think you'd have to conclude, if you look at the output, who really succeeds by this, who does everything they should, who gets all the brownie points, who are the winners -- I think you'd have to conclude the whole purpose of public education throughout the world is to produce university professors. Isn't it? They're the people who come out the top. And I used to be one, so there. And I like university professors, but, you know, we shouldn't hold them up as the high-water mark of all human achievement. They're just a form of life. Another form of life. But they're rather curious. And I say this out of affection for them: there's something curious about professors. In my experience -- not all of them, but typically -- they live in their heads. They live up there and slightly to one side. They're disembodied, you know, in a kind of literal way. They look upon their body as a form of transport for their heads. Don't they? It's a way of getting their head to meetings. If you want real evidence of out-of-body experiences, by the way, get yourself along to a residential conference of senior academics and pop into the discotheque on the final night. And there, you will see it. Grown men and women writhing uncontrollably, off the beat. Waiting until it ends, so they can go home and write a paper about it. Our education system is predicated on the idea of academic ability. And there's a reason. Around the world, there were no public systems of education, really, before the 19th century. They all came into being to meet the needs of industrialism. So the hierarchy is rooted on two ideas. Number one, that the most useful subjects for work are at the top. So you were probably steered benignly away from things at school when you were a kid, things you liked, on the grounds you would never get a job doing that. Is that right? "Don't do music, you're not going to be a musician; don't do art, you won't be an artist." Benign advice -- now, profoundly mistaken. The whole world is engulfed in a revolution. And the second is academic ability, which has really come to dominate our view of intelligence, because the universities design the system in their image. If you think of it, the whole system of public education around the world is a protracted process of university entrance. And the consequence is that many highly talented, brilliant, creative people think they're not, because the thing they were good at at school wasn't valued, or was actually stigmatized. And I think we can't afford to go on that way. In the next 30 years, according to UNESCO, more people worldwide will be graduating through education than since the beginning of history. More people. And it's the combination of all the things we've talked about: technology and its transformational effect on work, and demography and the huge explosion in population. Suddenly, degrees aren't worth anything. Isn't that true? When I was a student, if you had a degree, you had a job. If you didn't have a job, it's because you didn't want one. And I didn't want one, frankly. But now kids with degrees are often heading home to carry on playing video games, because you need an MA where the previous job required a BA, and now you need a PhD for the other. It's a process of academic inflation. And it indicates the whole structure of education is shifting beneath our feet. We need to radically rethink our view of intelligence.

FOR MOST OF US - THE PROBLEM ISN'T THAT WE AIM TOO HIGH AND FAIL - IT'S JUST THE OPPOSITE: WE AIM TOO LOW AND SUCCEED.

YOU CREATE YOUR OWN LIFE BY HOW YOU SEE THE WORLD AND YOUR PLACE IN IT.

See also BEN ZANDER → Give everyone an 'A'.

Aristotle's LYCEUM educated for RHETORIC THINKING LANGUAGE & ABILITY TO ARGUE TRUTH.

"our only hope...."

Q2

Q3

CHALLENGE

CONTROL

ACT 3: Power of 3

We know three things about intelligence. One, it's diverse. We think about the world in all the ways that we experience it. We think visually, we think in sound, we think kinesthetically. We think in abstract terms, we think in movement. Secondly, intelligence is dynamic. If you look at the interactions of a human brain, as we heard yesterday from a number of presentations, intelligence is wonderfully interactive. The brain isn't divided into compartments. In fact, creativity -- which I define as the process of having original ideas that have value -- more often than not comes about through the interaction of different disciplinary ways of seeing things. By the way, there's a shaft of nerves that joins the two halves of the brain, called the corpus callosum. It's thicker in women. Following off from Helen yesterday, this is probably why women are better at multitasking. Because you are, aren't you? There's a raft of research, but I know it from my personal life. If my wife is cooking a meal at home, which is not often ... thankfully. No, she's good at some things. But if she's cooking, she's dealing with people on the phone, she's talking to the kids, she's painting the ceiling - she's doing open-heart surgery over here. If I'm cooking, the door is shut, the kids are out, the phone's on the hook, if she comes in, I get annoyed. I say, "Terry, please, I'm trying to fry an egg in here." "Give me a break." Actually, do you know that old philosophical thing, "If a tree falls in a forest, and nobody hears it, did it happen?" Remember that old chestnut? I saw a great T-shirt recently, which said, "If a man speaks his mind in a forest, and no woman hears him, is he still wrong?" And the third thing about intelligence is, it's distinct. I'm doing a new book at the moment called Epiphany, which is based on a series of interviews with people about how they discovered their talent. I'm fascinated by how people got to be there. It's really prompted by a conversation I had with a wonderful woman who maybe most people have never heard of, Gillian Lynne. Have you heard of her? Some have. She's a choreographer, and everybody knows her work. She did "Cats" and "Phantom of the Opera." She's wonderful. I used to be on the board of The Royal Ballet, as you can see. Gillian and I had lunch one day. I said, "How did you get to be a dancer?" It was interesting. When she was at school, she was really hopeless. And the school, in the '30s, wrote to her parents and said, "We think Gillian has a learning disorder." She couldn't concentrate; she was fidgeting. I think now they'd say she had ADHD. Wouldn't you? But this was the 1930s, and ADHD hadn't been invented at this point. It wasn't an available condition. People weren't aware they could have that. Anyway, she went to see this specialist. So, this oak-paneled room, and she was there with her mother, and she was led and sat on this chair at the end, and she sat on her hands for 20 minutes, while this man talked to her mother about all the problems Gillian was having at school, because she was disturbing people, her homework was always late, and so on. Little kid of eight. In the end, the doctor went and sat next to Gillian and said, "I've listened to all these things your mother's told me. I need to speak to her privately. Wait here. We'll be back. We won't be very long," and they went and left her. But as they went out of the room, he turned on the radio that was sitting on his desk. And when they got out of the room, he said to her mother, "Just stand and watch her." And the minute they left the room, she was on her feet, moving to the music. And they watched for a few minutes, and he turned to her mother and said, "Mrs. Lynne, Gillian isn't sick. She's a dancer. Take her to a dance school." I said, "What happened?" She said, "She did. I can't tell you how wonderful it was. We walked in this room, and it was full of people like me -- people who couldn't sit still, people who had to move to think." Who had to move to think. They did ballet, they did tap, jazz; they did modern; they did contemporary. She was eventually auditioned for the Royal Ballet School. She became a soloist; she had a wonderful career at the Royal Ballet. She eventually graduated from the Royal Ballet School, founded the Gillian Lynne Dance Company, met Andrew Lloyd Webber. She's been responsible for some of the most successful musical theater productions in history, she's given pleasure to millions, and she's a multimillionaire. Somebody else might have put her on medication and told her to calm down. What I think it comes to is this: Al Gore spoke the other night about ecology and the revolution that was triggered by Rachel Carson. I believe outcomy hope for the future is to adopt a new conception of human ecology, one in which we start to reconstitute our conception of the richness of human capacity. Our education system has mined our minds in the way that we strip-mine the earth for a particular commodity. And for the future, it won't serve us. We have to rethink the fundamental principles on which we're educating our children. There was a wonderful quote by Jonas Salk, who said, "If all the insects were to disappear from the earth, within 50 years, all life on Earth would end. If all human beings disappeared from the Earth, within 50 years, all forms of life would flourish." And he's right. What TED celebrates is the gift of the human imagination. We have to be careful that we use this gift wisely, and that we avert some of the scenarios that we've talked about. And the only way we'll do it is by seeing our creative capacities for the richness they are and seeing our children for the hope that they are. And our task is to educate their whole being, so they can face this future. By the way -- we may not see this future, but they will. And our job is to help them make something of it. Thank you very much.

SIR KEN'S 3 ACT METHOD: 1. Tell them what you're about to tell them (a) 2. Tell them (b) 3. Tell them what you just told them (c)

3a

"IF YOU'RE NOT PREPARED TO BE WRONG - YOU'LL NEVER COME UP WITH ANYTHING ORIGINAL"

"BEING IN YOUR ELEMENT IS, NOT ONLY ABOUT APTITUDE - IT'S ABOUT PASSION & LOVING WHAT YOU DO."

WHAT YOU DO FOR YOURSELF DIES WHEN YOU LEAVE THIS WORLD. WHAT YOU DO FOR OTHERS LIVES ON FOREVER.

HUMAN COMMUNITIES DEPEND UPON A DIVERSITY OF TALENT - NOT A SINGULAR CONCEPTION OF ABILITY.

THE GARDENER DOES NOT MAKE THE PLANT GROW. THE JOB OF A GARDENER IS TO CREATE OPTIMAL CONDITIONS.

ARGUING FOR EDUCATION REFORM NEEDS LEVITY, BREVITY, CHARITY & CLARITY. (To influence & persuade → win ♥ & $)

RHETORIC FOR GOOD

When Joe Biden's speech writer Vinay Reddy sat down to write the inaugural address, he knew he needed a different kind of speech. Driven by the idea of using "rhetoric for good" he studied speeches (including a lot of Churchill) where words had been used in a positive content to unite people.

The speech that President Biden delivered exceeded expectations, and when you analyse it closely as I just did, it's not hard to see why it worked.

Instead of just using clever rhetorical devices and the kind of 'conflict' you usually find in political speeches ("great speech but I can't remember what he said"), Vinay used "but" 15 times to create subtle contrasts, and then "we" 80 times to appeal to civic 'unity' (the theme of the speech).

It's still fair to say that on the day, 22-year old poet laureate Amanda Gorman stole the show with 'The Hill We Climb', but nevertheless, Biden's inauguration was a shining example of how words and ideas really can change a nation.

JFK's speechwriter Ted Sorensen said that the best speeches come down to 4 words (levity, brevity, charity, clarity) and 5 lines (an outline, headline, frontline, sideline and bottom line).

As President Biden gave his inaugural address on the 60th anniversary of JFK's "Ask not" speech, I thought back to what made JFK's inaugural so great.

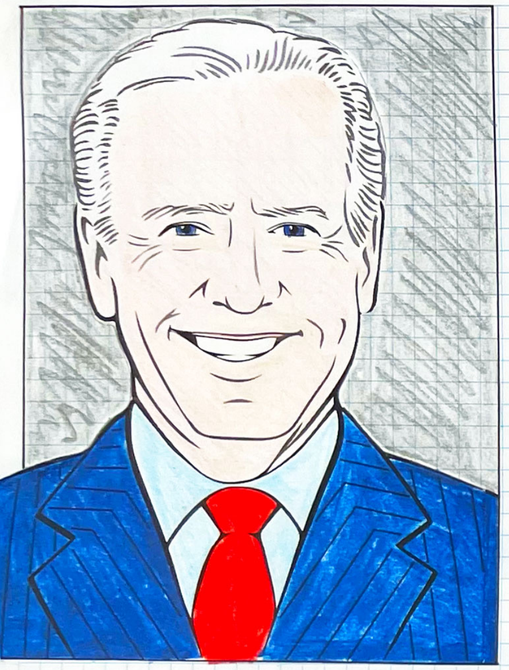
JFK asked Sorensen for brevity, asking him to use short clauses and short words wherever possible, saying, "*I don't want people to think I'm a wind-bag*".

Winning the popular vote by one of the smallest ever margins (0.17%), his approval rating soared to 78% after he delivered this speech. It's arguably one of the greatest speeches ever given.

When Sorensen was later asked by students for advice on giving a great speech, he simply replied "***If you don't have mighty thoughts, you won't make mighty speeches***".

THE HILL WE CLIMB
by Amanda Gorman

When day comes we ask ourselves,
where can we find light in this never-ending shade?
The loss we carry,
a sea we must wade.
We've braved the belly of the beast,
We've learned that quiet isn't always peace,
and the norms and notions
of what just is
isn't always just-ice.
And yet the dawn is ours
before we knew it.
Somehow we do it.
Somehow we've weathered and witnessed
a nation that isn't broken,
but simply unfinished.
We the successors of a country and a time
where a skinny Black girl
descended from slaves and raised by a single mother
can dream of becoming president
only to find herself reciting for one.
And yes we are far from polished.
Far from pristine.
But that doesn't mean we are
striving to form a union that is perfect.
We are striving to forge a union with purpose,
to compose a country committed to all cultures, colors, characters and
conditions of man.
And so we lift our gazes not to what stands between us,
but what stands before us.
We close the divide because we know, to put our future first,
we must first put our differences aside.
We lay down our arms
so we can reach out our arms
to one another.
We seek harm to none and harmony for all.
Let the globe, if nothing else, say this is true,
that even as we grieved, we grew,
that even as we hurt, we hoped,
that even as we tired, we tried,
that we'll forever be tied together, victorious.
Not because we will never again know defeat,
but because we will never again sow division.
Scripture tells us to envision
that everyone shall sit under their own vine and fig tree
and no one shall make them afraid.
If we're to live up to our own time,
then victory won't lie in the blade.
But in all the bridges we've made,
that is the promise to glade,
the hill we climb.
If only we dare.
It's because being American is more than a pride we inherit,
it's the past we step into
and how we repair it.
We've seen a force that would shatter our nation
rather than share it.
Would destroy our country if it meant delaying democracy.
And this effort very nearly succeeded.
But while democracy can be periodically delayed,
it can never be permanently defeated.
In this truth,
in this faith we trust.
For while we have our eyes on the future,
history has its eyes on us.
This is the era of just redemption
we feared at its inception.
We did not feel prepared to be the heirs
of such a terrifying hour
but within it we found the power
to author a new chapter.
To offer hope and laughter to ourselves.
So while once we asked,
how could we possibly prevail over catastrophe?
Now we assert,
How could catastrophe possibly prevail over us?
We will not march back to what was,
but move to what shall be.
A country that is bruised but whole,
benevolent but bold,
fierce and free.
We will not be turned around
or interrupted by intimidation,
because we know our inaction and inertia
will be the inheritance of the next generation.
Our blunders become their burdens.
But one thing is certain,
If we merge mercy with might,
and might with right,
then love becomes our legacy,
and change our children's birthright.
So let us leave behind a country
better than the one we were left with.
Every breath from my bronze-pounded chest,
we will raise this wounded world into a wondrous one.
We will rise from the gold-limbed hills of the west.
We will rise from the windswept northeast,
where our forefathers first realized revolution.
We will rise from the lake-rimmed cities of the midwestern states.
We will rise from the sunbaked south.
We will rebuild, reconcile and recover.
And every known nook of our nation and
every corner called our country,
our people diverse and beautiful will emerge,
battered and beautiful.
When day comes we step out of the shade,
aflame and unafraid,
the new dawn blooms as we free it.
For there is always light,
if only we're brave enough to see it.
If only we're brave enough to be it.



BIDEN

INAUGURAL ADDRESS PRESIDENT JOSEPH R. BIDEN, JR.

JANUARY 20, 2021	CAPITOL, D.C. 11:52 EST	2373 WORDS	21:16 MINS

COLD OPEN — Relentless, bold & optimistic

BUT we still have far to go

"My whole soul!"

foolish fantasy?

Stop the shouting

We have to be different

I will fight as hard for those who didn't support me... "I understand"

St. Augustine — common objects of love

The world is watching

There is truth... & lies told for power & profit

"Joy cometh in the morning."

We will rise to the occasion.

I..... I believe

Sustained by faith & driven by conviction

0 1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22

Democracy is fragile

UNITY

MOMENT → MOVEMENT

You want a revolution
I want a revelation...

History, Faith & reason show us the way

Unity is the path forward

If you still disagree so be it...

Recent weeks & months have taught us a painful lesson

PRAYER

Raging virus
Inequity
Racism
climate crisis

May this be the story that guides us.....

History says, Don't hope on this side of the grave.
But then, once in a lifetime
The longed for tidal wave
of justice can rise up,
And hope & history can rhyme.
SEAMUS HEANEY

LITERATURE IS AN EMPATHY MACHINE

"MY WHOLE SOUL IS IN IT...."
not just a transition president

RHETORIC FOR GOOD

Speechwriter VINAY REDDY researched +VE uses of language from Winston Churchill

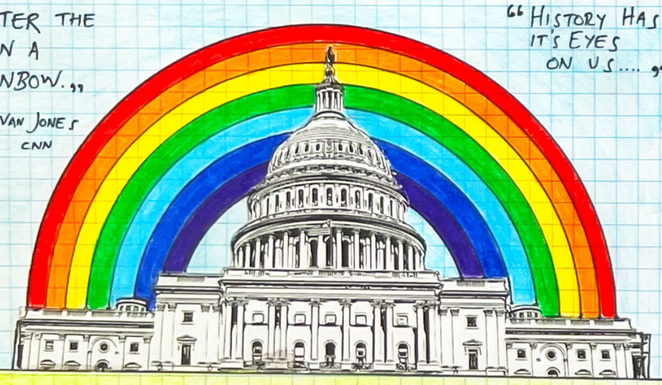
BREVITY Make it short	LEVITY Make it light
CLARITY Make it simple	CHARITY Make it meaningful

THEME: UNITY (TRUMP x46)

80 MENTIONS "WE" (PATHOS)

"AFTER THE RAIN A RAINBOW."
VAN JONES CNN

"HISTORY HAS IT'S EYES ON US...."



THE HILL WE CLIMB — AMANDA GORMAN

So let us leave behind a country better than the one we were left with — Every breath from my bronze-gunded chest we will raise this wounded world into a wondrous one. We will rise from the gold-limbed hills of the West. We will rise from the wind-swept Northeast where our forefathers first realised revolution. We will rise from the Lake Rim cities of the Midwestern states. We will rise from the sun-baked South. We will rebuild, reconcile & recover in every known nook of our nation, in every corner called our country our people diverse & beautiful will emerge battered & beautiful. When the day comes, we step out of the shade aflame & unafraid. The new dawn blooms as we free it. For there is always light, if only we're brave enough to see it. IF ONLY WE'RE BRAVE ENOUGH TO BE IT.

TOPIC: Picking up the pieces & reuniting a country sharply divided by views of Trump's presidency.

Mirror's FDR's inaugural during depression. "Dark winter" & "only a foolish optimist can deny the dark realities of the moment" FDR (1933)

REBUTTAL to 2017

- our better angels
- History, faith & reason
- Dignity, respect & unity

Don't mention TRUMP → "An intelligent response" *

- Praise survival of democracy
- condemn "shouting" "exhausting outrage" "state of chaos"
- Politics as "a raging fire... destroying everything in its path"
- what's next?

contrast

BUT x15

TRICOLON

ALLITERATION

REPETITION

The world as it was contrasted with the world as it could be.

Much!

Into Theme UNITY x9

Rhetorical Question Quad?

Vinay Reddy "requires so much MORE THAN WORDS."

i) COVID-19
ii) RACIAL JUSTICE
iii) CLIMATE
iv) EXTREMISM

REF:
Day 1/100 - create a pathway to US citizenship for 11M immigrants living illegally.

Fact! Unity-Congress Senate = 50:50 + Harris → Need GOP support

5,000 women marched in 1913 for the right to vote. (Eve of Woodrow Wilson inauguration.)

Chief Justice Roberts, Vice President Harris, Speaker Pelosi, Leader Schumer, Leader McConnell, Vice President Pence, and my distinguished guests, my fellow Americans, this is America's day. This is democracy's day, a day of history and hope, of renewal and resolve. Through a trial for the ages, America has been tested anew. And America has risen to the challenge. Today we celebrate the triumph, not of a candidate, BUT of a cause, the cause of democracy. The people, the will of the people, has been heard, and the will of the people has been heeded.

We've learned again that democracy is precious. Democracy is fragile. And at this hour, my friends, democracy has prevailed.

*****

So now, on this hallowed ground, where just a few days ago violence sought to shake the Capitol's very foundation, we come together as one nation under God, indivisible, to carry out the peaceful transfer of power as we have for more than two centuries. As we look ahead in our uniquely American way, restless, bold, optimistic, and set our sights on the nation we know we can be and we must be.

I thank my predecessors of both parties for their presence here today. I thank them from the bottom of my heart. ***** And I know -- ***** And I know the resilience of our constitution and the strength, the strength of our nation, as does President Carter who I spoke with last night, who cannot be with us today, BUT whom we salute for his lifetime in service.

I've just taken the sacred oath each of those patriots have taken. The oath first sworn by George Washington. BUT the American story depends not on any one of us, not on some of us, BUT on all of us, on we the people, who seek a more perfect union. This is a great nation. We are good people. And over the centuries, through storm and strife, in peace and in war, we've come so far, BUT we still have far to go.

We'll press forward with speed and urgency, for we have much to do in this winter of peril and significant possibilities. Much to repair, much to restore, much to heal, much to build, and much to gain. Few people in our nation's history have been more challenged or found a time more challenging or difficult than the time we're in now.

Once in a century virus that silently stalks the country. It's taken as many lives in one year as America lost in all of World War II. Millions of jobs have been lost, hundreds of thousands of businesses closed, a cry for racial justice some 400 years in the making moves us. The dream of justice for all will be deferred no longer. *****

A cry for survival comes from planet itself. A cry that can't be any more desperate or any more clear, and now a rise of political extremism, white supremacy, domestic terrorism that we must confront and we will defeat. *****

To overcome these challenges, to restore the soul and secure the future of America, requires so much more than words. It requires the most elusive of all things in a democracy, unity. Unity. In another January, on New Year's Day in 1863, Abraham Lincoln signed the emancipation proclamation. When he put pen to paper, the president said and I quote, "if my name ever goes down into history, it'll be for this act, and my whole soul is in it."

"My whole soul is in it." Today, on this January day, my whole soul is in this: bringing America together, uniting our people, uniting our nation. And I ask every American to join me in this cause. *****

Uniting to fight the foes we face: anger, resentment and hatred, extremism, lawlessness, violence, disease, joblessness and hopelessness. With unity, we can do great things, important things.

We can right wrongs. We can put people to work in good jobs. We can teach our children in safe schools. We can overcome the deadly virus. We can reward -- reward work and rebuild the middle class and make health care secure for all. We can deliver racial justice and we can make America once again the leading force for good in the world.

I know speaking of unity can sound to some like a foolish fantasy these days. I know that the forces that divide us are deep and they are real. BUT also know they are not new. Our history has been a constant struggle between the American ideal that we all are created equal, and the harsh ugly reality that racism, nativism, fear, demonization have long torn us apart.

The battle is perennial, and victory is never assured. Through civil war, the great depression, World War, 9/11, through struggle, sacrifice, and setbacks, our better angels have always prevailed. In each of these moments, enough of us -- enough of us -- have come together to carry all of us forward, and we can do that now.

History, faith, and reason show the way, the way of unity. We can see each other, not as adversaries, BUT as neighbors. We can treat each other with dignity and respect. We can join forces, stop the shouting, and lower the temperature. For without unity, there is no peace, only bitterness and fury.

No progress, only exhausting outrage. No nation, only a state of chaos. This is our historic moment of crisis and challenge, and unity is the path forward. And we must meet this moment as the United States of America. If we do that, I guarantee you, we will not fail. We have never, ever, ever, ever failed in America when we've acted together.

And so today, at this time, in this place, let's start afresh, all of us. Let's begin to listen to one another again.

Hear one another. See one another. Show respect to one another. Politics doesn't have to be a raging fire, destroying everything in its path. Every disagreement doesn't have to be a cause for total war. And we must reject the culture in which facts themselves are manipulated, and even manufactured. *****

My fellow Americans, we have to be different than this. America has to be better than this, and I believe America is so much better than this. Just look around. Here we stand, in the shadow of the Capitol dome, as it was mentioned earlier, completed amid the civil war, when the union itself was literally hanging in the balance. Yet, we endured. We prevailed.

Here we stand, looking out on the great mall where Dr. King spoke of his dream. Here we stand where 108 years ago at another inaugural, thousands of protesters tried to block brave women marching for the right to vote. And today, we mark the swearing of the first woman in American history elected to national office, Vice President Kamala Harris.

Don't tell me things can't change! *****

Here we stand, across the Potomac, from Arlington Cemetery, where heroes who gave the last full measure of devotion, rest in eternal peace. And here we stand, just days after a riotous mob thought they could use violence to silence the will of the people, to stop the work of our democracy, to drive us from this sacred ground. It did not happen. It will never happen. Not today. Not tomorrow. Not ever.

Not ever. *****

3:a

CLIMATE (Paris Accord Day!)

CAPITOL

BLM

MAGA

National Women's Party

To all those who supported our campaign, I'm humbled by the faith you've placed in us. To all of those who did not support us, let me say this: Hear me out as we move forward. Take a measure of me and my heart. 11:00

If you still disagree, so be it. That's democracy. That's America. The right to dissent peaceably. Within the guardrails of our republic, it's perhaps this nation's greatest strength. Yet hear me clearly, disagreement must not lead to disunion. And I pledge this to you, I will be a president for all Americans, all Americans. *****

And I promise you, I will fight as hard for those who did not support me as for those who did. ***** Many centuries ago, St. Augustine, a saint in my church, wrote that a people was a multitude defined by the common objects of their love. Defined by the common objects of their love. What are the common objects we as Americans love, that define us as Americans?

I think we know. Opportunity, security, liberty, dignity, respect, honor and, yes, the truth. ***** The recent weeks and months have taught us a painful lesson. There is truth and there are lies, lies told for power and for profit.

And each of us has a duty and a responsibility as citizens, as Americans, and especially as leaders, leaders who have pledged to honor our Constitution and protect our nation, to defend the truth and defeat the lies. *****

Look -- *** -- I understand that many of my fellow Americans view the future with fear and trepidation. I understand they worry about their jobs. I understand like my dad, they lay in bed wondering, can I keep my health care, can I pay my mortgage. Thinking about their families, about what comes next. I promise you, I get it.**

BUT the answer is not to turn inward, to retreat into competing factions, distrusting those who don't look like -- look like you or worship the way you do or don't get their news from the same source as you do. We must end this uncivil war that pits red against blue, rural versus -- rural versus urban, conservative versus liberal. **We can do this if we open our souls instead of hardening our hearts.**

If we show a little tolerance and humility, and if we are willing to stand in the other person's shoes -- as my mom would say -- just for a moment, stand in their shoes. **Because here's the thing about life: there's no accounting for what fate will deal you.** 14:25

Some days, when you need a hand. There are other days when we're called to lend a hand. That's how it has to be. That's what we do for one another.

And if we are this way, our country will be stronger, more prosperous, more ready for the future. And we can still disagree. My fellow Americans, in the work ahead of us, we're going to need each other. We need all our strength to preserve -- to persevere through this dark winter. We're entering what may be the toughest and deadliest period of the virus. (560,000 deaths by May 2021?)

We must set aside politics and finally face this pandemic as one nation, one nation. And I promise you this. As the Bible says, "*weep, ye may endure for a night BUT joy cometh in the morning.*" We will get through this together. Together. Look, folks, all my colleagues that I served with in the house and the senate up here, we all understand, the world is watching, watching all of us today. So here's my message to those beyond our borders. Ps 30:5 15:25 HISTORY HAS IT'S EYES ON US!

America has been tested, and we've come out stronger for it. We will repair our alliances and engage with the world once again. Not to meet yesterday's challenges, BUT today's and tomorrow's challenges. *****

And we'll lead not merely by the example of our power, BUT by the power of our example. ***** We'll be a strong and trusted partner for peace, progress, and security. (CHIASMUS) reverse order for impact 16:17

Look, you all know, we've been through so much in this nation. In my first act as president, I'd like to ask you to join me in a moment of silent prayer to remember all those who we lost in this past year to the pandemic, those 400,000 fellow Americans -- moms, dads, husbands, wives, sons, daughters, friends, neighbors, and co-workers. We'll honor them by becoming the people and the nation we know we can and should be. Lost wife+daughter (1972) + 1 x U.S. death / 26 seconds COVID-19 1 Year

So, I ask you, let's say a silent prayer for those who have lost their lives and those left behind and for our country.

Net Ø by 2050! $2Tr climate plan (1.5°)

Amen. Folks, this is a time of testing. We face an attack on our democracy and on truth. A raging virus, growing inequity, the sting of systemic racism, a climate in crisis, America's role in the world. Any one of these would be enough to challenge us in profound ways. BUT the fact is, we face them all at once. Presenting this nation with one of the gravest responsibilities we've had. Now we're going to be tested.

Are we going to step up, all of us? It's time for boldness, for there is so much to do. And this is certain. I promise you, we will be judged, you and I, by how we resolve these cascading crises of our era. Will we rise to the occasion, is the question. Will we master this rare and difficult hour?

MAYA → AMANDA

Will we meet our obligations, and pass along a new and better world to our children? I believe we must. I'm sure you do as well. I believe we will. And when we do, we'll write the next great chapter in the history of the United States of America, the American story, a story that might sound something like a song that means a lot to me. It's called "American Anthem." And there's one verse that stands out, at least for me.

And it goes like this: "The work and prayers of centuries have brought us to this day. What shall be our legacy? What will our children say? Let me know in my heart when my days are through: America, America, I gave my best to you." Let's add. Let's, us, add our own work and prayers to the unfolding story of our great nation.

If we do this, then when our days are through, our children and our children's children will say of us, they gave their best, they did their duty, they healed a broken land. My fellow Americans, I close the day where I began, with a sacred oath before God and all of you. I give you my word, I will always level with you. I will defend the Constitution. I'll defend our democracy. I'll defend America.

And I'll give all, all of you, keep everything you -- I do in your service, thinking not of power BUT of possibilities, not of personal injuries BUT the public good. And together we shall write an American story of hope, not fear. Of unity, not division. Of light, not darkness. A story of decency and dignity, love and healing, greatness and goodness.

May this be the story that guides us, the story that inspires us, and the story that tells ages yet to come that we answered the call of history, we met the moment. Democracy and hope, truth and justice, did not die on our watch, BUT thrived, that America secured liberty at home and stood once again as a beacon to the world. That is what we owe our forebears, one another, and generations to follow.

So, with purpose and resolve, we turn to those tasked of our time, sustained by faith, driven by conviction, and devoted to one another and the country we love with all our hearts. May God bless America and may God protect our troops. Thank you, America.

"City of God"
From American carnage to Saints

"COMMON OBJECTS of LOVE" ♥
love wins

U.S. lost 22M Jobs last March & April. Unemployment 6.7% & 2.3M fewer workers than Trump inaug.

You're entitled to your OPINION but not your own FACTS

FAITH BASED & PURPOSE-DRIVEN.

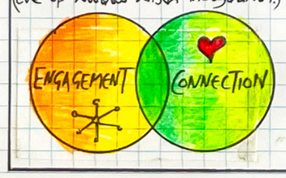
Restore faith - figuratively & metaphorically

FEAR → HOPE (05)
DIVISION → UNITY
DARK → LIGHT

Note to self
Keep the faith. Joy

Fear never builds a future → HOPE DOES

Bob Goff



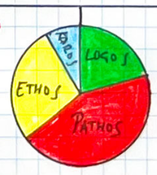
We ran the campaign & all our messaging on 2 basic pillars
ENGAGEMENT & CONNECTION
That's how we won.
JENNIFER O'MALLEY

PRIORITIES

#1 foster unity. Common beliefs
#2 Build Trust
#3 Give evidence & logic
#4 Call to action
→ TOGETHER

RHETORICAL APPEALS

40% PATHOS (Emotion & Values)
20% LOGOS (Reason & Proof)
30% (Credibility & Trust) ETHOS
10% (Urgency & Action) KAIROS



"We have to reach beyond ourselves..."

KAMALA

Vice president elect Kamala Harris knows how to present her CV without appearing too arrogant or self-promotional. It's a tough skill to learn when you need to talk about yourself.

⏳ Build credibility and trust, but don't over-sell.

⛰️ Paint a vision, but don't make it feel out of reach.

🖍️ Show leadership, but come across like one of us.

⚒️ It's a tough balancing act...

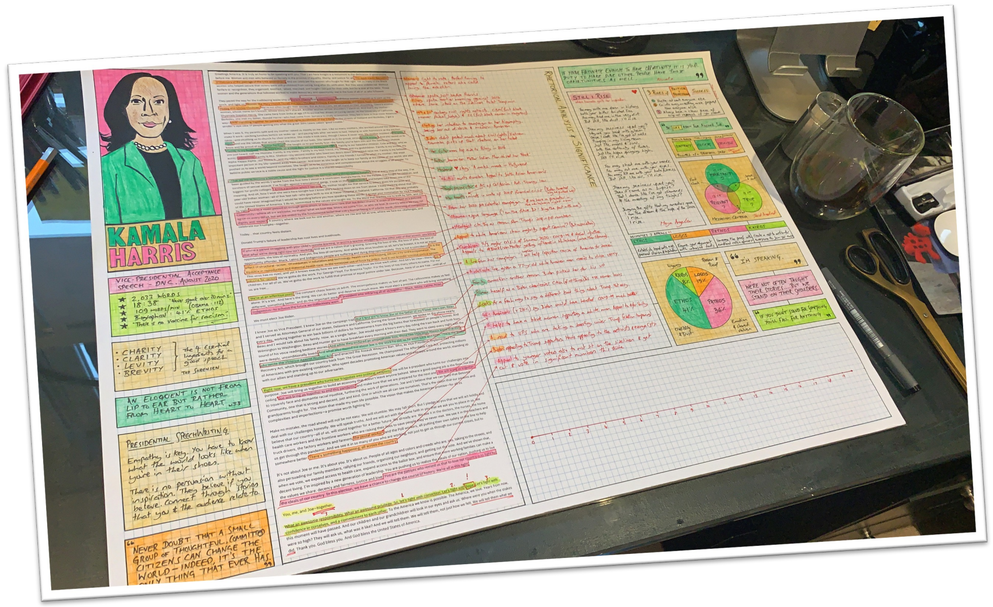
For her vice presidential acceptance speech in August, despite the majority of her 18 minute talk being about herself, she spoke with empathy, elegance and humility.

"You can change the world just by sharing your story".

Using many of the rhetorical devices that made Obama a great speaker, Kamala specifically chose words and phrases that carried weight and hidden meaning, in order to relate to different demographics within her TV audience of 22.8M.

We may not be running for high office, but we can learn a lot from her about how to promote ourselves with strength and quiet confidence.

Note: **APOLOGIES FOR ANY POLITICAL BIAS** expressed consciously or unconsciously in any of my one pagers. As a Brit fascinated with global (especially American) politics and looking in from the outside, please take my opinions with a pinch of salt and focus on the art within the rhetoric. I don't mean to upset or offend anyone. x



KAMALA HARRIS

VICE-PRESIDENTIAL ACCEPTANCE SPEECH - DNC, AUGUST 2020

- ★ 2,033 WORDS
- ★ 18:38 "Never speak over 20 mins."
- ★ 109 words/min (OBAMA: 112)
- ★ Biographical: 41% ETHOS
- ★ "There is no vaccine for racism."

- CHARITY
- CLARITY
- LEVITY
- BREVITY

} The 4 Essential Ingredients for a good speech — TED SORENSEN

AN ELOQUENT IS NOT FROM LIP TO EAR BUT RATHER FROM HEART TO HEART. W.J.B

PRESIDENTIAL SPEECHWRITING:

Empathy is key. You have to know what the world looks like when you're in their shoes.

There is no persuasion without inspiration. They believe if you believe. Connect through stories that you & the audience relate to.

"NEVER DOUBT THAT A SMALL GROUP OF THOUGHTFUL, COMMITTED CITIZENS CAN CHANGE THE WORLD — INDEED, IT'S THE ONLY THING THAT EVER HAS."

Greetings America. It is truly an honor to be speaking with you. That I am here tonight is a testament to the dedication of generations before me. Women and men who believed so fiercely in the promise of equality, liberty, and justice for all. This week marks the 100th anniversary of the passage of the 19th amendment. And we celebrate the women who fought for that right. Yet so many of the Black women who helped secure that victory were still prohibited from voting, long after its ratification. But they were undeterred. Without fanfare or recognition, they organized, testified, rallied, marched, and fought—not just for their vote, but for a seat at the table. These women and the generations that followed worked to make democracy and opportunity real in the lives of all of us who followed.

They paved the way for the trailblazing leadership of Barack Obama and Hillary Clinton. And these women inspired us to pick up the torch, and fight on. Women like Mary Church Terrell and Mary McCleod Bethune. Fannie Lou Hamer and Diane Nash. Constance Baker Motley and Shirley Chisholm. We're not often taught their stories. But as Americans, we all stand on their shoulders. There's another woman, whose name isn't known, whose story isn't shared. Another woman whose shoulders I stand on. And that's my mother—Shyamala Gopalan Harris. She came here from India at age 19 to pursue her dream of curing cancer. At the University of California Berkeley, she met my father, Donald Harris—who had come from Jamaica to study economics. They fell in love in that most American way—while marching together for justice in the civil rights movement of the 1960s. In the streets of Oakland and Berkeley, I got a stroller's-eye view of people getting into what the great John Lewis called "good trouble."

When I was 5, my parents split and my mother raised us mostly on her own. Like so many mothers, she worked around the clock to make it work—packing lunches before we woke up— and paying bills after we went to bed. Helping us with homework at the kitchen table—and shuttling us to church for choir practice. She made it look easy, though I know it never was. My mother instilled in my sister, Maya, and me the values that would chart the course of our lives. She raised us to be proud, strong Black women. And she raised us to know and be proud of our Indian heritage. She taught us to put family first—the family you're born into and the family you choose. Family, is my husband Doug, who I met on a blind date set up by my best friend. Family is our beautiful children, Cole and Ella, who as you just heard, call me Momala. Family is my sister. Family is my best friend, my nieces and my godchildren. Family is my uncles, my aunts—my chithis. Family is Mrs. Shelton—my second mother who lived two doors down and helped raise me. Family is my beloved Alpha Kappa Alpha...our Divine 9...and my HBCU brothers and sisters. Family is the friends I turned to when my mother—the most important person in my life—passed away from cancer. And even as she taught us to keep our family at the center of our world, she also pushed us to see a world beyond ourselves. She taught us to be conscious and compassionate about the struggles of all people. To believe public service is a noble cause and the fight for justice is a shared responsibility.

That led me to become a lawyer, a District Attorney, Attorney General, and a United States Senator. And at every step of the way, I've been guided by the words I spoke from the first time I stood in a courtroom: Kamala Harris, For the People. I've fought for children, and survivors of sexual assault. I've fought against transnational gangs. I took on the biggest banks, and helped take down one of the biggest for-profit colleges. I know a predator when I see one. My mother taught me that service to others gives life purpose and meaning. And oh, how I wish she were here tonight but I know she's looking down on me from above. I keep thinking about that 25-year-old Indian woman—all of five feet tall—who gave birth to me at Kaiser Hospital in Oakland, California. On that day, she probably could have never imagined that I would be standing before you now speaking these words: I accept your nomination for Vice President of the United States of America. I do so, committed to the values she taught me. To the Word that teaches me to walk by faith, and not by sight. And to a vision passed on through generations of Americans—one that Joe Biden shares. A vision of our nation as a Beloved Community—where all are welcome, no matter what we look like, where we come from, or who we love. A country where we may not agree on every detail, but we are united by the fundamental belief that every human being is of infinite worth, deserving of compassion, dignity and respect. A country where we look out for one another, where we rise and fall as one, where we face our challenges, and celebrate our triumphs—together.

Today... that country feels distant. //

Donald Trump's failure of leadership has cost lives and livelihoods. //

If you're a parent struggling with your child's remote learning, or you're a teacher struggling on the other side of that screen, you know that what we're doing right now isn't working. And we are a nation that's grieving. Grieving the loss of life, the loss of jobs, the loss of opportunities, the loss of normalcy. And yes, the loss of certainty. And while this virus touches us all, let's be honest, it is not an equal opportunity offender. Black, Latino and Indigenous people are suffering and dying disproportionately. This is not a coincidence. It is the effect of structural racism. Of inequities in education and technology, health care and housing, job security and transportation. The injustice in reproductive and maternal health care. In the excessive use of force by police. And in our broader criminal justice system. This virus has no eyes, and yet it knows exactly how we see each other—and how we treat each other. And let's be clear—there is no vaccine for racism. We've gotta do the work. For George Floyd. For Breonna Taylor. For the lives of too many others to name. For our children. For all of us. We've gotta do the work to fulfill that promise of equal justice under law. Because, none of us are free...until all of us are free...

We're at an inflection point. The constant chaos leaves us adrift. The incompetence makes us feel afraid. The callousness makes us feel alone. It's a lot. And here's the thing: We can do better and deserve so much more. We must elect a president who will bring something different, something better, and do the important work. A president who will bring all of us together—Black, White, Latino, Asian, Indigenous—to achieve the future we collectively want.

We must elect Joe Biden.

I knew Joe as Vice President. I knew Joe on the campaign trail. But I first got to know Joe as the father of my friend. Joe's son, Beau, and I served as Attorneys General of our states, Delaware and California. During the Great Recession, we spoke on the phone nearly every day, working together to win back billions of dollars for homeowners from the big banks that foreclosed on people's homes. And Beau and I would talk about his family. How, as a single father, Joe would spend 4 hours every day riding the train back and forth from Wilmington to Washington. Beau and Hunter got to have breakfast every morning with their dad. They went to sleep every night with the sound of his voice reading bedtime stories. And while they endured an unspeakable loss, these two little boys Always knew that they were deeply, unconditionally loved. And what also moved me about Joe is the work he did, as he went back and forth. This is the leader who wrote the Violence Against Women Act—and enacted the Assault Weapons Ban. Who, as Vice President, implemented The Recovery Act, which brought our country back from The Great Recession. He championed The Affordable Care Act, protecting millions of Americans with pre-existing conditions. Who spent decades promoting American values and interests around the world, standing up with our allies and standing up to our adversaries.

Right now, we have a president who turns our tragedies into political weapons. Joe will be a president who turns our challenges into purpose. Joe will bring us together to build an economy that doesn't leave anyone behind. Where a good-paying job is the floor, not the ceiling. Joe will bring us together to end this pandemic and make sure that we are prepared for the next one. Joe will bring us together to squarely face and dismantle racial injustice, furthering the work of generations. Joe and I believe that we can build that Beloved Community, one that is strong and decent, just and kind. One in which we all can see ourselves. That's the vision that our parents and grandparents fought for. The vision that made my own life possible. The vision that makes the American promise—for all its complexities and imperfections—a promise worth fighting for.

Make no mistake, the road ahead will not be not easy. We will stumble. We may fall short. But I pledge to you that we will act boldly and deal with our challenges honestly. We will speak truths. And we will act with the same faith in you that we ask you to place in us. We believe that our country—all of us, will stand together for a better future. We already are. We see it in the doctors, the nurses, the home health care workers and the frontline workers who are risking their lives to save people they've never met. We see it in the teachers and truck drivers, the factory workers and farmers, the postal workers and the Poll workers, all putting their own safety on the line to help us get through this pandemic. And we see it in so many of you who are working, not just to get us through our current crises, but to somewhere better. There's something happening, all across the country.

It's not about Joe or me. It's about you. It's about us. People of all ages and colors and creeds who are, yes, taking to the streets, and also persuading our family members, rallying our friends, organizing our neighbors, and getting out the vote. And we've shown that, when we vote, we expand access to health care, expand access to the ballot box, and ensure that more working families can make a decent living. I'm inspired by a new generation of leadership. You are pushing us to realize the ideals of our nation, pushing us to live the values we share: decency and fairness, justice and love. You are the patriots who remind us that to love our country is to fight for the ideals of our country. In this election, we have a chance to change the course of history. We're all in this fight.

You, me, and Joe—together.

What an awesome responsibility. What an awesome privilege. So, let's fight with conviction. Let's fight with hope. Let's fight with confidence in ourselves, and a commitment to each other. To the America we know is possible. The America, we love. Years from now, this moment will have passed. And our children and our grandchildren will look in our eyes and ask us: Where were you when the stakes were so high? They will ask us, what was it like? And we will tell them. We will tell them, not just how we felt. We will tell them what we did. Thank you. God bless you. And God bless the United States of America.

RHETORICAL ANALYSIS & SIGNIFICANCE

- Women's right to vote. Perfect timing to appeal to female voters who could swing the election
- Obama spoke just before Harris
- Hilary spoke earlier warning against 2016 where some "stood on the sidelines" to let Trump win.
- 19th & 20th century civil rights activists, CBM (first black woman federal judge) & SC (first black woman in congress).
- stating her intention to campaign on her biography, seeing her as diverse & modern-American.
- Biden didn't protest much about civil rights / Vietnam. Kamala picks up that rhetoric on her ticket
- Her sister was top aide to Hilary in 2016
- Father: Jamaican. Mother: Indian. Mum raised her "black."
- Husband ♥ story: "A match made in Hollywood"
- "chithis": aunts & uncles. Appeal to South Asian American's.
- Tough prosecutor & AG of California: Anti-Truancy law.
- Won hearts + minds in wake of 2008 financial crisis (Biden trusted why he picked her)
- From her 2020 presidential campaign.. "if we have a predator in the white house right now."
- Obama-esque language ("I am the future. But I bring the past with me")
- Strategist cite this as reason for Trump's drop in poll numbers.
- Appeal to white Americans show majority support. Genuine? (But association)
- Combines 2/3 major crisis of Summer 2020 - covid-19 & racial injustice. Appeals to #BlackLivesMatter getting influence in White House (more than Obama).
- A line from her campaign. "I will help reposition course of America for decades" (implies)
- A delicate line given a 77-yr old white American man needs to drive UNITY.
- Family connection - another reason Biden picked her for his VP
- Primes herself as a Biden cheerleader. Cites (of all things) his +ve women laws
- Looks for a fresh way to say a different bad thing about Trump. Not easy.
- 46% Americans (v 24%) say Biden could have handled COVID-19 much better
- It helps to have a black woman supporting a white man. Appeal to diversity
- A nod to UPS who are taking a beating under Trump (election tampering)
- Biden appealing to Trump supporters. Harris appealing to the activists & younger lefts.
- Appeal to younger voters also to not sit on the sidelines & get out & vote in significant numbers this time.

"IF YOU'RE FORTUNATE ENOUGH TO HAVE OPPORTUNITY IT IS YOUR DUTY TO MAKE SURE OTHER PEOPLE HAVE THOSE OPPORTUNITIES AS WELL." Kamala

STILL I RISE

Where Kamala gets her inspiration.

You may write me down in history
With your bitter twisted lies,
You may trod me in the very dirt
But still, like dust, I'll rise.

Does my sassiness upset you?
Why are you beset with gloom?
'cause I walk like I've got oil wells
Pumping in my living room.
Just like moons & suns,
With the certainty of tides,
Just like hopes springing high,
Still I'll rise.
...
You may shoot me with your words,
You may cut me with your eyes,
You may kill me with your hatefulness,
But still, like air, I'll rise.

Does my sexiness upset you?
Does it come as a surprise?
That I dance like I've got diamonds
At the meeting of my thighs?
⋮
Bringing the gifts that my ancestors gave
I am the dream & the hope of the slave
I rise.
I rise.
I rise.

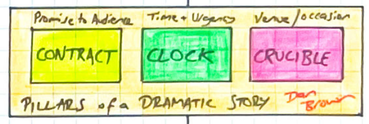
Maya Angelou

3 RULES of POLITICAL + PROFESSIONAL SUCCESS

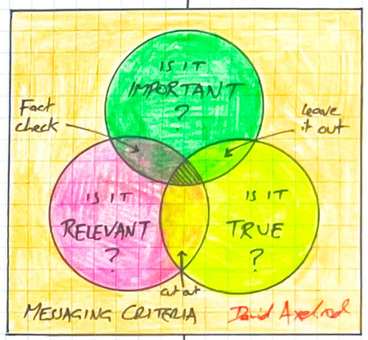
Top tips!

1. Hustle: out work everyone else
2. Go into every meeting more prepared than everyone else
3. Always have a clever piece of original research up you sleeve

"BE SURE ABOUT YOUR ANSWER, SIR."

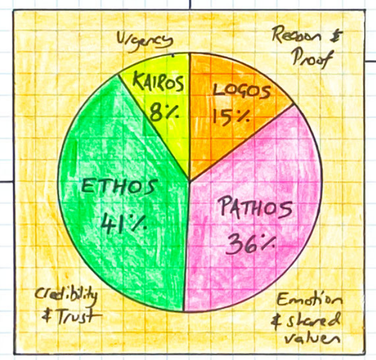


PILLARS of a DRAMATIC STORY — Dan Brown



ARISTOTLE'S 3 APPEALS +1

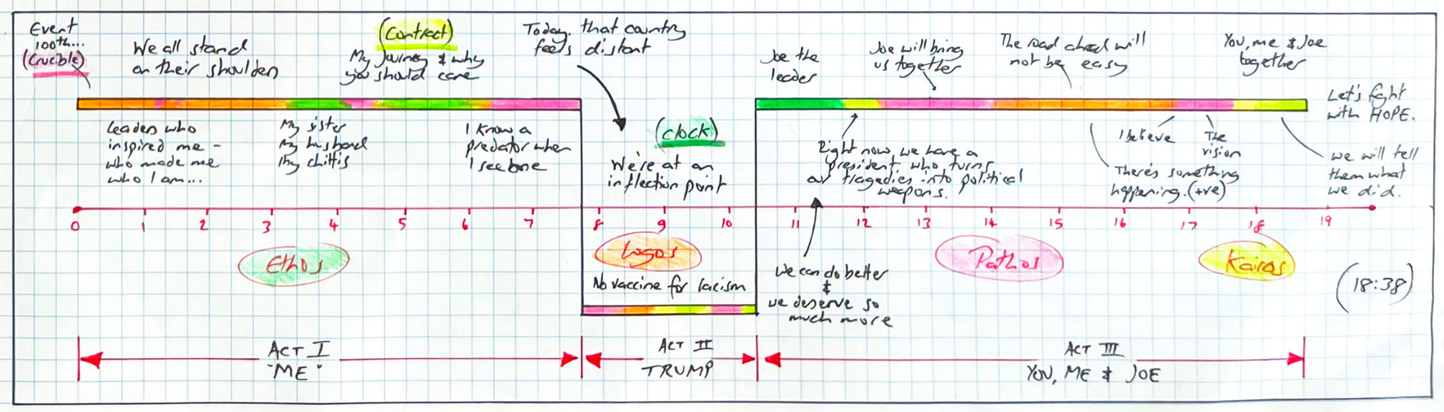
ETHOS	LOGOS	PATHOS	KAIROS
Establish bond with exp. personal stories & reputation	Frame your argument with unbiased facts	Leverage the proof with emotional calls + opinions	Create a call to action for everyone to join your cause



"I'M SPEAKING."

WE'RE NOT OFTEN TAUGHT THEIR STORIES... BUT WE STAND ON THEIR SHOULDERS.

"IF YOU DON'T STAND FOR SOMETHING YOU'LL FALL FOR ANYTHING"



“MY SHOT” HAMILTON

When the musical 🎭 Hamilton launched, it set a record on Broadway for the most money earned in a week ($3.3 million). I usually enjoy taking stories to pieces to see WHY they work, but Hamilton was different. I didn’t want to understand how Lin-Manuel Miranda turned Ron Chernow’s book into the most commercially successful musical of all time, I wanted to experience what it FELT like to write it. 📝

❤️ **FEELINGS DRIVE OUR DECISION MAKING** (whether we realise it or not it’s a biological and scientific fact). They shape our daily habits and they motivate us to act. And while they are fleeting and we need discipline to get things done, it is our feelings that drive us to do what we do.

🧠 That’s why I occasionally love to indulge in an exercise that the great writer and journalist Hunter S. Thompson used to do. It helps to tap into the emotional mindset of artists and high performers, so that you might perform better yourself.

At the beginning of his career Hunter wanted to know what it felt like to write a masterpiece, so he decided to type The Great Gatsby, from beginning to end on his battered typewriter, just to understand what it FEELS like to be F. Scott Fitzgerald. At least for a moment. 📖

I LOVE this idea, so I copied what I think is the greatest piece of theatrical writing of modern times: Lin Manuel Miranda's "My Shot" from Hamilton. The writing is inspired. It took him two years to write it and every one of the 1,119 words is perfectly positioned. (An average song only has 300 words). He took a historical biography and re-mixed it for an entirely different audience, making the story relevant to people who may never have been interested in it otherwise.

If you’re curious about what it feels like to create a masterpiece, or how it might FEEL to be the best in the world at doing what you do, why not try it yourself?

Think... Lennon writing “*Imagine*”... Noel writing “*Live Forever*”... Einstein writing his “*Theory of Relativity*”... J.K. Rowling writing “*Harry Potter*”... Aaron Sorkin writing “*The West Wing*”... MLK writing his “*Dream Speech*”... Walter Tevis writing “*The Queen’s Gambit*”...

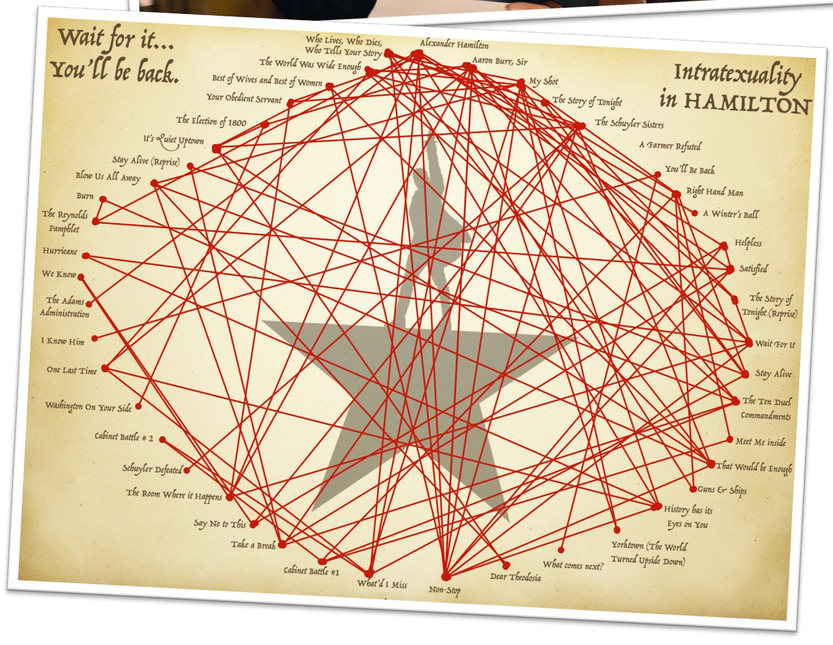
🎤 Just choose your favourite song, speech or story.

🖋️ Treat yourself to a nice pen and new notebook. (I like to write in brown ink with a fountain pen because the lines have more texture and it’s how Walt Disney always wrote).

🥃 Turn off your technology and get your favourite drink (you might be there a while)!

📝 Copy the text longhand so that you can take your time focusing on each word.

It’s a brilliant exercise that might surprise you, and will help you to be a better storyteller...



my shot

I am not throwing away my shot! I am not throwing away my shot! Hey yo, I'm just like my country, I'm young scrappy & hungry and I'm not throwing away my shot! I'm a get a scholarship to King's College. I probly shouldn't brag, but dang, I amaze and astonish. The problem is I got a lot of brains but no polish. I gotta holler just to be heard. With every word I drop knowledge! I'm a diamond in the rough, a shiny piece of coal. Tryin to reach my goal, my power of speech: unimpeachable. Only nineteen but my mind is older. These New York City streets get colder, I shoulder. Every burden, every disadvantage I have learned to manage. I don't have a gun to brandish. I walk these streets famished. The plan is to fan this spark into a flame. But damn, it's getting dark, so let me spell out the name, I am the - A-L-E-X-A-N-D-E-R - we are - meant to be... a colony that runs independently. Meanwhile Britain keeps shittin' on us endlessly. Essentially, the tax us relentlessly. The King George turns around runs a spending spree. He ain't ever gonna set his descendants free, so there will be a revolution in this century. Enter me! (He says in parentheses) Don't be shocked when your history book mentions me. I will lay down my life if it sets us free. Eventually, you'll see my ascendancy. And I am not throwing away my shot. I am not throwing away my shot! Hey yo, I'm just like my country. I'm young scrappy and hungry. And I'm not throwing away my shot. And I'm not throwing away my shot. I am not throwing away my shot. I am not throwing away my shot. Hey yo I'm young scrappy and hungry. And I'm not throwing away my shot. It's time to take a shot! I dream of life without a monarchy. The unrest in France will lead to 'anarchy?' 'Anarchy? How you say, how you say "anarchy"? When I fight, I make the other side panicky. With my - Shot! Yo I'm a tailor's apprentice. And I got y'all knuckleheads in loco parentis. I'm joining the rebellion cuz I know it's my chance, To socially advance, instead of sewin some pants! I'm gonna take a - Shot! But we'll never be truly free Until I'm in bondage have the same rights as you and me. You and I. Do or die. Wait till I tell in on a stallion with the first black battalion. Have another - Shot! Geniuses, lower your voices. You keep out of trouble and you double your choices. I'm with ya, but the situation is fraught. You've got to be carefully taught: If you talk, you're gonna get shot! Burr, check what we got. Mr. Lafayette, hard rock like Lancelot. I think your pants look hot, Laurens. I like you a lot let's hatch a plot blacker than the kettle callin the pot... What are the odds the gods would put us all in one spot, Poppin' a squat on conventional wisdom, like it or not. A bunch of revolutionary mannnissionaboliticists? Give me a position, show me where the ammunition is! Oh, am I talkin' too loud? Sometimes I get over excited, shoot off at the mouth. I never had a group of friends before, I promise that I'll make y'all proud. Let's get this guy in front of a crowd. I am not throwing away my shot. I am not throwing away my shot. Hey yo, I'm just like my country, I'm young scrappy and hungry. And I'm not throwing away my shot. I am not throwing away my shot. I am not throwing away my shot. Hey yo I'm just like my country, I'm young, scrappy and hungry. And I'm not throwing away my shot. Everybody Sing: Whoa! Whoa. Whoa. Hey! Whoa! Woah!! Whoa! Ay, let'em hear ya! Let's go! I said shout it to the rooftops! Come on! Come on let's go! Rise up! When you're living on your knee's you rise up. Tell your brother that he's gotta rise up. Tell your sister that she's gotta rise up. When are these calories gonna rise up? Rise up! Rise up! Imagine death so much it feels like a memory. When's it gonna get me? In my sleep? Seven feet dead of me? If I see it comin' do I run or do I let it be? Is it like a beat without a melody? See I never thought I'd live past twenty. Where I come from some get half as many. Ask anybody why we livin' fast and we laugh, reach for a flask, We have to make this moment last, that's plenty. Scratch that. This is not a moment, it's the movement, where all the hungriest brothers with something to prove meet foes oppose us, we take an honest stand, We roll like Moses, claimin' our promised land. And? If we win our independence? 'Bout a guarantee of freedom for our descendants? Or will the blood we shed begin an endless cycle of vengeance and death with no defendants? I know the action in the street is excitin', But Jesus, between all the bleedin' n fightin' I've been feedin' n writin'. We need to tackle our financial situation. Are we a nation of slaves? What's the state of our nation? I'm just patiently waitin'. I'm passionately smashin' every expectation. Every action's an act of creation! I'm laughing in the face of casualties and sorrow, for the first time, I'm thinkin' past tomorrow. And I am not throwing away my shot. I am not throwing away my shot. Hey yo I'm just like my country I'm young scrappy and hungry and I'm not throwing away my shot. We're gonna rise up! Time to take a shot. We're gonna rise up! Time to take a shot. Time to take a shot. And I am not throwin' away my - not throwin away my shot!

LIN-MANUEL MIRANDA, HAMILTON.

AIR JORDAN

In April 1991 I received my first weeks pay check from a full time job. £125. I spent £120 of it on a pair "Bordeaux" Air Jordan VII's from Footlocker in Manchester's Arndale Centre.

Money well spent.

I had no idea at the time what I wanted to do for a career, but what I did know was that I wanted to "Be Like Mike". Not on the court. (I LOVE basketball. I played the 5 spot and was pretty fast, but I couldn't jump and was I far too scrawny!) But I loved Mike's work ethic. I loved his style. I loved his attitude. I loved his level of excellence. And I loved his obsessive commitment to winning, fostered by the "RELENTLESS" philosophy he developed with his personal trainer Tim Grover.

Wearing those VII's not only made me walk a little bit taller, but they made this bartender from Salford believe that he too might do something special one day.

Nike say that they're only a pair of shoes... until you step into them... and then you start to play a part in (his)story. Brand storytelling at its finest.

Which is why if you haven't seen **AIR** yet, you really must. It looks like it's an underdog story about Nike signing Michael Jordan and the origins of the $5Bn Jordan Brand.

But it's not.

What it's really about is one man's pursuit of ONE goal.

Not Michael Jordan...

Sonny Vaccaro.

An out-of-shape high school basketball scout who bet his job on doing something which had never been done before, which included signing ONE player for $500K, instead of 3 players for $250K.

Nike had no real presence in basketball at the time and MJ had no intention of signing with Nike.

He wanted to sign with adidas because they were cool.

Nike was not.

But Nike famously had ONE mission: "*To crush adidas*".

In order to achieve that mission, they wrote a list of 10 "maxims" and their CEO Phil "Shoe Dog" Knight embedded 3-act storytelling at their core. (One reason why I love them so much).

What happened next disrupted the entire industry, created a brand new business model and reinvented sports marketing forever.

The story is SO good there has been not one but THREE films made about it. (AIR, UNBANNED and One Man and His Shoes).

My point is this...

- 🏀 The best people do **ONE** thing well.
- 🏀 The best companies chase **ONE** goal.
- 🏀 The best speeches have **ONE** memorable point.
- 🏀 The best business stories chase **ONE** narrative.

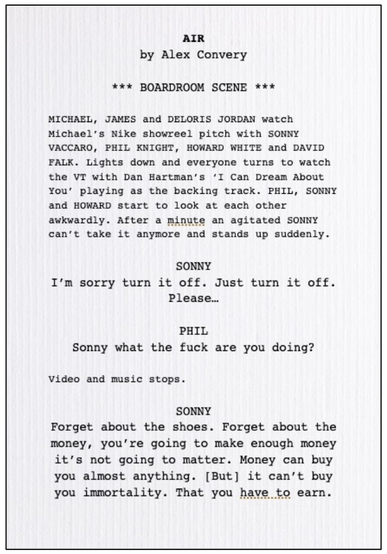
We like to pretend in business and our professional lives that we can do a few things well.

But the BEST high performing athletes, CEO's and storytellers know that's just not true.

They pick ONE thing.

And spend the majority of their time trying to do it better than anyone else.

What's your ONE THING?



AIR
by Alex Convery

*** BOARDROOM SCENE ***

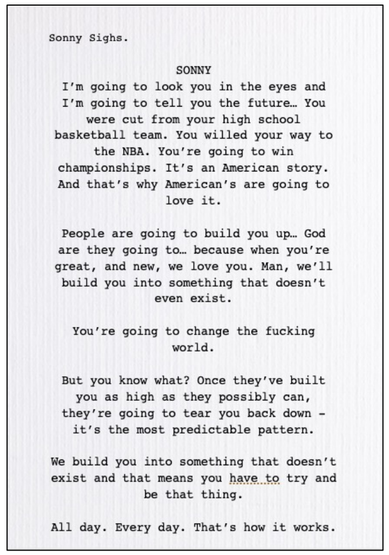
MICHAEL, JAMES and DELORIS JORDAN watch Michael's Nike showreel pitch with SONNY VACCARO, PHIL KNIGHT, HOWARD WHITE and DAVID FALK. Lights down and everyone turns to watch the VT with Dan Hartman's 'I Can Dream About You' playing as the backing track. PHIL, SONNY and HOWARD start to look at each other awkwardly. After a minute an agitated SONNY can't take it anymore and stands up suddenly.

SONNY
I'm sorry turn it off. Just turn it off. Please…

PHIL
Sonny what the fuck are you doing?

Video and music stops.

SONNY
Forget about the shoes. Forget about the money, you're going to make enough money it's not going to matter. Money can buy you almost anything. [But] it can't buy you immortality. That you have to earn.



Sonny Sighs.

SONNY
I'm going to look you in the eyes and I'm going to tell you the future… You were cut from your high school basketball team. You willed your way to the NBA. You're going to win championships. It's an American story. And that's why American's are going to love it.

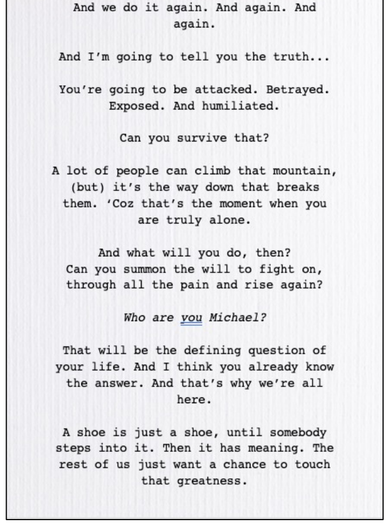
People are going to build you up… God are they going to… because when you're great, and new, we love you. Man, we'll build you into something that doesn't even exist.

You're going to change the fucking world.

But you know what? Once they've built you as high as they possibly can, they're going to tear you back down - it's the most predictable pattern.

We build you into something that doesn't exist and that means you have to try and be that thing.

All day. Every day. That's how it works.



And we do it again. And again. And again.

And I'm going to tell you the truth...

You're going to be attacked. Betrayed. Exposed. And humiliated.

Can you survive that?

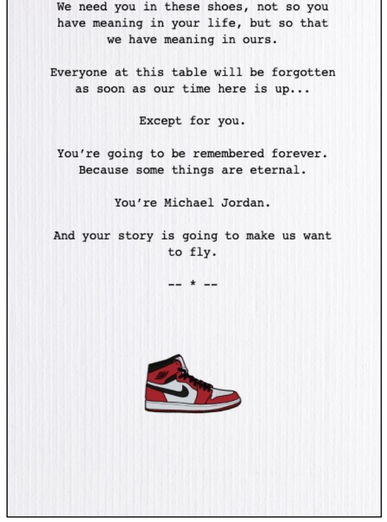
A lot of people can climb that mountain, (but) it's the way down that breaks them. 'Coz that's the moment when you are truly alone.

And what will you do, then?
Can you summon the will to fight on, through all the pain and rise again?

Who are you Michael?

That will be the defining question of your life. And I think you already know the answer. And that's why we're all here.

A shoe is just a shoe, until somebody steps into it. Then it has meaning. The rest of us just want a chance to touch that greatness.



We need you in these shoes, not so you have meaning in your life, but so that we have meaning in ours.

Everyone at this table will be forgotten as soon as our time here is up...

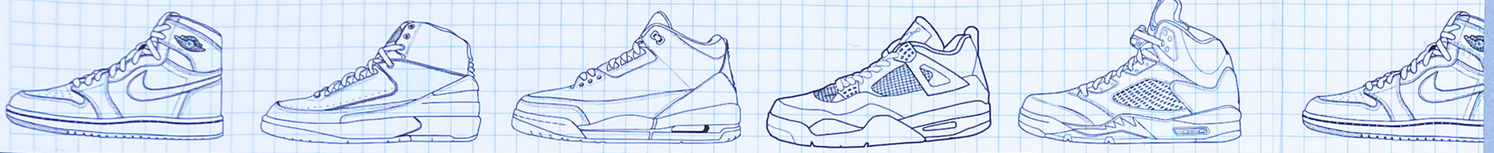
Except for you.

You're going to be remembered forever. Because some things are eternal.

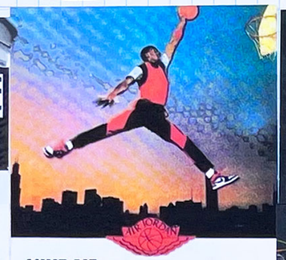
You're Michael Jordan.

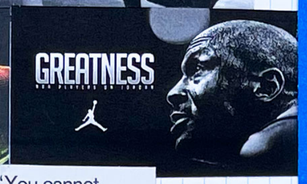
And your story is going to make us want to fly.

-- * --

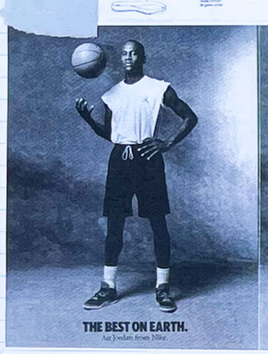


I THINK THAT THE ART OF MARKETING, THE ART OF PROMOTION AND THE ART OF STORYTELLING IS DEFINITELY ELEVATED AND WE HAVE TO GET BETTER EVERY YEAR.

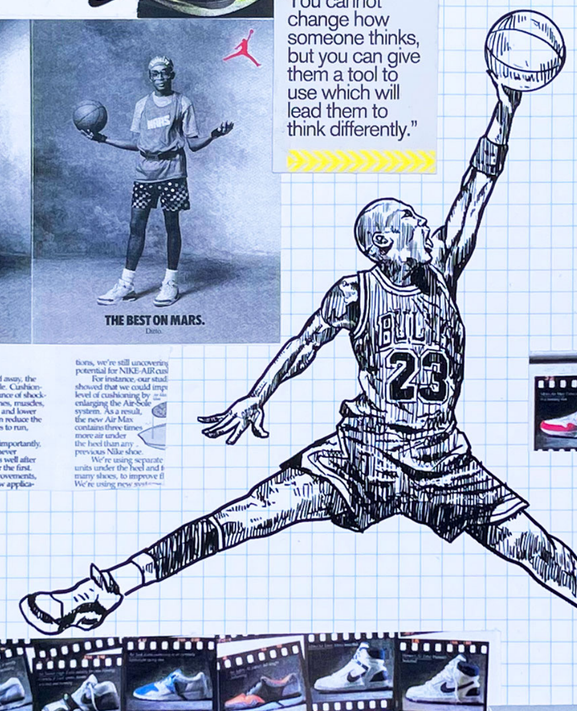




1. Our business is change.
2. We're on offense. All the time.
3. Perfect results count -- not a perfect process.
   Break the rules; fight the law.
4. This is as much about battle as about business.
5. Assume nothing.
   Make sure people keep their promises.
   Push yourselves push others.
   Stretch the possible.
6. Live off the land.
7. Your job isn't done until the job is done.
8. Dangers
   Bureaucracy
   Personal ambition
   Energy takers vs. energy givers
   Knowing our weaknesses
   Don't get too many things on the platter
9. It won't be pretty.
10. If we do the right things we'll make money damn near automatic.



"You cannot change how someone thinks, but you can give them a tool to use which will lead them to think differently."



IT'S A REVOLUTION.

Like many revolutionary ideas, NIKE-AIR cushioning is simple. Yet, as a feat of engineering, it remains unmatched. Even eight years after we first introduced it.

NIKE-AIR cushioning is a patented system. It consists of a special gas, pressurized inside a tough, flexible, urethane skin.

Called an Air-Sole' unit, this is what provides the spring-like cushioning. Because after each step or jump, the Air-Sole unit springs back to its original shape.

It provides, far and away, the best cushioning available. Cushioning that reduces the chance of shock-related injury to the bones, muscles, and tendons of the foot and lower leg. Cushioning that can reduce the muscular energy it takes to run, walk or jump.

But perhaps most importantly, NIKE-AIR cushioning never compacts. It cushions as well after 500 miles as it does after the first.

After years of improvements, of new designs, and new applications, we're still uncovering potential for NIKE-AIR cushioning.

For instance, our studies showed that we could improve the level of cushioning by increasing the Air-Sole unit's size.

As a result, the new Air Max contains three times more air under the heel than any previous Nike shoe.

We're using separate units under the heel and forefoot in many shoes, to improve flexibility.

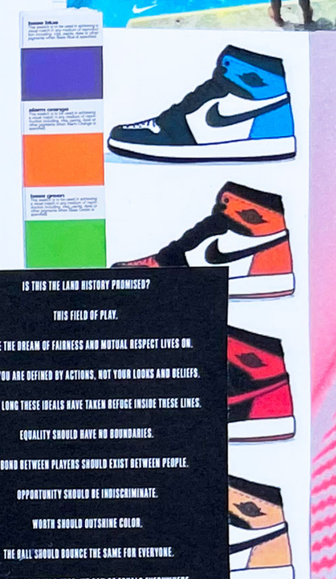
We're using new

A PROFESSOR ONCE TOLD ME THAT IF PEOPLE DON'T EITHER LOVE OR HATE YOUR WORK, YOU HAVEN'T DONE ANYTHING.

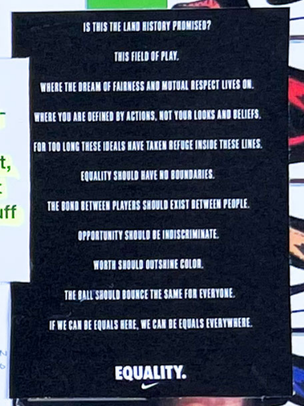
TINKER HATFIELD

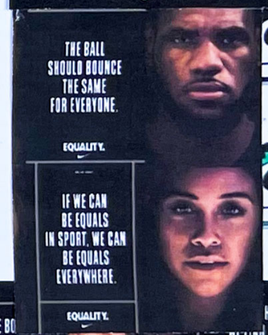
I don't know if I have a legacy, but I will say that I'm proud of the fact that I'm from a small town in a small state and I've had more than a small impact.

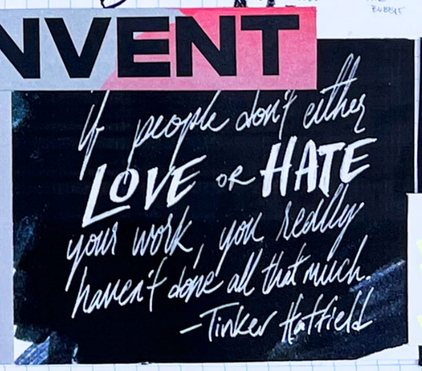
A WOMAN IS OFTEN MEASURED BY THE THINGS SHE CANNOT CONTROL. SHE IS MEASURED BY THE WAY HER BODY CURVES OR DOESN'T CURVE, BY WHERE SHE IS FLAT OR STRAIGHT OR ROUND. SHE IS MEASURED BY 36-24-36 AND INCHES AND AGES AND NUMBERS, BY ALL THE OUTSIDE THINGS THAT DON'T EVER ADD UP TO WHO SHE IS ON THE INSIDE. AND SO IF A WOMAN IS TO BE MEASURED, LET HER BE MEASURED BY THE THINGS SHE CAN CONTROL. BY WHO SHE IS AND WHO SHE IS TRYING TO BECOME. BECAUSE AS EVERY WOMAN KNOWS, MEASUREMENTS ARE ONLY STATISTICS. AND STATISTICS LIE.

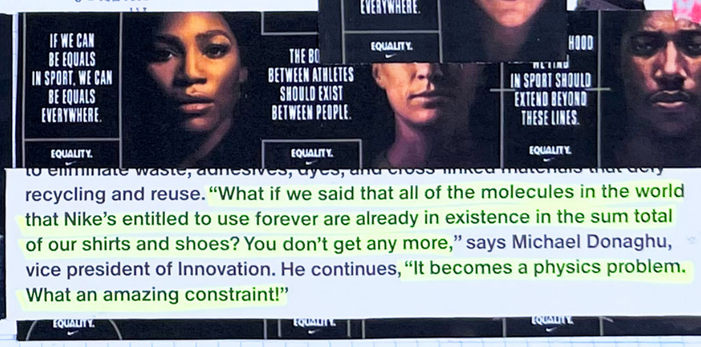


"Ultimately, if we're not solving problems, making people better, creating more access to sport and more access to courage and confidence, we're not fulfilling the promise and destiny that this founder had for us," says Hoke. "From day one, innovation was a commitment, not a guarantee. We were committing to learning and to listening. But it never guaranteed success or a product or platform or any of the stuff we say today. It was about establishing a restless curiosity and drive to continuously improve."

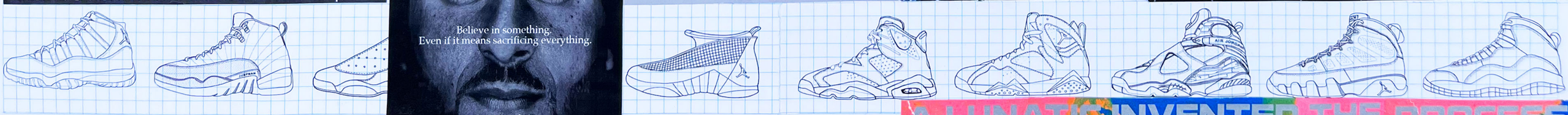






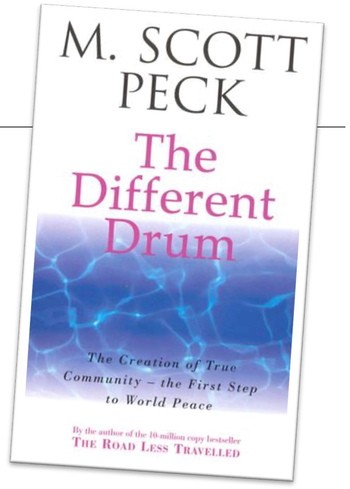


recycling and reuse. "What if we said that all of the molecules in the world that Nike's entitled to use forever are already in existence in the sum total of our shirts and shoes? You don't get any more," says Michael Donaghu, vice president of Innovation. He continues, "It becomes a physics problem. What an amazing constraint!"



A LUNATIC INVENTED THE PROCESS

COMMUNITY?



IN BUSINESS WE TALK ABOUT COMMUNITY ALL THE TIME…

BUT HAVE YOU EVER WONDERED WHAT A TRUE COMMUNITY ACTUALLY LOOKS LIKE?

And is the community you are building at work even close to what a genuine community should be?

M. Scott Peck wrote the rulebook of community building in his seminal book ”*The Different Drum*". It talks about the characteristics of a true community:

1. Inclusivity, Commitment & Consensus
2. Realism
3. Contemplation
4. A Safe Place
5. A Laboratory For Personal Disarmament
6. A Group That Can Fight Gracefully
7. A Spirit
8. A Group of Leaders

For me, the TED community is one of the best examples of a true community that loves and supports each other. Yes it’s formulaic, yes there’s a strong commercial model behind what Chris Anderson has built, but when I consider M. Scott Peck’s characteristics of a true community and compare it to what I’ve seen of the TED community, I think they’re doing pretty well.

Many other social networks which by their own definitions are supposed to be communities, when you look beneath the surface, you realise that they are not actually true communities at all.

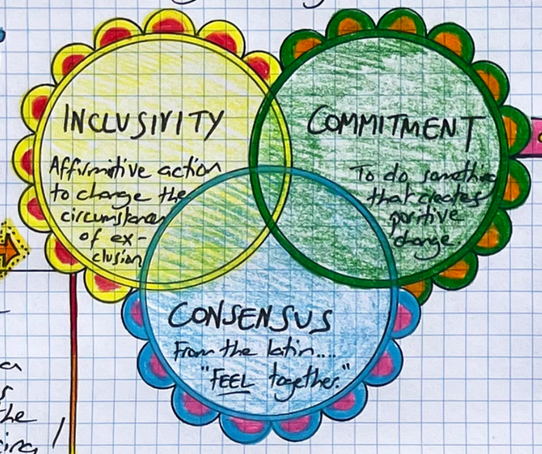
Peck’s book is well worth taking the time to study when you've got a moment...

community

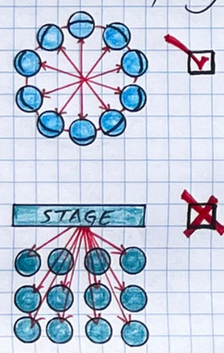
We talk about "COMMUNITY" a lot in the business world. But what type of communities are we really building?

"ENGAGING with your fans followers or subscribers is NOT the same as building a community"

THE THREE ESSENTIAL INGREDIENTS OF COMMUNITY

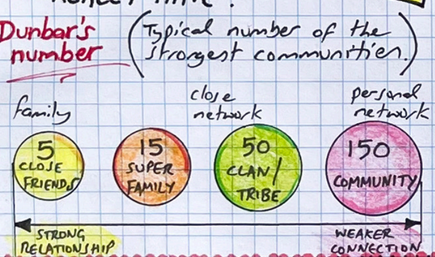


The difference between an AUDIENCE and a COMMUNITY is which way the chairs are facing!



HOW MANY FRIENDS CAN YOU REALLY HAVE? 150

Dunbar's number (Typical number of the strongest communities)



READ THIS!

A DIFFERENT DRUM "True Community" M. Scott Peck

COMMUNITY ≠ COMMUNICATION

The overall purpose of communication is, or should be reconciliation. It should serve to lower or remove the walls & barriers of misunderstanding that unduly separate us human beings from one another.

Communication is the bedrock of all human relationships. The principles of community have profound application to any situation in who two or more people are gathered together.

airbnb

"I'D RATHER HAVE 100 PEOPLE WHO LOVE ME, THAN 1,000,000 WHO KINDA "LIKE" ME"

Brian Chesky, Founder Airbnb

COMMUNITY MAINTENANCE

The challenges with growing communities need to managed carefully

- Size & structure
- Authority
- Inclusivity
- Intensity
- Commitment
- Individuality
- Task definition
- Ritual.

COMMUNITY IS ABOUT DOING SOMETHING TOGETHER THAT MAKES BELONGING MATTER

"There is a difference between offering a service and being willing to serve. They may both include giving - but only one is generous"

SINEK

THE FOUR STAGES OF BUILDING A COMMUNITY ....

Community building typically goes through four stages:

IS IT REALLY A "COMMUNITY"?

PSEUDOCOMMUNITY Well intentioned people try to demonstrate their ability to be friendly and sociable, but they don't delve below the surface of each others ideas or emotions. Use generalities & stereotypes. Avoidance over conflict resolution.

CHAOS The first step towards community and positivity is actually a period of negativity. Members vent annoyances, mutual frustrations and differences. "Beneficial chaos" is a sign of healthy growth.

EMPTINESS To transcend the stage of "chaos" members are forced to shed everything that prevents real communication. Bias. Prejudice. Power. Control. Yield to empathy, openness, vulnerability, attention and trust. This is the hardest stage since it requires release of established patterns of behaviours.

TRUE COMMUNITY Having worked through emptiness the people in the community enter a place of complete EMPATHY with one another. There is a great level of understanding. People relate to each other & their feelings. Even heated discussions never get sour, and motives are not questioned. Deeper sustained happiness is not dread: All equals +ve charge.

CHARACTERISTICS OF TRUE COMMUNITY

INCLUSIVITY, COMMITMENT & CONSENSUS	Members accept and embrace each other, celebrating their individuality & transcending their differences. They commit themselves to the people & effort. Reconciliation through consensus.
REALISM	Members bring together multiple perspectives to better understand the whole context of the situation. Decisions are well rounded & humble, not one sided or arrogant.
CONTEMPLATION	Members examine themselves. They are individually self aware of the world outside themselves, the world inside themselves & the relationship between the two.
A SAFE PLACE	Members allow others to share their vulnerability, heal themselves and express who they really are.
A LABORATORY FOR PERSONAL DISARMAMENT	Members experientially discover the rules for peacemaking & embrace its virtues. Feel & express compassion for one another.
A GROUP THAT CAN FIGHT GRACEFULLY	Members resolve conflicts with wisdom & grace. They listen & understand. Accept limitations. Celebrate differences. Commit to struggle together rather than against each other.
A SPIRIT → PEACE ☐ LOVE ☐ WISDOM ☐ POWER ☐	A GROUP OF LEADERS — Members harness the "flow" of leadership to make decisions. Not a single leader.

YOU CAN HAVE EVERYTHING YOU WANT IN LIFE, IF YOU JUST HELP ENOUGH OTHER PEOPLE GET WHAT THEY WANT.

IF YOU WANT TO CHANGE THE WORLD - GO HOME AND LOVE YOUR FAMILY

THE DIFFERENCE BETWEEN AN AUDIENCE AND A COMMUNITY IS WHICH WAY THE CHAIRS ARE FACING.

US NAVY **SEALS** & **OODA LOOPS**

Business leaders can learn a lot from Navy SEALs. Especially about how to operate in **MISSION CRITICAL ENVIRONMENTS...**

Whether on a battlefield or in a boardroom, there are many lessons that crossover. Here's the top 4 lessons I've learned from spending a little time with the special forces over the last year courtesy of "Jocko's" *Echelon Front*.

🔄 1. WHOEVER NAVIGATES AN "OODA" LOOP THE FASTEST WINS.

Agility and velocity are crucial for leaders as our business climate increasingly takes on the attributes of a battlefield. SEAL leaders remain agile by maintaining situational awareness is a "shoot, move and communicate" process called OODA.

Observe > Orient > Decide > Act.

It's a mental model that compels you to process and respond to information quickly. NASA use it to "make decisions in ONE breath". It helps you make important and complicated decisions quickly. If you can speed up your decision-making cycle while slowing down your opponent's, the outcome will always veer in your favour.

🌑 2. "STAND" FOR SOMETHING.

Unless you stand for something, you will fall for anything. SEALs are taught to find their own deeply held personal VALUES and to hold on to them. This helps answer the question, "Why am I doing this?" because if you don't know, you will lose focus when facing great risk. (This is why company values are SO important). Think of it like an internal GPS that never blows you off course. Read the Navy SEALs "Stand". It's a powerful set of words.

🗺️ 3. SIMPLIFY THE BATTLEFIELD.

Eliminate distractions. You MUST know your unique talent so that you can identify what you must do and what needs delegating. DECLUTTER your internal and external environments so that you can see simple solutions more easily.

SEALs create bullet proof mission plans by going through an exercise called **FITS**:

- **FIT** : Does the target fit your team? Is it the best use of time and energy? Is the ROI worth the effort.
- **IMPORTANCE** : How important is the target to the broader strategic mission? What effect will this mission have on me, my team and my enemy / competitors?
- **TIMING** : Is this this right time to address this target? Are we ready? How will our competition respond?
- **SIMPLICITY** : Is the target simple and clear? Can we achieve our goal without degrading our reputation, future capacities or team cohesion?

⚖️ 4. KNOW WHEN TO BREAK THE RULES.

SEALs have a system for knowing when to break the rules. Here's 5 of them:

- Is the rule ethical in our determination of what is ethical?
- Is the rule legal in our system?
- What is the upside of breaking this rule?
- Is it better to beg forgiveness than to ask permission?
- What's the worst thing that could happen (and what would the consequences be if we read about it in the newspapers the following day?)

So whatever "MISSION CRITICAL" project you're currently working on, I'm convinced that thinking like a Navy SEAL every so often will help you achieve success a bit faster.

⚓ For more read "Way of the Seal" by Commander Mark Divine.

SEE IT • BELIEVE IT • MAKE IT HAPPEN • pg.

WAY OF THE SEAL DRILL

Fantasizing with Purpose

- **Step 1: "See" it.** You'll need to get clear about your desired outcome. We'll discuss how to plan your mission in the next chapter, but for now just focus on defining where you want to end up.
- **Step 2: Imagine it.** Like Jim, you must imagine the outcome as if you've already achieved it. Most people can fantasize; with envisioning, you're creating a purposeful fantasy. This step requires a baseline reference to ground it in reality: Establish a visual reference point (to make your fantasy more concrete) and insert yourself into the imagery. References can be actual experiences, still photographs, or moving images (like my use of the SEALs' *Be Someone Special* video).
- **Step 3: Practice it.** Play your imagined reality in your mind daily. I recommend you do it as part of a powerful Morning or Evening Ritual (found in Appendix 2). For maximum effectiveness, you must infuse your visualization with belief, expectation, and an intense desire to bring the visualized event to life.

IF YOU CAN'T COMMUNICATE THE VISION YOU WON'T GET SUPPORT.

↓

You have to see the pattern, understand the order & experience the vision

MICHAEL GERBER p.65

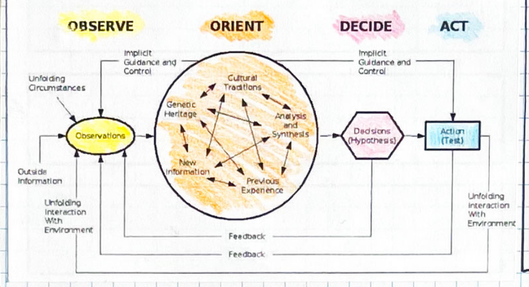
WAY OF THE SEAL DRILL

Question the Mission

To get clear on the implicit tasks your leaders are asking you to do (or what you're asking of yourself), you must ask deeper questions, such as:

- Why am I doing this? Is it aligned with our overall mission as a company/team?
- Is there some higher priority project that may take precedence and sidetrack me?
- Who else, if anyone, is involved in getting this project done?
- What exactly is expected of me and any others who may be involved?
- How and when can I count on them to fulfill their commitments?
- What other subtasks are required before I can fulfill what's expected of me?
- What other tasks are required in order for me to accomplish this mission?

DO TODAY WHAT OTHERS WON'T SO THAT YOU CAN DO TOMORROW WHAT OTHERS CAN'T.



OODA LOOP

The OODA loop is a rapid planning tool—recall its original intention for air-to-air combat. For business leaders, the tool is best used when you are pressured to make quick decisions in a fluid environment, such as the scenario described previously with my friend Alden's Perfect Pushup.

Observe your position relative to the competition. How is their next move going to affect you? Use your situational awareness skills to look at the details as well as the big picture. For example, your product is first to market and superior in quality, yet on the pricey side of the market range. You observe your competition introduce a lower-priced knockoff, and you expect them to overtake you.

Orient to the new reality you've observed as fast as possible without making a move (yet). What is your goal—for example, to beat out the competition and regain market share at any cost, or to maintain quality, which may mean exploring new markets that appreciate value and are less price sensitive, abandoning the product line to explore a new one, or finding new ways to educate your customers about the value? What effect will lowering your price have on your margins? How will your competition respond—will they start a price war, and what will that mean for your company? Orientation is processing and analyzing the gathered intelligence quickly relative to your normal planning cycle. In a SEAL op, the OODA loop is almost real time. For a company, it may mean collapsing your planning cycles from months to days or weeks.

Decide on an action. This is where the rubber meets the road. Acting on a good decision is better than not acting on a great decision. So make a good decision, one that speeds up your OODA loop, while offering the potential to slow down the other players in your cat-and-mouse game. In our example, you decide to back your product with an information campaign emphasizing the superior quality and prestige of ownership to differentiate it in the market. Simultaneously you file for intellectual property protection and enlist the support of your loyal customers to blog about how amazing your product is and to be wary of the knockoffs.

Act and instantly seek feedback. Monitor the thought-leader blogs in your space and watch for any reaction from your competition. Learn from any feedback, reset your observation post, and continue cycling through the loop.

SHOOT, MOVE & COMMUNICATE

The "tool" SEALs use to heighten agility & maintain velocity. It refers to the process called OODA coined by Air Force Col. John Boyd.

An elegant tool that can help business leaders maintain agility & velocity in their tactical business decisions.

OODA is a mental model that compels you to process & respond to information quickly. Helps you to make good decisions on the fly.

AVOID ANALYSING THINGS TO DEATH

Realtime - Reduce to hours

OBSERVE

ORIENT

DECIDE

ACT

"Whoever navigates their OODA loop the fastest will always have the upper hand."

OBSERVE

Your position relative to your competition. How is their next move going to affect you?

Use your situational skills to look at the details as well as the big picture.

ORIENT

To the new reality you've observed as fast as possible without making a move (yet). What is your goal to beat the competition & achieve success at any cost?

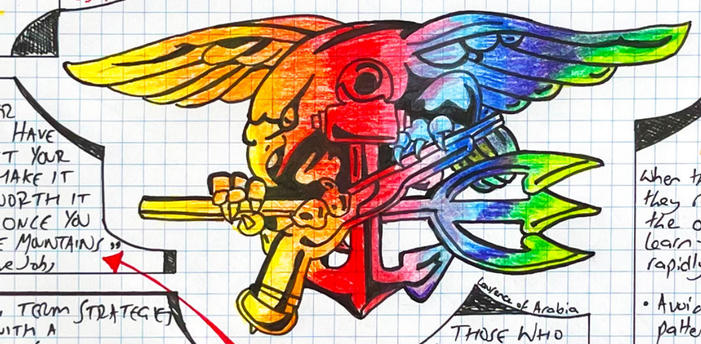
DECIDE

on an action. Acting on a good decision is better than not acting on a great decision. Find ways to speed up your OODA loop & slowing the competition.

ACT

and instantly seek feedback. Monitor all your competitive analysis & watch for any reaction from your competition. Learn from feedback. Reset the loop. And repeat.

"SIMPLE CAN BE HARDER THAN COMPLEX: YOU HAVE TO WORK HARD TO GET YOUR THINKING CLEAN TO MAKE IT SIMPLE. BUT IT'S WORTH IT IN THE END BECAUSE ONCE YOU GET THERE YOU CAN MOVE MOUNTAINS." steve Jobs



EXCEL IN CHAOS!

When things fall apart they rarely go back to the old normal. Learn to innovate in rapidly changing environments

- Avoid old ritualised patterns - seek out new patterns. p25 MAPPING
- Don't settle into personal routines which can elevate your risk. Change it up to confuse your opponents

5 PRINCIPLES COMMON TO SUCCESSFUL SPECIAL OPS

- Purpose
- Repetition
- Security
- Surprise
- Speed

Cmdr. William McRaven - Theory of Special Ops p174

LEARN KOKORO

Merge ♥ + 🧠 into action.

We perform at our best when we are balanced and centred, both with ourselves, with others & with the environment.

This is why SEALs are encouraged to meditate every day in order to visualise a successful outcome of their mission. They call this time

TO DARE IS TO LOSE ONE'S FOOTING MOMENTARILY.
TO NOT DARE IS TO LOSE ONESELF
Søren Kierkegaard p.74

SHORT-TERM or LONG TERM STRATEGY CAN BE OVERCOME WITH A 4 PRONGED APPROACH (overcome any obstacle) (Aaron)

PREPARE YOUR MIND	→ ENVISION YOUR GOAL	→ DEFINE THE MISSION	→ SIMPLIFY THE BATTLEFIELD

Lawrence of Arabia

THOSE WHO DREAM BY NIGHT IN THE DUSTY RECESSES OF THEIR MINDS WAKE IN THE DAY TO FIND THAT IT WAS VANITY - BUT THE DREAMERS OF THE DAY ARE DANGEROUS MEN FOR THEY MAY ACT THEIR DREAM WITH OPEN EYES TO MAKE IT POSSIBLE p8

SUCCESS SEEMS TO BE LARGELY A MATTER OF HANGING AFTA OTHERS HAVE LET GO. p92

WAY OF THE SEAL DRILL

Making Decisiveness a Habit

To break things with confidence, you must make decisiveness a habit. Practice with the little things. For example, the next time you're asked for your opinion, such as what movie to see or where to go for dinner, don't just pass the buck and say, "Whatever you want is fine by me." Make a decision immediately. Practice at work, too, especially when beginning a new project. Don't sit on things until you're 100 percent clear on what to do—get everyone moving with a warning order or task key players with gathering information.

WAY OF THE SEAL DRILL

Making Variety a Habit

Make a list of all the routines in your daily and weekly life. What time do you wake? Do you brush your teeth before or after taking a shower? Do you check your e-mail before brushing your teeth? What ritual patterns of thought can you detect? We are good self-deceivers, so why don't you ask your best friend or spouse what your routine habits and thoughts are? Armed with the list, make a parallel list of ways you will break these routines. Get up at a different time every day. Take a different route to work. Do not check e-mail first thing, but only twice a day. Fast for a day or do a juice cleanse. Make a new routine out of shaking things up. This will forge new pathways in your brain, help you to avoid blind spots and rutted thinking, and spice up your life in general. You can easily apply this drill at a team level, also.

TO ACHIEVE SEAL WORTHY SUCCESS

1. Establish your set point. turning a deep sense of values & purpose into a touchstone that will keep your feet in the sand & your eyes on the goal.
2. Develop front-sight focus so nothing can derail you on your way to victory
3. Bulletproof your mission to inoculate your efforts against failure
4. DO TODAY WHAT OTHERS WON'T, SO YOU CAN ACHIEVE TOMORROW WHAT OTHERS CAN'T
5. Get mentally & emotionally tough & eliminate the quit option from your subconscious.
6. Break things & remake them, improving them through innovation & adaption.
7. Build your intuition to utilise the full range of your wisdom & intelligence.
8. Think offense - ALL THE TIME - to surprise your competition & dominate the field.
9. Train for life to develop mastery of your physical, mental, emotional, intuitional & spiritual selves.

THE HARDEST CHALLENGE IS TO BE YOURSELF IN A WORLD WHERE EVERYONE IS TRYING TO MAKE YOU BE SOMEONE ELSE." E.E. Cummings p.11

MAKE A STAND — FIND YOUR PURPOSE — EMBRACE RISK, LOSS & FAILURE — "GOOD."

UNLESS WE STAND FOR SOMETHING - WE WILL FALL FOR ANYTHING
Rev. Peter Marshall p12

YOUR STAND ANSWERS THE QUESTION "What would I do?"
&
YOUR PURPOSE ANSWERS THE QUESTION "Why am I here?"

What would you do if you found out you only have 1 year to live?

SELECT HIGH-VALUE TARGETS

"Success doesn't come to you... you go to it" p60

SWOT + FITS

F	Does this target FIT your skills + your team & does it give you a good ROI?
I	How IMPORTANT is this target to achieving mission success?
T	Is the TIMING optimal for pursuing this target?
S	Is the target SIMPLE & clear?

"When it's obvious the goal cannot be reached, don't adjust the goal, adjust the ACTION steps." p67 chinese proverb

"The way to get started is to quit talking & begin doing." WALT DISNEY

TACTICAL EMPATHY

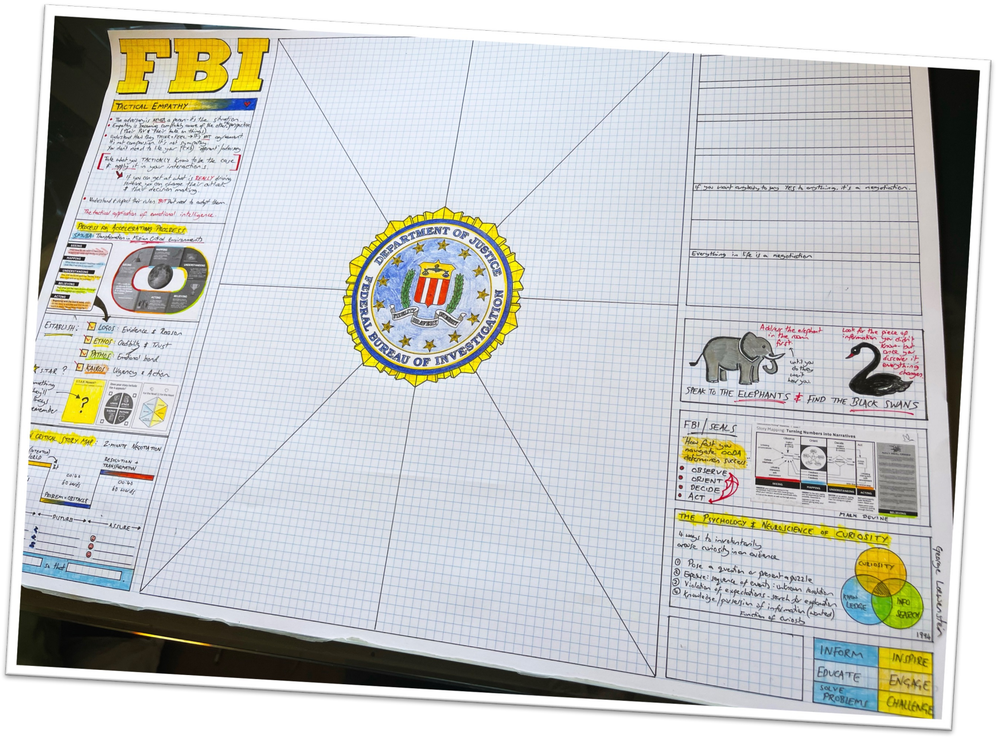
We all understand how important EMPATHY is in the workplace, but sometimes what we actually need is "**TACTICAL EMPATHY**". It’s a technique rarely mentioned in business that the FBI use to negotiate in mission critical environments, especially when urgent action is needed to resolve a situation.

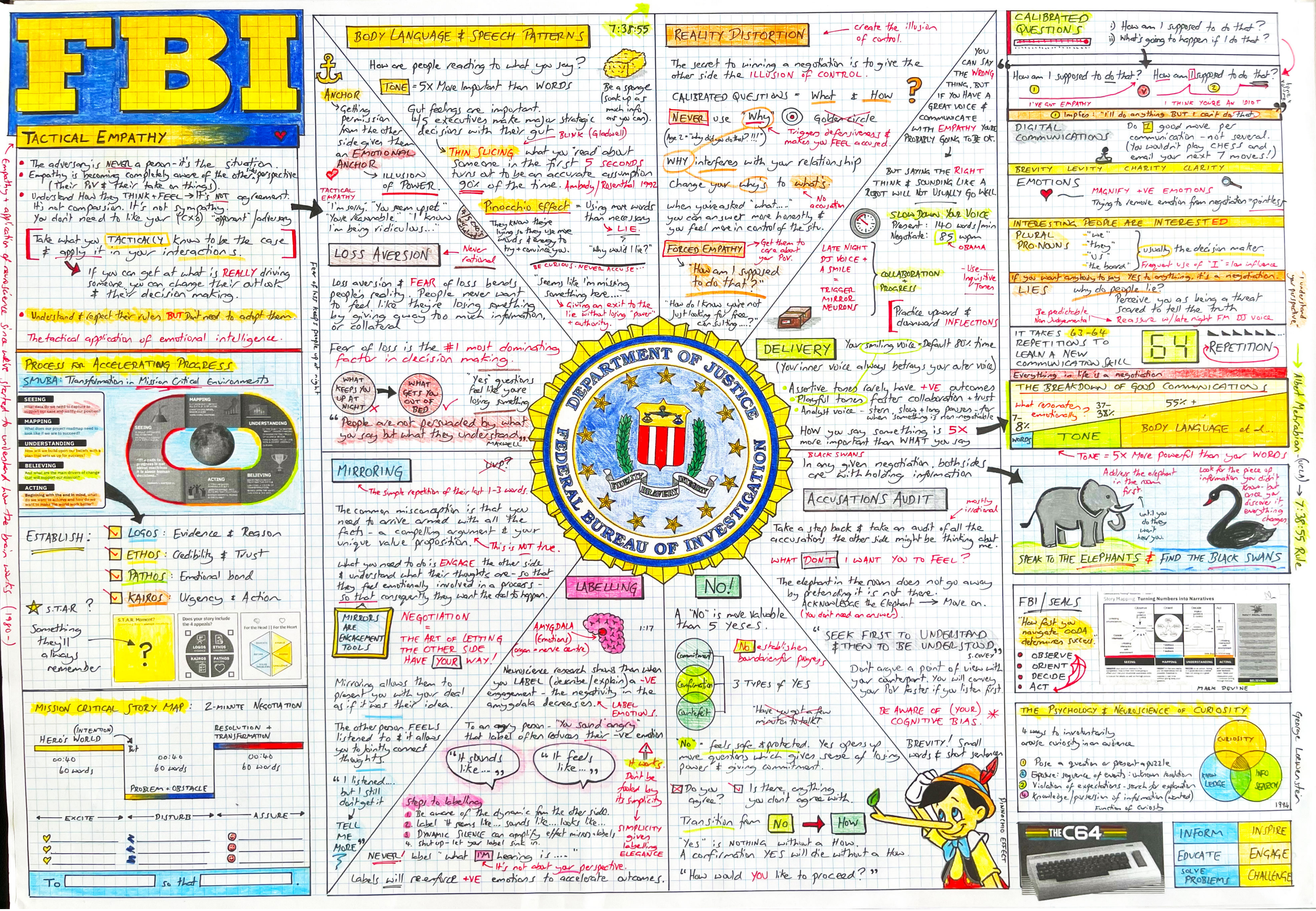
Having empathy builds relationships and shows that you care about the same things, but what about when the other side is being unreasonable or irrational? That’s where using tactical empathy comes in. It helps to understand how the other side thinks and feels, even when you DON’T like or agree with them.

Tactical empathy is NOT about having compassion or showing sympathy, it’s about seeing things from their point of view in order to achieve a positive outcome for both sides. It's the tactical application of emotional intelligence to accelerate change (something we desperately need in business in 2021).

My notes here were taken from Chris Voss (FBI Chief Hostage Negotiator) in his book 'Never Split The Difference' and his lessons on Masterclass. I find that it helps to learn new techniques and behaviours like this by drawing them as one-pagers.

It’s amazing how quickly you can learn and process new ideas, when you slow your brain down by writing things down and colouring them in.




FBI
TACTICAL EMPATHY
The adversary is NEVER a person - it's the situation
Empathy is becoming completely aware of the other side's perspective (their PoV & their take on things).
Understand how they THINK + FEEL → It's NOT agreement. It's not compassion. It's not sympathy.
You don't need to like your (ex) "opponent"/adversary
Take what you TACTICALLY know to be the case & apply it in your interactions.
If you can get at what is REALLY driving someone, you can change their outlook & their decision making.
Understand & respect their rules BUT Don't need to adopt them.
The tactical application of emotional intelligence.
Empathy + application of neuroscience. Since we've started to understand how the brain works (1990-)
PROCESS FOR ACCELERATING PROGRESS
SMUBA: Transformation in Mission Critical Environments
SEEING
MAPPING
UNDERSTANDING
BELIEVING
ACTING
ESTABLISH:
LOGOS: Evidence & Reason
ETHOS: Credibility & Trust
PATHOS: Emotional bond
KAIROS: Urgency & Action
S.T.A.R?
Something they'll always remember
MISSION CRITICAL STORY MAP: 2-MINUTE NEGOTIATION
HERO'S WORLD (INTENTION)
00:40 60 words
But
PROBLEM + OBSTACLE
00:40 60 words
RESOLUTION + TRANSFORMATION
00:40 60 words
EXCITE
DISTURB
ASSURE
To ... so that ...
BODY LANGUAGE & SPEECH PATTERNS
7:38:55
How are people reacting to what you say?
TONE = 5X More Important than WORDS
Be a sponge (soak up as much info as you can).
ANCHOR
Getting permission from the other side gives them an EMOTIONAL ANCHOR
ILLUSION of POWER
Gut feelings are important. 4/5 executives make major strategic decisions with their gut. BLINK (Gladwell)
THIN SLICING what you 'read' about someone in the first 5 seconds turns out to be an accurate assumption 90% of the time. Ambady/Rosenthal 1992
TACTICAL EMPATHY
"I'm sorry." "You seem upset" "You're reasonable." "I know I'm being ridiculous..."
Pinocchio Effect = Using more words than necessary
They know they're lying so they use more words & energy to try + convince you.
LIE
"Why would I lie?"
BE CURIOUS. NEVER ACCUSE.
"Seems like I'm missing something here..."
Giving an exit to the lie without losing "power" + authority.
LOSS AVERSION
Never rational
Loss aversion & FEAR of loss bends people's reality. People never want to feel like they're losing something by giving away too much information, or collateral.
Fear of loss is the #1 most dominating factor in decision making.
Fear of loss keeps people up at night
WHAT KEEPS YOU UP AT NIGHT
WHAT GETS YOU OUT OF BED
'Yes' questions feel like you're losing something
"People are not persuaded by what you say but what they understand" MAXWELL
MIRRORING
The simple repetition of their last 1-3 words.
The common misconception is that you need to arrive armed with all the facts - a compelling argument & your unique value proposition. This is NOT true.
What you need to do is ENGAGE the other side & understand what their thoughts are - so that they feel emotionally involved in a process - so that consequently they want the deal to happen.
MIRRORS ARE ENGAGEMENT TOOLS
NEGOTIATION = THE ART OF LETTING THE OTHER SIDE HAVE YOUR WAY!
Mirroring allows them to present you with your deal as if it was their idea.
The other person FEELS listened to & it allows you to jointly connect thoughts.
"I listened.... but I still don't get it. TELL ME MORE"
LABELLING
AMYGDALA (Emotions) (organ = nerve centre)
Neuroscience research shows that when you LABEL (describe/explain) a -VE engagement - the negativity in the amygdala decreases. LABEL EMOTIONS.
To an angry person - "You sound angry" that label often reduces their -ve emotion
"It sounds like..."
"It feels like..."
It works.
Don't be fooled by its simplicity
SIMPLICITY gives labelling ELEGANCE
Steps to labelling
1. Be aware of the dynamic from the other side.
2. Label "It seems like... sounds like... looks like..."
3. DYNAMIC SILENCE can amplify effect mirror + labels
4. Shut up - let your label sink in.
NEVER! label "what I'M hearing is ...." It's not about your perspective.
Labels will reinforce +VE emotions to accelerate outcomes.
REALITY DISTORTION
create the illusion of control.
The secret to winning a negotiation is to give the other side the ILLUSION of CONTROL.
CALIBRATED QUESTIONS - What & How
NEVER use 'Why' Golden circle
Triggers defensiveness & makes you FEEL accused.
WHY interferes with your relationship
Change your why's to what's
When you're asked "what..." you can answer more honestly & you feel more in control of the situation.
No accusation
FORCED EMPATHY
Get them to care about your PoV.
"How am I supposed to do that?"
"How do I know you're not just looking for free consulting...?"
YOU CAN SAY THE WRONG THING, BUT IF YOU HAVE A GREAT VOICE & COMMUNICATE WITH EMPATHY YOU'RE PROBABLY GOING TO BE OK.
BUT SAYING THE RIGHT THINK & SOUNDING LIKE A ROBOT WILL NOT USUALLY GO WELL
SLOW DOWN YOUR VOICE
Present: 140 words/min
Negotiate: 85 wpm OBAMA
LATE NIGHT DJ VOICE + A SMILE = TRIGGER MIRROR NEURONS
COLLABORATION PROGRESS
Use Inquisitive Tones
Practice upward & downward INFLECTIONS
DELIVERY
Your smiling voice - Default 80% time
(Your inner voice always betrays your outer voice)
Assertive tones rarely have +VE outcomes
Playful tones foster collaboration + trust
Analyst voice - stern, slow + long pauses - for when something is non-negotiable
How you say something is 5X more important than WHAT you say
BLACK SWANS
In any given negotiation, both sides are withholding information
ACCUSATIONS AUDIT
mostly irrational
Take a step back & take an audit of all the accusations the other side might be thinking about me.
WHAT DON'T I WANT YOU TO FEEL?
The elephant in the room does not go away by pretending it is not there. Acknowledge the Elephant → Move on. (You don't need an answer)
"SEEK FIRST TO UNDERSTAND & THEN TO BE UNDERSTOOD" S.COVEY
Don't argue a point of view with your counterpart. You will convey your PoV faster if you listen first.
BE AWARE OF (YOUR) COGNITIVE BIAS.
BREVITY! Small words & short sentences
No!
A "No" is more valuable than 5 yeses.
No establishes boundaries for players
Commitment
Confirmation
Counterfeit
3 TYPES of YES
"Have you got a few minutes to talk?"
"No" = feels safe & protected. Yes opens up more questions which gives sense of losing power & giving commitment.
Do you agree?
Is there anything you don't agree with.
Transition from No → How
"Yes" is NOTHING without a How.
A confirmation YES will die without a How.
"How would YOU like to proceed?"
PINOCCHIO EFFECT
DEPARTMENT OF JUSTICE
FEDERAL BUREAU OF INVESTIGATION
FIDELITY BRAVERY INTEGRITY
CALIBRATED QUESTIONS
i) How am I supposed to do that?
ii) What's going to happen if I do that?
How am I supposed to do that?
How am I supposed to do that?
I'VE GOT EMPATHY
I THINK YOU'RE AN IDIOT
Implies: "I'll do anything BUT I can't do that"
DIGITAL COMMUNICATIONS
Do 1 good move per communication - not several. (You wouldn't play CHESS and email your next 7 moves!)
BREVITY LEVITY CHARITY CLARITY
EMOTIONS
MAGNIFY +VE EMOTIONS
Trying to remove emotion from negotiation = pointless
INTERESTING PEOPLE ARE INTERESTED
PLURAL PRO-NOUNS
"we" "they" "us" "the board"
Usually the decision maker.
Frequent use of "I" = low influence
If you want anybody to say YES to anything, it's a negotiation.
LIES
Why do people lie?
Perceive you as being a threat
Scared to tell the truth
Be predictable Non judgemental
Reassure w/late night FM DJ voice
IT TAKES 63-64 REPETITIONS TO LEARN A NEW COMMUNICATION SKILL
64
REPETITION
Everything in life is a negotiation
THE BREAKDOWN OF GOOD COMMUNICATIONS
What resonates emotionally?
7-8%
37-38%
55%+
WORDS
TONE
BODY LANGUAGE etc.
TONE = 5X More powerful than your WORDS
Albert Mehrabian (UCLA) → 7:38:55 Rule
Address the elephant in the room first.
Until you do they won't hear you.
Look for the piece of information you didn't know - but once you discover it, everything changes
SPEAK TO THE ELEPHANTS & FIND THE BLACK SWANS
FBI / SEALS
"How fast you navigate OODA determines success"
OBSERVE
ORIENT
DECIDE
ACT
Story Mapping: Turning Numbers into Narratives
MARK DEVINE
THE PSYCHOLOGY & NEUROSCIENCE OF CURIOSITY
4 ways to involuntarily arouse curiosity in an audience
1 Pose a question or present a puzzle
2 Expose: sequence of events: unknown resolution
3 Violation of expectations - search for explanation
4 Knowledge/possession of information (wanted)
Function of Curiosity
CURIOSITY
KNOWLEDGE
INFO SEARCH
George Loewenstein 1994
THE C64
INFORM
INSPIRE
EDUCATE
ENGAGE
SOLVE PROBLEMS
CHALLENGE

NO SOUP FOR YOU!

Why is the world's most commercially successful comedian so successful? Jerry Seinfeld is worth almost $1Bn and still rakes in $40M+ from his TV show, 22 years after it ended.

He was once asked "**WHAT DOES $1BN GET YOU?"**

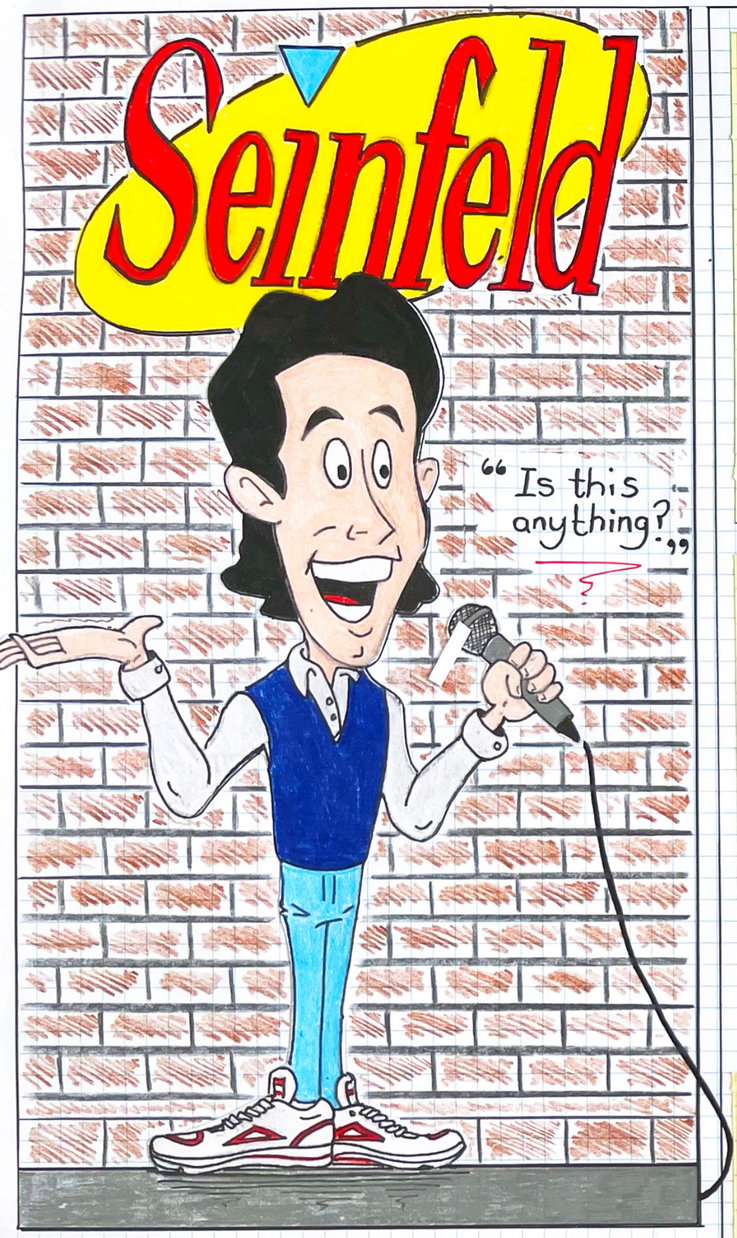
He answered, "3 minutes. Being Jerry Seinfeld allows me to be bad for 3 minutes before they boo me off stage for the next guy. Most comedians get less than 30 seconds".

I'm a big Seinfeld fan so it was a lot of fun to dissect some of his bits, trying to understand why he spends up to 2 years on each joke, and why he is so obsessive about the amount of syllables and words in each sentence.

Being the best at anything takes a certain level of obsession. It's not normal. It takes effort and resiliency. Others think you're wasting your time. But you're doing what you love. So you survive by surrounding yourself with other weirdos who are just as imbalanced as you are.

"***The road less traveled is less traveled for a reason***".
Jerry Seinfeld

Seinfeld



IN MY 60's

I love being in my 60's. I want to be clear about that. It's my favourite decade of human life so far. When you're in your 60's and someone asks you to do something, you just say, "No." No reason. No excuse. No explanation. I can't wait for my 70's. I don't think I'll even answer. I think you just wave when you're in your 70's. That's what I've seen those people do... "Hey, you want to check out that flea market..." (WALKS AWAY)...

I like this time. I don't want to change, grow, improve myself, expand my interests, meet anyone or learn anything I don't already know. I don't lie in restaurants anymore. How is everything?" "I don't like it here." "Would you like the check?" "No. I intend to press charges actually. This is outrageous. You must be shut down. Don't touch those plates. This is a crime scene. I'm going to put some yellow tape around it."

GHOSTY DOTS.

We're so anxious to get the next text they give you those three little ghosty dots. To tell you it's coming...

"Oh, we're cooking up a good one for you. Wait until you see this... You are not going to believe what this guy is about to say. I can't show it to you yet, we're still working on it in the Text Machine. But it's going to be a beauty. You can see the pistons pumping..." Then sometimes you see the ghosty dots & NO TEXT.

What happened there? Is that like someone coming up to you, (fingers up) and then going... "Uh... Never mind." [WALKS AWAY]

DOING NOTHING.

A lot of people ask me, "Hey, Jerry, so what do you do now? You don't have a show anymore. What do you do?" I'll tell you what I do. ... Nothing. And I know what you're thinking. "Hey, that sounds pretty good. I might like to do nothing myself." But doing nothing is not as easy as it looks. You can get pretty busy doing nothing. Because when you're doing nothing, you're actually free to do anything which can easily lead to doing something. Which cuts into my nothing and forces me to drop everything.

~~SOCKS & GREAT.~~

EMAIL / POST OFFICE

Email works for us because the true message of every email is, "obviously, I could have called you & I chose not to. I decided, I only want to hear my half of the conversation. This is what I have to say. I think we're done here."

Why is the word "mail" even in email? Is there any similarity between email & whatever the hell is going on in the Postal Service?

One is a digital, fiber optic, hyperspeed network. The other is this dazed & confused distant branch of the Cub Scouts, bumbling around the streets in embarrassing shorts & jackets with meaningless patches & victory medals. Driving 4mph. 20 feet at a time on the wrong side of the a mentally-challenged sloth. If they always have this emotional/financial

YOUR JOB.

I don't know the occupation of one person in this audience. I don't know where you work. I've never set foot in your place of business, but I know one thing about your job. I know, wherever you work, you cannot believe how dumb the system they have there is.

"How did they get so many idiots in one place?"

And this new nincompoop that's in charge of these morons is an even bigger pinhead than the last jerk these numbnuts hired. I'd quit but I could never make the same money someplace else doing as little work as I do here. Are you kidding? I love it here. I do NOTHING! I just don't understand why the company's doing so BAD."

IT IS WHAT IT IS.

I'm sure some idiot said it to you today. You can't get through a day without someone going, "Well.... it is what it is..."

"Why are you alive? To just say air words that fill the room with meaningless sounds?"

I'd rather someone just blew clear air in my face then said, "It is what it is" to me one more time. Just come up to me and go "Pppppppbhhhhhh...."

I get the same data from that. People know no one's going to challenge them when they say "It is what it is." No one's going to go, "I don't think it is." "You don't?" "No I believe it is what it isn't." People repeat words because it gives them confidence. "Business's business", "rules are rules"...

THE AUDIENCE DECIDES.

You all get to make a decision if something is funny or not. All these people come up here with all their experiences and their credits & their careers. And you decide. And what the hell do you know about it? Nothing. You're not funny. You've never written a joke. If you were funny you wouldn't need to come to this. You're not even really paying attention.

But it's your call. That's the system. And as comedians we accept it. But think how you'd feel if I just came into your office and went - "I don't agree with the things you say in these meetings. I don't know anything about your business. I don't even work here. I just thought I'd come in off the street and give you a piece of my mind. What gives me the authority. I bought two drinks."

melt down every 3-5 years, that their business model from 1630 isn't working anymore. I can't understand how a 21st century information system based on licking, walking & a random number of pennies is struggling to compete. Makes no sense. They always push the postmaster general out on TV to explain their difficulties. He's all freaked out. Rings under his eyes, no shave, pulling all-nighters. "We can't keep it up much longer!!! The cost of the infrastructure is killing us! Looks like we're going to have to go up another penny on the stamps!!" We're all sitting home, "Dude, relax. We don't even know how much a stamp is anyway. 44, 53, 62... Make it a buck. You're going to get there. If it ends up you have some money left over, buy yourself some pants & a real car." I would say to the post office, "If you really want to help us - just open the letters. Read them. AND EMAIL US WHAT IT SAYS. We'll give you a penny for each one you do. Since that seems to be a lot of money in YOUR WORLD."

GAMBLING IN VEGAS.

I gamble a little. I'd probably gamble more, but I don't win so I stop. I don't understand gambling addiction. I don't find losing money attractive. My brain works like... LOSING MONEY: STOP ACTIVITY. MAKING MONEY: CONTINUE ACTIVITY. Besides which, you really think you're supposed to win those games, losing money is what gambling is. When you leave the building with more money - that's your job.

Think about what this place would be like if it was easy to win the games. It would be very different. You think the traffic's bad on the strip now? That beautiful casino out there would be a cinder block bunker with a communal toilet. You think they'd have nice restaurants? You'd be lucky to get those orange crackers with the peanut butter in between. And when you walked down to the front desk instead of them saying "Have a lucky day," they'd go, "Why don't you shove it up your ass?" If you could WIN the games.

MONEY.

I have not done well as an investor in things. People always tell me, "You should have your money working for you." I've decided, I think I'll do the work, I'm going to let my money relax. Because who knows what your money has been through before it got to you? Maybe it's been working. Maybe it's tired. Maybe that's why it left where it was. Maybe if I'm nice with it, it'll stay with me.

I love when they call you up to check if your credit card is good. I always feel like they're talking about me. "You won't believe what he's buying now." It's some kind of yellow thing. I don't even know what it is, we've never sold one before. Get down here right away, I'll try and stall him...."

KIDS IN BED.

My wife has been bringing our youngest one into bed every night at 3 o'clock in the morning. This is another beautiful experience. It's like sleeping next to a laundry bag that has a live goat tied up inside. All night long the goat is punching & kicking, trying to get out.

He has somehow mounted himself onto a rotating display wheel that works its way around the bed raising his body temperature to 189 degrees. How does that little body pump out all that heat? God, it's hot in there... And not only is it romantic to sleep with your wife like that, but you wake up feeling refreshed and ready to go.

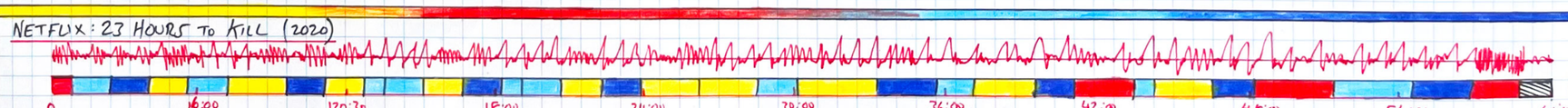
UBER.

I don't even know what the purpose of people is anymore. I think the only reason people still exist is phones just need pockets to ride around in. I used to think Uber was on my phone so I could get around. Then I started thinking. "Maybe Uber is on my phone because that makes me take the phone with me, because the phone is using ME to get around..." Who's really the uber in this big prostitution ring? I'm the little bitch that carries the phone. The cars are the hos picking up strangers off the street. And the phone is the Big Pimp of the whole thing. Telling the drivers, "You just get who I tell you to get. I'll handle the money."

"THE ROAD LESS TRAVELED IS LESS TRAVELED FOR A REASON."

- Most comics get 30 seconds before they get booed or kicked off. When you're worth $1Bn you get 3 MINUTES.
- Spent 2 years working on the Pop Tart bit.
- Still makes $60M+ YEAR from Seinfeld 20 years after it finished.
- I just need a Bic, a yellow legal pad & some time. (The difference between comedy + tragedy is time)!
- Brevity, LEVITY, clarity & charity (4 pillars of any talk).
- Sometimes it's essential to shave syllables off a sentence.
- Don't practice until you get it right, practice until you can never get it wrong.
- ENDORPHINS The quickest way to get someone to remember something is to make them laugh.
- OXYTOCIN The ♥ hormone that builds trust & generosity.

NETFLIX: 23 HOURS TO KILL (2020)



OUT. ANNOYING FRIENDS. READY. MARRIAGE HAPPY. TWO THINGS. DOGS PLAYING POKER. MEN AS DOGS. LOOK FAT. MARRIAGE KIT. CHILDHOOD 1960's. A MARRIAGE MOMENT. DUPLEX CLIMATE CONTROL.

Beacon Theatre, NYC. 1 x LAUGH / 0:06 #TENWORDS 28 BITS +/- 2:00

CARPE DIEM.

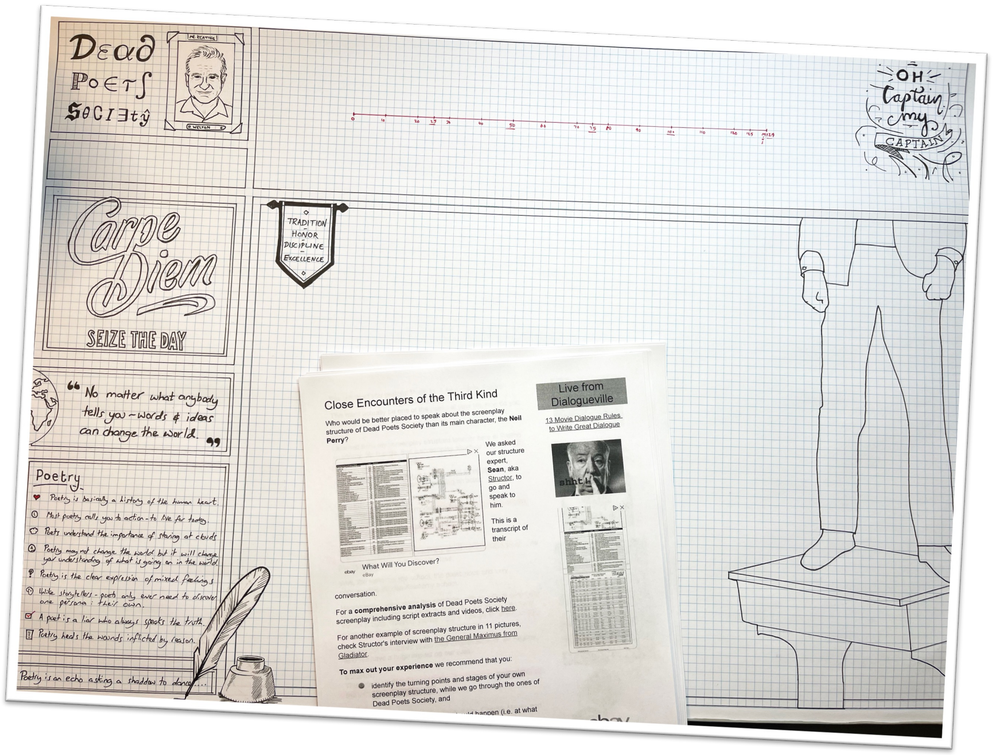
PEOPLE WHO LOVE CARS TAKE THEM TO PIECES TO SEE HOW THEY WORK. I like taking stories to pieces to see why they work. This week I've been deconstructing my favourite movie to take a closer look at what made it so great.

Note: For any D.P.S. fans, I realise the irony of using science and structure to understand art and beauty (Dr. J. Evans Pritchard Ph.D would approve but Mr. Keating wouldn't) but like all great screenplays, scripts and speeches, there IS a simple framework here that works.

It's a 3-act structure (Aristotle) with 6 stages (hero's journey) and 5 turning points (conflicts & obstacles). Tom Schulman won the Oscar for writing it in 1990.

Anyway - if you're passionate about stories and want to understand more about why they work, I encourage you to watch your favourite movie sometime and follow along with the script. You'll be surprised at how much you learn.

"***No matter what anybody tells you, words and ideas can change the world***".
John Keating



Dead Poets Society

133 PAGES 26,545 WORDS "BUT" 123 TIMES CARPÉ DIEM 9x POETRY 5x	MR KEATING 347 NEIL - 331 TODD 341 NOLAN 141 "WORDS" x9	WRITTEN Tom Schulman ACADEMY AWARD (1990)

S = Great

P x I = 6

Understand Poetry J. Evan Pritchard Phd.

i) Art : Perfection
ii) Important : obj.

Neil Perry

J. Evans Pritchard "RIP"

But only in their dreaming can man be truly free...

There's a time for daring & there's a time for caution

"LIFE IS SHORT. ACT ACCORDINGLY." Jack Nicholson

"O Captain My Captain"

SETUP | READING | D.P.S. | CAVE | R.W. | KNOX | ACTON | TODD | KNOX | AMANDA | NEIL | PUCK + NOX | GG → CREDS

Gather ye... ① Passion... Woo... ② ③ ④ Find your own VOICE (N-W) talk Rock YAWP! Girls @ Welton confirm !!! No matter what anybody tells you... The Powerful Play goes on.... D.P.S. Language: To woo women R.W. Improv. sick mamma & chating on beach This is a battle This is a war & the casualties could be your hearts & soul ♥

Ends in a world of FREE THINKING & LEADERSHIP

Welton intro → W Make your lives extraordinary Into - KEATING (No words)

0 10 20 27 30 40 50 60 70 75 80 90 100 110 120 125 129 (135)

FATHER | NEIL ▶ INQUIRY

- Trust what's unique about you
- Find your voice & your platform
- Be prepared when your moment comes

MOMENT → MOVEMENT → WHAT WILL YOUR VERSE BE?

S1: SETUP	T1: OPPTY	S2: NEW	T2: MIDSUMMER	T3: RNR	S4: COMPLICATION	T4	S5	T5	S6: AFTERMATH
ACT I ONE				ACT II TWO			ACT III THREE		

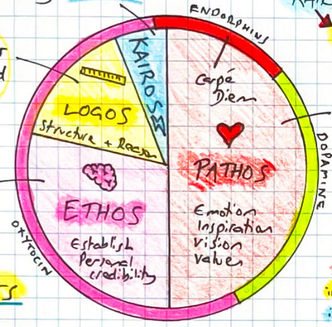
Begins with a world of TRADITION & OBEDIENCE

TRADITION
HONOR
DISCIPLINE
EXCELLENCE

If I don't DO something... Action

Dr. J. Evans Pritchard

Mr. Keating



KAIROS
SEIZE the DAY

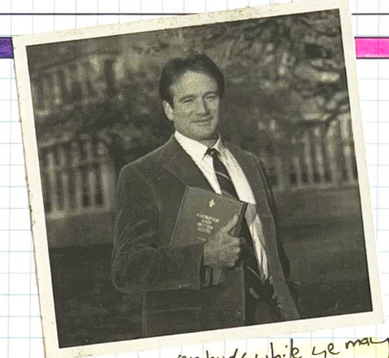
O Captain!

i) Have fun
ii) Establish credibility
iii) Build trust
iv) Demonstrate leadership

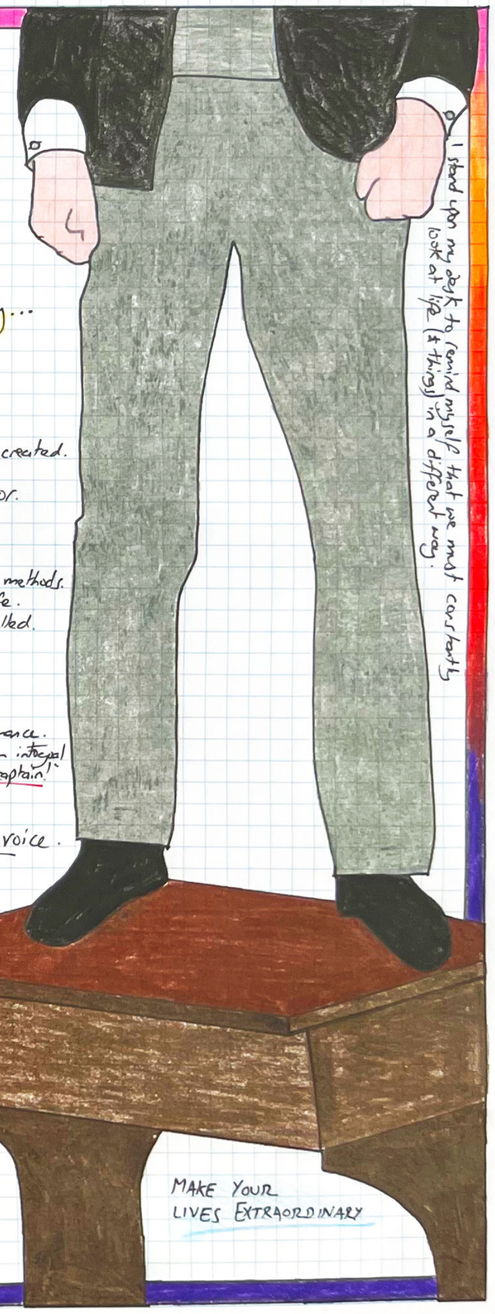
D.P.S.

I went to the woods because I wished to live deliberately, to front only the essential facts of life, and see if I could not learn what it had to teach, and not, when I came to die, discover that I had not lived.

HENRY DAVID THOREAU



① Gather ye rosebuds while ye may...



SCREENPLAY STRUCTURE

6 STAGES & 5 TURNING POINTS

ACT I ← (Aristotle's Poetics)

STAGE 1: THE SETUP. (1% - 10%) = S1 HAS 3 OBJECTIVES: i) Pull audience into initial setting ii) show daily life of the hero iii) Identify yourself with the hero.
TURNING POINT 1: THE OPPORTUNITY (10%) Intention + Desire = Journey begins. Neil finds D.P.S. yearbook in the library. "Spirits soared, women swooned, and gods were created.
STAGE 2: THE NEW SITUATION (10% - 25%) Invites friends to take big risk. OBSTACLE = Cave. Mr. Keating encourages to think differently.
TURNING POINT 2: THE CHANGE OF PLAN (25%) Transform original INTENTION → REALITY with a defined goal. Reconvene D.P.S & discover Neil's purpose is to be an actor.

ACT II

STAGE 3: PROGRESS (25% - 50%) Neil's actions progress goal of acting. Audition for Midsummer Nights Dream. Passes audition. BUT Keating warned about unorthodox teaching methods.
TURNING POINT 3: THE POINT OF NO RETURN (50%) Hero burns bridges. Fully commit to process despite fathers orders. Fakes letter of permission - a turning point in Neil's life.
STAGE 4: COMPLICATIONS & HIGHER STAKES (50% - 75%) Goal = harder than thought. Charlie publishes article (Girls @ Welton) under D.P.S. Nolan has to expose all DPS members or expelled.
TURNING POINT 4: THE MAJOR SETBACK (75%) Things get worse. All is lost? Neil's discovered by father. Demanded to quit. Or else.

ACT III

STAGE 5: THE FINAL PUSH (75% - 90%) Conflict becomes overwhelming. Pace of story accelerates. Doesn't quit. Risks "everything" to play Puck. Amazing performance.
TURNING POINT 5: THE CLIMAX (90% - 99%) Father sees play. Furious. Taken home. Neil takes his own life. ♥ Father = obstacle. Neil determines own fate. Nixs dream instead
STAGE 6: THE AFTERMATH (99% - 100%) Neil's transcendence drags back to earth with school inquiry. Cameron finks. Mr. Keating fired. Shy "mouse" Todd - "O Captain! My captain!"

Poetry

("Tell all the truth but tell it slant...") E.D.

- ♥ Poetry is basically a history of the human heart.
- Most poetry calls you to action - to live for today.
- Poets understand the importance of staring at clouds
- Poetry may not change the world but it will change your understanding of what is going on in the world.
- ? Poetry is the clear expression of mixed feelings
- Unlike storytellers - poets only ever need to discover one persona: their own.
- ☑ A poet is a liar who always speaks the truth.
- Poetry heals the wounds inflicted by reason.

Poetry is an echo asking a shadow to dance....

"No matter what anybody tells you - words & ideas can change the world." ② 24:00

③ We don't read & write poetry because it's cute. We read & write poetry because we are members of the human race. And the human race is filled with PASSION.

And medicine, law, business, engineering, these are noble pursuits & necessary to sustain life.

But POETRY, beauty, romance, love. These are what we stay alive for.

"There's a time for DARING & there's a time for CAUTION & a wise man understands which is called for."

JUST WHEN YOU THINK YOU KNOW SOMETHING, YOU HAVE TO LOOK AT IT IN ANOTHER WAY.

EVEN THOUGH IT MAY SEEM SILLY OR WRONG YOU MUST TRY.

When you read don't just consider what the author thinks - consider what YOU THINK.

④ To quote from Whitman, "O me! O life!... of the questions of these recurring; of the endless trains of the faithless... of cities filled with the foolish; what good amid these, O me, O life?"

Answer: That you are here. - That life exists, and identity; that the powerful play goes on and you may contribute a verse.... and YOU MAY CONTRIBUTE A VERSE.....

TWO ROADS DIVERGED IN A WOOD AND I, I Took the one less Traveled by AND THAT HAS MADE ALL THE DIFFERENCE.

WHAT WILL YOUR VERSE BE?

DIOR

“By being natural and sincere, one often can create revolutions without having sought them”. I’ve been thinking a lot about personal and luxury branding this week and have felt challenged by Christian Dior.

He founded Dior when he was aged 42 after several failures (inspiration for all us forty-somethings), but as his fashion brand started to grow, he came under pressure to ‘brand’ himself.

He tried.

He exercised. Ate a healthier diet. Took spas and had massages. Bought new suits. He even wore a flower in his buttonhole.

He hated it.

Acknowledging that the gap between his “imaginary” personal brand and reality was too wide, he just went back about his business and accepted who he was. “A well-fed gentleman in a neutral-coloured suit”.

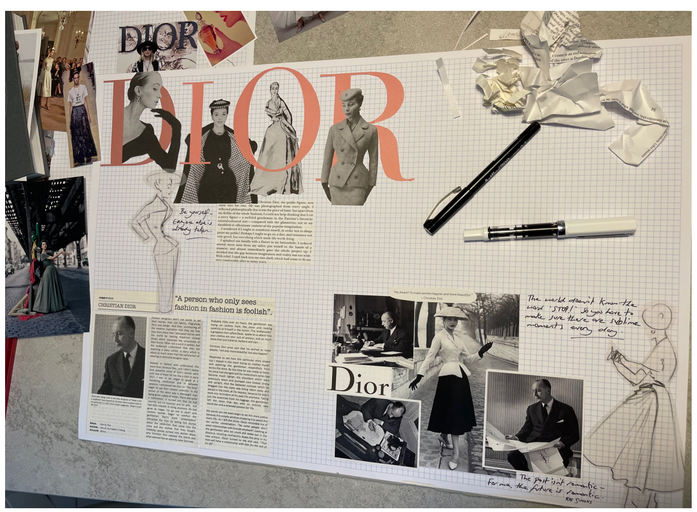
Dior avoided schmoozing with the social elite and the people who thought he needed a brand. Instead he preferred to hang out with nature. Whenever he needed inspiration, he wandered around his rose garden.

And when he needed to design an important collection, he hid away in the forest with his pencils and sketchbooks for a couple of weeks.

Sounds like heaven.

I really admire the carefully crafted personal brands of business leaders like Tom Ford, but I think we often worry far too much about our own “image”. Especially on social media.

I prefer Dior’s more romantic personal brand values. The ones that include spending time to think in your garden; armed only with colouring pencils, paper, a glass of wine and some good cheese. 📝🍷🧀



DIOR

"It is unforgivable to do what one doesn't love — especially if one succeeds." C.D.

PERSONAL "BRAND"?

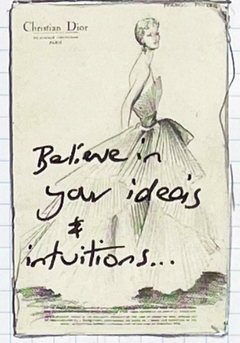
Christian Dior, the public figure, now came into his own. He was photographed from every angle. I reflected philosophically that it was the price of fame: but apart from my dislike of the whole business, I could not help thinking that I cut a sorry figure – a well-fed gentleman in the Parisian's favourite neutral-coloured suit – compared with the glamorous, not to say dandified or effeminate *couturier* of the popular imagination.

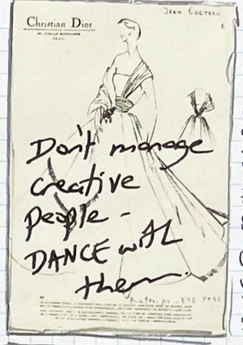
I wondered if I ought to transform myself, in order not to disappoint my public? Perhaps I ought to go on a diet, and renounce not only greed, but everything which made life worth living.

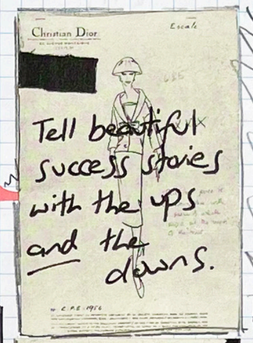
I splashed out timidly with a flower in my buttonhole. I ordered several more suits from my tailor, put myself in the hands of a masseur, and almost immediately gave the whole project up. I decided that the gap between imagination and reality was too wide. With relief, I sank back into my own shell, which had come to fit me very comfortably after so many years.

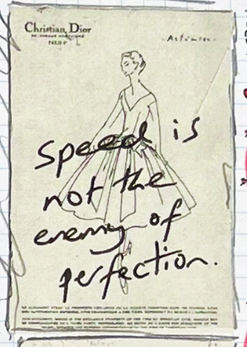
HAPPINESS IS THE SECRET TO ALL BEAUTY. *

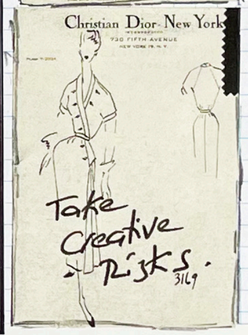
CORE VALUES of a LUXURY BRAND	
Superior Performance	Sophistication & Aesthetic
Craftsmanship	Creative Expression
Exclusivity	Relevance
Innovation	Heritage
Place & Time	Responsibility

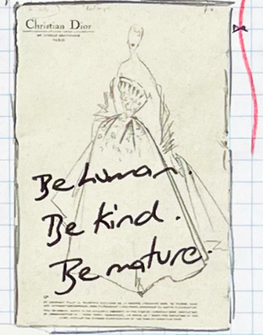












DIOR'S BRAND VALUES by SIDNEY TOLEDANO

LIKE FORTUNE, THE GODDESS OF PUBLICITY OFTEN SEEMS TO SMILE ON THOSE WHO COURT HER THE LEAST. DIOR'S FIRST BUDGET HAD NOT A SINGLE PENNY ALLOCATED TO PUBLICITY AND ADVERTISING. HARRISON ELLIOT - DIOR'S FIRST PR WAS AS RESPONSIBLE FOR AVOIDING AN EXCESS OF PUBLICITY AS MUCH AS STIRRING IT UP.

CHRISTIAN DIOR'S 3 Laws of Design

1. CARE
2. TROUBLE
3. ENTHUSIASM

"By being natural & sincere, one often can create revolutions without having sought them...."

Be yourself — Everyone else is already taken....

LESS IS ALWAYS MORE *

TELL MEANINGFUL STORIES IN MAGICAL WAYS. *

SURROUND YOURSELF WITH PEOPLE WHO CAN BRING YOUR DREAMS & IDEAS TO LIFE

"I need people around me who provide solid foundations for my castles in the sky"

"A person who only sees fashion in fashion is foolish".

HEAD	HEART
REASON ORDER DISCIPLINE FORESIGHT TENSION	FANTASY IMAGINATION FREEDOM RECKLESSNESS PEACE
Raymonde Mme. Ricard Mme. Marguerite Jacques Rouet M. Boussac Suzanne Luling	Embrace your strengths & don't worry about your weaknesses. Surround yourself with people better than you who mirror & compliment your skills
INFORM	INSPIRE
EDUCATE	EXCITE
SOLVE PROBLEMS	CHALLENGE

* OR YOUR PERSONAL BRAND?

"My dream? To make women happier and more beautiful."
– Christian Dior

Dior

TELL AN ENCHANTING STORY (BRAND) THAT EXCITES PEOPLE. (YOUR AUDIENCE)

The world doesn't know the word 'STOP!' So you have to make sure there are sublime moments every day.

THINK WEEKS

CHRISTIAN DIOR HID HIMSELF AWAY IN THE FOREST OF FONTAINEBLEAU FOR TWO WEEKS IN THE SNOW - TO BE INSPIRED AND TO DESIGN HIS FIRST COLLECTION.

CREATE SUBLIME EXPERIENCES WITH EVERY ENGAGEMENT

The past isn't romantic - For me, the future is romantic.
RAF SIMONS

Steve Jobs' design brief to the iMac designers of *"Make it like a sunflower"* was inspired by Christian Dior's creative brief to his perfumier's in 1947 which simply suggested, *"Make it smell like love"*.

Created Dior aged 42..! (after many failures)

READ: *Dior by Dior*
WATCH: *Dior & I* by Frédéric Tcheng
FOLLOW: @Dior

#TENWORDS "I WILL MAINTAIN," C.D's motto

CHRISTIAN DIOR

Fashion designers don't use words to tell their stories, they use fabrics, fragrances, form and design. And then, summoning all the creative inspiration that they can find, they then share their fabricated stories with the world by hosting theatrical runway shows which showcase the uniqueness of their brand. Often not a word is spoken, but the audiences understand that they are watching a story unfold. A story which is about so much more than the satisfaction of wearing an exclusive designer label.

Nobody in fashion ever understood this more than Christian Dior, and I didn't realise how powerful some of Dior's stories were until one of them hit me like a train in early 2017. I was in Las Vegas to speak at a marketing conference and in between sessions, I wondered into Dior on *"The Strip"* eager to see their newest collection. In the corner of the store was a distraught man being given a glass of water. There was quite a commotion. It turned out that he had recently lost his business and his wife, and had little interest in living anymore. He had gone to Vegas *"to go out in style"* and commit suicide. Eager to comfort the gentleman, Dior's store 'ambassadors' distracted the man by telling him stories about the celebrities that came into the store and the clothes that they bought. Celebrity stories turned into stories about why Christian Dior created the brand and what seemed like an eternity later (but was

Probably little over an hour), the gentleman was trying on clothes from the store and looking carefully at himself in the mirror. The 'ambassador' a gorgeous man called Oscar, spoke to us about how your clothes are your suit of armour, and so much more than just material, buttons and zips.

Christian Dior once said that he wished to make people, *"not only more beautiful, but also happier"*.

Desperate to see how this particular story played out I stayed in the store trying on clothes myself, and watching the gentleman respectfully from across the store. By the time he was ready to leave, his voice had changed and his melancholic tones had become much lighter. His shoulders which were previously down and slumped now looked strong and upright. And the battered suitcase which he dragged into the store was being taken away and placed in the trash, at his request, because he didn't want any reminders of his past life anymore. Taking just the essentials from his luggage, the gentleman left the store that day with an entirely new wardrobe and a renewed passion for life.

My words can not even begin to do this story justice because this simple window shopping trip saved this mans life. As I left the store, Oscar reminded me of our earlier conversation. *"So some people don't want relationships with brands anymore"*. Looking at the gentleman who we could still make out in the distance, strutting confidently down the strip in his new armour, Oscar turned to me and said, *"That man will have a relationship with Dior for the rest of his life"*.

KASPAROV

On 10th Feb 1996 IBM' s “Deep Blue” defeated unbeaten chess Grandmaster Garry Kasparov. Kasparov won the series (losing the re-match in 1997) but it was the first time a computer had ever beaten a world champion.

Many viewed the event as a turning point in the development of “intelligent machines”. Deep Blue was able to explore 200M possible chess positions per second. Newsweek called the event “The Brain’s Last Stand”.

I had a chance to chat with Kasparov a few years ago just after he gave his TED talk. I showed him my notes from his presentation and he joked that I spent more time analysing his speech than he did preparing it! Of course that wasn’t true given Garry’s obsession with over-preparing for every event, but it was nice of him to validate the process I use for mapping presentations.

Here’s a few quotes and some advice I learned from Garry Kasparov back in 2017 which have since impacted the way I think and prepare:

♟ "If you don’t take risks you don’t drink champagne".

♟ Make your life like an algorithm that is always seeking to make a difference and improve.

♟ We over-estimate what we can achieve in one year but radically under-estimate what we can achieve in ten. (Bill Gates quote)

♟ Break your presentation down into 3 acts ending with a call for humans to “dream bigger”.

♟ Even the smartest audiences can only concentrate for around 6 minutes at a time.

♟ Tactics is knowing what to do when there is something to do. Strategy is knowing what to do when there is nothing to do.

♟ Being too far ahead of your environment can be just as bad as lagging behind your competitors.

♟ Only when the environment shifts radically should you consider a change in fundamentals.

♟ The best plans and the most devious tactics can still fail without confidence.

♟ Trusting yourself means having faith in your strategy and in your instincts.

♟ You should create your own “happiness index” which could be as simple as a mental or actual list of things that motivate you and give you pleasure and satisfaction.

♟ Regardless of the methods we use to motivate ourselves, we have to create our own goals and standards and then keep raising them

♟ Successfully avoiding challenges is not an accomplishment to be proud of.

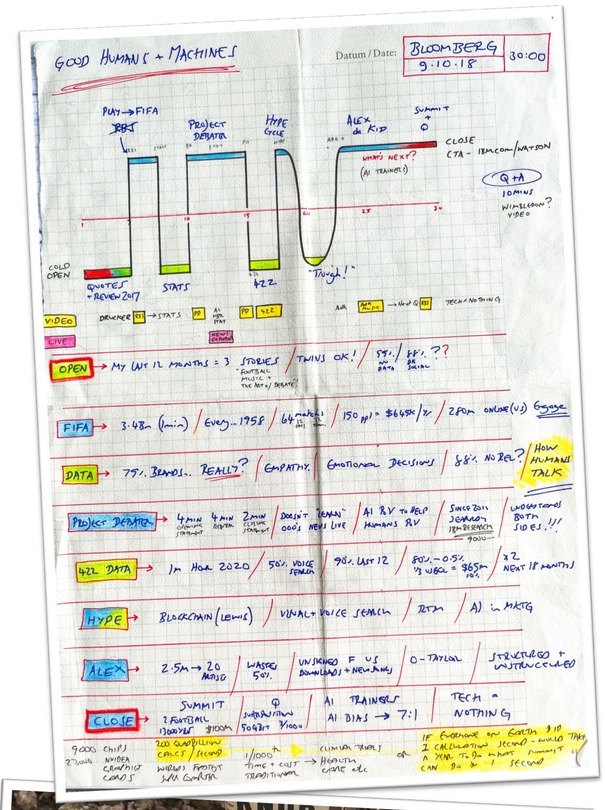
♟ Constant reinvention is a necessity in fast-moving areas such as manufacturing and technology.

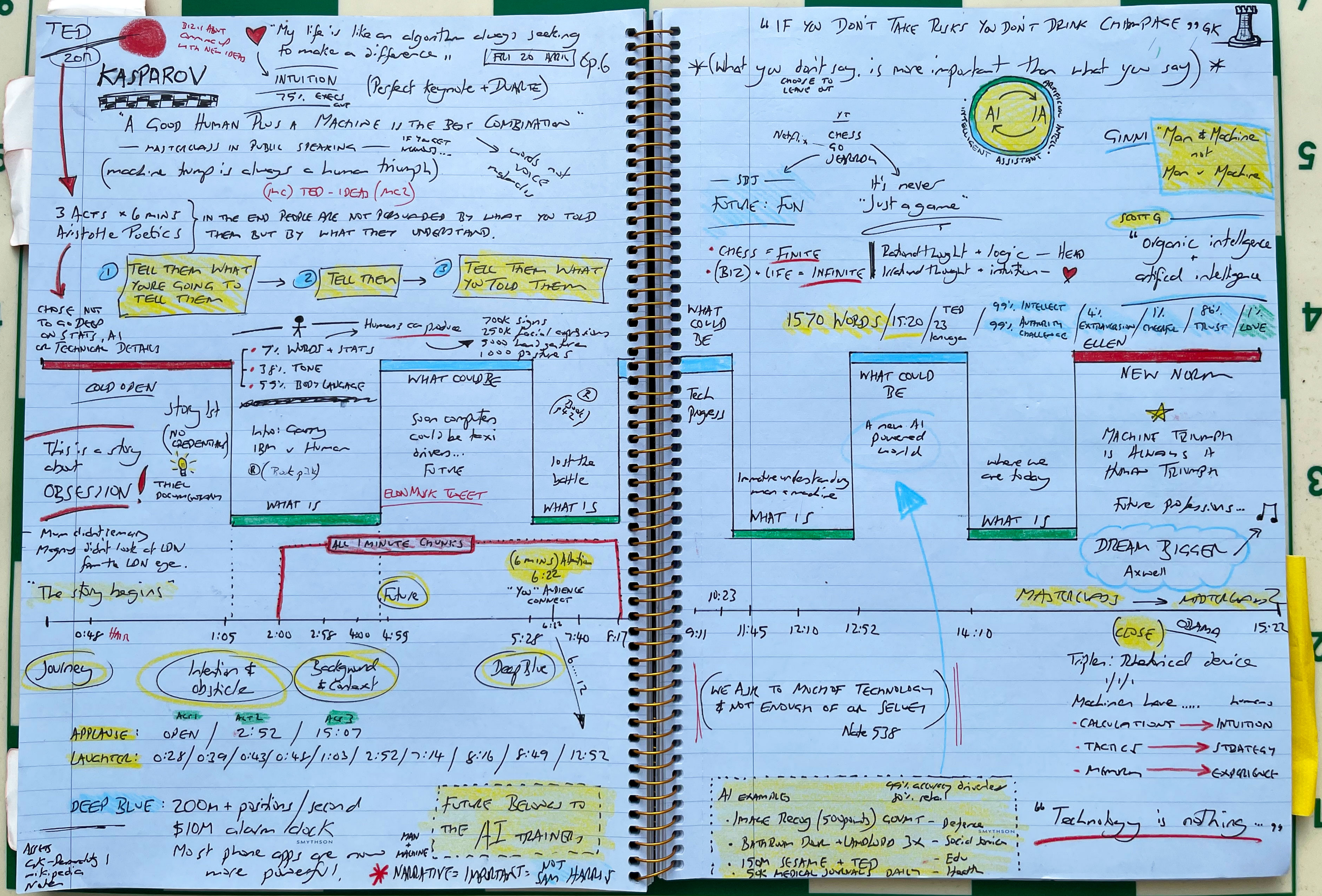
♟ We ask too much of technology and not enough of ourselves.

♟ “The best combination is always a good human and a machine”.

Some great lines in there!

If you’re looking for something stimulating to watch this weekend, check out the Kasparov x Deep Blue ""Game Over" documentary on Amazon Prime, it’s really good. Link in the comments.





TED 2017
KASPAROV
"My life is like an algorithm always seeking to make a difference"
FRI 20 APRIL
Ep.6
INTUITION
75% EXECS
(Perfect keynote + DUARTE)
"A GOOD HUMAN PLUS A MACHINE IS THE BEST COMBINATION"
— MASTERCLASS IN PUBLIC SPEAKING —
(machine triumph is always a human triumph)
(MC) TED - IDEAS (MC2)
3 ACTS × 6 MINS
Aristotle Poetics
IN THE END PEOPLE ARE NOT PERSUADED BY WHAT YOU TOLD THEM BUT BY WHAT THEY UNDERSTAND.
1 TELL THEM WHAT YOU'RE GOING TO TELL THEM
2 TELL THEM
3 TELL THEM WHAT YOU TOLD THEM
CHOSE NOT TO GO DEEP ON STATS, AI OR TECHNICAL DETAILS
Humans can produce
700K signs
250K facial expressions
5000 hand gestures
1000 postures
• 7% WORDS + STATS
• 38% TONE
• 55% BODY LANGUAGE
COLD OPEN
Story 1st
(NO CREDENTIALS)
This is a story about OBSESSION!
THIEL DOCUMENTARY
Intro: Garry
IBM v Human
WHAT IS
WHAT COULD BE
Soon computers could be taxi drivers...
FUTURE
ELON MUSK TWEET
lost the battle
WHAT IS
Mum didn't remember
Magnus didn't look at LDN from the LDN eye.
"The story begins"
ALL 1 MINUTE CHUNKS
Future
(6 mins) Attention 6:22
"You" AUDIENCE CONNECT
0:48 1:05 2:00 2:58 4:00 4:59 5:28 7:40 8:17
Journey
Intention & obstacle
Background & Context
Deep Blue
APPLAUSE: OPEN / 2:52 / 15:07
LAUGHTER: 0:28 / 0:39 / 0:43 / 0:48 / 1:03 / 2:52 / 7:14 / 8:16 / 8:49 / 12:52
DEEP BLUE: 200M + positions / second
$10M alarm clock
Most phone apps are now more powerful.
FUTURE BELONGS TO THE AI TRAINER
* NARRATIVE = IMPORTANT = NOT SAM HARRIS
"IF YOU DON'T TAKE RISKS YOU DON'T DRINK CHAMPAGNE" GK
(What you don't say is more important than what you say)
CHOOSE TO LEAVE OUT
AI IA
ARTIFICIAL INTELLIGENCE
INTELLIGENT ASSISTANT
Netflix
CHESS
GO
JEOPARDY
— SDJ —
FUTURE: FUN
It's never "Just a game"
GINNI "Man & Machine not Man v Machine"
SCOTT G
"organic intelligence + artificial intelligence"
• CHESS = FINITE
• (BIZ) + LIFE = INFINITE
Rational thought + logic — HEAD
Irrational thought + intuition —
WHAT COULD BE
1570 WORDS / 15:20 / TED 23 languages
99% INTELLECT
99% AUTHORITY CHALLENGE
4% EXTRAVERSION / 1% CHEERFUL / 86% TRUST / 1% LOVE
ELLEN
Tech Progress
Improve understanding man & machine
WHAT IS
WHAT COULD BE
A new AI powered world
where we are today
WHAT IS
NEW NORM
MACHINE TRIUMPH IS ALWAYS A HUMAN TRIUMPH
Future professions...
DREAM BIGGER
Axwell
10:23
9:11 11:45 12:10 12:52 14:10 15:22
MASTERCLASS → MASTERCLASS
CLOSE
OBAMA
Triples: Rhetorical device
Machines have ..... Humans
- CALCULATIONS → INTUITION
- TACTICS → STRATEGY
- MEMORY → EXPERIENCE
WE ASK TOO MUCH OF TECHNOLOGY & NOT ENOUGH OF OURSELVES
Note 538
AI EXAMPLES
99% accuracy driverless
50% retail
• IMAGE RECOG (50 points) GOVMT - Defence
• 15M SESAME + TED - Edu
• 50K MEDICAL JOURNALS DAILY - Health
"Technology is nothing..."

NEIL DEGRASSE TYSON

"IT'S NOT ENOUGH TO BE RIGHT, YOU NEED TO BE EFFECTIVE". Neil DeGrasse Tyson is argubly the best science communicator around today. Whether he's talking about quantum physics and the cosmos or explaining the scientific method, he exudes the two qualities that matter most for any communicator.

Clarity & Energy.

Simplifying complexity by explaining something highly technical (in a language that anyone can understand) is a valuable skill that can be learned with a little effort, but few people seem to possess.

And when you listen to a great communicator, you often find yourself attracted to their positive energy and emotionally connected to what they say.

Neil DeGrasse Tyson is a master of clarity and energy. He's been a huge influence on my life who hasn't just taught me how to communicate, he's taught me how to THINK.

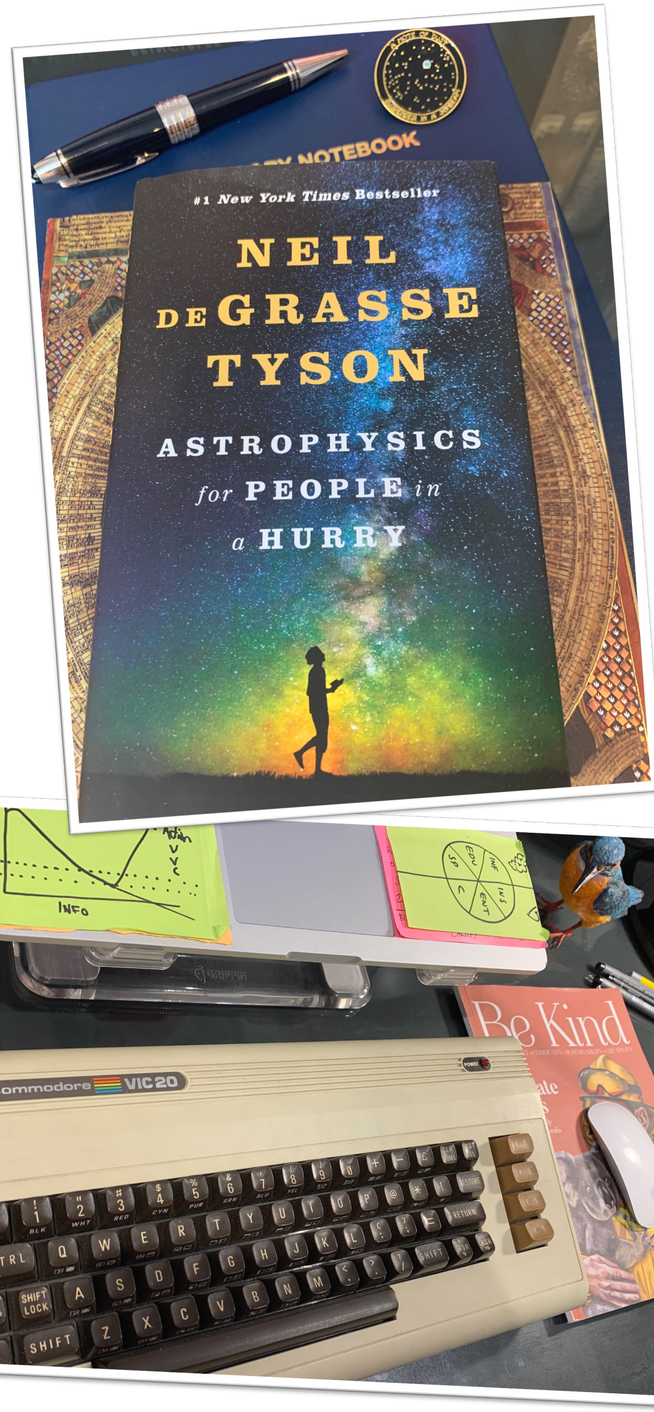
I highly recommend his lessons on Masterclass.com or his Cosmos Series on Disney+ if you'd like to see him in action.

Neil made me realise the importance of understanding **COGNITIVE BIAS** when you communicate. It's something he's very good at. Watch any of his clips on a news show when he's asked to give a sound-bite and you'll see exactly what I mean.

Cognitive bias is something I've spent a huge amount of time trying to understand, knowing that ***most audiences are not persuaded by what the speaker says, but what the audience understands.***

A great speech that doesn't factor in any particular bias that exists in the audience is destined to fail. So it befits any communicator who wants to get better to understand the 18 cognitive biases and how to address them.

And if you really want to geek out, watch Neil talking about his fountain pen collection and love of hand-drawn notes on YouTube!

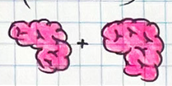


COGNITIVE BIAS DISTORTS DECISION MAKING.

ANCHORING BIAS
People being over-reliant on the first piece of information they hear.

AVAILABILITY HEURISTIC
Over-estimating the importance of information that is available to them

BANDWAGON EFFECT
Probability of one person adopting a belief based upon the number of people who hold a similar view (IF SOME PEOPLE)

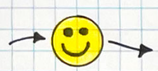


BLIND-SPOT BIAS
Failing to recognise your own cognitive bias is a bias in itself.

CHOICE-SUPPORTIVE BIAS
When you feel true about something just because you bought it - e.g. An awesome dog that "only" bites people every so often.

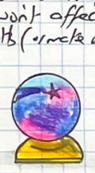
CLUSTERING ILLUSION
The tendency to see patterns in random events
e.g. Likelihood of landing on red after a run of reds randomly.

CONFIRMATION BIAS
When you tend to see + listen only to information that confirms your preconceptions. e.g. why it's hard to have an intelligent debate about CLIMATE CHANGE.



CONSERVATISM BIAS
Where people favour prior evidence over new evidence or information that has emerged - e.g. Earth is round.

INFORMATION BIAS
More information is not necessarily better. Tendency to seek even more info even though it won't affect the result (oracle would)



OSTRICH EFFECT
Decision to ignore dangerous or negative information - e.g. Acting like business as usual even in a crisis.

OUTCOME BIAS
Judging a decision based upon the outcome: rather than how the decision was made in the moment.
e.g. Luck @ Vegas.

OVER CONFIDENCE
Being too confident in your abilities - causing you to take greater risks than you should.
eg. Experts who "know" they are right.
TWAIN - "Just ain't so."

PLACEBO EFFECT
When you simply BELIEVE that something will have an effect on you.

PRO-INNOVATION BIAS
When a hyped- or exaggerated new innovative technology over values its usefulness & under values its limitations.

RECENCY
Tendency to weigh the latest information more heavily than historical data.
eg. Today's market v historical figures.

SALIENCE
Tendency to focus on the most easily recognisable features of a person or concept rather for example than what is statistically more likely. eg. Flying + crashing v hitting a deer

SELECTIVE PERCEPTION
Allowing your expectations + limited ability to predict an outcome influencing what you really think (the result will be).

STEREOTYPING
Expecting a group of people or a person to have certain qualities or act in the same way simply because "everyone else does."

SURVIVORSHIP BIAS
Misjudging a situation because you only focus on the examples & don't look at those (projects/people) who failed.

ZERO-RISK BIAS
We love certainty. Even if it's counter-productive. Eliminating risk entirely means there is no chance of harm being caused.

THERE IS NO GREATER EDUCATION THAN ONE WHO IS SELF-DRIVEN.

KNOWING HOW TO THINK EMPOWERS YOU FAR BEYOND THOSE WHO KNOW ONLY WHAT TO THINK

THE GOOD THING ABOUT SCIENCE IS THAT IT'S TRUE WHETHER OR NOT YOU BELIEVE IN IT.

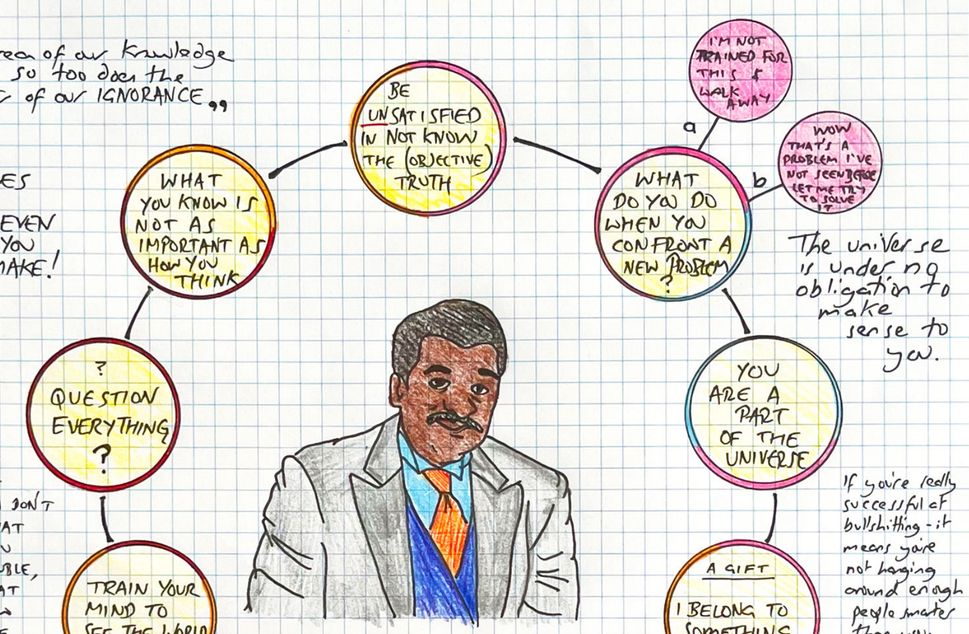
IF YOU WANT TO ASSERT A TRUTH - MAKE SURE IT'S NOT JUST AN OPINION YOU WANT TO BE TRUE.

❤
RATIONAL THOUGHTS NEVER DRIVE PEOPLES CREATIVITY THE WAY EMOTIONS DO.

THE MOST IMPORTANT THING YOU CAN BE IN LIFE IS CURIOUS ABOUT THINGS YOU DON'T KNOW

"As the area of our knowledge grows - so too does the perimeter of our IGNORANCE"

MAKE MISTAKES THAT NO ONE EVEN KNEW YOU COULD MAKE!



The universe is under no obligation to make sense to you.

If you're really successful at bullshitting - it means you're not hanging around enough people smarter than you.

"IT AIN'T WHAT YOU DON'T KNOW THAT GETS YOU INTO TROUBLE, IT'S WHAT YOU KNOW FOR SURE THAT JUST AIN'T SO."
Twain

WHAT'S THE ONE QUESTION YOU WANT TO SEE ANSWERED BEFORE YOU DIE?

THE QUESTION I'VE NOT EVEN THOUGHT TO ASK YET.

FIND THE FRONTIER OF DISCOVERY - WHERE THERE ARE NO MAPS

THE DAY YOU STOP MAKING MISTAKES IS THE DAY THAT YOU REALISE YOU ARE NO LONGER ON THE FRONTIER OF SCIENCE

"It's not enough to be right - you need to be effective"

"One of the great challenges in this world is knowing enough about a subject to think you're right - but not enough about the subject to know you're wrong"

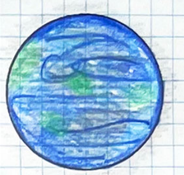
"The most important moments of your life are guided not by what you know but by how you think"

"Be empowered to think for yourself - not have someone else tell you what is true"

3 CATEGORIES of TRUTH

- **PERSONAL TRUTH**
  Something like religion that you can take on faith
- **POLITICAL TRUTH**
  Something people believe is true because it's repeated so many times.
- **OBJECTIVE TRUTH**
  The kind of truth that is true whether you believe it or not.

TURN DATA INTO INFORMATION → INFORMATION INTO KNOWLEDGE → KNOWLEDGE INTO WISDOM



LOOK AGAIN AT THAT DOT. THAT'S HERE. THAT'S HOME. THAT'S US. ON IT EVERYONE YOU LOVE, EVERYONE YOU KNOW, EVERYONE YOU EVER HEARD OF, EVERY HUMAN BEING WHO EVER WAS, LIVED OUT THEIR LIVES. THE AGGREGATE OF OUR JOY & SUFFERING. THOUSANDS OF CONFIDENT RELIGIONS, IDEOLOGIES AND ECONOMIC DOCTRINES. EVERY HUNTER + FORAGER. EVERY HERO AND COWARD. EVERY CREATOR AND DESTROYER OF CIVILISATION. EVERY KING AND PEASANT. EVERY YOUNG COUPLE IN LOVE. EVERY MOTHER AND FATHER, HOPEFUL CHILD, INVENTOR AND EXPLORER. EVERY TEACHER OF MORALS. EVERY CORRUPT POLITICIAN. EVERY "SUPERSTAR." EVERY "SUPREME LEADER." EVERY SAINT AND SINNER IN THE HISTORY OF OUR SPECIES LIVED THERE - ON A MOTE OF DUST SUSPENDED IN A SUNBEAM.

THE EARTH IS A VERY SMALL STAGE IN A VAST COSMIC ARENA. THINK OF THE RIVERS OF BLOOD SPILLED BY ALL THOSE GENERALS AND EMPERORS SO THAT, IN GLORY & TRIUMPH, THEY COULD BECOME THE MOMENTARY MASTERS OF THE FRACTION OF A DOT. THINK OF THE ENDLESS CRUELTIES VISITED BY THE INHABITANTS OF ONE CORNER OF THIS PIXEL ON THE SCARCELY DISTINGUISHABLE INHABITANTS OF SOME OTHER CORNER. HOW FREQUENT THEIR MISUNDERSTANDINGS. HOW EAGER THEY ARE TO KILL ONE ANOTHER. HOW FERVENT THEIR HATREDS.

OUR POSTURINGS, OUR IMAGINED SELF-IMPORTANCE, THAT DELUSION THAT WE HAVE SOME PRIVILEGED POSITION IN THE UNIVERSE, ARE CHALLENGED BY THIS POINT OF PALE LIGHT. OUR PLANET IS A LONELY SPECK IN THE GREAT ENVELOPING COSMIC DARK. IN OUR OBSCURITY, IN ALL THIS VASTNESS, THERE IS NO HINT THAT HELP WILL COME FROM ELSEWHERE TO SAVE US FROM OURSELVES.

THE EARTH IS THE ONLY WORLD KNOWN SO FAR TO HARBOR LIFE. THERE IS NOWHERE ELSE. AT LEAST IN THE NEAR FUTURE, TO WHICH OUR SPECIES COULD MIGRATE. VISIT, YES. SETTLE, NOT YET. LIKE IT OR NOT, FOR THE MOMENT THE EARTH IS WHERE WE MAKE OUR STAND.

IT HAS BEEN SAID THAT ASTRONOMY IS A HUMBLING AND CHARACTER BUILDING EXPERIENCE. THERE IS PERHAPS NO BETTER DEMONSTRATION OF THE FOLLY OF HUMAN CONCEITS THAN THIS DISTANT IMAGE OF OUR TINY WORLD. TO ME, IT UNDERSCORES OUR RESPONSIBILITY TO DEAL MORE KINDLY WITH ONE ANOTHER, AND TO PRESERVE AND CHERISH THE PALE BLUE DOT.

THE ONLY HOME WE'VE EVER KNOWN.

CARL SAGAN
Pale Blue Dot 1994

A MOTE OF DUST - SUSPENDED IN A SUNBEAM

O · Q · H · E · R · C
OBSERVE / QUESTION / HYPOTHESIS / EXPERIMENT / RESULT / CONCLUSION

AND THEN WHAT HAPPENED?

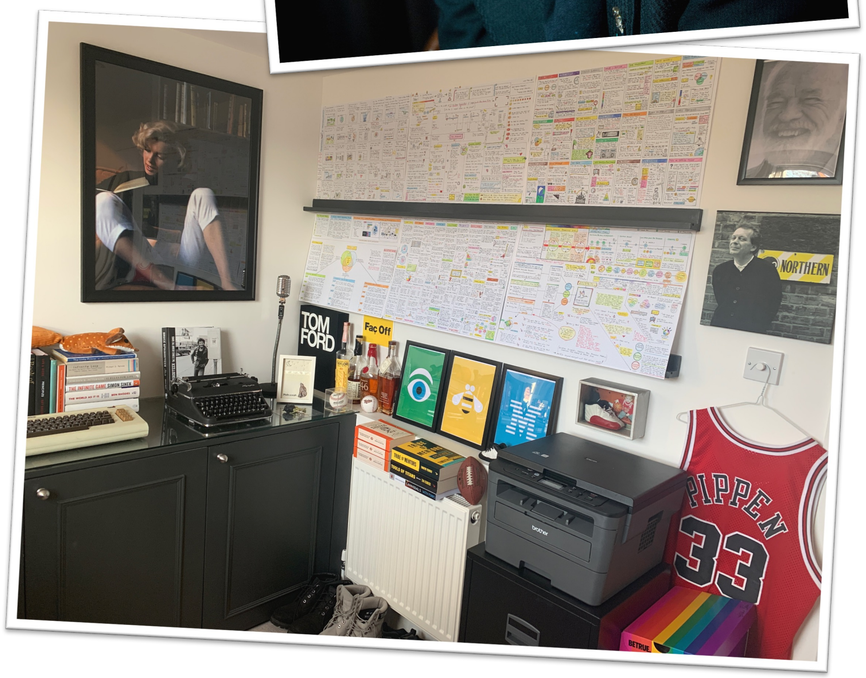
NEIL GAIMAN is an author, film-maker, poet and storytelling philosopher who puts the success of his writing down to four simple words:

And.
Then.
What.
Happened.

The Coraline author says "If you can get your audience constantly asking you 'And then what happened?' when you are telling them a story, then you know you're doing a good job".

This week I've been studying Gaiman's 8 rules for writing to see what I can learn from him. My favourite is:

“The main rule of writing is that if you do it with enough assurance and confidence, you’re allowed to do whatever you like. (That may be a rule for life as well as for writing. But it’s definitely true for writing.) So write your story as it needs to be written. Write it - honestly, and tell it as best you can. I’m not sure that there are any other rules. Not ones that matter.”



Neil Gaiman

EVERY GREAT STORY SHOULD MAKE YOUR AUDIENCE CONSTANTLY ASK....

"And then what happened?"

THE 4 WORDS

THE WORLD ALWAYS SEEMS BRIGHTER WHEN YOU'VE JUST MADE SOMETHING THAT WASN'T THERE BEFORE....

MAKE INTERESTING, AMAZING, GLORIOUS, FANTASTIC MISTAKES.

BREAK RULES.

LEAVE THE WORLD MORE INTERESTING FOR YOUR BEING HERE.

MAKE GOOD ART.

Start telling the stories that ONLY you can tell...x

THE RULES, THE ASSUMPTIONS, THE NOW WE'RE SUPPOSED TO'S OF HOW YOU GET YOUR WORK SEEN, AND WHAT YOU DO THEN, ARE BREAKING DOWN.

THE GATEKEEPERS ARE LEAVING THEIR GATES.

YOU CAN BE AS CREATIVE AS YOU NEED TO BE TO GET YOUR WORK SEEN. YOUTUBE AND THE WEB (AND WHATEVER COMES AFTER YOUTUBE AND THE WEB) CAN GIVE YOU MORE PEOPLE WATCHING THAN TELEVISION EVER DID.

THE OLD RULES ARE CRUMBLING AND NOBODY KNOWS WHAT THE NEW RULES ARE.

SO MAKE UP YOUR OWN RULES

IF YOU DON'T KNOW IT'S IMPOSSIBLE IT'S EASIER TO DO.

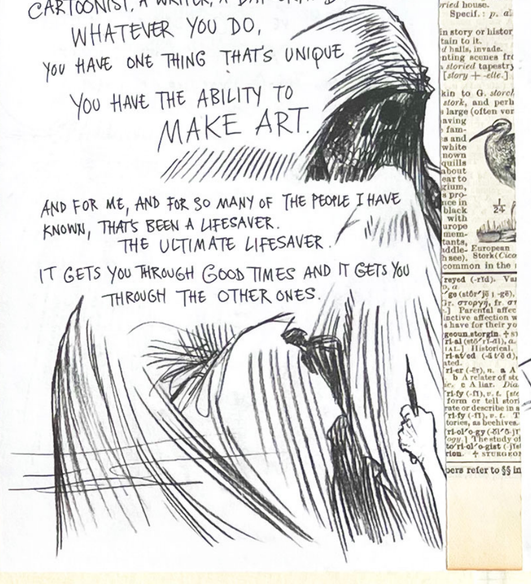
AND BECAUSE NOBODY'S DONE IT BEFORE, THEY HAVEN'T MADE UP RULES TO STOP ANYONE DOING THAT AGAIN, YET.

AND REMEMBER THAT WHATEVER DISCIPLINE YOU ARE IN, WHETHER YOU ARE A MUSICIAN OR A PHOTOGRAPHER, A FINE ARTIST OR A CARTOONIST, A WRITER, A DANCER, A DESIGNER, WHATEVER YOU DO, YOU HAVE ONE THING THAT'S UNIQUE

YOU HAVE THE ABILITY TO MAKE ART.

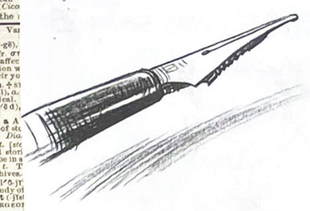
AND FOR ME, AND FOR SO MANY OF THE PEOPLE I HAVE KNOWN, THAT'S BEEN A LIFESAVER. THE ULTIMATE LIFESAVER.

IT GETS YOU THROUGH GOOD TIMES AND IT GETS YOU THROUGH THE OTHER ONES.



PEOPLE KEEP WORKING, IN A FREELANCE WORLD, AND MORE AND MORE OF TODAY'S WORLD IS FREELANCE, BECAUSE

1. THEIR WORK IS GOOD. ☑
2. AND BECAUSE THEY ARE EASY TO GET ALONG WITH. ☑
3. AND BECAUSE THEY DELIVER THE WORK ON TIME. ☑



AND YOU DON'T EVEN NEED ALL THREE. TWO OUT OF THREE IS FINE.

NEIL GAIMAN'S 8 Rules of Writing →

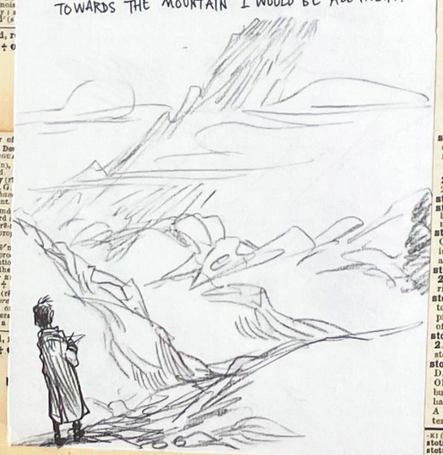
① Write ② Put one word after the other. Find the right word, put it down. ③ Finish what you're writing, whatever you have to do to finish it - finish it. ④ Put it aside. Read it pretending you've never read it before. Show it to friends whose opinion you respect & who like the kind of thing that this is. ⑤ Remember: when people tell you something's wrong or doesn't work for them, they are almost always right. When they tell you exactly what they think is wrong and how to fix it - they are almost always wrong. ⑥ Fix it. Remember that sooner or later, before it ever reaches perfection, you will have to let it go & move on & start to write the next thing. Perfection is like chasing the horizon. Keep moving. ⑦ Laugh at your own jokes. ⑧ The main rule of writing is that if you do it with enough assurance & confidence, you're allowed to do whatever you like. So write your story as it needs to be written. Write it honestly & tell it as best you can. I'm not sure there are any other rules. Not ones that matter. x

SOMETHING THAT WORKED FOR ME WAS IMAGINING THAT WHERE I WANTED TO BE (AN AUTHOR, PRIMARILY OF FICTION, MAKING GOOD BOOKS, MAKING GOOD COMICS, AND SUPPORTING MYSELF THROUGH MY WORDS) WAS A MOUNTAIN.

A DISTANT MOUNTAIN.

MY GOAL.

AND I KNEW THAT AS LONG AS I KEPT WALKING TOWARDS THE MOUNTAIN I WOULD BE ALL RIGHT.



Tell stories that make people feel something.

AND WHEN I TRULY WAS NOT SURE WHAT TO DO, I COULD STOP. AND THINK ABOUT WHETHER IT WAS TAKING ME TOWARDS OR AWAY FROM THE MOUNTAIN.

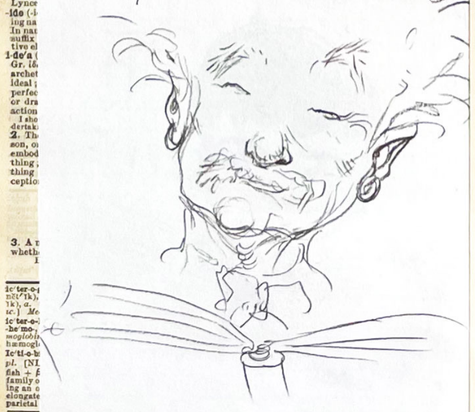
I SAID NO TO EDITORIAL JOBS ON MAGAZINES, PROPER JOBS THAT WOULD HAVE PAID PROPER MONEY, BECAUSE I KNEW THAT, ATTRACTIVE THOUGH THEY WERE, FOR ME THEY WOULD HAVE BEEN WALKING AWAY FROM THE MOUNTAIN.

AND IF THOSE JOB OFFERS HAD COME ALONG EARLIER I MIGHT HAVE TAKEN THEM, BECAUSE THEY STILL WOULD HAVE BEEN CLOSER TO THE MOUNTAIN THAN I WAS AT THE TIME.

Hero's & villains.... intention & obstick...

ALBERT EINSTEIN WAS ONCE ASKED HOW WE COULD MAKE OUR CHILDREN INTELLIGENT.

'IF YOU WANT YOUR CHILDREN TO BE INTELLIGENT', HE SAID, 'READ THEM FAIRYTALES. IF YOU WANT THEM TO BE MORE INTELLIGENT, READ THEM MORE FAIRY TALES.'



YOU CAN CHANGE THE WORLD

I DO NOT BELIEVE THAT ALL BOOKS WILL OR SHOULD MIGRATE ONTO SCREENS: AS DOUGLAS ADAMS ONCE POINTED OUT TO ME, OVER TWENTY YEARS BEFORE DIGITAL BOOKS SHOWED UP, A PHYSICAL BOOK IS LIKE A SHARK.

SHARKS ARE OLD: THERE WERE SHARKS IN THE OCEAN BEFORE THE DINOSAURS. AND THE REASON THERE ARE STILL SHARKS AROUND IS THAT SHARKS ARE BETTER AT BEING SHARKS THAN ANYTHING ELSE IS.

JUST BY SHARING YOUR STORY.

AND FIFTHLY, WHILE YOU'RE AT IT, MAKE YOUR ART.

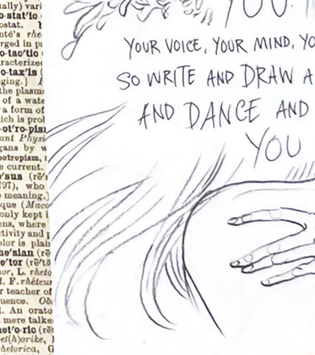
DO THE STUFF THAT ONLY YOU CAN DO.

THE URGE, STARTING OUT, IS TO COPY. AND THATS NOT A BAD THING. MOST OF US ONLY FIND OUR OWN VOICES AFTER WE'VE SOUNDED LIKE A LOT OF OTHER PEOPLE.

BUT THE ONE THING THAT YOU HAVE THAT NOBODY ELSE HAS IS YOU.

YOUR VOICE, YOUR MIND, YOUR STORY, YOUR VISION.

SO WRITE AND DRAW AND BUILD AND PLAY AND DANCE AND LIVE AS ONLY YOU CAN.



WHAT IF...? ← The 2 words that start everything

MALALA

“**ONE CHILD, ONE TEACHER, ONE PEN, AND ONE BOOK CAN CHANGE THE WORLD**.” Malala.

Just over 10 years ago Malala Yousafzai was shot by a Taliban gunman in an assassination attempt in retaliation for her activism.

Ten years on, she's an inspiration to anyone who believes that words and ideas can change the world.

So if you're looking for some positive energy, a kick up the bum to become more purpose driven, or you'd like to inspire the people around you more profoundly, read Malala's book (again?), watch her documentary or take her coaching course on Masterclass.

5 COMMUNICATION TIPS I'VE LEARNED FROM MALALA:

1. Have a strong 3-minute "cold open".

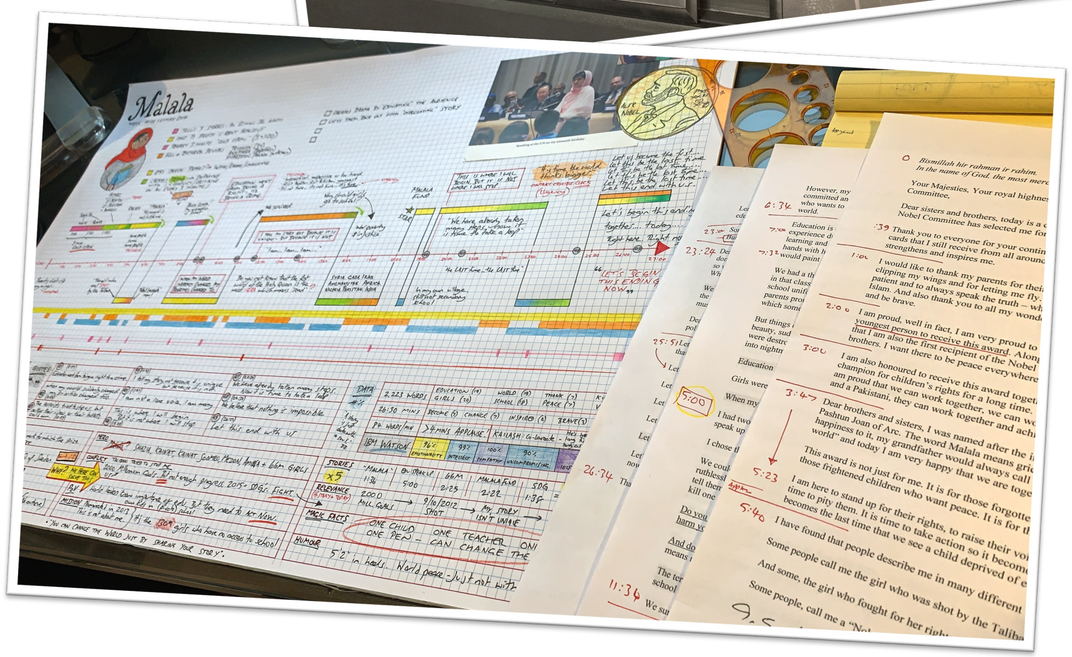
2. Tell short stories using big ideas and small sentences (her stories average around 2 mins 30).

3. No matter how dramatic your story is - make it about others, not yourself.

4. Speak in short sentences (Malala's speeches often have a 'Gunning Fog' readability score under 10 which is impressive)

5. Don't speak too fast. Malala speaks around the same speed as Obama (84wpm) which is another reason her words resonate with her audience.

Whenever I’m looking for inspiration for a big speech or presentation and feel particularly overwhelmed, Malala’s Nobel lecture is often one of those speeches that I turn to. If you have the chance, it’s worth 28-minutes of your time.



Malala

NOBEL PRIZE LECTURE 2014

We are living in the modern age and we believe that nothing is impossible. We have reached the moon 45 years ago and maybe will soon land on Mars. Then, in this 21st century, we must be able to give every child quality education.

Dear sisters and brothers, dear fellow children, we must work... not wait. Not just the politicians and the world leaders, we all need to contribute. Me. You. We. It is our duty.

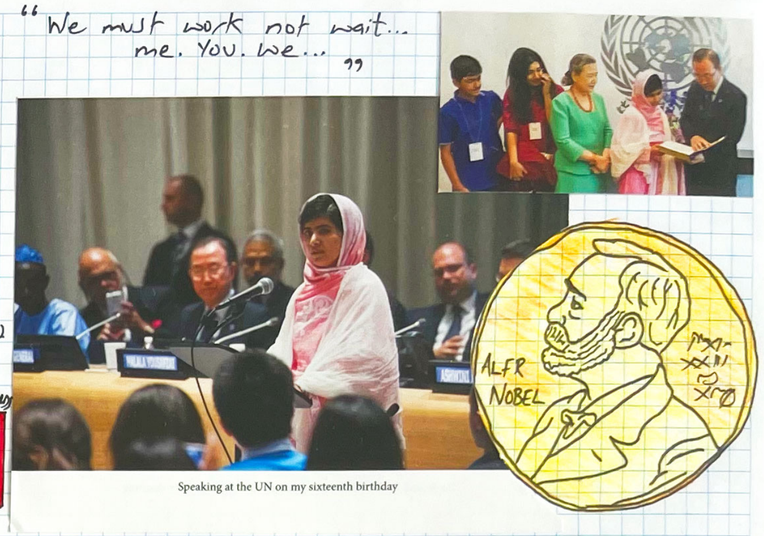
Let us become the first generation to decide to be the last, let us become the first generation that decides to be the last that sees empty classrooms, lost childhoods, and wasted potentials.

- TELLS 5 STORIES - AV. 2 MINS 36 EACH
- ONLY 1/3 SPEECH IS ABOUT HERSELF
- PERFECT 3 MINUTE "COLD OPEN" (3 x 1:00)
- FULL OF RHETORICAL DEVICES: TRICOLON (3x) ANAPHORA (Repetition) HYPERBATON (Reverse sentences)
- 85% SPEECH: PATHOS+ → INSPIRE/ENGAGE/CHALLENGE
- CREATES DRAMA → DOPAMINE WITH 1 x CONFLICT/OBSTACLE ON AV. EVERY 3 MINUTES

- CREATES DRAMA BY "EDUCATING" THE AUDIENCE
- LIFTS THEM BACK OUT WITH "OVERCOMING" STORY
- THOUGHTFUL DELIVERY: 84 WORDS/MIN = 45% SLOWER Av. PERSON
- EXCELLENT "READABILITY": GUNNING FOG INDEX 9.535 ☑ ONLY 198 of 2223 3-SYLLABLE Nds

66M GIRLS OUT OF SCHOOL WORLDWIDE? 14:20 → IN MONTHS AFTER RAISING AWARENESS NEW DATA SHOWED ACTUAL FIGURE CLOSER TO 130M.

"We must work not wait... me. You. We..."



Speaking at the UN on my sixteenth birthday

TRICOLON
- Impractical, expensive or too hard
- First Pashtun, first Pakistani, youngest
- It's not time... it's not time... it's time... (urgency)
- Empty classrooms...

HISTORY
1st PASHTUN
1st PAKISTANI
+ YOUNGEST (TRIPLE)

E.A.S.D. (WHO)

THANK YOU
World
Parents

KAILASH

"MALALA"
This award is not just for me.

BOSSY SISTER!
My education in Swat

EDUCATION WENT FROM BEING A RIGHT - TO BEING A CRIME.

We survived.

Why should girls go to school?

MALALA FUND

STAR

THIS IS WHERE I WILL BEGIN. BUT IT IS NOT WHERE I WILL STOP

"It is time the world thinks bigger"
CONTRAST. CRUCIBLE. CLOCK
(Urgency)

Let us become the first.... let this be the last time let this be the last time... let this be the last time... Let this be the last time... Let this end with us.

3 MIN COLD OPEN
1:00 1:00 1:00

some people some people some people
TRICOLON

I TELL MY STORY NOT BECAUSE IT IS UNIQUE - BUT BECAUSE IT IS NOT

"I am... I am... I am...."

war, poverty & injustice

"We have already taken many steps, now it is time to take a leap"

Let's begin this ending... together.... today.... Right here. Right now.

SPARK LINE STORY

1:00 2:00 3:00 4:00 5:00 6:00 7:00 8:00 9:00 10:00 11:00 12:00 13:00 14:00 15:00 16:00 17:00 18:00 19:00 20:00 21:00 22:00 23:00 24:00 25:00 26:00 27:00

Q1 Q2 Q3 Q4 Q5 Q6 Q7 Q8 Q9

CTA CLOCK

Parents didn't clip my wings... METAPHOR

"The girl who was SHOT by the Taliban"

"Nobel Laureate" now!

WHEN MY WORLD SUDDENLY CHANGED, MY PRIORITIES CHANGED TO.

Do you not know that the first word of the Holy Quran is the word IQRA which means "read"?

SYRIA. GAZA. IRAQ AFGHANISTAN. AFRICA. NIGERIA. PAKISTAN. INDIA

"the LAST time... the LAST time"

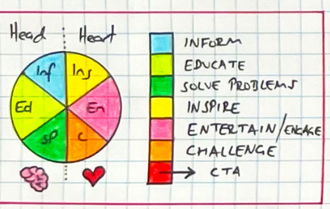
In my own village, still not secondary school

"LET'S BEGIN THIS ENDING NOW"

PATHOS → EMOTION
ETHOS → ENGAGEMENT
LOGOS → EVIDENCE

APPLAUSE ×16
LAUGHTER ×5

KEY



QUOTES

Q1 (5:57) Education went from being a right to a crime.

Q2 (9:09) when my world suddenly changed my priorities changed too.

Q3 The terrorists tried to stop us, but neither their ideas or their bullets could win. (10:53)

Q4 (11:43) I tell my story, not because it is unique but because it is not.

Q5 (13:47) I am not a lone voice, I am many

This is where I will begin But it is not where I will stop

Q6 (19:09)

Q7 (20:39) We have already taken many steps. Now it is time to take a leap

Q8 (24:36) We believe that nothing is impossible

Q9 (26:22) Let this end with us

DATA

"A story is just data with a soul." Brene Brown

2,223 WORDS	EDUCATION (19)	WORLD (19)	THANK (7)	KILLED (P)		
	GIRLS (20)	SCHOOL (18)	PEACE (7)	VOICE (P)		
26:30 MINS	BECOME (7)	CHANGE (7)	INSPIRED (6)	BRAVE (3)	TODAY (7)	
84 WORDS/MIN	>4 MINS APPLAUSE!	KAILASH: Co-laureate - He's been campaigning a long time. Twice as long as I've been alive				
IBM WATSON	96% EMOTIONALITY	99% INTELLECT	100% SYMPATHY	90% UNCOMPROMISING	3% SELF-ENHANCE	2% HEDONISM

Mentions

AI

STORY GAMES

WHAT - TOPIC (CORE) NOBEL PEACE PRIZE LECTURE "To give a lecture on a subject relevant to the work for which the prize has been awarded." #9 NOBEL COMMITTEE

WHO - AUDIENCE (CONTRACT) 1,300 (250 students) + Their Majesties K & Q of Sweden

WHERE - STAGE (CRUCIBLE) Stockholms Konserthus,

WHEN - (CLOCK) 10th December 2014

FORMAT Prepared notes. (No autocue)

E.A.S.D.

WHY? WE HERE CAN SOLVE THIS

HERO ~~Malala~~? SHAZIA, KAINAT, KAINAT SOOMRO, MEZON, AMINA + 66M GIRLS

CONFLICT TALIBAN. TRIED TO STOP ME 2000 Millennium Goals. But not enough progress. 2015 = SDG's. FIGHT. US

POV World leaders know importance of edu. But they need to ACT NOW. own kids in (private) school

MISSION Nominated in 2013 This is not about me. It's the 130M girls who have no access to school

STORIES ×5

"MALALA"	EDU: SPEAK UP	66M	MALALA FUND	SDG	= AV. LENGTH
1:36	5:00	2:25	2:22	1:35	2:36 MINS

RELEVANCE (H. STORY + TODAY) 2000 MILL. GOALS → 9/10/2012 SHOT → MY STORY ISN'T UNIQUE → 2015 OUR OPPORTUNITY

MAGIC FACTS ONE CHILD ONE TEACHER ONE BOOK ONE PEN - CAN CHANGE THE WORLD

HUMOUR 5'2" in heels. World peace - Just not with my brothers.

"YOU CAN CHANGE THE WORLD JUST BY SHARING YOUR STORY".

THAT HARRY POTTER GIRL

GREAT SPEECHES DO 6 THINGS WELL: Inform, educate, solve problems (3 for the head / left brain), inspire, entertain, challenge (3 for the heart / right brain).

This one pager dug into Emma Watson's superb HeForShe speech about feminism at the UN to see how she did all 6 in 12 short minutes.

- 1,225 words.
- 11:38, speaking slowly but deliberately (106 words/minute).
- Telling short personal stories (to make an emotional connection with her audience).
- Acknowledging her nervousness as a public speaker (vulnerable despite her fame).
- 4 stats (to make her case with evidence and reason).
- 1 definition (to ensure clarity).
- 1 quote (to inspire).

A helpful reminder for all of us: Who needs 45 minutes on a Zoom call if you can get the job done in under 12?

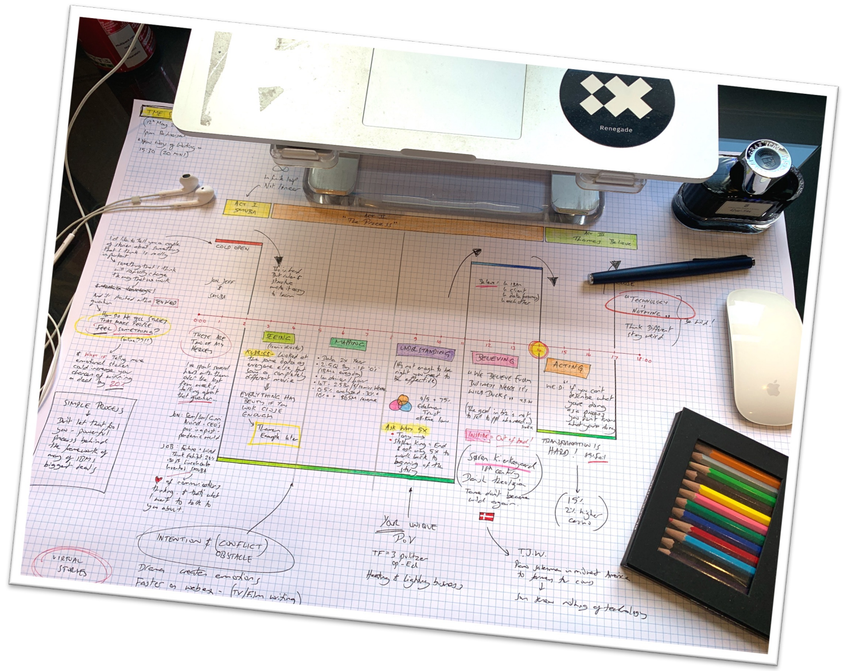
Not bad for "*that Harry Potter girl...*"

**** A NOTE ABOUT MY PROCESS ****

Some of these early one pagers seem SO dated now. Not just in the way I wrote them but in the design. The drawings are scrappy and the analysis was pretty basic. But I've included them in here even (if some of them do make me cringe) because they serve to show you the evolution of how they've changed over the years, and how I've found a better structure and approach to drawing and collaging my thoughts and ideas.

It's just like learning any new thing. This was one of the first one pagers I did (along with Josette, Mother Teresa, Melinda & Malala) but it was all good practice. The best way to get better is by doing and not being afraid to feel like a kid learning a new musical instrument at school. You hit a lot of bum notes and make some pretty awful sounds at the beginning. So make mistakes (be proud of them) and figure it out as you go along...

"The journey is the reward".
Steve Jobs



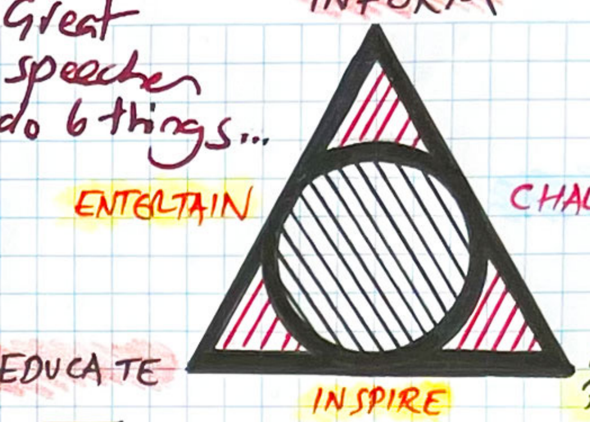
Emma Watson

#HeForShe: UN Women Speech, 20th September, 2014.

WOMEN MAKE UP 70% OF HEALTHCARE WORKERS FIGHTING COVID-19, YET ONLY 25% OF NATIONAL PARLIMENTS OR 36% OF LOCAL GOVERNMENTS ARE REPRESENTED BY WOMEN.

LOCKDOWNS ARE INCREASING THE RISK OF VIOLENCE AGAINST WOMEN & GIRLS - RISING BY OVER 30% IN SOME COUNTRIES.

Great speeches do 6 things...



Not "oh look at me!"

LOGOS CREDIBILITY 43 "I"'s A LOT FOR 12 MINS BUT SHE MAKES IT GENUINE.

ETHOS KNOWLEDGABLE + THOUGHTFUL. STATS. EVIDENCE = NOT ANOTHER CELEB WITH A CAUSE

PATHOS EXPERIENCES. DIRECT EYE CONTACT. CONFIDENCE +VE TONE DESPITE NERVES = EMPATHY

KAIROS IT'S YOUR ISSUE TOO & WE NEED TO ACT TODAY. 75 YEARS IS TOO LONG

! MORE WOMEN CEOS TODAY THAN 10 YEARS AGO → BUT THERE ARE STILL MORE CEO'S CALLED "DAVE" THAN THERE ARE FEMALE CEO'S!!

Tell them... i)

ACT ONE

Today we are launching a campaign called "HeForShe."

I am reaching out to you because I need your help. We want to end gender inequality—and to do that we need everyone to be involved.

This is the first campaign of its kind at the UN: we want to try and galvanize as many men and boys as possible to be advocates for gender equality. And we don't just want to talk about it, but make sure it is tangible.

I was appointed six months ago and the more I have spoken about feminism the more I have realized that fighting for women's rights has too often become synonymous with man-hating. If there is one thing I know for certain, it is that this has to stop.

For the record, feminism by definition is: "The belief that men and women should have equal rights and opportunities. It is the theory of the political, economic and social equality of the sexes." DEFINITION = CLARITY D1

I started questioning gender-based assumptions when at eight I was confused at being called "bossy," because I wanted to direct the plays we would put on for our parents—but the boys were not.

When at 14 I started being sexualized by certain elements of the press.

When at 15 my girlfriends started dropping out of their sports teams because they didn't want to appear "muscly."

When at 18 my male friends were unable to express their feelings. I decided I was a feminist and this seemed uncomplicated to me. But my recent research has shown me that feminism has become an unpopular word.

① * Apparently I am among the ranks of women whose expressions are seen as too strong,[1] too aggressive,[2] isolating,[3] anti-men[4] and unattractive.[5] Parallelism (5)

② Why is the word such an uncomfortable one? ← Rhetorical?

ACT TWO

I am from Britain and think it is right that as a woman I am paid the same as my male counterparts. I think it is right that I should be able to make decisions about my own body. I think it is right that women be involved on my behalf in the policies and decision-making of my country. I think it is right that socially I am afforded the same respect as men. But sadly I can say that there is no one country in the world where all women can expect to receive these rights.

ii)

No country in the world can yet say they have achieved gender equality.

These rights I consider to be human rights but I am one of the lucky ones. My life is a sheer privilege because my parents didn't love me less because I was born a daughter. My school did not limit me because I was a girl. My mentors didn't assume I would go less far because I might give birth to a child one day. These influencers were the gender equality ambassadors that made me who I am today. They may not know it, but they are the inadvertent feminists who are changing the world today. And we need more of those.

And if you still hate the word—it is not the word that is important but the idea and the ambition behind it. Because not all women have been afforded the same rights that I have. In fact, statistically, very few have been.

In 1995, Hilary Clinton made a famous speech in Beijing about women's rights. Sadly many of the things she wanted to change are still a reality today.

④ contrast

But what stood out for me the most was that only 30 per cent of her audience were male. How can we affect change in the world when only half of it is invited or feel welcome to participate in the conversation? ?

* Men—I would like to take this opportunity to extend your formal invitation. Gender equality is your issue too. Because to date, I've seen my father's role as a parent being valued less by society despite my needing his presence as a child as much as my mother's.

S1

I've seen young men suffering from mental illness unable to ask for help for fear it would make them look less "macho"—in fact in the UK suicide is the biggest killer of men between 20-49 years of age; eclipsing road accidents, cancer and coronary heart disease. I've seen men made fragile and insecure by a distorted sense of what constitutes male success. Men don't have the benefits of equality either.

We don't often talk about men being imprisoned by gender stereotypes but I can see that that they are and that when they are free, things will change for women as a natural consequence.

If men don't have to be aggressive in order to be accepted women won't feel compelled to be submissive. If men don't have to control, women won't have to be controlled.

Both men and women should feel free to be sensitive. Both men and women should feel free to be strong... It is time that we all perceive gender on a spectrum not as two opposing sets of ideals.

If we stop defining each other by what we are not and start defining ourselves by what we are—we can all be freer and this is what HeForShe is about. It's about freedom. ← THIS IS ABOUT FREEDOM.

I want men to take up this mantle. So their daughters, sisters and mothers can be free from prejudice but also so that their sons have permission to be vulnerable and human too—reclaim those parts of themselves they abandoned and in doing so be a more true and complete version of themselves.

ACT THREE

You might be thinking who is this Harry Potter girl? And what is she doing up on stage at the UN. It's a good question and trust me, I have been asking myself the same thing. I don't know if I am qualified to be here. All I know is that I care about this problem. And I want to make it better.

1Q Irony ③

And having seen what I've seen—and given the chance—I feel it is my duty to say something. English Statesman Edmund Burke said: "All that is needed for the forces of evil to triumph is for enough good men and women to do nothing."

In my nervousness for this speech and in my moments of doubt I've told myself firmly—if not me, who, if not now, when. If you have similar doubts when opportunities are presented to you I hope those words might be helpful.

iii) TELL THEM WHAT YOU TOLD THEM S2

Because the reality is that if we do nothing it will take 75 years, or for me to be nearly a hundred before women can expect to be paid the same as men for the same work. S3 15.5 million girls will be married in the next 16 years as children. And at current rates it won't be until 2086 before all rural African girls will be able to receive a secondary education. S4

If you believe in equality, you might be one of those inadvertent feminists I spoke of earlier.

And for this I applaud you.

We are struggling for a uniting word but the good news is we have a uniting movement. It is called HeForShe. I am inviting you to step forward, to be seen to speak up, to be the "he" for "she". And to ask yourself if not me, who? If not now, when?

Thank you.

Always have a magic fact up your sleeve

STAR MOMENT 75 Years!

Something they'll always remember

4 RHETORICAL DEVICES MAKE THIS SPEECH STRONGER →

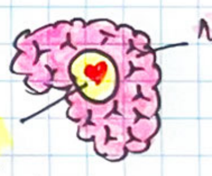
1. PARALLELISM
2. RHETORICAL QUESTIONS
3. IRONY
4. CONTRAST

HEAD } HEART + PERFORMANCE

- + EYE CONTACT
- + TONE
- + EMPATHY / SENTIMENT
- + PAUSES → DRAMA

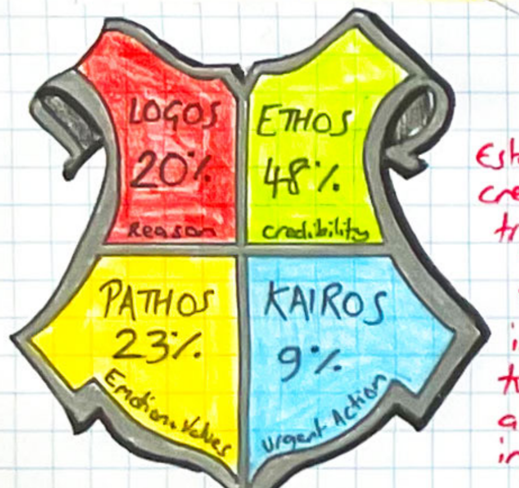
AUDIENCES MAKE DECISIONS WITH THEIR HEARTS (LIMBIC BRAIN) & JUSTIFY THOSE DECISIONS WITH THEIR HEADS (NEOCORTEX)

Where does PATHOS come from?



No capacity for language. Source of "gut" emotions

P
① Uses PARALLELISM to let men feel the dilemma of gender inequality by using 5 masculine adjectives. Emphasises the THEME of the speech & bridges her story with a forceful connection to her target audience.
② Rhetorical question to challenge audience: PATHOS. TONE emphasises empathy, doubt & urgency. Your tone is 5x more impactful than the actual words you use.
③ Rhetorical questions & elliptical sentences. Used to heighten effect of PERSUASION & create KAIROS ← Non preachy call to action
④ IRONY. As a positive function to challenge. LOGOS. contrast to make her case stronger.



Establishes credibility & trust in order to drive action & influence

"ALL THAT IS NEEDED FOR THE FORCES OF EVIL TO TRIUMPH, IS FOR ENOUGH GOOD MEN AND WOMEN TO DO NOTHING" Edmund Burke

A statesman's quote to appeal to the other statesmen in the room.

Nervousness: acknowledgement increases ETHOS + PATHOS. The multi-millionaire a-list celebrity is really nervous about a topic we each care about. CONNECTION & ENGAGEMENT

iii) Tell them what you just told them.

"HAPPINESS CAN BE FOUND EVEN IN THE DARKEST OF TIMES - IF ONE ONLY REMEMBERS TO TURN ON THE LIGHT." J.K. Rowling

i) Tell them what you're about to tell them

"HOW CAN WE AFFECT CHANGE IN THE WORLD, WHEN ONLY HALF OF IT IS INVITED TO FEEL WELCOME TO PARTICIPATE IN THE CONVERSATION?"

"IF NOT ME, WHO? IF NOT NOW, WHEN?"

WHO IS THIS HARRY POTTER GIRL?!

0 :30 1 :30 2 :30 3 :30 4 :30 5 :30 6 :30 7 :30 8 :30 9 :30 10 :30 11 :30 12

Men... Your invitation"

COLD OPEN

1st of it's kind unique occasion
We want to.... tell them what...
Today.... immediacy & urgency

ARISTOTLE'S POETICS

HeForShe is a simple 3 act structure where the story ends with the hero receiving the call & response for transformation

Be brave & Courageous...

ii) Tell them

ELEMENTS OF A GREAT SPEECH TED SORENSEN
• CHARITY • CLARITY • BREVITY • LEVITY •

No country in the world has achieved gender equality.

A speech about feminism where women are mentioned 14X but men are mentioned 16X +ve!

SPEAK LIKE EMMA....

ENGAGE THE AUDIENCE BEFORE ASKING FOR ANYTHING (ETHOS + PATHOS / KAIROS)
ACKNOWLEDGE YOUR NERVOUSNESS
MAKE THE DATA "HUMAN"
ONE WELL PLACED QUOTE CHANGES EVERYTHING
IF YOU CAN DO IT IN 12, DO IT IN 12

YOU CAN ACHIEVE A LOT IN 12 MINUTES!
11:38 MINUTES
1225 WORDS
106 WORDS/MIN.
4 STATS S1-4
1 DEFINITION D1
1 QUOTE 1Q

ACT I — WHY ME?
ACT II — WHY MEN?
ACT III — WHY YOU?

IT'S NOT THE ABSENCE OF FEAR, IT'S THE OVERCOMING IT. THE LESS YOU REVEAL, THE MORE PEOPLE CAN WONDER. IF NOT ME, WHO? IF NOT NOW, WHEN? GIRLS SHOULD NEVER BE AFRAID TO BE SMART. FEELING BEAUTIFUL HAS NOTHING TO DO WITH WHAT YOU LOOK LIKE.

MOTHER TERESA

"IF YOU WANT TO CHANGE THE WORLD, GO HOME AND LOVE YOUR FAMILY".
Mother Teresa

This one pager was to give me inspiration for a thank you speech I was writing for an important audience. I was really inspired by her positive energy.

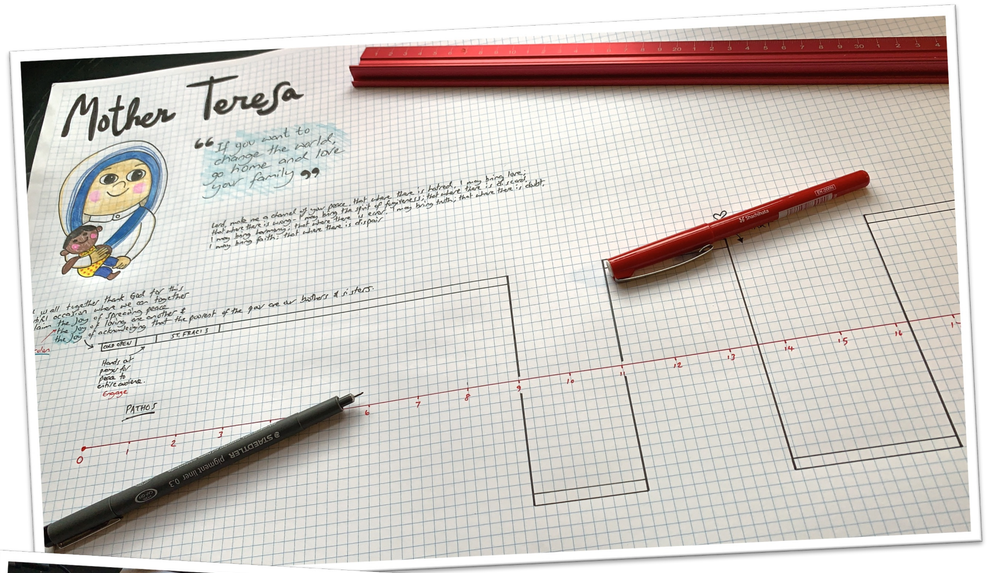
I also use that quote a lot, not just for sentimental value, because when we talk about "*changing the world*" we often forget that a phrase like that needs context and relevance.

Not everyone has the opportunity to influence the C-suite, create a presentation for Davos World Economic Forum or write a speech for COP. Sometimes, the biggest difference you can make is to your family.

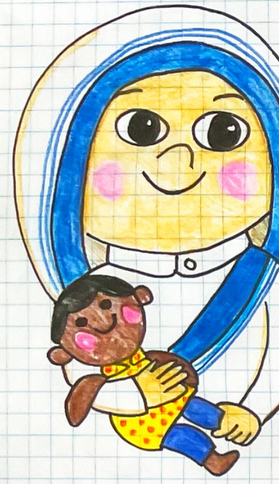
And in business, that family is often your work colleagues and the other folks on your team. So whenever I'm speaking to an audience about influence and changing the world in some small way, Mother Teresa's words always springs to mind.

Mother Teresa reminds me that we don't need to have a lot of money, work for a big company or have an influential profile to make a difference...

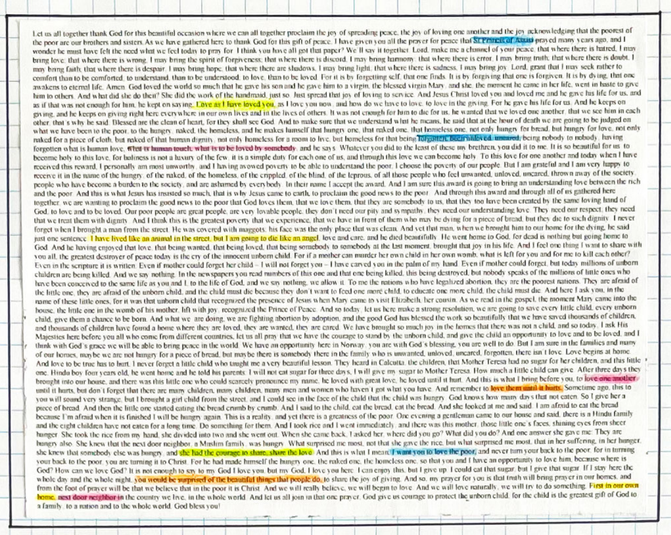
"***Never doubt that a small group of thoughtful, committed citizens can change the world; indeed, it's the only thing that ever has***."
Margaret Mead



Mother Teresa



"If you want to change the world, go home and love your family"



Let us all together thank God for this beautiful occasion where we can together proclaim the Joy of spreading peace the Joy of loving one another & the Joy of acknowledging that the poorest of the poor are our brothers & sisters.

Tricolon

"Lord, make me a channel of your peace, that where there is hatred, I may bring love; that where there is wrong - I may bring the spirit of forgiveness; that where there is discord, I may bring harmony; that where there is error, I may bring truth; that where there is doubt, I may bring faith; that where there is despair, I may bring hope; that where there are shadows, I may bring light; that where there is sadness, I may bring joy.

Lord, grant that I may seek rather to comfort than to be comforted; to understand, than to be understood; to love, than to be loved. For it is only by forgetting self, that one finds. It is by forgiving that one is forgiven. It is by dying, that one awakens to eternal life. Amen."

PEACE BEGINS WITH A SMILE!

"Let us here make a strong resolution..."

LOVE BEGINS @ HOME ...

LOVE TO BE TRUE NEEDS TO HURT

"God give us courage ...."

opened with a prayer
closed with a prayer

COLD OPEN	ENGAGE	ST. FRACIS	MARY	♥AS I HAVE...	JESUS	"THANK YOU" on behalf of them...	①
						6:00	

!	CALL TO ACTION

THE JOY of GIVING	MY PRAYER

Hands at prayer for peace to entire audience.
Engage

"Preach the gospel at all times. if necessary use words."

PATHOS

- unwanted
- unloved
- uncared

Tricolon
- Not only hungry for bread - but hungry for love
- Not only naked for a piece of clother - but naked of that human dignity
- Not only homeless for a room to live - but homeless for that being forgotten

- being unloved
- uncared
- being nobody to nobody

- what is human love
- what is human touch
- what is to be loved by somebody

The greatest destroyer of peace today is the cry of the innocent unborn child.

"I will not forget you."

UNBORN CHILD | # ABORTION

"We are fighting abortion by adoption"

"Majesties..."

We have an opportunity...

PATHOS

CTA sets up the close

BUT first move pathos

THERE IS A GREATNESS OF THE POOR

2 SUGAR ♥ ③ ④

"I want YOU to love the poor"

(Oh the stories I could tell...)

"If I stay here the whole day and the whole night you would be surprised at the beautiful things that [poor] people do, to share the Joy of giving

"In her suffering, she had the COURAGE to share - share the love..

"Love one another until it hurts."

0 1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18:30

ABORTION: BELIEF → CHALLENGE → CTA (TODAY)

4:30

836 MILLION PEOPLE STILL LIVE IN EXTREME POVERTY

1 in 5 PEOPLE IN DEVELOPING REGIONS LIVE ON LESS THAN $1.25 PER DAY

1 in 4 CHILDREN UNDER 5 HAVE STUNTED GROWTH

STORIES ♥

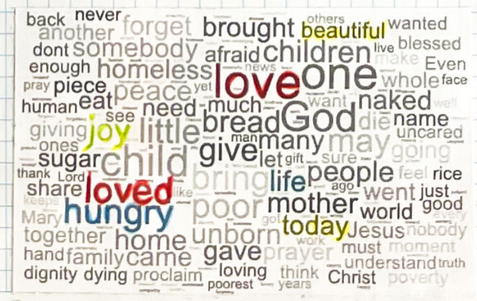
①	8:12 - 9:03	(00:51)	"I have lived like an animal in the street, but I am going to die like an angel."
②	13:29 - 14:09	(00:40)	Sugar boy - 4 years old - "He loved until it hurt."
③	14:32 - 15:36	(01:04)	"I am afraid to eat the bread."
④	15:37 - 16:52	(01:15)	"They are hungry also..." (she had the courage)

Av. 57 seconds per story!

18:30 2089 WORDS

113 WPM

NOBEL LECTURE	10th DECEMBER 1979	AULA of the UNIVERSITY of OSLO, NORWAY



I ALONE CAN NOT CHANGE THE WORLD BUT I CAN CAST A STONE ACROSS THE WATERS TO CREATE MANY RIPPLES.

SPREAD LOVE EVERYWHERE YOU GO — LET NO ONE EVER COME TO YOU WITHOUT LEAVING HAPPIER

BE FAITHFUL IN SMALL THINGS - BECAUSE IT IS IN THEM THAT YOUR STRENGTH LIES.

INTENSE LOVE DOES NOT MEASURE - IT JUST GIVES.

THE HUNGER FOR LOVE IS MUCH MORE DIFFICULT TO REMOVE THAN THE HUNGER FOR BREAD.

IF YOU CAN'T FEED 100 PEOPLE - FEED JUST 1.

YESTERDAY IS GONE. TOMORROW HAS NOT YET COME. WE HAVE ONLY TODAY - LET US BEGIN.

I HAVE FOUND THE PARADOX - THAT IF YOU LOVE UNTIL IT HURTS, THERE CAN BE NO MORE HURT - ONLY LOVE.

IT'S NOT HOW MUCH WE GIVE BUT HOW MUCH LOVE WE PUT INTO GIVING

MEET EACH OTHER WITH A SMILE FOR THE SMILE IS THE BEGINNING OF LOVE.

WE OURSELVES FEEL THAT WHAT WE ARE DOING IS JUST A DROP IN THE OCEAN. BUT THE OCEAN WOULD BE LESS WITHOUT THAT MISSING DROP.

NOT ALL OF US CAN DO GREAT THINGS - BUT WE CAN DO SMALL THINGS WITH GREAT LOVE.

KIND WORDS CAN BE SHORT & EASY TO SPEAK. BUT THEIR ECHOES ARE TRULY ENDLESS.

WE SHALL NEVER KNOW ALL THE GOOD THAT A SIMPLE SMILE CAN DO.

IF YOU JUDGE PEOPLE, YOU HAVE NO TIME TO LOVE THEM.

THE MOST TERRIBLE POVERTY IS LONELINESS & THE FEELING OF BEING UNLOVED

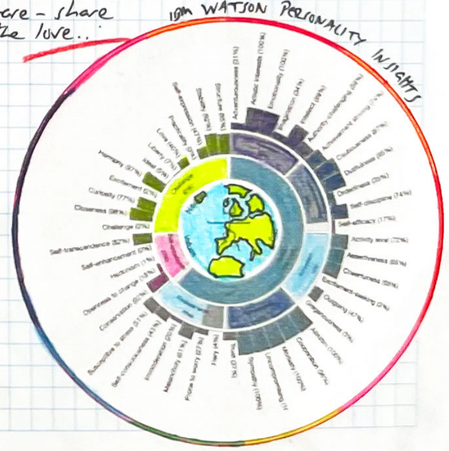
LOVE CANNOT REMAIN BY ITSELF - IT HAS NO MEANING LOVE HAS TO BE PUT INTO ACTION, & THAT ACTION IS SERVICE.

NEVER TRAVEL FARTHER THAN YOUR GUARDIAN ANGEL CAN FLY

GOD DOESN'T REQUIRE US TO SUCCEED - HE ONLY REQUIRES THAT YOU TRY.

DO NOT WAIT FOR LEADERS - DO IT ALONE - PERSON TO PERSON.

NOT ALL OF US CAN DO GREAT THINGS
♥
BUT WE CAN DO SMALL THINGS WITH GREAT LOVE.



MELINDA

"I BELIEVE IN THE POWER OF STORYTELLING BECAUSE STORIES OPEN OUR HEARTS TO A NEW PLACE, WHICH OPENS OUR MINDS, WHICH OFTEN LEADS TO ACTION".
Melinda Gates

I ran a UN SDG's workshop and looked to Melinda's TED talk about how marketing can change the world. It was fascinating to break down her talk.

Normally when people analyse speeches, they measure (Aristotle's) 3 rhetorical elements of a narrative: PATHOS (emotion & values), LOGOS (reason & evidence) and ETHOS (credibility & trust).

But they often forget the 4th element that Aristotle didn't talk about very often: KAIROS (something that requires urgent action). Surely an essential ingredient for any good professional talk?

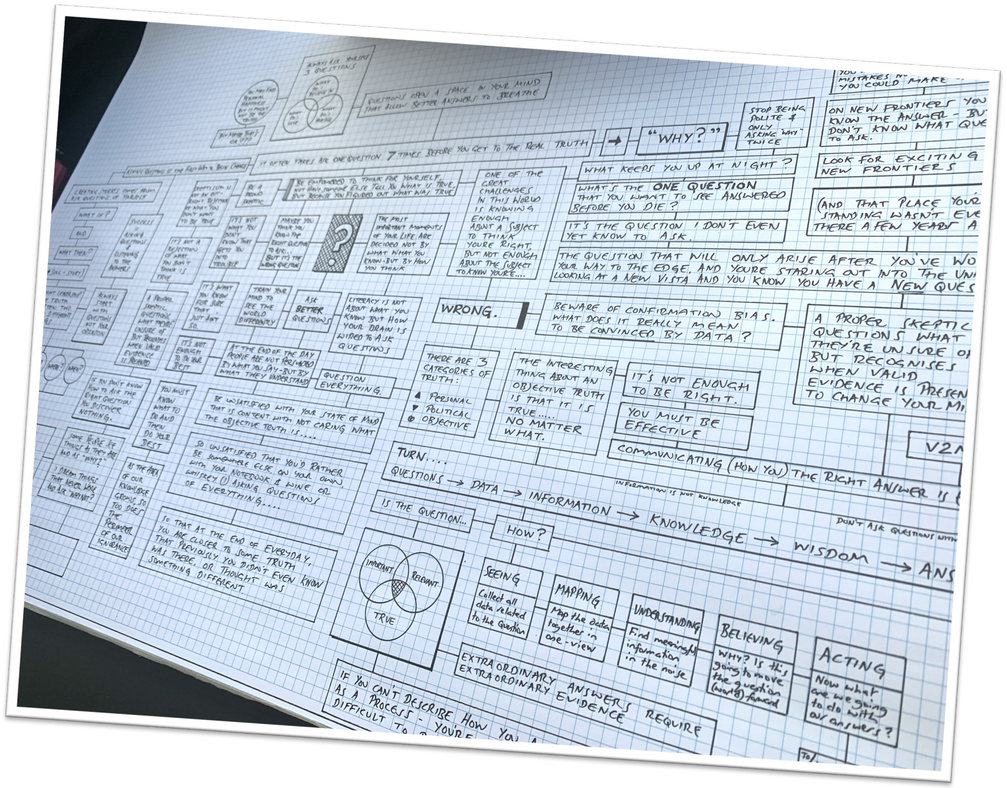
Watch Melinda's talk to see if you can follow her flow and understand what made it so good.

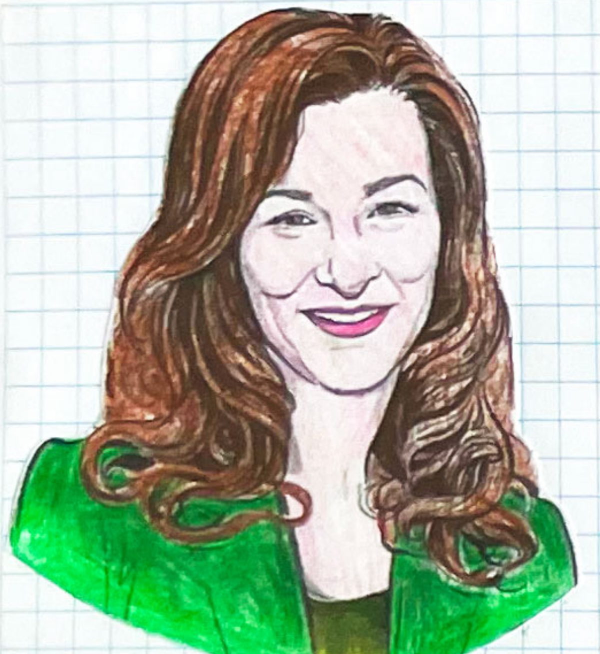
📊 50% **LOGOS**: Making a case for how marketing can save lives.

👩🏻 21% **ETHOS**: Sharing her personal point of view to gain trust.

💙 24% **PATHOS**: Making an emotional connection with the audience.

⚡ 5% **KAIROS**: Giving an urgent call to action.





MELINDA GATES

(A STORY IS JUST DATA WITH A SOUL.)

COVID-19 COULD REVERSE DECADES OF HEALTHCARE IMPROVEMENTS	THE PANDEMIC HAS INTERRUPTED CHILDHOOD IMMUNIZATION PROGRAMMES IN 70 COUNTRIES	ALMOST 2M+ ADDITIONAL UNDER 5 DEATHS EXPECTED IN 2020	UNINTENDED PREGNANCIES WILL SOAR IN 2020	SDG 3 GOALS ARE FAR BEHIND WHERE THEY SHOULD BE

IF YOU WANT TO LIFT UP HUMANITY, EMPOWER WOMEN ← HIGH LEVERAGE INVESTMENT

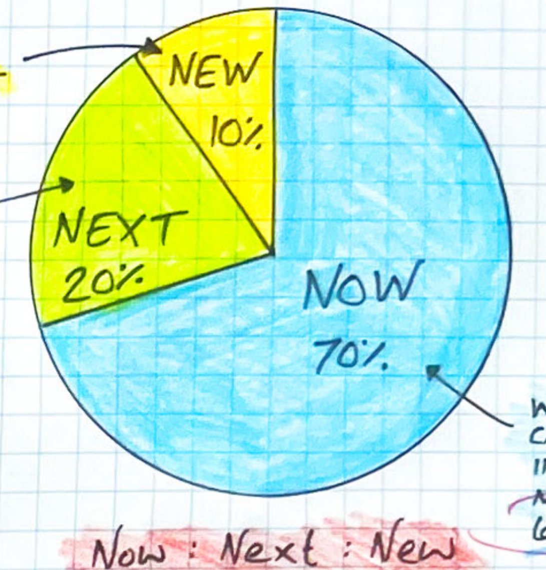
UN SDG's 3 — GOOD HEALTH & WELL BEING

17,000 fewer children die each day than in 1990 but 6M+ still die before their 5th birthday each year.	only 50% of women in developing regions receive the amount of healthcare that they need.
99% reduction in polio cases in the last 20 years. 350,000 (1998) → 1,600 (2009) → 30 (2020)	Less than half of the global population has access to essential healthcare.

The Coca-Cola Way of Working

Focus on MOONSHOTS 10% of all time (2 YEARS+)

WHAT SHOULD WE PRIORITISE NEXT 6-24 MONTHS?



WHAT CAN BE DONE IN THE NEXT 6 MONTHS?

Now : Next : New
STRATEGY

"I BELIEVE IN THE POWER OF STORYTELLING BECAUSE STORIES OPEN OUR HEARTS TO A NEW PLACE, WHICH OPENS OUR MINDS, WHICH OFTEN LEADS TO ACTION."

WE ASK TOO MUCH OF DATA & NOT ENOUGH OF OURSELVES !

"Wisdom isn't about accumulating more facts - it's about understanding big truths in a deeper way."

COLD OPEN — OXYTOCIN — Trusted advisor? Establish trust, creds & authority

00:03 One of my favorite parts of my job at the Gates Foundation is that I get to travel to the developing world, and I do that quite regularly. And when I meet the mothers in so many of these remote places, I'm really struck by the things that we have in common. They want what we want for our children and that is for their children to grow up successful, to be healthy, and to have a successful life. But I also see lots of poverty, and it's quite jarring, both in the scale and the scope of it. My first trip in India, I was in a person's home where they had dirt floors, no running water, no electricity, and that's really what I see all over the world. So in short, I'm startled by all the things that they don't have. But I am surprised by one thing that they do have: Coca-Cola. ← CONTRAST

INTENTION + OBSTACLE

00:58 Coke is everywhere. In fact, when I travel to the developing world, Coke feels ubiquitous. And so when I come back from these trips, and I'm thinking about development, and I'm flying home and I'm thinking, "We're trying to deliver condoms to people or vaccinations," you know, Coke's success kind of stops and makes you wonder: how is it that they can get Coke to these far-flung places? If they can do that, why can't governments and NGOs do the same thing? And I'm not the first person to ask this question. But I think, as a community, we still have a lot to learn. It's staggering, if you think about Coca-Cola. They sell 1.5 billion servings every single day. That's like every man, woman and child on the planet having a serving of Coke every week. So why does this matter? Well, if we're going to speed up the progress and go even faster on the set of Millennium Development Goals that we're set as a world, we need to learn from the innovators, and those innovators come from every single sector. I feel that, if we can understand what makes something like Coca-Cola ubiquitous, we can apply those lessons then for the public good. — RHETORICAL QUESTIONS

TRIPLE — DOPAMINE

2:14 Coke's success is relevant, because if we can analyze it, learn from it, then we can save lives. So that's why I took a bit of time to study Coke. And I think there are really three things we can take away from Coca-Cola. They take real-time data and immediately feed it back into the product. They tap into local entrepreneurial talent, and they do incredible marketing. So let's start with the data. Now

① (1:44) Coke has a very clear bottom line -- they report to a set of shareholders, they have to turn a profit. So they take the data, and they use it to measure progress. They have this very continuous feedback loop. They learn something, they put it back into the product, they put it back into the market. They have a whole team called "Knowledge and Insight." It's a lot like other consumer companies. So if you're running Namibia for Coca-Cola, and you have a 107 constituencies, you know where every can versus bottle of Sprite, Fanta or Coke was sold, whether it was a corner store, a supermarket or a pushcart. So if sales start to drop, then the person can identify the problem and address the issue. — $ DATA DRIVEN INTELLIGENCE-LED

Knowledge & Insight

3:22 Let's contrast that for a minute to development. In development, the evaluation comes at the very end of the project. I've sat in a lot of those meetings, and by then, it is way too late to use the data. I had somebody from an NGO once describe it to me as bowling in the dark. They said, "You roll the ball, you hear some pins go down. It's dark, you can't see which one goes down until the lights come on, and then you an see your impact." Real-time data turns on the lights. — Real time data turns on the lights

DOPAMINE

② (3:12) 3:58 So what's the second thing that Coke's good at? They're good at tapping into that local entrepreneurial talent. Coke's been in Africa since 1928, but most of the time they couldn't reach the distant markets, because they had a system that was a lot like in the developed world, which was a large truck rolling down the street. And in Africa, the remote places, it's hard to find a good road. But Coke noticed something -- they noticed that local people were taking the product, buying it in bulk and then reselling it in these hard-to-reach places. And so they took a bit of time to learn about that. And they decided in 1990 that they wanted to start training the local entrepreneurs, giving them small loans. They set them up as what they called micro-distribution centers, and those local entrepreneurs then hire sales people, who go out with bicycles and pushcarts and wheelbarrows to sell the product. There are now some 3,000 of these centers employing about 15,000 people in Africa. In Tanzania and Uganda, they represent 90 percent of Coke's sales. Let's look at the development side.

BRAND PURPOSE. PURPOSE-DRIVEN MARKETING. Sugared water?!!

5:01 What is it that governments and NGOs can learn from Coke? Governments and NGOs need to tap into that local entrepreneurial talent as well, because the locals know how to reach the very hard-to-serve places, their neighbors, and they know what motivates them to make change. I think a great example of this is Ethiopia's new health extension program. The government noticed in Ethiopia that many of the people were so far away from a health clinic, they were over a day's travel away from a health clinic. So if you're in an emergency situation -- or if you're a mom about to deliver a baby -- forget it, to get to the health care center. They decided that wasn't good enough, so they went to India and studied the Indian state of Kerala that also had a system like this, and they adapted it for Ethiopia. And in 2003, the government of Ethiopia started this new system in their own country. They trained 35,000 health extension workers to deliver care directly to the people. In just five years, their ratio went from one worker for every 30,000 people to one worker for every 2,500 people.

1:30,000 → 1:2500

6:10 Impact — Now, think about how this can change people's lives. Health extension workers can help with so many things, whether it's family planning, prenatal care, immunizations for the children, or advising the woman to get to the facility on time for an on-time delivery. That is having real impact in a country like Ethiopia, and it's why you see their child mortality numbers coming down 25 percent from 2000 to 2008. In Ethiopia, there are hundreds of thousands of children living because of this health extension worker program. So what's the next step for Ethiopia? Well, they're already starting talk about this. They're starting to talk about, "How do you have the health community workers generate their own ideas? How do you incent them based on the impact that they're getting out in those remote villages?" That's how you tap into local entrepreneurial talent and you unlock people's potential.

③ (1:49) 7:10 The third component of Coke's success is marketing. Ultimately, Coke's success depends on one crucial fact and that is that people want a Coca-Cola. Now the reason these micro-entrepreneurs can sell or make a profit is they have to sell every single bottle in their pushcart or their wheelbarrow. So, they rely on Coca-Cola in terms of its marketing, and what's the secret to their marketing? Well, it's aspirational. It is associated that product with a kind of life that people want to live. So even though it's a global company, they take a very local approach. Coke's global campaign slogan is "Open Happiness." But they localize it. And they don't just guess what makes people happy; they go to places like Latin America and they realize that happiness there is associated with family life. And in South Africa, they associate happiness with seriti or community respect. Now, that played itself out in the World Cup campaign. Let's listen to this song that Coke created for it, "Wavin' Flag" by a Somali hip hop artist.

ENDORPHINS

8:20 (Video) K'Naan: ♫ Oh oh oh oh oh o-oh ♫ ♫ Oh oh oh oh oh oh oh oh oh ♫ ♫ Oh oh oh oh oh o-oh ♫ ♫ Oh oh oh oh oh oh oh oh o-oh ♫ ♫Give you freedom, give you fire♫ ♫ Give you reason, take you higher ♫ ♫ See the champions take the field now ♫ ♫ You define us, make us feel proud ♫ ♫ In the streets our heads are lifted ♫ ♫ As we lose our inhibition ♫ ♫ Celebration, it's around us ♫ ♫ Every nation, all around us ♫

8:59 Melinda French Gates: It feels pretty good, right? Well, they didn't stop there -- they localized it into 18 different languages. And it went number one on the pop chart in 17 countries. It reminds me of a song that I remember from my childhood, "I'd Like to Teach the World to Sing," that also went number one on the pop charts. Both songs have something in common: that same appeal of celebration and unity. So how does health and development market? Well, it's based on avoidance, not aspirations. I'm sure you've heard some of these messages. "Use a condom, don't get AIDS." "Wash you hands, you might not get diarrhea." It doesn't sound anything like "Wavin' Flag" to me.

Endorphins — if you want someone to remember something make them LAUGH! ☺

S.T.A.R? SOMETHING THEY'LL ALWAYS REMEMBER

9:49 ! No loo, no "I do"!!

MISTAKE Contrast — And I think we make a fundamental mistake -- we make an assumption, that we think that, if people need something, we don't have to make them want that. And I think that's a mistake. And there's some indications around the world that this is starting to change. One example is sanitation. We know that a million and a half children die a year from diarrhea and a lot of it is because of open defecation. But there's a solution: you build a toilet. But what we're finding around the world, over and over again, is, if you build a toilet and you leave it there, it doesn't get used. People reuse it for a slab for their home. They sometimes store grain in it. I've even seen it used for a chicken coop. But what does marketing really entail that would make a sanitation solution get a result in diarrhea? Well, you work with the community. You start to talk to them about why open defecation is something that shouldn't be done in the village, and they agree to that. But then you take the toilet and you position it as a modern, trendy convenience. One state in Northern India has gone so far as to link toilets to courtship. And it works -- look at these headlines. (Laughter) I'm not kidding. Women are refusing to marry men without toilets. No loo, no "I do."

ENDORPHINS

11:12 Now, it's not just a funny headline -- it's innovative. It's an innovative marketing campaign. But more importantly, it saves lives. Take a look at this -- this is a room full of young men and my husband, Bill. And can you guess what the young men are waiting for? They're waiting to be circumcised. Can you you believe that? We know that circumcision reduces HIV infection by 60 percent in men. And when we first heard this result inside the Foundation, I have to admit, Bill and I were scratching our heads a little bit and we were saying, "But who's going to volunteer for this procedure?" But it turns out the men do, because they're hearing from their girlfriends that they prefer it, and the men also believe it improves their sex life. So if we can start to understand what people really want in health and development, we can change communities and we can change whole nations. — WE CAN...

12:14 Well, why is all of this so important? So let's talk about what happens when this all comes together, when you tie the three things together. And polio, I think, is one of the most powerful examples. We've seen a 99 percent reduction in polio in 20 years. So if you look back to 1988, there are about 350,000 cases of polio on the planet that year. In 2009, we're down to 1,600 cases. Well how did that happen? Let's look at a country like India. They have over a billion people in this country, but they have 35,000 local doctors who report paralysis, and clinicians, a huge reporting system in chemists. They have two and a half million vaccinators. But let me make the story a little bit more concrete for you. Let me tell you the story of Shriram, an 18 month boy in Bihar, a northern state in India. This year on August 8th, he felt paralysis and on the 13th, his parents took him to the doctor. On August 14th and 15th, they took a stool sample, and by the 25th of August, it was confirmed he had Type 1 polio. By August 30th, a genetic test was done, and we knew what strain of polio Shriram had. — 99% — SHRIRAM

13:28 Now it could have come from one of two places. It could have come from Nepal, just to the north, across the border, or from Jharkhand, a state just to the south. Luckily, the genetic testing proved that, in fact, this strand came north, because, had it come from the south, it would have had a much wider impact in terms of transmission. So many more people would have been affected. So what's the endgame? Well on September 4th, there was a huge mop-up campaign, which is what you do in polio. They went out and where Shriram lives, they vaccinated two million people. So in less than a month, we went from one case of paralysis to a targeted vaccination program. And I'm happy to say only one other person in that area got polio. That's how you keep a huge outbreak from spreading, and it shows what can happen when local people have the data in their hands; they can save lives.

14:20 URGENCY CALL-TO-ACTION — Now one of the challenges in polio, still, is marketing, but it might not be what you think. It's not the marketing on the ground. It's not telling the parents, "If you see paralysis, take your child to the doctor or get your child vaccinated." We have a problem with marketing in the donor community. The G8 nations have been incredibly generous on polio over the last 20 years, but we're starting to have something called polio fatigue and that is that the donor nations aren't willing to fund polio any longer. So by next summer, we're sighted to run out of money on polio. So we are 99 percent of the way there on this goal and we're about to run short of money. And I think that if the marketing were more aspirational, if we could focus as a community on how far we've come and how amazing it would be to eradicate this disease, we could put polio fatigue and polio behind us. And if we could do that, we could stop vaccinating everybody, worldwide, in all of our countries for polio. And it would only be the second disease ever wiped off the face of the planet. And we are so close. And this victory is so possible.

00:31 CLOSE

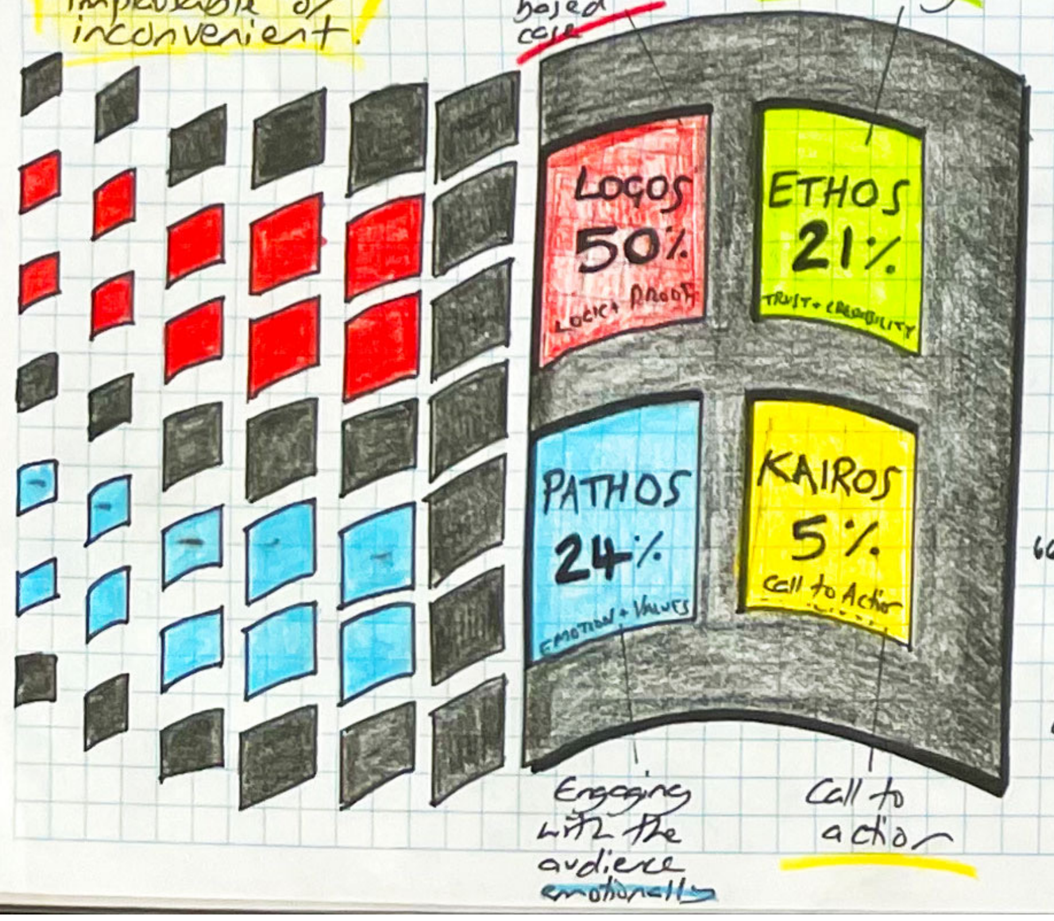
15:31 So if Coke's marketers came to me and asked me to define happiness, I'd say my vision of happiness is a mother holding healthy baby in her arms. To me, that is deep happiness. And so if we can learn lessons from the innovators in every sector, then in the future we make together, that happiness can be just as ubiquitous as Coca-Cola.

KAIROS: A supreme moment at which one simply must act, however implausible or inconvenient.

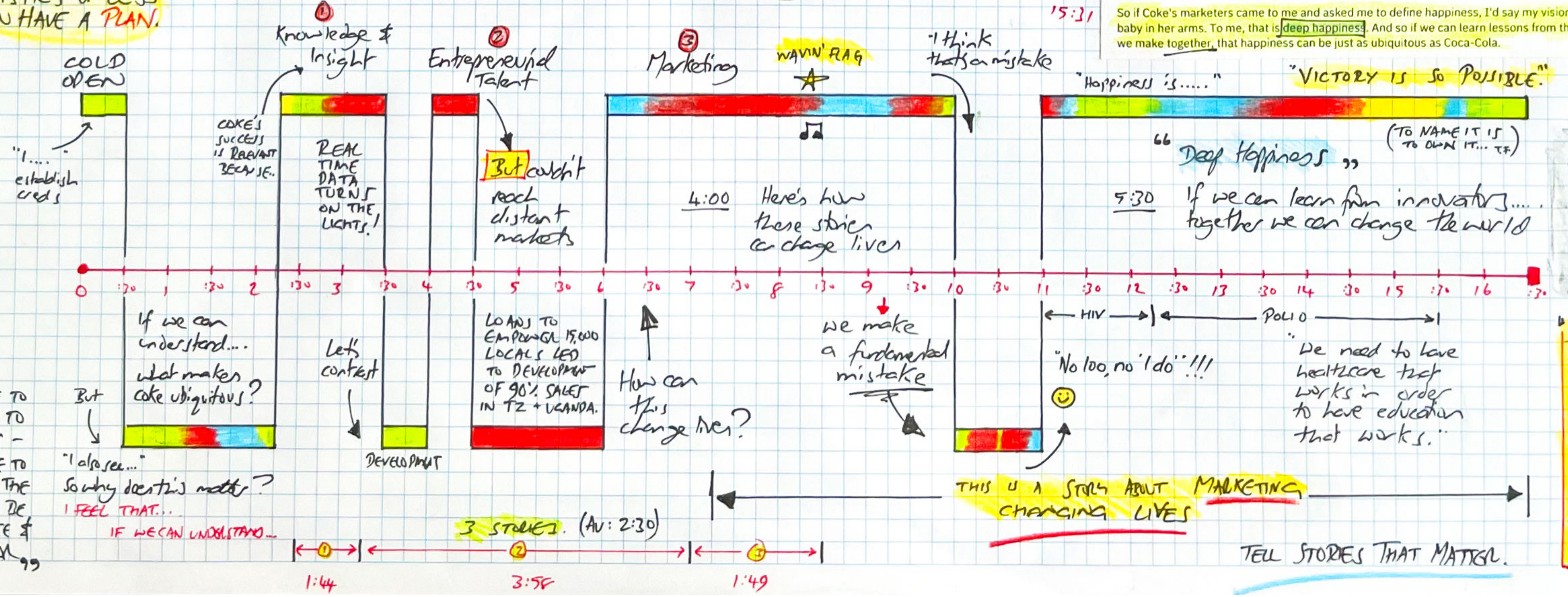
GENDER DIVERSITY IS NOT JUST GOOD FOR WOMEN - IT'S GOOD FOR ANYONE WHO WANTS RESULTS.

GOALS ARE ONLY WISHES UNLESS YOU HAVE A PLAN.

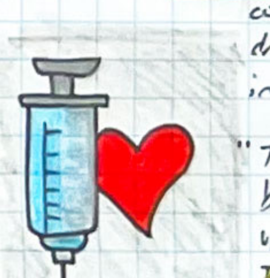
"LOVE IS THE MOST POWERFUL & UNDERUSED FORCE FOR CHANGE IN THE WORLD"



"WE HAVE TO OPEN UP TO OTHERS - WE HAVE TO GIVE UP THE NEED TO BE SEPARATE & SUPERIOR"



BUT ×17 — conflict, drama, intention + obstacle



"The story doesn't begin until you use the words BUT, EXCEPT and THEN"

"SUCCESSFUL SOCIAL MOVEMENTS ARE DRIVEN BY THE SAME COMBINATION → STRONG ACTIVISM & THE ABILITY TO TAKE PAIN WITHOUT PASSING IT ON. COMBINE THOSE TWO & YOU FIND A VOICE WITH MORAL FORCE."

JOSETTE SHEERAN

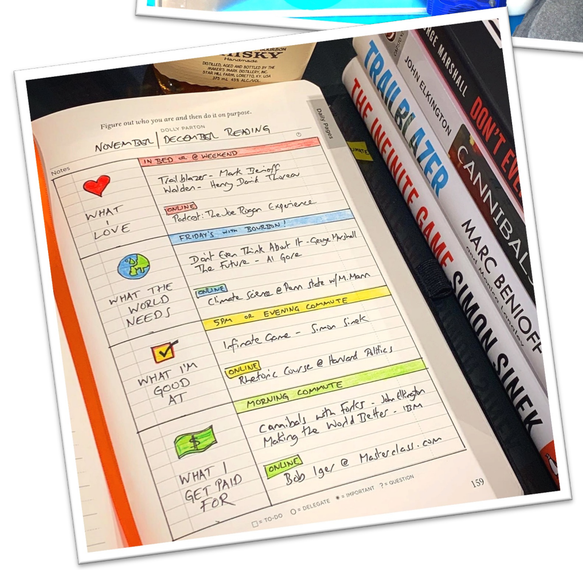
Finding 18 minutes to watch a great TED talk is one thing. Spending 18 hours to understand WHY it was so great takes things to an entirely different level.

This was one of the first talks I analysed as a one pager featuring Josette Sheeran. She's the former Vice Chair of the World Economic Forum and was the eleventh Executive Director of the UN's World Food Programme (which is a really big deal). She was partly responsible for attractive $10 billion in private investment to end aid dependency in tackling hunger in Africa. She's an amazing person. I learned about her while I was doing some work for Unicef.

I was embarrassed to post this one pager on Linkedin (bad layout and terrible drawing) but I wondered if my scrappy notes might inspire someone else to pick up some crayons and make sense of a great talk; if so, then it would be worth it.

I wasn't too worried that the notes were hard to read, I just wanted to encourage anyone who wants to be a better storyteller, or wants to understand a topic more deeply, that there's something very satisfying about hyper-focusing on a good communicator, so that you can understand what makes them tick.

The one pagers in this book are not in exact chronological order, but it's not hard to see how they've evolved as I've tried to get a bit better at drawing and colouring in, as the one pagers took on bigger topics and started to get a bit more complex.



Josette Sheeran

TED 2011
ENDING HUNGER NOW

FOOD IS ONE ISSUE THAT CANNOT BE SOLVED PERSON BY PERSON ~ WE HAVE TO STAND TOGETHER.

ETHOS OPEN → PATHOS → LOGOS (0:00 - 1:00)

Well after many years working in trade and economics, four years ago, I found myself working on the front lines of human vulnerability. And I found myself in the places where people are fighting every day to survive and can't even obtain a meal. This red cup comes from Rwanda from a child named Fabian. And I carry this around as a symbol, really, of the challenge and also the hope. Because one cup of food a day changes Fabian's life completely. But what I'd like to talk about today is the fact that this morning, about a billion people on Earth -- or one out of every seven -- woke up and didn't even know how to fill this cup. One out of every seven people.

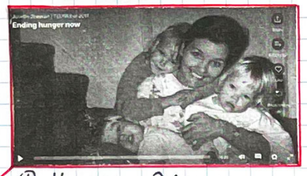
00:55
First, I'll ask you: Why should you care? Why should we care? For most people, if they think about hunger, they don't have to go far back on their own family history -- maybe in their own lives, or their parents' lives, or their grandparents' lives -- to remember an experience of hunger. I rarely find an audience where people can go back very far without that experience. Some are driven by compassion, feel it's perhaps one of the fundamental acts of humanity. As Gandhi said, "To a hungry man, a piece of bread is the face of God." Others worry about peace and security, stability in the world. We saw the food riots in 2008, after what I call the silent tsunami of hunger swept the globe when food prices doubled overnight. The destabilizing effects of hunger are known throughout human history. One of the most fundamental acts of civilization is to ensure people can get enough food.

"If you want to "own" something to raise awareness - you need to name it."
THOMAS FRIEDMAN

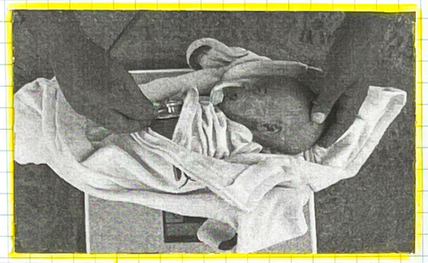
"SILENT TSUNAMI"

COLD OPEN
HITS ALL 3 RHETORICAL ELEMENTS WITHIN THE FIRST 55 SECONDS ☑

1 06:25
Well first, I'd like to talk about the oldest nutritional method on Earth, breastfeeding. You may be surprised to know that a child could be saved every 22 seconds if there was breastfeeding in the first six months of life. But in Niger, for example, less than seven percent of the children are breastfed for the first six months of life, exclusively. In Mauritania, less than three percent. This is something that can be transformed with knowledge. This message, this word, can come out that this is not an old-fashioned way of doing business; it's a brilliant way of saving your child's life. And so today we focus on not just passing out food, but making sure the mothers have enough enrichment, and teaching them about breastfeeding.



① HUMANISE A DEPRESSING STORY WITH WARMTH TO ADD LIGHT & MANAGE "HOPE BUDGETS"



03:22
This isn't one of those rare diseases that we don't have the solution for. We know how to fix hunger. A hundred years ago, we didn't. We actually have the technology and systems. And I was just struck that this is out of place. At our time in history, these images are out of place. Well guess what? This is last week in northern Kenya. Yet again, the face of starvation at large scale with more than nine million people wondering if they can make it to the next day. In fact, what we know now is that every 10 seconds we lose a child to hunger. This is more than HIV/AIDS, malaria and tuberculosis combined. And we know that the issue is not just production of food.

②

"Well guess what...."

07:17
2 The second thing I'd like to talk about: If you were living in a remote village somewhere, your child was limp, and you were in a drought, or you were in floods, or you were in a situation where there wasn't adequate diversity of diet, what would you do? Do you think you could go to the store and get a choice of power bars, like we can, and pick the right one to match? Well I find parents out on the front lines very aware their children are going down for the count. And I go to those shops, if there are any, or out to the fields to see what they can get, and they cannot obtain the nutrition. Even if they know what they need to do, it's not available.

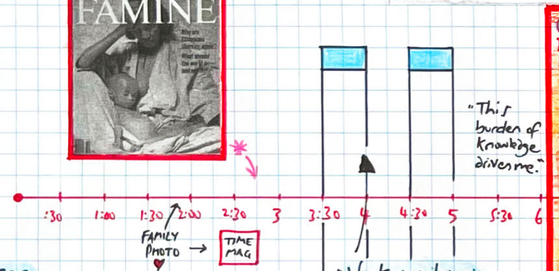
07:56
And I'm very excited about this, because one thing we're working on is transforming the technologies that are very available in the food industry to be available for traditional crops. And this is made with chickpeas, dried milk and a host of vitamins, matched to exactly what the brain needs. It costs 17 cents for us to produce this as, what I call, food for humanity. We did this with food technologists in India and Pakistan -- really about three of them. But this is transforming 99 percent of the kids who get this. One package, 17 cents a day -- their malnutrition is overcome. So I am convinced that if we can unlock the technologies that are commonplace in the richer world to be able to transform foods. And this is climate-proof. It doesn't need to be refrigerated, it doesn't need water, which is often lacking. And these types of technologies, I see, have the potential to transform the face of hunger and nutrition, malnutrition out on the front lines.

3 09:06
The next thing I want to talk about is school feeding. Eighty percent of the people in the world have no food safety net. When disaster strikes -- the economy gets blown, people lose a job, floods, war, conflict, bad governance, all of those things -- there is nothing to fall back on. And usually the institutions -- churches, temples, other things -- do not have the resources to provide a safety net. What we have found working with the World Bank is that the poor man's safety net, the best investment, is school feeding. And if you fill the cup with local agriculture from small farmers, you have a transformative effect. Many kids in the world can't go to school because they have to go beg and find a meal. But when that food is there, it's transformative. It costs less than 25 cents a day to change a kid's life.

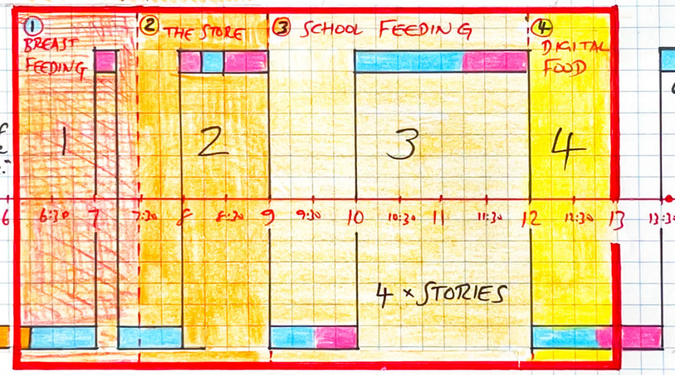
09:57
But what is most amazing is the effect on girls. In countries where girls don't go to school and you offer a meal to girls in school, we see enrollment rates about 50 percent girls and boys. We see a transformation in attendance by girls. And there was no argument, because it's incentive. Families need the help. And we find that if we keep girls in school later, they'll stay in school until they're 16, and won't get married if there's food in school. Or if they get an extra ration of food at the end of the week -- it costs about 50 cents -- will keep a girl in school, and they'll give birth to a healthier child, because the malnutrition is sent generation to generation.

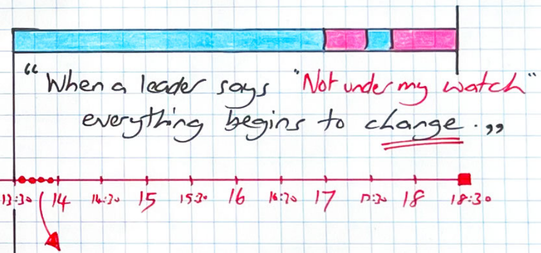
4 12:08
I'd like to talk about what I call digital food. Technology is transforming the face of food vulnerability in places where you see classic famine. Amartya Sen won his Nobel Prize for saying, "Guess what, famines happen in the presence of food because people have no ability to buy it." We certainly saw that in 2008. We're seeing that now in the Horn of Africa where food prices are up 240 percent in some areas over last year. Food can be there and people can't buy it.

12:39
Well this picture -- I was in Hebron in a small shop, this shop, where instead of bringing in food, we provide digital food, a card. It says "bon appetit" in Arabic. And the women can go in and swipe and get nine food items. They have to be nutritious, and they have to be locally produced. And what's happened in the past year alone is the dairy industry -- where this card's used for milk and yogurt and eggs and hummus -- the dairy industry has gone up 30 percent. The shopkeepers are hiring more people. It is a win-win-win situation that starts the food economy moving. We now deliver food in over 30 countries over cell phones, transforming even the presence of refugees in countries, and other ways.



LOGOS
ETHOS
PATHOS CHALLENGE & HOPE
BUT
FABIAN "humanises the story."
"The story doesn't start until you use the word "but"" SORKIN





"When a leader says "Not under my watch" everything begins to change."

"WHAT IF....?" 4 x in 00:30 (13:32) Imagination & engagement

"I BELIEVE.... It's unacceptable that children wake up & don't know where to find a cup of food...."

4 STORIES (AV. 1:47 - 107 SECS)

① A child can be saved every 22 secs if there was breastfeeding in the first 6 months of their life. 00:52

② we can overcome malnutrition for 17 cents a day with a food package of chickpeas, dried milk & vitamins 01:49

③ children don't go to school because they need to beg for food - but for 25¢ a day you can provide school meals. 03:02

④ Digital food systems have increased revenue in the dairy industry by 30% (low cost) 01:24

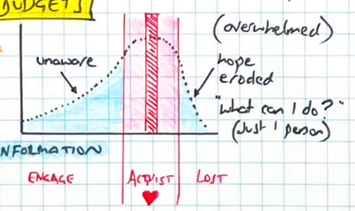
MAGIC FACTS

SDG #2
ZERO HUNGER

- ☐ GLOBALLY 1/9 UNDER-NOURISHED (795 MILLION)
- ☐ 1/3 OF ALL FOOD PRODUCED EACH YEAR WASTED/THROWN AWAY
- ☐ 1.3 BN TONNES WASTED - $1TR WHICH COULD FEED 870M PEOPLE
- ☐ 40% OF WORLD'S POPULATION WORK IN FARMING
- ☐ MAJORITY FARMERS ARE WOMEN
- ☐ 25.9% WORLD'S POPULATION AFFECTED BY FOOD INSECURITY IN 2019 (22.4% IN 2014)
- ☐ 144 MILLION CHILDREN UNDER 5 HAVE STUNTED GROWTH FROM MAL-NOURISHMENT

01:55
Others think about Malthusian nightmares. Will we be able to feed a population that will be nine billion in just a few decades? This is not a negotiable thing, hunger. People have to eat. There's going to be a lot of people. This is jobs and opportunity all the way up and down the value chain. But I actually came to this issue in a different way. This is a picture of me and my three children. In 1987, I was a new mother with my first child and was holding her and feeding her when an image very similar to this came on the television. And this was yet another famine in Ethiopia. One two years earlier had killed more than a million people. But it never struck me as it did that moment, because on that image was a woman trying to nurse her baby, and she had no milk to nurse. And the baby's cry really penetrated me, as a mother. And I thought, there's nothing more haunting than the cry of a child that cannot be returned with food -- the most fundamental expectation of every human being. And it was at that moment that I just was filled with the challenge and the outrage that actually we know how to fix this problem.

HOPE BUDGETS "Warehouses for hope."



- Not enough - Like & maybe give you $
- Right time - connection + CTA = ACTIVIST
- Too much = "I can't make a difference"

COMPELLING STORIES FOCUS ON TWO EXTREMES...
HUMILIATION — DIGNITY

HOPE IS BEING ABLE TO SEE THAT THERE IS LIGHT DESPITE ALL OF THE DARKNESS

EVERY 10 SECONDS WE LOSE A CHILD TO HUNGER

THAT'S MORE THAN HIV/AIDS MALARIA & TUBERCULOSIS. COMBINED

OUT OF DIFFICULTIES GROW MIRACLES

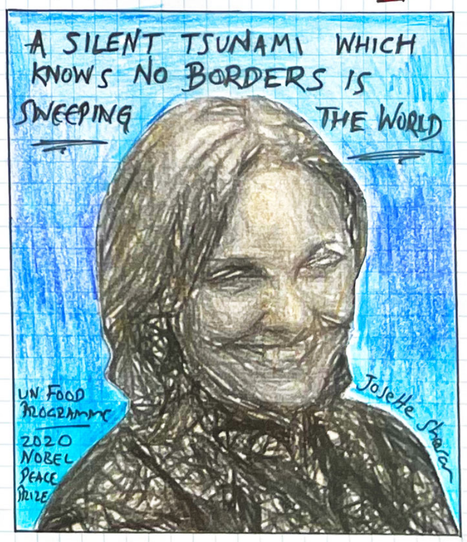
HOPE

ACT I	ACT II	ACT III
INTRO	4 STORIES	CALL TO ACTION
TELL THEM WHAT YOU'RE ABOUT TO TELL THEM	1 2 3 4 TELL THEM	TELL THEM WHAT YOU TOLD THEM

In the first 6 minutes Josette tells you what she's about to talk about in 6 different ways. Tell Them.

PATHOS	ETHOS	LOGOS
Emotion + Values	Credibility + Trust	Reason + Proof

Small ideas can change BIG areas of the world.

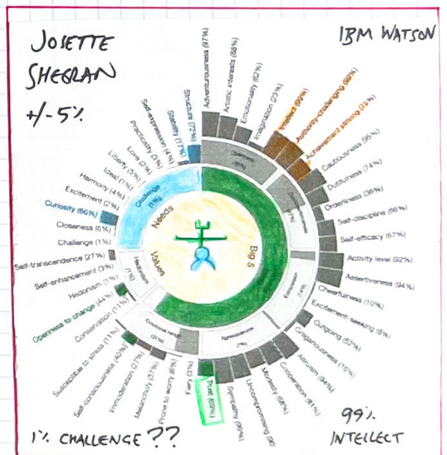


COVID-19 IS AN ADDITIONAL THREAT TO THE WORLD'S FOOD SYSTEMS...
COVID-19 · CLIMATE · LOCUST CRISIS · CONFLICT

POPULATION AFFECTED BY FOOD INSECURITY (%)
22.4 (2014) + 3.5% → 25.9 (2019)

"TO A HUNGRY MAN, A PIECE OF BREAD IS THE FACE OF GOD" Gandhi

JOSETTE SHEERAN +/- 5%



THINK WITH YOUR PEN

"I DON'T WRITE THINGS DOWN TO REMEMBER THEM LATER I WRITE THINGS DOWN TO REMEMBER THEM NOW".

Have you heard that quote enough yet?

It means a lot to me. (If you're interested I stole it from an ad for the pocket notebook brand Field Notes).

I love those little notebooks for when I'm traveling or out for a walk.

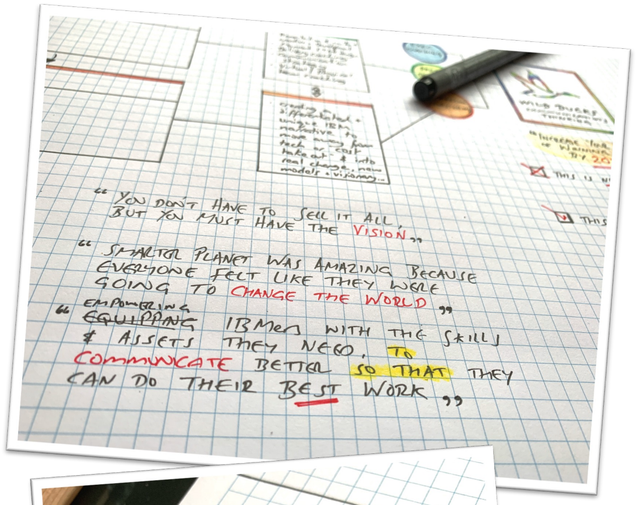
Anyway...

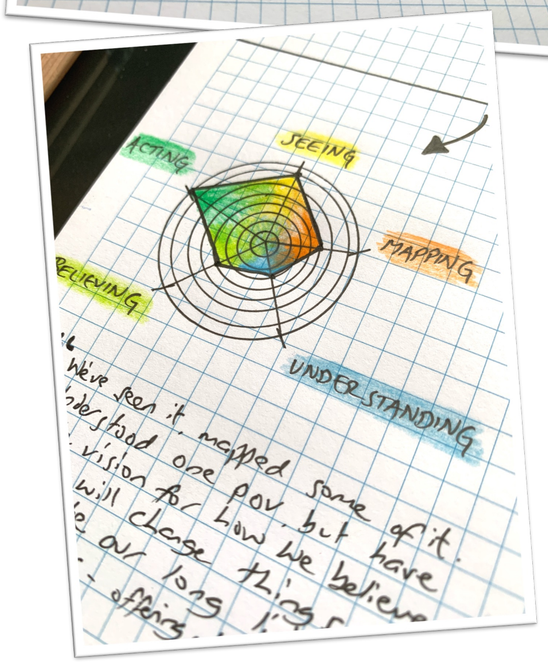
A highly emotive topic like climate change polarises people. It makes them upset. Some people take action. Some make irrational statements and arguments formed by their cognitive biases and political beliefs. Some get too emotional and 'lose' their audience. And even the best activists and evangelists get caught out by sharing the wrong facts and figures, or have a memory-block when they try to remember them.

So when I gave a presentation about the climate crisis in Westminster alongside some serious government ministers, I knew that I needed to get my story straight. (Especially since I couldn't rely on notes or an autocue).

To help me to do this, I wrote down all the quotes, stats and stories that I needed for my talk (from carefully verified sources) and then drew really childish pictures to help me remember them! This is the one-pager I ended up with. Like the Josette one pager, it seems pretty basic looking back, but it served it's purpose and did the job of helping me to remember my talk (without notes or a monitor) when I was really nervous.

Why not try it for something you're trying to learn? Or for your next presentation? What do you have to lose? It's a fun process. And don't let any lack of artistic skills put you off. Any van that you draw can't be much worse than mine!





THE ART & SCIENCE of GLOBAL WARMING

Noone is too small to make a difference

Do what you can with what you have where you are

The greatest treat to the planet is that someone else will save it

WE HAVE PEOPLE PROBLEMS NOT TECHNOLOGY PROBLEMS

WE ASK TOO MUCH OF TECHNOLOGY & NOT ENOUGH OF OURSELVES

THINGS ALWAYS TAKE LONGER TO HAPPEN THAN YOU THINK THEY WILL & THEN THEY HAPPEN FASTER THAN YOU THOUGHT THEY COULD

RUDI

Every 1°C + 10%-12% more lightening

3 TRILLION TREES / EARTH

1 Tree = O^2 for 2-10 ppl for 1 year

We cut down 15Bn/yr

"We are living on this planet as if we had another one to go to." Terri S.

FRANCE 2X MORE CLEAN ENERGY

91% NUCLEAR — 46%

GERMAN ELECTRICITY = 2X MORE EXPENSIVE THAN FRENCH ENERGY

$504BN 2018-2019 ECONOMIC LOSSES

BABY BORN IN WARSAW = 1,000 CIGARETTES IN FIRST YR: SMOG

60 Wildfires in 2018-8 above Arctic Circle

"IN A WORLD OF 7BN+ PEOPLE, EACH OF US IS A DROP IN A BUCKET. BUT WITH ENOUGH DROPS, WE CAN FILL ANY BUCKET" David Suzuki

We are the first generation to be able to end poverty...

And the last gen to "solve" climate change

TRANSPORT

50% World's Buses = EV by 2025

VOLVO = 100% EV/Hybrid

GM = Future = 100% EV

COST + STORAGE

PLANT BASED

"IF AV. FAM HAD 1 LESS RED MEAT ONCE A WEEK

• REDUCE LAND USE BY 10 TENNIS COURTS

5kg Plant Protein to make 1kg Beef Protein

• Water saved = 630 showers

• Saved 5,800 miles driven

I SAVED 15 TONS CO2 NOT FLYING 2019

RAIL = 6X lower emissions than domestic flight

EMISSIONS

15% AGRI FOOD

2% PLANES

35% INDUSTRY

40% INDIVIDUALS

· Flyers

· wash clothes cold

· Recycle

· LED lights

· cycle

· eat what you buy

70% = 100 COMPANIES

1/3 = 20 COMPANIES

BP 15% 1M TONS CO2 WEEK

SMART METER -30%

BLOOMBERG ENERGY FINANCE

2014 — Solar + Wind = cheaper than new oil & natural gas in 1% world

2019 — cheapest new energy in 2/3 world

2024 — cheapest new electricity anywhere

2029 — cheaper nearly everywhere than ALL fossil fuel energy

"I LIVE IN UK - ICE CAPS DON'T AFFECT ME"

Antarctica = 10,000 miles away - but 5.4M face FLOODING in UK by 2100

Cardiff. Hull. Leeds. Liverpool. Norwich

NATURE IS PAINTING FOR US DAY AFTER DAY PICTURES OF INFINITE BEAUTY

SUSTAINABILITY = The trick of living is to slip on + off the planet with the least fuss you can muster. Paul Newman

10,000 GENERATIONS → 2 BILLION PEOPLE

NEXT 2 GENERATIONS 9 BILLION 2050

Global Demand 70% + Food 95% + Beef

OIL LOBBYING ON CLIMATE CHANGE

$53m BP — $49m R.D. SHELL — $41m EXXON MOBIL — $29m CHEVRON — $29m TOTAL

"change from the inside"

TOP 5 LARGEST PUBLICLY OWNED 2019 → $201 MILLION

3.5%

THAMES FLOOD BARRIER

Now 6-7X / Year

when designed in 1984 plan = 2 or 3X / year

PROTECT the PLANET PROTECT the POLES

Ice reflects 90% Ocean absorbs 90%

NICE DAY - 1M ICE OVERHEAD

EAT FOOD. NOT TOO MUCH. MOSTLY PLANTS

CORAL

OCEANS NOW 30% MORE ACIDIC (PH)

50% LOST LAST 30 YEARS

90% CORALS GLOBALLY GONE IN NEXT 30

25% OCEAN LIFE = CORALS

1 BN = PROTEIN & JOBS

2°C = 2-6 MONTHS TO DIE

TEXTILES WORTH $450 BN THROWN AWAY EACH YEAR

Light enough to burn? Heavy enough to sink?

PLASTIC

Production tripled by 2050 and 13% carbon budget

99% made from fossil fuels

EQUIVALENT TO 615 Power STATIONS

99% SINGLE USE only 12% RECYCLED

5M TONNES PLASTIC USED / YEAR IN UK HALF IS PACKAGING

SEA LEVEL

+30cm 2050 } 150M

+69cm 2100 } CLIMATE REFUGEES

OCEAN = 71% EARTH

HOLDS MORE CO2 THAN ATMOSPHERE

MIGRANTS

Climate Influences BUT

· CONFLICT

· ECONOMIC DISPARITY

· OPPRESSIVE POLITICAL REGIMES

WIND CAN SUPPLY GLOBAL DEMAND 40X OVER

1.3 BILLION DON'T HAVE ACCESS TO ELECTRICITY (300M in INDIA)

POLICY — People Problems

Subsidies 35X

Remove obstacles

ALREADY GOT ALL THE TECH

PROJECT DRAWDOWN

"THE HUMAN BRAIN ISN'T WIRED TO THINK GEOLOGICALLY"

Gilet Jaunes

You're worried about the end of the world, we're worried about the end of the month

SOLAR

1 HOUR of SUN = 1 YEAR of GLOBAL ENERGY NEEDS

INFINITE GAME

short term long term

KAIROS!

Too much magenta for scale!

2/3 of everything we take from the earth is WASTED

40% of the food we produce is thrown away

World's 3rd Biggest country GHG

12 YEARS to LIMIT GLOBAL WARMING To 1.5°C

1880 — 2020

COP 26

PARIS 2015

I remember vividly when the civil rights movement first began to pick up steam we saw Bull Connor turning fire hoses on young African American kids & we asked the older generation why it's just & fair to have laws that discriminate on the basis of skin colour - & when they couldn't answer that question, then the laws began to change. THIS MOVEMENT - to solve the climate crisis is in the tradition of every great moral movement that has advanced the cause of humankind. And every single one of them has met with resistance to the point where many of the advocates felt dispair & wondered how long this is going to take. MLK famously answered a question during one of the bleakest hours of the civil rights movement... when someone asked "How long is this going to take?" "Not long - because no lie can live forever." "How long? Not long because the moral arc of the universe is long & it bends toward justice. "How long?" "NOT LONG." We are close in this movement. We are very close to the tipping point beyond which this movement, like the abolition movement, like the women's suffrage movement, like the anti-apartheid movement, like the movement for gay rights is resolved into a choice between right & wrong - and because of who we are as human beings the outcome is foreordained... and it is right to save the future for humanity. It is wrong to pollute this earth and destroy the climate balance. It is right to give hope to the future generations. IT WILL NOT BE EASY. And we too in this movement will encounter a series of "No's". The great American poet Wallace Stevens in the last century - one of his lines was this - AFTER THE LAST NO COMES A YES AND ON THAT YES THE FUTURE WORLD DEPENDS

COMPANIES THAT DON'T ADAPT WILL GO BANKRUPT - Mark Carney

THE "SUBPRIME CARBON BUBBLE"

* To meet Paris +2°C

CLIMATE AND FINANCIAL CRISIS

1821 Gt CO2 — Since 2000 — Burned 1850-2010

last 20 years

2795 Gt CO2 — Burnable Remaining Reserves

= $22 TRILLION UNTENABLE

(SUBSIDIES 36X HIGHER)

$143 Bn (Green) • $5.2Tr (Fossil Fuels)

DESIGN THINKING

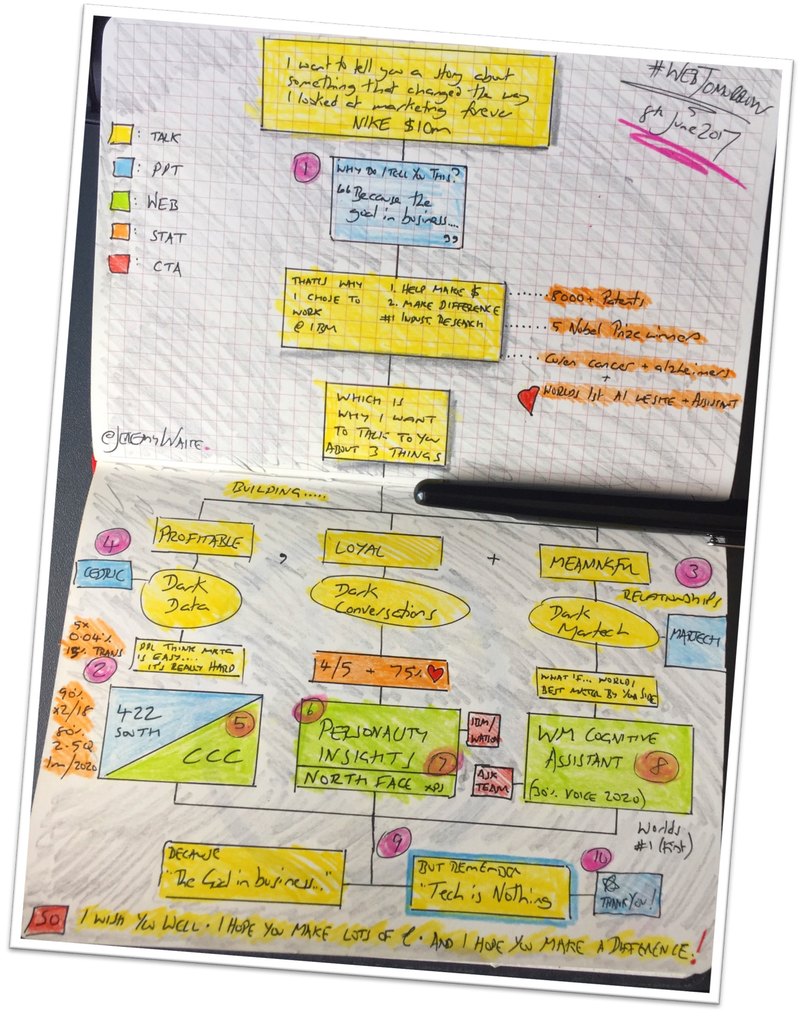
"IT'S NOT TOOLS THAT YOU HAVE FAITH IN. TOOLS ARE JUST TOOLS. THEY WORK OR THEY DON'T WORK. IT'S PEOPLE YOU HAVE FAITH IN OR NOT..."

I was leading a few Design Thinking sessions and have been reviewing the bible that is "*Change By Design*" by Tim Brown of IDEO while I was writing up these notes. It's an old book but well worth a read for any business leader who wants to think differently.

📐 If no one hates it, no one really loves it.
📏 I prefer drawing to talking. It's faster and leaves less room for lies.
✏️ Design is a formal response to a strategic question.
🖼️ Every great design begins with an even better story.

Like many folks in technology, much of my design thinking has been inspired by Steve Jobs. As a nod to his memory and the influence that he played in my life, it's the reason why I choose to end every presentation I give with one of his quotes...

"Technology is nothing. What's important is that you have faith in people, that they're basically good and smart; and if you give them the right TOOLS, they'll do something wonderful with them."



DESIGN IS TOO IMPORTANT TO BE LEFT TO DESIGNERS • SIMPLICITY IS THE ULTIMATE SOPHISTICATION • LOVE · TRUTH · BEAUTY

↳ SO WE HAVE TO GIVE AWAY IT'S SECRETS TO EVERYONE INVOLVED IN THE PROBLEM.

DESIGN IS NOT JUST WHAT IT FEELS LIKE & LOOKS LIKE – DESIGN IS HOW IT WORKS

IKIGAI

生き甲斐

LIFE | TO BE #1 | BEAUTIFUL & ELEGANT | TO BE WORTHWHILE

Where you INNOVATE, how you innovate & WHAT you innovate are design problems. Tim Brown IDEO

DESIGN IS A FORMAL RESPONSE TO A STRATEGIC QUESTION

EVERY GREAT DESIGN BEGINS WITH AN EVEN BETTER STORY Lorinda Mamo

"There are 3 responses to a piece of design" YES | NO | WOW! Milton Glaser

chip kidd: If you can properly define the problem, then you've already defined the solution

WHAT IF?

Personas | Empathy Map | User Feedback

Design brief | Stakeholder map | Customer Journey | Opportunity map

Ideas & concepts | Prioritisation | Affinity map | Idea Evaluation

Physical prototype | Wireframes | Mockups | Pitches

Lift off feedback | Objections | Evaluation | Refinement

ACTION PLAN

Empathise	Define	Ideate	Prototype	Test
understand your customers & users.	Define clear project + business objectives	Explore ideas & solutions	Build & visualise	Review & decide

INFORMATION IS ONLY USEFUL WHEN IT CAN BE UNDERSTOOD Muriel Cooper

DESIGN + THINKING

to make out + take action — "Designare" — ACTION PLAN

to think — "cogito" — MINDSET

GOOD DESIGN IS GOOD BUSINESS. T.J.W.

Make it simple. But significant. DON DRAPER

If no one hates it – no one really loves it. Jessica Walsh

IBM DESIGN

A FOCUS ON USER OUTCOMES | RESTLESS REINVENTION | DIVERSE EMPOWERED TEAMS

PRINCIPLES

"A loop of continuous understanding"

(OBSERVE · REFLECT · MAKE)

understand about the world around you | understand your own team & what you can do for the world | understand more about the (potential) solutions

THE 10 FACES of INNOVATION — Tom Kelley

1 Anthropologist | 2 Experimenter | 3 Cross-Pollinator | 4 Hurdler | 5 Collaborator | 6 Director | 7 Experience Architect | 8 Set Designer | 9 Caregiver | 10 Storyteller

"The universe is made of stories, not atoms" Muriel Rukeyser

IT'S NOT TOOLS THAT YOU HAVE FAITH IN – TOOLS ARE JUST TOOLS. THEY WORK OR THEY DON'T WORK. IT'S PEOPLE YOU HAVE FAITH IN OR NOT.

"A designer knows he has achieved perfection not when there is nothing left to add, but when there is nothing to take away." Antoine De St. Exupery

5 MINDSETS of DESIGN THINKING

1. Think users first
2. Ask the right questions
3. Believe you can draw
4. Commit to explore
5. Prototype to test

?	CONVERSATION & COLLABORATION → STRATEGY
WHY	Are we doing this?
HOW	should it be done?
WHAT	Problem are we solving?
WHO	are our users?
WHEN	is the deadline?

EMPATHY MAP

Think & Feel | Hear | Customer | See | Say & Do | PAIN | GAIN

DESIGN MUST REFLECT PRACTICAL & AESTHETIC IN BUSINESS BUT ABOVE ALL... GOOD DESIGN MUST PRIMARILY SERVE PEOPLE. Thomas J. Watson

MAKE THE WORLD WORK BETTER

DESIGN'S FUNDAMENTAL ROLE IS PROBLEM SOLVER

GOOD ALT INSPIRES GOOD DESIGN MOTIVES

"We cannot solve our problems with the same thinking we used to create them."

THINK

So...

ACTIVITY

1. WHAT ARE THE KEY INNOVATIONS THAT INSPIRE YOU? (Homemade kettle)
2. WHAT ARE SOME HUMAN PROBLEMS THAT YOU FACE EVERYDAY? (How would you solve them?)
3. WHAT WILL DESIGN THINKING HELP YOU TO COMPETE IN?

FIND PROBLEMS THAT

- ARE POORLY DEFINED
- LACK INFORMATION TO DEFINE A SOLUTION
- HAS STRONG IMPACT on HUMAN NEEDS
- HAS CHANGING CONTEXT / SITUATION

TO DESIGN IS TO SOLVE A HUMAN PROBLEM!

INFORM EDUCATE SOLVE PROBS + INSPIRE ENTERTAIN CHALLENGE = DESIGN THINKING

Games – History

PHIL G
MATT C
BILLY S
MOLLY V
MIRKO AZIS
DOUG P
SUSANNE J

To ____ So that ____ because if I don't ____

WE TREAT EVERYTHING AS A PROTOTYPE in design thinking

we treat everything as AN UNFINISHED PRODUCT that will always be iterated on & RE-INVENTED.

YES! And.....

MAKING THE SIMPLE COMPLICATED IS COMMONPLACE. MAKING THE COMPLICATED SIMPLE, AWESOMELY SIMPLE – THAT'S CREATIVITY Charles Mingus

? | SQUADS + WORKSTREAMS

SPRINTS + PHASES

HILLS | PLAYBACKS | SPONSOR USERS

THE GREATEST CHALLENGE TO ANY THINKER IS STATING THE PROBLEM IN A WAY THAT WILL ALLOW A SOLUTION Bertrand Russell

TEAMS structure & org plan

VENDORS & INFLUENCERS | EXTERNAL | PROJECT TEAM | STAKEHOLDERS

CONTEXT MAP understand the factors behind your design intent

Target users / user needs | Technology Factors | Business Factors | Trends | Uncertainties | other questions | other questions? | other questions?

DEFINE CX JOURNEY & DELIVERABLES

ACTIVITY			
CUSTOMER ACTIONS			
TOUCHPOINTS			
THOUGHTS			
EMOTIONS	+ / –		
BACKEND PROCESSES			

HOW DOES THIS THING WORK? | WHO DO I SPEAK TO IF IT DOESN'T WORK?

"I'M MORE PROUD OF WHAT WE DIDN'T DO, THAN I AM OF WHAT WE DID" S.J.

DRAW/

1. Imagine better ideas
2. Figure out things
3. Explain & give instructions
4. Helps you to remember

"I DON'T WRITE THINGS DOWN TO REMEMBER THEM LATER. I WRITE THINGS DOWN TO REMEMBER THEM NOW."

HOW TO FACILITATE IDEATION

1. Manage a creative space
2. Set expectation
3. Define the problem
4. Conduct ideation
5. Sort ideas
6. Evaluate & create ACTION!

I PREFER DRAWING TO TALKING. DRAWING IS FASTER & LEAVES LESS ROOM FOR LIES Le Corbusier

STEAL LIKE AN ARTIST

DON'T WRITE THINGS DOWN TO REMEMBER THEM LATER, WRITE THINGS DOWN TO REMEMBER THEM NOW.

I recently went back over my notes from Austin Kleon's excellent books on creativity to remind myself why commercial art matters.

⌛ Don't wait until you know who you are to get started.
📝 Write the book you want to read.
🎨 Use your hands (get messy).
🖼️ Side projects & hobbies are important.
💙 The Secret = Do good work and share it with people.
🌎 Geography is no longer our master.
🏡 Be NICE. (The world is a small town).
💡 Be BORING. (It's the only way to get work done).
➖ Creativity is subtraction.

** A NOTE ON THE PHOTOS **

[TOP] Before they went off the rails (!) I was very proud to be a part of Extinction Rebellion and the work they were doing to campaign for a citizens assembly in 2018. Creativity was at the heart of their manifesto and for a short time, I saw the power of Erica Chenowth's "3.5% Rule" in action. One thing that I learned from Jane Goodall during those campaigns of 2018-2019 was that if you want to make a difference in the C-suite and influence senior leadership, it's better to be sat at the boardroom table on the inside, than gluing yourself to the outside of the building!

[BOTTOM] For one of my first corporate jobs when I owned by own agency, I wanted to get an opportunity to consult for Kellogg's. My firm and I didn't have the qualifications and background that they were looking for so I created a Crunchy Nut Cornflakes box as my CV and sent it to them by special delivery. I got the interview and the box got a LOT of attention. Not just because it looked so awesome. It was like a 3D one pager! But when the box was delivered to security in the way that I packaged it they thought it was something very sinister. Apparently sniffer dogs and a bomb squad were alerted! In the end, the company turned out to not be for me but that was a great introduction to me about how to get noticed by the C-suite, no matter how unconventional your CV might appear at first glance.

How to Keep Going

i) Every day is groundhog day
ii) Build a bliss station
iii) Forget the noun - do the verb
iv) Make gifts
v) The ordinary + Extra Attention = The Extraordinary
vi) Art is FOR life (not the other way around)
vii) You are allowed to change your mind
viii) When in doubt - tidy up!
ix) Demons HATE fresh air
x) Spend time on something that will outlast them.

THE ARTIST DOESN'T MAKE THE WORK COME ALIVE - THE AUDIENCE MAKES THE WORK COME ALIVE.

Do Good Work & Share it with People

You don't want to Look like your heroes, you want to SEE like your heroes.

The only way to find your voice is to USE IT.

You can change the world, Just by sharing YOUR STORY

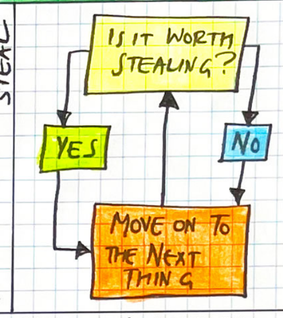
"It's in the act of making things, that we figure out who we are."

I CAN ONLY SAY IN MY DEFENSE, LIKE THE WOMAN BROUGHT BEFORE THE JUDGE ON THE CHARGE OF KLEPTOMANIA, "I do steal, your honor, but only from the best stores."

RIP OFF SOMETHING YOU LOVE. FIND SOMETHING THAT SPEAKS TO YOU & BUILD IT YOURSELF

ARE YOU AN ARTIST - OR JUST FOLLOWING INSTRUCTIONS —?—

GREAT ARTISTS STEAL ↔ GOOD ARTISTS COPY



Show your work
↳ Don't show your lunch (or your latte)
↳ SHOW YOUR WORK.

OVERNIGHT SUCCESS IS A MYTH

INSPIRE OTHER PEOPLE TO DO WHAT INSPIRES THEM.

Dwell in possibility.

I DO NOT CREATE. GOD CREATES. I ASSEMBLE. AND I STEAL FROM EVERYWHERE TO DO IT. G. Balanchine

EITHER WRITE SOMETHING WORTH READING, OR DO SOMETHING WORTH WRITING ABOUT. Ben Franklin

Unless you actually are a ninja, a gun, a rock star or a prophet - don't ever use any of those terms in your bio. Ever. EVER.

IF YOU DRAW, THE WORLD BECOMES MORE BEAUTIFUL, FAR MORE BEAUTIFUL. TREES THAT USED TO BE JUST SCRUB SUDDENLY REVEAL THEIR FORM. ANIMALS THAT WERE UGLY MAKE YOU SEE THEIR BEAUTY. IF YOU THEN GO FOR A WALK, YOU'LL BE AMAZED HOW DIFFERENT EVERYTHING CAN LOOK. LESS & LESS IS UGLY IF EVERY-DAY YOU RECOGNISE BEAUTIFUL FORMS IN UGLINESS & LEARN TO LOVE THEM.

— E.O. Plaven

THE ARTIST IS A COLLECTOR. NOT A HOARDER, MIND YOU - THERE'S A DIFFERENCE: HOARDERS COLLECT INDISCRIMINATELY, ARTISTS COLLECT SELECTIVELY. THEY ONLY COLLECT THINGS THEY REALLY LOVE.

DRAW THE ART YOU WANT TO SEE - START THE BUSINESS YOU WANT TO RUN, PLAY THE MUSIC YOU WANT TO HEAR, WRITE THE BOOKS YOU WANT TO READ, BUILD THE PRODUCTS YOU WANT TO USE. DO THE WORK YOU WANT TO SEE DONE.

NOTHING IS ORIGINAL | START COPYING | STAND NEAR THE TALENT | MARRY WELL | LOVE ALL

"CREATIVE" IS NOT A NOUN.

"No matter what anybody tells you - words & ideas can change the world."
- Mr. Keating

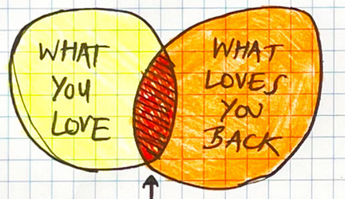
How to Read More:

1. Quit reading books you don't like
2. Carry a book at all times.
3. Keep your phone in airplane mode
4. Make regular trips to the book store or the library.
5. Share books you love with others (they'll give you more to read).
6. Schedule reading "meetings" with yourself

Everyday

- Hear a little song
- Read a good poem
- See a fine picture
- Speak a few reasonable words.

GOETHE



IF YOU'RE LUCKY

DISCONNECT FROM THE WORLD TO CONNECT WITH YOURSELF

Steal Like a Writer

- Writing is collage
- Read. Read. Read.
- Keep a swipe file
- Carry a cheap notebook & a sexy pen.
- Step away from the screen
- Don't wait until you know what you think to get started.
- Keep a daily routine
- Write something you would want to read.
- Tell stories that matter.
- Practice in public.

Show Your Work

+ You don't have to be a genius
+ Think process NOT product
+ Share something small everyday.
+ Open up your curiosity
+ Tell good stories
+ Teach what you know
+ Don't turn into human spam
+ Learn to take a punch
+ Sell out
+ Stick around.

YOU'RE READY
↓
START MAKING STUFF

ART THAT COMES FROM THE HEAD IS NEVER ANY GOOD
↓
Painter + Brush? Singer + Guitar?
↓
IF 1+1=2 YOU'RE DOING SOMETHING WRONG.
LOOK FOR THE MAGIC

Steal Like an Artist

1. Don't wait until you know who you are to get started
2. Write the book you want to read
3. Use your hands
4. Side projects & hobbies are important
5. THE SECRET: Do Good work & share it with people
6. Geography is no longer our master
7. Be nice. The world is a small town.
8. Be boring. It's the only way to get work done.
9. Creativity is subtraction.

PROCESS is MESSY

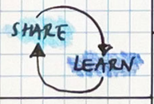
IF YOU CAN'T COME UP WITH YOUR OWN IDEAS

1. Identify a popular idea that you despise & would like to destroy.
2. Find an old opposite idea everyone has forgotten & resurrect it.

PROCESS → PROGRESS

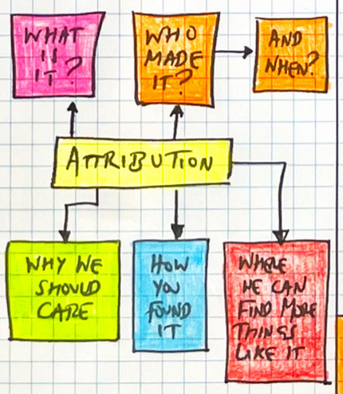
SHARING → SELF PROMOTION

FEEDBACK LOOP



"THERE IS ART LEFT TO BE MADE IN THIS WORLD"
Anthony Bourdain x. ♥

No matter how rough your day was
↳ Write down one win everyday.



FAKE IT 'TIL YOU MAKE IT.

(Everybody has 'Imposter Syndrome!)

GOOD THEFT	vs	BAD THEFT
Honour		Degrade
Study		Skim
Steal from many		Steal from one
Credit		Plagiarise
Transform		Imitate
Remix		Rip off

THERE'S MORE TO LIFE, THAN INCREASING ITS SPEED.

LOVE IS LOVE IS LOVE IS LOVE IS LOVE.....

How to be Happy

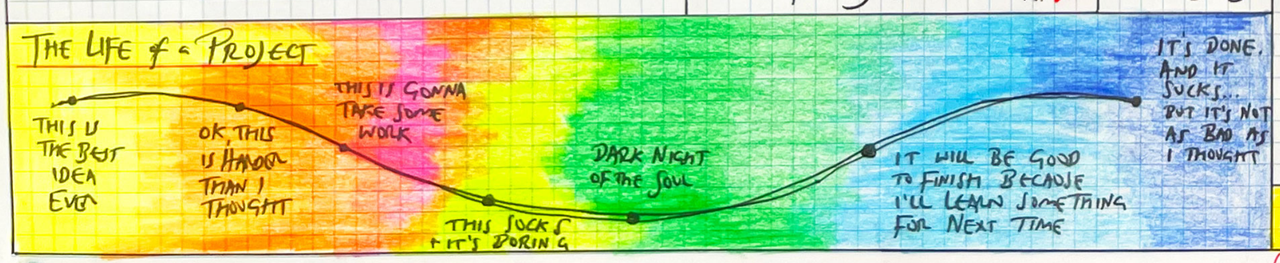
1. Read old books
2. Go for long walks
3. Play the piano
4. Make art with kids
5. Watch comedy
6. Listen to soul music
7. Keep a journal
8. Take naps
9. Look at the moon
10. Make lists.

NOT EVERYTHING THAT CAN BE COUNTED COUNTS - & NOT EVERYTHING THAT COUNTS CAN BE COUNTED.

~~TURN ON~~ ~~TUNE IN~~ ~~DROP OUT~~ → LOG OFF MUTE ALL CARRY ON

LET ME BE SMART ENOUGH TO KNOW HOW DUMB I AM & GIVE ME THE COURAGE TO CARRY ON ANYWAY

The Life of a Project



2020

"TOMORROW IS THE FIRST PAGE OF A 365-PAGE BOOK. WRITER A BOOK ONE." BRAD PAISLEY

I love January 1st. It feels like there's a whole world of possibility about to open up. What is this year going to look like?

As I was finding my feet creating these one pagers throughout 2019, I thought I'd attempt to do one for 2020.

There was no special system to it or any particular method, but it made a huge difference to my year. In my many years on this little planet 2020 was one of my most productive, largely in part to trying to find more clarity and purpose as the world was about to change more than any of us realised.

I started by drawing a list across the top of the items that I needed to work into my daily and weekly routine, the concepts I needed to learn and a few of the folks I needed to spend more time listening to.

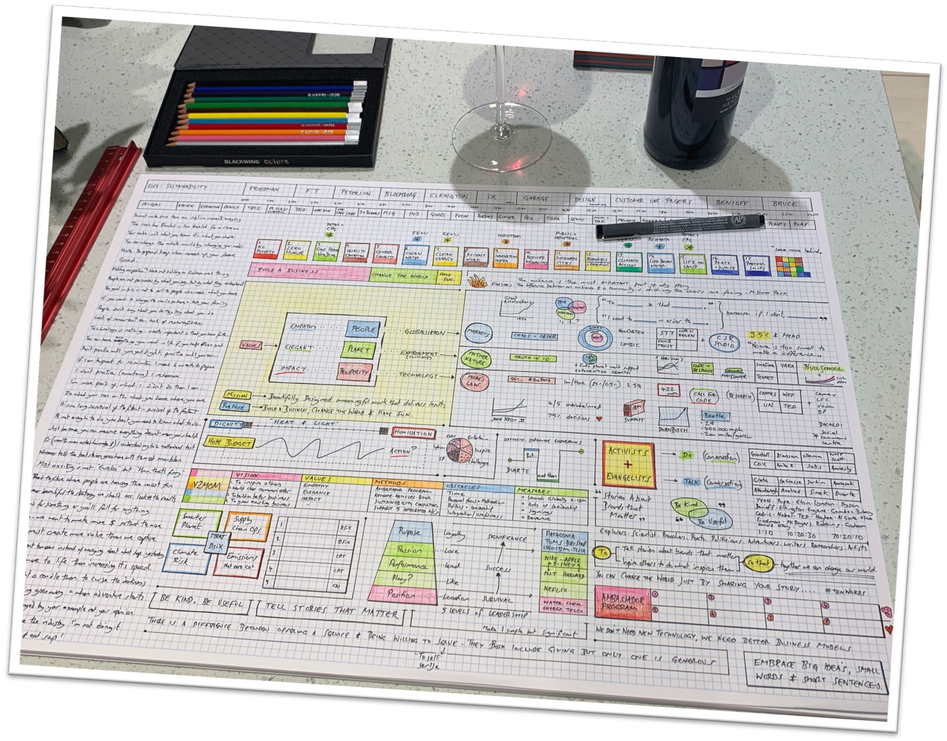
I made a conscious decision to double down on the United Nations Sustainable Development Goals, as I knew they would help me to give every business presentation more purpose and impact in some small way.

I made a list of some of my favourite quotes, almost as mantras for the year to remind myself what maters.

I re-visited my V2MOM, a process I learned at Salesforce which features heavily on the IKIGAI one pager.

And I started to craft the job of "Communications Designer" that I have today – a job which at the time didn't even exist.

All because I threw down a few thoughts on a one pager and worked to figure out how to put them into practice throughout the year.



EdX: SUSTAINABILITY	WEF	FRIEDMAN	FT	PETERSON	BLOOMBERG	ELKINGTON	iX TRIX	GARAGE	DESIGN THINKING	CUSTOMER ONE-PAGERS	BENIOFF	BRUCE

0:00 1:00 2:00 3:00 4:00 5:00 6:00 7:00 8:00 9:00 10:00 11:00 12:00 13:00 14:00 15:00 16:00 17:00 18:00 19:00 20:00 21:00 22:00 23:00 24:00

IKIGAI	KAIZEN	ELKINGTON	DUNGY	TBI2	M. CLASS GLADWELL	TED	ONE WIN	ONE CASE STUDY	3× THANKS	MSG	143	GOOD.	YVON	ROBBINS	GINGER	PEA	TILDA	LEWIS	MUM + DAD	MELANIE	HANNAH	SWIM	CYCLE	WATER	VITAMINS	PLANTS	PLAY

You must make sure there are sublime moments everyday
The road less traveled is less traveled for a reason
Your value isn't what you know it's what you share.
You can change the whole world by changing your words
Hustle. Be prepared. Keep clever research up your sleeve
Good.
Holding our position? We're not holding a Goddamned thing
People are not persuaded by what you say, but by what they understand
The goal in biz is not to sell to people who need what you have
If you want to change the world go home + love your family
People don't buy what you do they buy what you do
Lack of resources? No - lack of resourcefulness
Technology is nothing - what's important is that you have faith...
You can have any thing you want in life if you help others get
Don't practice until you get it right, practice until you can...
If I am to speak for 10 minutes I need 6 weeks to prepare
I don't practice (amateurs) I rehearse
I'm more proud of what I didn't do than I am...
Do what you can with what you have where you are
It's no long survival of the fittest - survival of the fastest
It's not enough to do your best, you need to know what to do...
Just because you can measure everything doesn't mean you should
Sir (wealth man asked how make $) I understood my biz + attended to it
Whoever tells the best stories goes home with the most marbles
Most exciting is not "Eureka" but "Hmm.. that's funny"
Find the future where people are having the most fun
However beautiful the strategy we should occ. look @ the results
Stand for something or you'll fall for anything
Yvon - we want to make more $ so that the more
We must create more value than we capture
Let's go invent tomorrow instead of worrying about what hap. yesterday
There's more to life than increasing it's speed.
Better to light a candle than to curse the darkness
When everything goes wrong = when adventure starts
The world is changed by your example not your opinion
If it doesn't change the industry I'm not doing it
Work all night & eat soup!

ROB BELL ♥
"Leave noone behind"

RETAIL + CPG · EE+U · EE+U · INDUSTRIAL · PUBLIC + INDUSTRIAL · EE+U · RESEARCH · RETAIL + CPG

1. NO POVERTY | 2. ZERO HUNGER | 3. GOOD HEALTH + WELLBEING | 4. QUALITY EDUCATION | 5. GENDER EQUALITY | 6. CLEAN WATER | 7. CLEAN ENERGY | 8. DECENT WORK | 9. INNOVATION INFRA. | 10. REDUCED INEQUALITIES | 11. SUSTAINABLE CITIES | 12. RESPONSIBLE CONSUMPTION + PRODUCTION | 13. CLIMATE ACTION | 14. LIFE BELOW WATER | 15. LIFE ON LAND | 16. PEACE + JUSTICE | 17. PARTNERSHIPS

BUILD A BUSINESS | CHANGE THE WORLD | HAVE FUN.

FIRESIDES · The audience is the most IMPORTANT part of any story.
The difference between an audience & a community is which way the chairs are facing · M. SCOTT PECK

VALUES →
EMPATHY ········ PEOPLE ········ GLOBALISATION →
ELEGANT ········ PLANET ········ ENVIRONMENT (CLIMATE) →
IMPACT ········ PROSPERITY ········ TECHNOLOGY →

MISSION → Beautifully Designed meaningful work that delivers results
PURPOSE → BUILD A BUSINESS, CHANGE THE WORLD & HAVE FUN.

Great Accelerations · 1950
TRUE · RELEVANT · IMPORTANT · Is it...?
"To ______ so that ______," "I want to ______ in order to ______," because if I don't ______"

MARKETS · CHAOS v ORDER · WHAT HOW WHY? · NEOCORTEX v LIMBIC · STT | COPENHAGEN | FOOD TRUST + CSR STUDIO · 3.5% & MEAD · "Noone is too small to make a difference"

MOTHER NATURE · TRUTH IN 10 · A finite planet can't support exponential growth · 3 Horizon's · CODE + RESPONSE · MAYFLOWER · SUCAFINA | YARA | TENNET · NULL SCHOOL · CO_2 ppm

MOORE'S LAW · 90%... #BIG DATA · 1m/Hour (80%/0.5%) 2.5Q · 422 south · CALL FOR CODE · (RESEARCH) · CANNES | WEF | UN | TED + Cemex, LFC, Voda, BP

JOHN KELLY III · 4/5 overwhelmed · 75% decisions ♥ · IBM SUMMIT · DORNBUSCH · Beetle · 2¢ · 400,000 mph · 2m miles/gallon · BACARDI · ✳ Social command centre

DIGNITY ····· "HEAT & LIGHT" ····· HUMILIATION
HOPE BUDGET · ACTION?

Edu · Entertain · Inform · Inspire · SP · Challenge

OXYTOCIN · DOPAMINE · ENDORPHINS · DUARTE · But... · and then

ACTIVISTS + EVANGELISTS → DO (Conservation) · → TALK (Conversation)

Goodall	Branson	Obama	WWF Scott
Cox	Anita R	Jobs	Amnesty
Greta	DeGrasse	Sorkin	Kawasaki
Attenborough	Axelrod	Sinek	Duarte

YVON · Pope · Elon · Lyndon · Dyson
Benioff · Elkington · Eugene · Gombo · Dubey
Cedric · Nobel · TED · Hajbe · Al Gore · NFoa
Friedman · Mr Rogers · Robbins · Graham
Harold · Hilary
1:10 10:20:30 70:20:10

V2MOM	VISION	VALUES	METHODS	OBSTACLES	MEASURES
	1. To inspire others	EMPATHY	AMBASSADOR PROGRAM	Time	+ Launch Globally X-IBM
	2. World class communicator	ELEGANCE	KEYNOTE · ARTICLES · BOOK	Personal focus + Motivation	+ Acts of leadership
	3. To build a better business	IMPACT	SUSTAINABILITY CONSULTING	Politics + leadership	+ Signings
	4. To grow existing business	"	SUPPORT 5 INTEGRATED A/C's	Integration / usefulness	+ Revenue

"Stories About Brands that Matter" · Be Kind · Be Useful

Explorers · Scientist · Preachers · Poets · Politicians · Adventurers · Writers · Researchers · Artists

Smarter Planet · Supply Chain Ops · STRAT DSIX · Climate Risk · Emissions Net zero CO_2

1		DSIX
2		DSIX
3		CPT
4		CPT
5		CAI

Purpose ··· Loyalty · SIGNIFICANCE
Passion ··· Love
Performance ··· Lead · SUCCESS
Play? ··· Like
Position ··· Location · SURVIVAL
5 LEVELS of LEADERSHIP

PATAGONIA · TOMS · BODY SHOP · LEGO · IBM · TESLA · NIKE · APPLE · DISNEY · M.I.T · HARVARD · NETFLIX · WATER · CHEM. · ENERGY · TELCO.

To [Tell stories about brands that matter / Inspire others to do what inspires them] so that together we can change our world.

You can CHANGE THE WORLD JUST BY SHARING YOUR STORY.... #TENWORDS

AMBASSADOR PROGRAM ① ② ③ ④ ⑤ ⑥ ⑦ ⑧

[BE KIND. BE USEFUL] [TELL STORIES THAT MATTER]

Make it simple but significant

WE DON'T NEED NEW TECHNOLOGY, WE NEED BETTER BUSINESS MODELS

THERE IS A DIFFERENCE BETWEEN OFFERING A SERVICE & BEING WILLING TO SERVE - THEY BOTH INCLUDE GIVING BUT ONLY ONE IS GENEROUS

"To sell" · serlje

EMBRACE BIG IDEAS, SMALL WORDS & SHORT SENTENCES.

JEREMY

SMUBA

"TO VISUALISE THE FUTURE OF IBM YOU MUST KNOW SOMETHING OF THE PAST". I spend a lot of time studying IBM's history. Not out of interest or nostalgia, but because that's where I find inspirational stories that will shape our future.

I was once encouraged by a senior exec to "become a student of IBM's history" because the future of progress will follow many similar patterns and processes of the past.

It was a challenge I've taken seriously over the last few years. Knowing some of the hidden stories from IBM's past has not only helped me to stay positive during some difficult times, but they've also helped me to inspire a few other folks along the way.

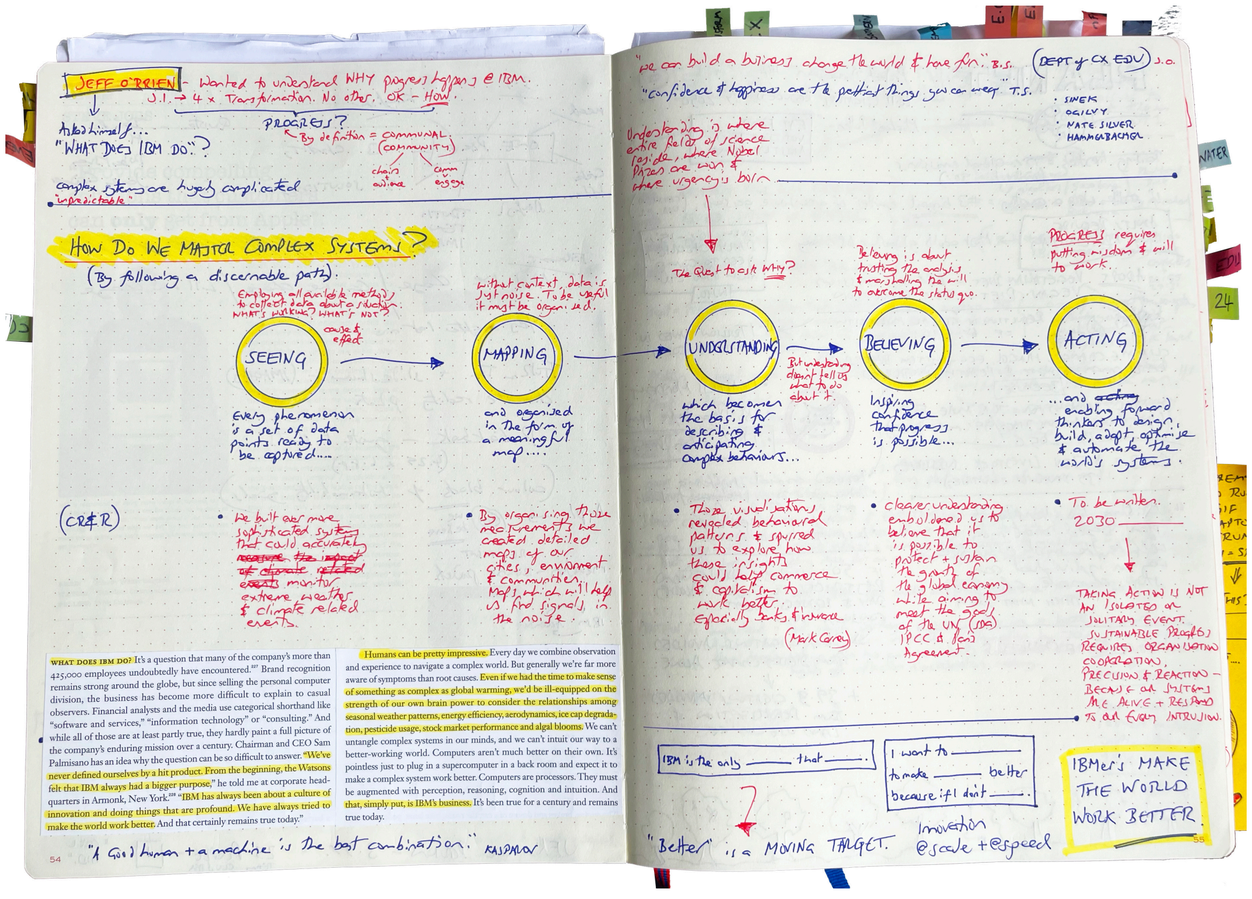
Some people roll their eyes when you talk about company history. But that's your DNA. That's the stuff that makes your company special. And it's usually the root of how you differentiate against your competitors. Especially if you dig deep into the founders story.

People often overlook this important aspect of their job because they mistakenly think the past is not relevant.

IBM helped to put man on the moon following a process called SMUBA. We were founded by a guy who sold pianos to farmers in exchange for cows. He then handed the company off to his son who had no technical background whatsoever. IBM doesn't have a cool West Coast story about being founded in a garage, it has just always tried to make the world work better, by putting good humans in front of clever technology.

I encourage you to make a one-pager of your company. Why was your company (really) founded? What might inspire your team and your colleagues to think differently? Go on an expedition as if you were an archaeologist looking to unearth hidden stories.

I promise you, it will feel like an adventure and no amount of time will be wasted.



It's funny going back over my notebooks because I see the same things written over and over and over again. SMUBA is a concept that means a lot to me and was made famous in an important IBM book "*Making The World Work Better*" by Jeffrey O'Brien and created for IBM's centennial in 2011. Writing and re-writing some of these concepts means that I can learn them faster. I once had a feed to my laptop cut off and a "comfort monitor" with my notes fail during a keynote, but I was still OK because I could think back to systems like SMUBA to piece my presentation together. It's not unlike how comedians remember how to piece together "bits" of several jokes for a 75-minute show. It's not for everyone but it works for me...

OBSERVATION IS A DYING ART. Stanley Kubrick	I WISELY STARTED WITH A MAP J.R.R. Tolkein	IT'S NOT ENOUGH TO DO YOUR BEST - YOU MUST KNOW WHAT TO DO & THEN DO YOUR BEST	PEOPLE DON'T BUY WHAT YOU DO THEY BUY WHY YOU DO IT	ACTION IS THE FOUNDATIONAL KEY TO ALL SUCCESS Pablo Picasso
IN GOD WE TRUST ALL OTHERS MUST BRING DATA W.E.D.	YOU CAN'T USE AN OLD MAP TO EXPLORE A NEW WORLD Einstein	INTENTION & OBSTACLE Drama. Conflict. V2MOM	5 x DATA "V"s	
THE VALUE OF EXPERIENCE IS NOT IN SEEING MUCH BUT IN SEEING WISELY. William Osler			SEEING IS NOT BELIEVING - IT IS ONLY SEEING	

STANLEY KUBRICK - His favourite stories were ads because they told stories so fast · Big Ideas. Small words. Short sentences · 9 oscar nominations. never won ·		· Filmmaker
J.R.R. TOLKEIN - Notes: Tolkiens strategies for creating good work "INKLINGS" Bird & Baby - OXFORD		· ~~Author~~ Author
AARON SORKIN ~~JOHN MAXWELL~~ - 5 levels (brand) leadership · John Maxwell. Conflict. Intention & obstacle. Duarte.		· ~~Leadership Coach~~ Screenwriter
WALT DISNEY + SINEK ~~SIMON SINEK~~ - Famous. TED. "Discovered" 3 circles?! INFINITE GAME / Wild Ducks think GEOLOGICALLY. Imagineers. Always evolving. Change industry. Invent the tech....		· ~~Strategist~~ Animator
PABLO PICASSO - Good artists copy - great artists steal · THINK DIFFERENT Poster ·		· Artist

1st - THINK
2nd - BELIEVE
3rd - DREAM
~~#~~ & finally DARE
Walt

AARON

WALT

PICASSO

SEEING → MAPPING → UNDERSTANDING → BELIEVING → ACTING

- SEEING: Ask WHY 5X. WHAT IF? stephen king + TR
- MAPPING: SIGNAL + NOISE p191 DATA STORIES: Vonnegut
- UNDERSTANDING: DATA STORY p50
- BELIEVING: Believe - Sinek JFK Belief in data + vision
- ACTING: Act I/II/III ACTIONS ACTING: Perform "carousel"

UNDERSTANDING of life begins with understanding of patterns & maps.

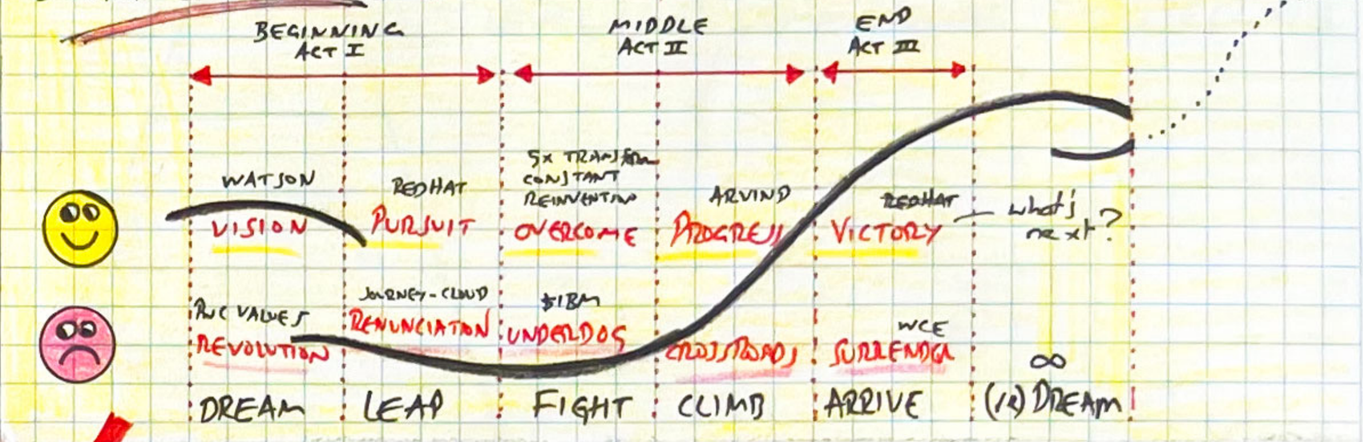
where PATTERNS are broken new worlds can emerge
Tolkein

A good story is - or should be - more like music than fiction. It should be a progression of moods & feelings. The theme, what's behind the emotion, the meaning, all that comes later.
STANLEY KUBRICK
+ Notes. "CHESS"

KUBRICK

TOLKEIN

STORY STRUCTURE - 5 STAGES of TRANSFORMATION



A wild duck was flying northward with his fellow wild ducks in springtime. En Route, he happened to land in a barnyard in Denmark, where he quickly made friends with the tame ducks that lived there. The wild duck enjoyed the corn and fresh water. He decided to stay for an hour, then for a day, then for a week, and finally for a month. At the end of that time, he contemplated flying to join his friends in the vast Northern lands, but he had begun to enjoy the safety of the barnyard, and the tame ducks had made him feel so welcome. So he stayed for the summer. One autumn day he heard the quacking of his fellow wild ducks as they were flying south. It stirred him with delight, he enthusiastically flapped his wings, and rose into the air to join them. Much to his dismay however, he found he could rise no higher than the eaves of the barn. As he waddled back to the safety of the barnyard, he muttered to himself: "I'm satisfied here - I have plenty of food, and the area is good. "why should I leave?" So he spent the winter on the farm. The next spring, when the wild ducks flew overhead again, he felt a strange stirring within his breast, but he did not try to fly up to meet them. When they returned the following autumn, they again called him to rejoin them, but this time the duck did not even notice them. There was no stirring within his breast

He simply kept on eating corn which made him fat!

APPLE Inc. wikiquote WILD DUCKS v SITTING DUCKS

People are not persuaded by what you say but by what they understand

It's not enough to be right you need to be EFFECTIVE

CONFIDENCE
Jorden - They didn't RESPECT the ORGANISATION

STEVE JOBS Finger @ IBM

TOM FRIEDMAN - Heat & Light P.o.V

T.J.W "A business & it's beliefs" The Ideas that Helped Build IBM

How IBM functions & WHY has more to do with IBMs success than what it does

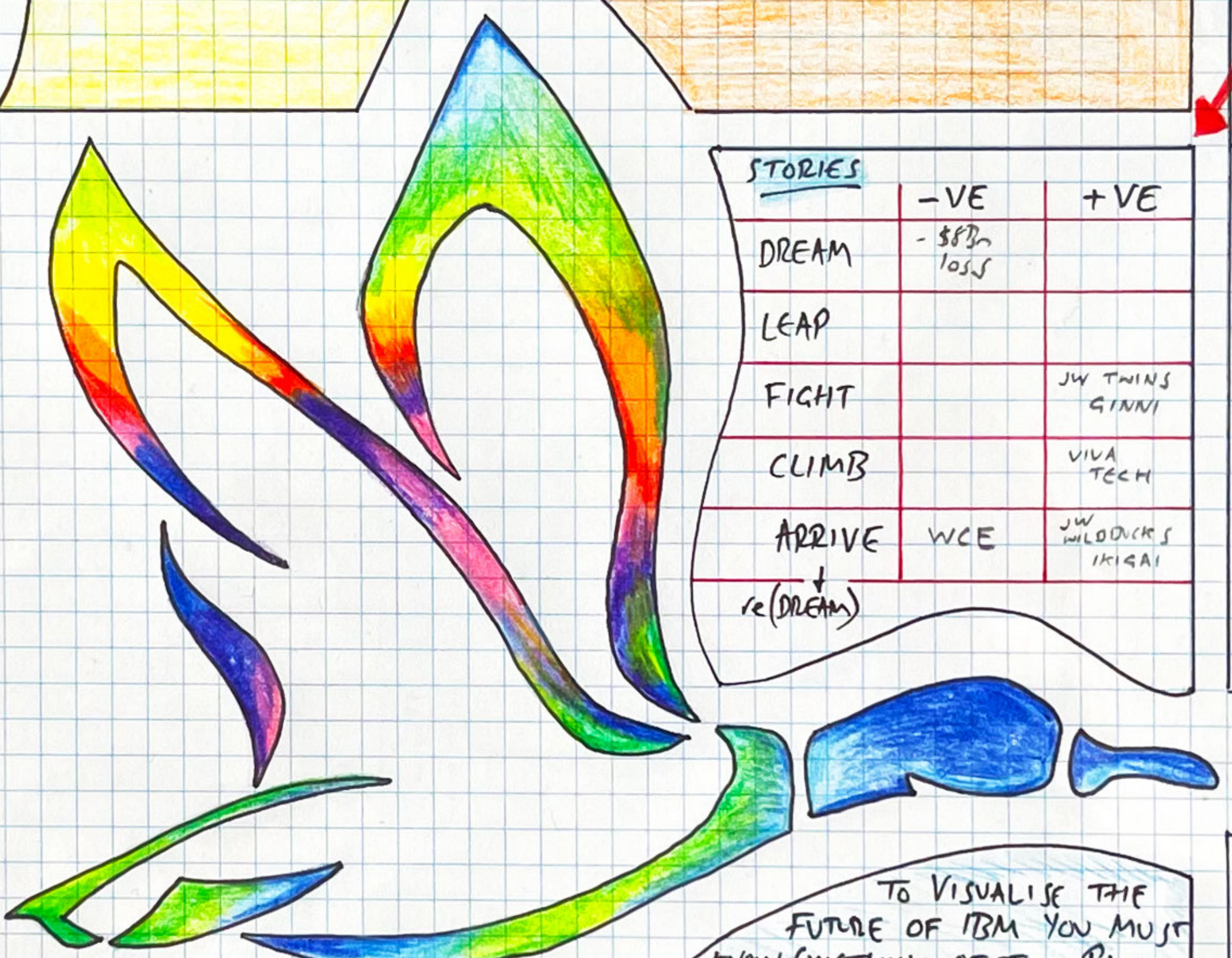
VISION
"The art of seeing what is invisible to others" → "EVERYTHING HAS BEAUTY - BUT NOT EVERYONE SEES IT."

WHAT IF....? Buck Rogers 139

T H I N K

+VE ENERGY - WILD DUCKS DON'T KNOW WHAT THEY CAN'T DO

Here's to the crazy ones,
the misfits,
the rebels,
the troublemakers
The round pegs in the square holes...
The ones who see things differently -
They're not fond of ~~the status quo~~
rules - and they have no respect
for the status quo.
You can quote them, disagree
with them, glorify or vilify them
About the only thing you can't do
is ignore them
Because they change things
They push the human race forward.
While some see them as the crazy
ones - we see genius.
Because the people who are
crazy enough to think
they can change the world
Are the ones who do.



STORIES	-VE	+VE
DREAM	-$8bn loss	
LEAP		
FIGHT		JW THINS GINNI
CLIMB		VIVA TECH
ARRIVE	WCE	JW WILD DUCKS IHIGAI
+ re(DREAM)		

TO VISUALISE THE FUTURE OF IBM YOU MUST KNOW SOMETHING OF THE PAST
T.J.W. Snr.
INTRO

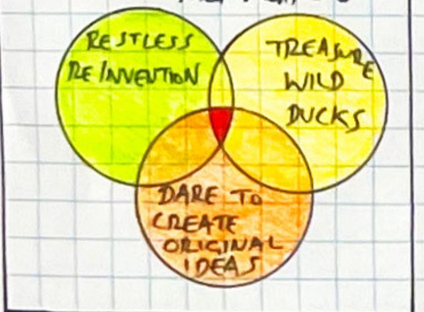
IBM has reinvented itself many times. But through it all, its DNA, its soul remained intact... IBMs most important innovation wasn't a technology or management system. It's revolutionary idea was to define and run a company by a set of strongly held beliefs. SAM PALMISANO

Here's to the ones who have always
seen things differently. The ones who
follow a VISION not a path. Where
others perceive first as valuable
You value the first thing that
actually matters.
While others are distracted
by the new - you focus on the
significance of a whole new take.
Even before you could see how - you
never doubted we would change things
And then we did. Together.
Again and again and again...
Relentless optimism is what
moves the world forward.
So keep seeing things differently
Keep trusting there is always
another way - a better way -
a bigger way.
One that lifts up humanity
Breaks down barriers
And heals the landscape.
You are the difference
between the world as it was
And the better place it will become
And the different is the one thing
about us - that will always be the same

In IBM we frequently refer to our need for wild ducks. The moral is drawn from a story by Danish philosopher SOREN KIERKEGAARD who told of a man who fed the wild ducks flying south in great flocks each fall. After a while some of the ducks no longer bothered to fly south - they wintered in Denmark on what he fed them. In time they flew less and less. After 3 or 4 years they grew so lazy and fat that they found difficulty in flying at all. Kierkegaard drew his point - YOU CAN MAKE WILD DUCKS TAME, BUT YOU CAN NEVER MAKE WILD DUCKS ~~TAME~~ WILD AGAIN. One might also add that the duck who is tamed will never go anywhere anymore. We are convinced that any business needs its wild ducks. And in IBM we try not to tame them.
T.J.W. Jr

LIFE CAN ONLY BE UNDERSTOOD BACKWARDS; BUT IT MUST BE LIVED FORWARDS
SOREN KIERKEGAARD

VALUE: Innovation that matters



SYSTEM 360	APOLLO MISSIONS	PROJECT DEBATOR "Mole infused"	SUMMIT COVID-19
SABRE	PERSONAL PC		QUANTUM ?
UPC	WATSON Pizza + TSI's		

"It is not bigness we seek, it is greatness. Bigness is imposing. GREATNESS is enduring". AL WILLIAMS IBM President

- SABRE 1965 Launch = 84,000 phone calls a day hope. Now - still (8:00 centennial) 30,000 transactions/sec
- SYSTEMS 360 - 75% in 60's - 67% in 2011 ? DATA

YOU DON'T WORK FOR IBM - YOU'RE A PART OF IBM

THINK!

WE BELIEVE EVERY BUSINESS NEEDS ITS WILD DUCKS ...
T.J.W. Jr

BACK COVER
At IBM we frequently refer to our need for WILD DUCKS. The wild ducks are the creative ones. They're the restless explorers who are always looking for a new angle on a big problem.
T.J.W. Jr.

"LIFE IS NOT A PROBLEM TO BE SOLVED, BUT A REALITY TO BE EXPERIENCED.."

HOPE IS A PASSION FOR THE POSSIBLE

PAUL RAND
WILD DUCK } IBM DESIGN PROGRAM
P39 Interface IBM

JON (JW) / WATA
OGILVY
+
Ruler + Carnegie

Angeles Arrien (1991)
Famous speech on Org. Dvmt.

LESSONS FROM GEESE
by Milton Olson

1. As each bird flaps its wings, it creates an "uplift" for the bird following. By flying in a "V" formation, the whole flock adds 71% greater flying range than if the bird flew alone.

   LESSON: People who share a common direction and sense of community can get where they are going quicker and easier because they are traveling on the thrust of one another.

2. Whenever a goose falls out of formation, it suddenly feels the drag and resistance of trying to fly alone, and quickly gets back into formation to take advantage of the "lifting power" of the bird immediately in front.

   LESSON: If we have as much sense as a goose, we will stay in formation with those who are headed where we want to go (and be willing to accept their help as well as give ours to the others).

3. When the lead goose gets tired, it rotates back into the formation and another goose flies at the point position.

   LESSON: It pays to take turns doing the hard tasks, and sharing leadership -- with people, as with geese, we are interdependent on each other.

4. The geese in formation honk from behind to encourage those up front to keep up their speed.

   LESSON: We need to make sure our honking from behind is encouraging -- and not something else.

5. When a goose gets sick or wounded or shot down, two geese drop out of formation and follow it down to help and protect it. They stay with it until it is able to fly again or dies. Then they launch out on their own, with another formation, or catch up with the flock.

   LESSON: If we have as much sense as geese we, too, will stand by each other in difficult times as well as when we are strong.

IBM x SDG's

DO YOU EVER STRUGGLE TO LEARN NEW THINGS OR TO REMEMBER IMPORTANT STORIES AND STATISTICS?

I work for a 112-year old startup and we have a LOT of stories and I've found that drawing these one-pagers is really helpful. 🗺️

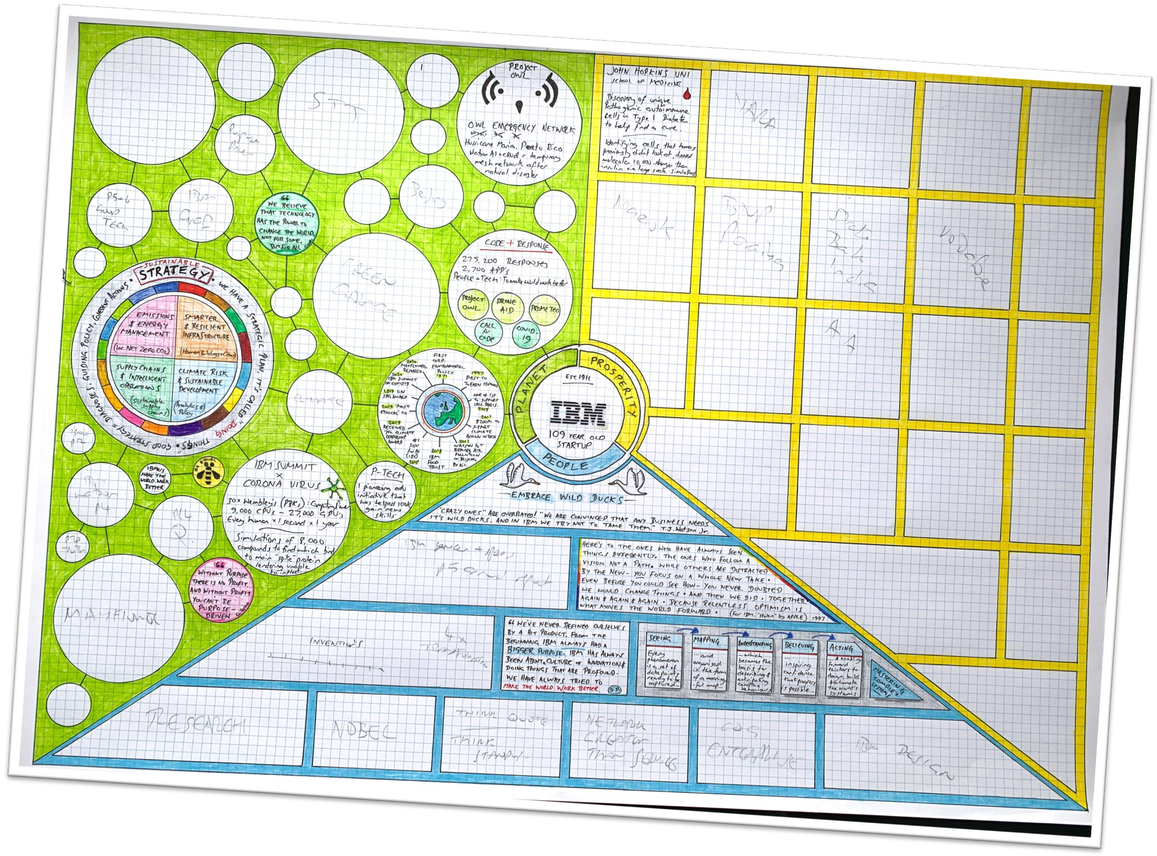
One of my writing hero's Ted Sorensen used to say, "I think through my pen" and I think that's a pretty good philosophy. I don't write things down to remember them later, I write things down to remember them now. Digital doesn't work for me. Has to be a pen and colouring sticks. Feels more human. 🖍️

This graphic came about during a week where I was prepping for COP at IBM and some work we were doing doing around the United Nations Sustainable Development Goals. There were 17 stats, 17 stories and 17 goals that I needed to remember. I found a lot of data that I knew I couldn't afford to get wrong (especially if it's being shared in front of an influential audience with journalists present). There were some great stories I knew would bring those heavy statistics to life. 📊

That's why I drew this. I could have done it on a mural or designed a fancy animated slide that builds, but I wouldn't have remembered it as clearly, or had anywhere near as much fun learning them.

That's why you don't take notes like these to remember them later, you take good notes so that you can remember them NOW.

Technology has helped to create these stories, but I'll stick with my old school pen when it comes to trying to learn them. ✒️



IBM × UN

THE LATEST DATA SHOWS THAT THE WORLD IS FAR BEHIND WHERE IT NEEDS TO BE TO MEET THE 17 SUSTAINABLE DEVELOPMENT GOALS SET IN 2015 & ESSENTIAL FOR THE WORLD TO MEET BY 2030. EVEN WITH A COVID-19 SCALE RESPONSE FOR THE NEXT DECADE WE WOULD STILL FALL SHORT. HUMANS + TECHNOLOGY MUST WORK TOGETHER, FASTER, TO HELP US ACCELERATE PROGRESS.

TURN....

NUMBERS	→ NARRATIVES
STATS	→ STORIES
PRESENTATIONS	→ PERFORMANCES
CAMPAIGNS	→ CAUSES
MOMENTS	→ MOVEMENTS

Technology is NOTHING. What's important is that we have FAITH in people, that they basically good + smart and if you give them the right tools, they do something wonderful.

"THINGS TAKE LONGER TO HAPPEN THAN YOU THINK THEY WILL, BUT THEN THEY HAPPEN FASTER THAN YOU THOUGHT THEY COULD." Rudi Dornbusch

Must Watch

PURPOSE-DRIVEN STORYTELLING

PATHOS	EMOTION + VALUES
ETHOS	CREDIBILITY + AUTHORITY
LOGOS	SCIENCE, DATA + EVIDENCE
KAIROS	URGENT ACTION. NOW.

INFORM · INSPIRE · EDUCATE · ENTERTAIN · SOLVE CHALLENGE

Before the Flood · UN SDG with Thandie Newton · Code + Response · Seeding Change · I am Greta · Inconvenient Sequel · Seaspiracy · 2040 · Chasing Coral · Chasing Ice · Game Changers · RBG

CLARITY · BREVITY · CHARITY · LEVITY · Outline · Bottomline · Headline + Frontline · Sideline

The Best Stories = 4 WORDS + 5 LINES TED SORENSEN

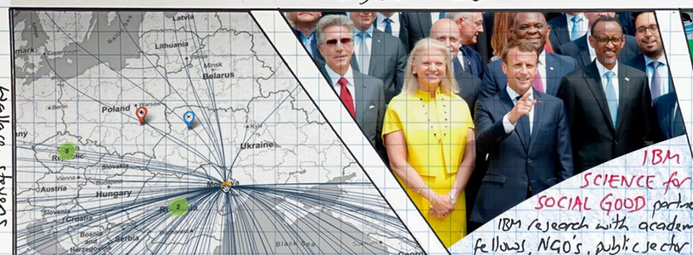
"You can change the world just by sharing your story."

KEY: People → Story · Planet → Stat · Performance → Solution

Employees ↔ Economics ↔ Environment

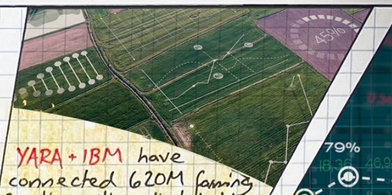
Margaret Mead · Mother Teresa · Josette Sheeran · Melinda Gates

Wallace Stevens · Jane Goodall · Malala Yousafzai · Emma Watson · Greta Thunberg · Malcolm X · Autumn Peltier · Katharine Hayhoe



IBM SCIENCE for SOCIAL GOOD partners IBM research with academic fellows, NGO's, public sector + enterprises to tackle emerging societal challenges. Science + tech will accelerate progress towards SDG goals.

PLASTIC BANK is a solution built on IBM blockchain to help more than 1BN people in areas of high poverty & high plastic pollution transform their lives by collecting & trading plastic waste for essential goods.



YARA + IBM have connected 620M farming families with a digital platform using farm, field & weather data to help them protect their crops & increase their yeilds to feed a growing population without increasing carbon emissions.

IBM's COVID-19 consortium gives researchers FREE access to over 600 petaflops of computing capacity - with a FREE cloud based AI service that lets scientists query every peer-reviewed research paper.

STOP THE TRAFFIK used IBM Watson to build a traffic analysis platform that fights human trafficking by visualising supply chains helping to abolish modern slavery & the 40m people trafficked each year.

79% of imports from developing countries enter developed countries duty free.

836M People still live in extreme poverty — 1/5 live on less than $1.25/day

Globally 1 in 9 people (795M) are undernourished → 1/3 of ALL food produced is lost or wasted.

More than 6M children still die before their fifth birthday every year

P-TECH is a public education model focused on STEM giving a no-cost 2 year college degree that's aligned with industry skills - active at 260+ schools in 27 countries with 600 biz partners & 150,000 students

TRACEY of SWEDEN built a solution on IBM cloud that just by taking a photo of wooden furniture in a store - you can check & verify its origins - helping to combat illegal logging & deforestation.

65M people have been forcibly displaced from their homes since 2015

Never doubt that a small thoughtful group of committed citizens can change the world, it's the only thing that ever has.

"If you want to change the world, go home & love your family"

Food is one issue that can't be solved by one person - we must work together

72M primary school kids are not in school — 130M kids have no access to school

STEM for Girls INDIA is a 3-year programme to improve digital literacy, coding & career development & girl's empowerment. The programme serves 200,000 girls & a co-project serves 100,000 boys.

1.6Bn people depend on forests for their livlihood BUT we still destroy 80,000 acres every day.

After the final "No" comes a YES and on that YES the future world depends.

What you do makes a difference. You must decide what difference you want to make

Partnerships 17 · No Poverty 1 · Zero Hunger 2 · Good Health + Wellbeing 3 · Quality Education 4 · Gender Equality 5 · Peace + Justice 16 · Life on Land 15 · Life below Water 14 · Climate Action 13 · Responsible consumption + prod. 12 · Sustainable Cities 11 · No Inequality 10 · Infra + Industry 9 · Decent Work 8 · Clean Energy 7 · Clean Water 6

UN SUSTAINABLE DEVELOPMENT GOALS

Stories open our hearts, open our minds & leads to action.

one child, one teacher, one pen can change the world

"If not me, who? If not now, when?" Emma W.

It is estimated it will be another 108 years before women have equal rights & equal pay

JEFFERSON PROJECT at lake George has built the world's most advanced environmental monitoring system (physical, chemical, bio) & will become the global standard for protecting water-based eco-systems.

Oceans cover 75% of the planet & 40% are affected by -ve human activity (pollution + over fishing).

Don't wait too long to stand up for what you believe in.

No one is too small to make a difference.

If we wait until everything is ready, we shall never begin.

You don't need to be perfect but you do need to be 100% committed

Be angry. Anger is a positive energy.

Success = Joy, self-sufficiency & making the world work better

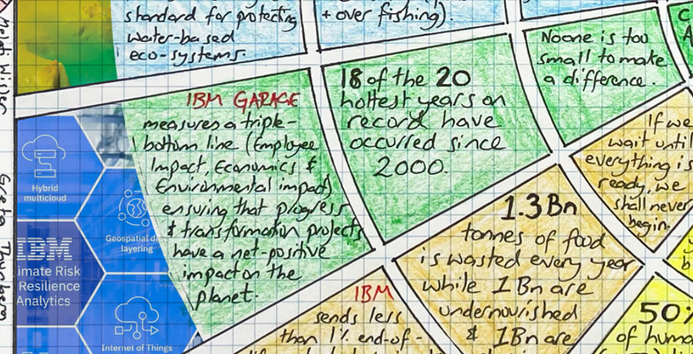
Finance is a service industry. It should serve others before itself.

The true threat is that our opinion of science somehow alters it's reality.

My heart is not for sale & neither is my water A Pether

2.4Bn lack access to basic sanitation → 1,000 children die every day for water related preventable disease

UPPER TANA-NAIROBI helps thousands of farmers save water & reduce pollution in Kenya. IBM Service Corps built a prototype that will maintain water availability for 9 million people.



IBM GARAGE measures a triple-bottom line (Employee Impact, Economics & Environmental impact) ensuring that progress & transformation projects have a net-positive impact on the planet.

18 of the 20 hottest years on record have occurred since 2000.

1.3Bn tonnes of food is wasted every year while 1Bn are undernourished & 1Bn are starving.

50% of humanity (3.5Bn) live in cities - BUT 828M people (and rising) live in slums.

1.5Bn do not have access to reliable phone or internet

2.2Bn people live below the US$2 poverty line — NO STABLE JOBS

1 in 5 people still lack access to electricity → 3Bn still use wood or coal to cook + heat

IBM Research is developing new lithium sulfur batteries for DAIMLER which will create new battery technology that is cheaper, lasts longer & charges faster - using QUANTUM computing.

IBM sends less than 1% end-of-life products to incineration or landfill, collecting and processing 2.4Tn pounds to date. 89% of all non-hazardous waste is recycled.

IBM WEATHER COMPANY provides access to 2.5Bn sensors that run 5 weather models every 10 minutes. IBM Service Corps runs 1500 projects in 40 countries with 400 IBMers & $100M investment.

To promote greater representation throught the workforce - IBM has career acceleration programmes for women & under-represented minority groups e.g. Black, Hispanic, Indigenous & Native American

IBM RESEARCH has developed an AI solution that reduces the energy consumption of heating & air conditioning in commercial buildings by 15% reducing CO2 emissions

FARMER CONNECT powered by IBM block chain connects consumers directly to farmers, so that a simple QR code on a coffee cup can "tip" the exact farmer who picked the coffee beans.

Kate Raworth · Alexandria Ocasio-Cortez · Thandie Newton · Anita Roddick · Christine Lagarde

IBM’S TRANSFORMATION

IF YOU WANT TO KNOW SOMETHING OF THE FUTURE, YOU NEED TO KNOW SOMETHING OF THE PAST.

I was writing an important speech for the conference THINK a few years ago. It’s IBM’s annual conference and is a really big deal.

One of the themes I was exploring for the “110-year old startup” was what makes the company special. To say "it's the people" would be true, but that doesn't shed much light on what makes IBM different from any other company. So this week I've been exploring the IBM archives going back to 1911.

I discovered two things.

1. Transformation is messy. IBM has completely re-invented itself 5X over the last 60 years and struggled each time. (Just because a company is big doesn't mean that it's great).

2. Pretty much everything IBM has ever done focuses on a unique triple bottom line: Build a Business / Change the World / Have Fun.

FUN?

That became the theme of the speech.

Many of IBMs major tech advancements came from researchers and engineers having fun! Playing Checkers in the 60's spawned a new computing system. Beating a grandmaster at chess in the 90's gave birth to advanced analytics. Winning TV's toughest game show helped build an AI that advanced oncology. Competing live against world champion debaters refined IBMs conversational AI.

Conclusion?

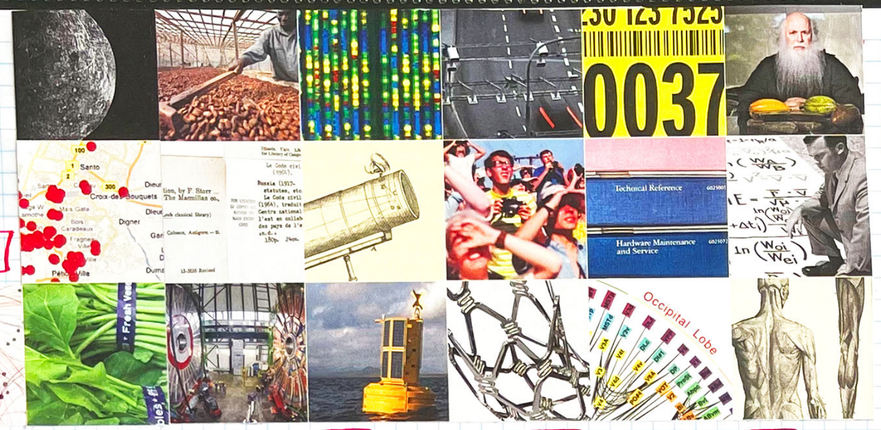
You never know where your notes are going to take you, but it’s certainly true for me that if I think with my pen, then whatever I discover will be much more powerful than something created digitally on a deadline.

Also... exploring the mindsets of great business leaders and innovators in IBM’s research division I was reminded that **“If you want to see where the future is going, look where people are having the most fun.”**

The speech was delivered well to a large audience and I’d like to think that the applause was a little louder (and a little longer) in some small part because of the effort that I put into creating it.

IBM

[MAKE THE WORLD WORK BETTER.]



WE'RE JUMPING OFF A CLIFF AND BUILDING THE WINGS ON THE WAY DOWN...
REID

#DIGITAL DARWINISM
Survival of the Fastest

COMPANIES ARE NO LONGER COMPETING AGAINST EACH OTHER - THEY'RE COMPETING AGAINST SPEED

WORLD'S LARGEST QUANTUM FLEET

90%+ CREDIT CARD TRANSACTIONS RUN ON IBM

70 BN SECURITY "EVENTS" MANAGED DAILY

WORLD'S LARGEST "DIGITAL AGENCY" 60,000 EDT + 57 STUDIOS

50% INFRA OF TOP TELCO'S RUN ON IBM

PROVIDE INFRA TO 22/25 LARGEST BANKS IN THE WORLD

#1 IN PATENT REGISTRATIONS FOR 28 YEARS.

95% FORTUNE 500 USE IBM SECURITY

G SUITE STUDY #1 & ONLY ROLE BASED EXEC REPORT (3000 CEOs) (PWC 1,000)

we do 3 things!

BUILD A BUSINESS, CHANGE THE WORLD + HAVE FUN.

"IF YOU WANT TO SEE WHAT THE FUTURE LOOKS LIKE, LOOK WHERE PEOPLE ARE HAVING THE MOST FUN."

PLAY (what are really smart people building for FUN at the weekends?

"what if....."

1910's
Computing Tabulating Recording (C-T-R) formed as a merger with 1,300 employees.

1914 - hires first disabled employee 59 yrs before it's "law"

Punchcards & Time recording equipment.

"THINK" becomes company motto encouraging employees to invest in the brain & develop unique POV's.

1920's
1924 CTR → IBM

1923 - 1st electronic keypunch

1928 - Launch Customer Engineering training course to educate & inspire clients

Decade ends with 5,999 employees from 2,731

8-9 "THINK" sessions everyday to challenge the status quo.

1930's
In the middle of great depression IBM trains more engineers & increases recruitment

Customer Education Dept established in 1932

IBM Schoolhouse is dedicated with T.J.W. "5 steps to knowledge" carved into the entrance
1. READ
2. LISTEN
3. DISCUSS
4. OBSERVE
5. THINK

Employee benefits & 1st to give "holiday pay"

1940's
Revenue grows by 1/3

1943: Vacuum Tube multiplier invented to push computer industry towards electronic machines

United Negro College Fund

Watson Scientific Computing Lab (1945) launched - IBM Research

Disability Income Plan

Selective Sequence Electronic Calculator becomes 1st computer to be able to modify a stored program.

1950's
Equal opportunity policy

FORTRAN

IBM 701 / 7090

IBM UK Formed (1951)

NORC (1954) worlds fastest computer

Magnetic Core Storage & 1st hard disk

Service Bureau Corp

SAGE air defense

1 millionth typewriter

'59 Checkers Player

1960's
System 360
$5B gamble gains 30% market share of mainframes

75% of world's data resides on System/360

Apollo missions (11+13!) + moon (61)

Selectric Typewriter

SABRE (still 2/3)

'64 Olympics - 1st "data"

Eames World's Fair

DRAM + Laser developed

1970's
Create 1st "relational database".

1st speech recognition app - 1971/ 5,000 words

200,000 customers attend IBM classes ('72)

1st Nobel Prize (Dr. Esaki) 6x NOBEL's to date.

IBM Energy Conservation Program saves 31% energy (74)

Space Shuttle Flight Comp.

Micro-circuits

UPC Barcodes ('79)

1980's
Superconductivity Research

World's fastest dynamic memory chips ('88)

1st ATM's "re-invent banking"

1st 3D scanning '83

1st industrial robotic systems (programmable)

IBM PC '81

Microprocessors #1

RISC (801)

Speech Recognition (91% accurate)

1990's
Deep Blue - Kasparov
32-node IBM RS/6000

e-Business

Scanning/Tunneling Microscope

Space Shuttle Endeavor

Blue Gene supercomputer 500X faster than any of computer worldwide

THINK Pads

IBM Consulting Group

'95 Research complete 1st 2 year calculation

Wimbledon

2000's
Smarter Planet

eServer

ASCI White: #1 supercomputer

NASA Phoenix Mars '08 lands. Powered by IBM PowerPC 750 (1000)

26/27 Top supercomputers ranked energy efficiency = IBM

on-Project Big Green $1B - energy saving

'05 System Z9 Mainframe

'03 On Demand Community allows all employees to become philanthropists

2010's
IBM Watson

Jeopardy!

Enterprise Design Thinking adopted. 60,000 EDT trained IBMers

World's largest "design agency". Orders/Earnings IBM iX

FIFA

Oncology Masters Golf

SMUBA

Alex & Ani

Conversational AI & NLP

2020's
Project Debater

Red Hat

Mayflower

Net Zero 2030

#1 Climate Leadership Awards (EPA)

Summit & Sierra #1 & #2 worlds fastest supercomputers.

P-TECH

CODE + RESPONSE

1911 1920 1930 1940 1950 1960 1970 1980 1990 2000 2010 2021

TRANSFORMATION — No (tech) company has reinvented itself as many times as IBM. (5x + Growing...)

MAINFRAME ERA | PC ERA | SERVICES | SOFTWARE | CLOUD/AI

REVENUE	$14M	$19M	$45M	$266M	$1.81B	$7.19B	$26.2B	$69.1B	$85B	$99.9B	$73.6B (2019) (2020)
EMPLOYEES	2,731	6,346	12,656	30,261	104,241	258,662	341,279	373,816	316,303	426,750	383,900

PATENTS

2020: 9,130 U.S. PATENTS. THE MOST OF ANY COMPANY CONSECUTIVELY FOR THE LAST 28 YEARS

150,000 PATENTS SINCE 1920

FOCUS: QUANTUM #1

APRIL 2020 - FREE ACCESS TO 80,000 PATENTS "OPEN COVID PLEDGE" FOR DEVELOPING TECH re: COVID-19

2020 PATENTS #1
- 3,000 - HYBRID CLOUD
- 2,300 - AI
- 1,400 - SECURITY

"RADICALLY ACCELERATING THE PROCESS OF DISCOVERY WILL ENABLE OUR SUSTAINABLE FUTURE" — Dario Gil

LEADERSHIP — "IF YOU WANT TO UNDERSTAND THE FUTURE OF IBM, YOU MUST UNDERSTAND ITS PAST"

The path to progress is not about machines - it's about human decisions — "FOLLOW ME, I'M RIGHT BEHIND YOU." J.M.

THOMAS J. WATSON SR. (1914-1956)

To be successful you have to have your heart in your business, and your business in your heart.

THOMAS J. WATSON JR. (1956-1971)

Wild ducks are the creative ones. They're the restless explorers who are always looking for a new angle on a big problem.

T. V. LEARSON (1971-1973)

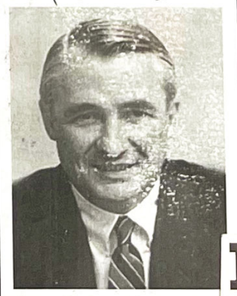
Being a big company doesn't make you a great company (automatically)

FRANK T. CARY (1973-1981)

We want to make our (company) more attractive to the small "investor."

JOHN OPEL (1981-1985)

Mutual respect, openness and honesty is what makes our company work well.

JOHN F. AKERS (1985-1993)

Many things change but the values that built IBM are the same values we cherish today.

LOU GERSTNER JR. (1993-2002)

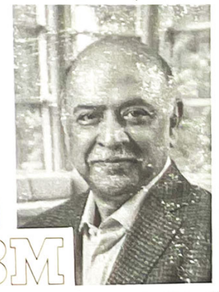
Our success was due to all the deals we DIDN'T do.

SAM PALMISANO (2002-2012)

IBM is not defined by a hit product.... IBMers just make the world work better.

GINNI ROMETTY (2012-2020)

The power of your network is greater than the value of the services you provide.

ARVIND KRISHNA (2020-)

Moments of crisis teach us the importance of SPEED, FLEXIBILITY, INNOVATION & INSIGHT.

IBM IBM IBM IBM IBM IBM

Good design is good business...

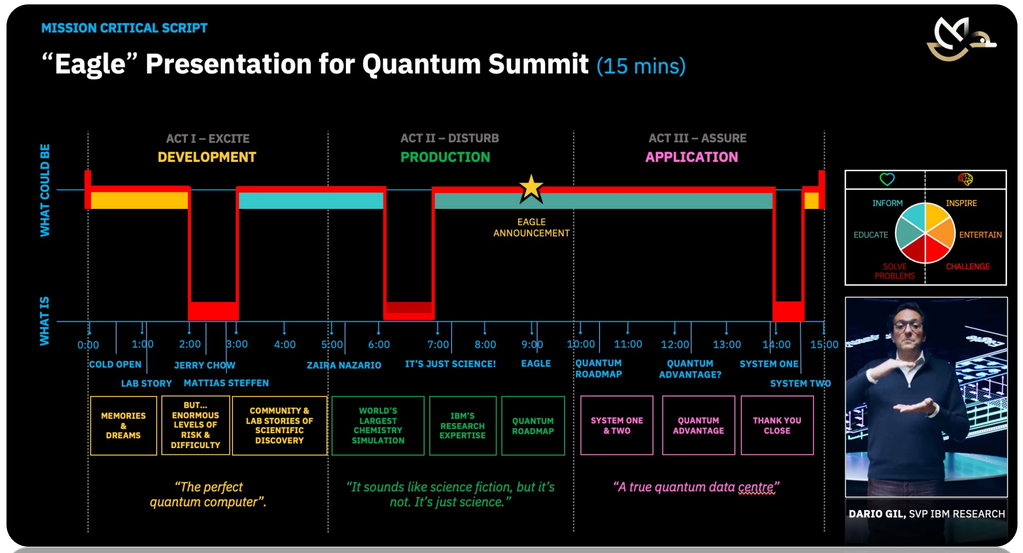
QUANTUM COMMUNICATIONS

DARIO GIL ONE OF THE BEST TECHNICAL PRESENTERS I'VE EVER SEEN.

He's the SVP of Research at IBM and is constantly being called on to give highly technical speeches to a non-technical audiences. That's REALLY hard. You don't want to dumb down the science, but you need to go deep enough to show people exactly what they need to see and hear. You need to demonstrate technical depth and demonstrate architectures, but you need to be very mindful of the diverse attention span of the audience. It's a balancing act between the art and science of storytelling – the theme of every one of these one pagers.

Dario is one of those people who you always want to do the keynote, but unfortunately there's only one of him. So I embarked on a small mission within IBM to show people not only WHY he was such a good communicator, but HOW his speeches were structured so that they could learn to present in a similar way.

I won't give away too much (!) but here's some strong pieces of observations and insights from Dario's Quantum Summit 15-minute keynote in November 2021 that you might want to think about...



ADVICE WHEN GIVING A COMPLICATED PRESENTATION

🔎 A complicated speech presented in a simple 3-act structure
Act I: **DEVELOPMENT** – *The Scientific Method*
Act II: **PRODUCTION** – *What it means to you*
Act III: **IMPACT** – *Applications today & in the future*

⏰ **15 MINS** (Just under 1,000 seconds & inspired by the top TED Talks)

💬 **120+ WORDS/MINUTE** = Thoughtful words & slower pace.

🤹 **COLD OPEN**: Dario's first 75-seconds always opens with a personal story or quote.

🧠 **MEMORIES & DREAMS** = 90 Second personal "cold open".

🛠️ **PROPS**: Showing a real quantum processors bring the story to life.

📊 **BODY LANGUAGE**: Rehearse lots to make sure you have enough positive body language.

📖 **LANGUAGE**: CXO-friendly but doesn't compromise academically.

🔪 **SLIDES:** Limit the amount of objects on each slide to <6.

🗺️ **FEWEST POSSIBLE SLIDES** + strong soundbites to alternate pace and keep attention.

🔎 **SMUBA:** References (Seeing / Mapping / Understanding / Believing / Acting)

📄 "***BUT***" mentioned 14X = CONTRAST **NOT** *conflict.*

📏 **NUMBERS & NARRAITVES**: Give every number a context that everyone will understand.

📖 **GUNNING FOG INDEX** "readability score" of 12.12 (Usually 16+)

💥 **S.T.A.R. MOMENT** = Quantum Data Center x IBM System Two.

🎸 **CADENCE**: The rhythm and pace of the talk modulates to keep your attention.

😂 **EMOTION**: Have a sense of humour. Smile. Use emotional language where appropriate.

🛠️ **REHEARSE VIRTUALLY**: You've got to work harder to transfer emotion over a webcam.

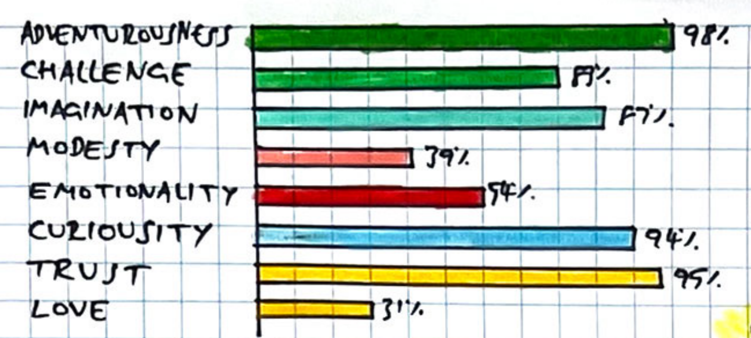
🖍️ **ENJOY YOURSELF**: Your audience can tell if you're having fun. Don't dial it in.

IBM QUANTUM SUMMIT KEYNOTE

DARIO GIL, SVP IBM Research
November FY21 Q4

"Eagle can do things no other supercomputer is capable of....
It would take a computer bigger than this planet to do what Eagle can do!"
ARVIND KRISHNA

Perceived audience reaction based upon personality profiling of the speech

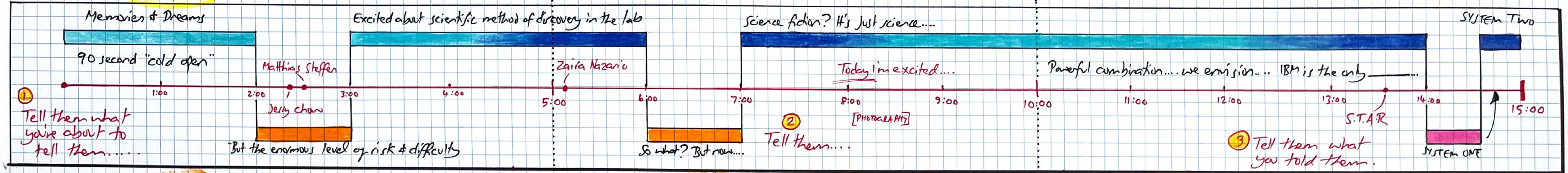


THE RELATIONSHIP BETWEEN TECHNOLOGY & BUSINESS IS AT A CROSSROADS. MOORE'S LAW IS ENDING. A POWERFUL NEW APPROACH TO COMPUTING IS EMERGING. IF YOU THINK COMPUTERS HAVE DRAMATICALLY CHANGED THE WORLD SO FAR, WAIT UNTIL YOU SEE WHAT'S NEXT....

SEEING | MAPPING | UNDERSTANDING | BELIEVING | ACTING ← SMUBA "Scientific Storytelling"

1,849 WORDS + 123 WPM

EXCITE — DISTURB — ASSURE



ACT I: DEVELOPMENT (IBM Q)

"The Scientific Method"

[1:00] Someone said "Memories are like time travel to the past and dreams are time travel into the future". Well, we have definitely travelled into the future. A lot of people said building a hundred plus quantum computer was just a pipe dream. We wouldn't get there until decades from now. And here we are. Out of the crazy ideas of quantum mechanics, this real thing, in just 10 years. Such a fantastic example of the scientific method.

LEVITY — ref: Wild Ducks / crazy ones — PATHOS — Build on SMUBA

[2:00] Hypothesizing, testing, inventing, experimenting, with all the ways to make qubits, how they could work and how they could look. And also how often you're gonna get stuck. There's so much history in these qubits. Charlie Bennett and Rolf Landauer got us all started on this. Asking things like, "Is there a fundamental limit to the efficiency of computing?" and "Is information processing thermodynamically reversible?" Only the kinds of things that a physicist would ask. I remember going to see our first quantum laboratory and the modesty of what the laboratory environment looked like. [IMAGE] ← ETHOS

[3:00] But the enormous level of risk and difficulty of what was behind the scenes in that modest laboratory. Our first quantum device, quantum system, and the basis of all our future quantum computers. "Certainly I'd say one of my fondest memories involves studying this one, actually a single qubit system that we had back then". "The effective temperature that this device exhibited was far higher than what the fridge temperature said it was. And we've tried numerous experiments over the years to try to address this, but nothing seemed to work very well. The community started to get a sense that maybe there is some other radiation, black body radiation that might be causing this." "We took this idea back and we shared it with one of our engineers, Jim Rosen, and he didn't believe it at all. He actually just said, "I'm going to prove to you that this is baloney."

[4:00] "So he did something really, really drastic. He took the entire package and he bricked it into this, what we call Eccosorb material. It's made out of the same absorptive material that you find on stealth fighters. It's literally a one or two pound almost looks like a paperweight, almost, a very heavy object and said, "OK, cool this down and see how it looks." Amazingly it was 10 time better than what we had before. Went from 500 nanoseconds to five microseconds. Easily the highest coherence time we'd ever measured at IBM. I remember calling at the time, our group lead, Mark Ketchen on the phone, we were blasting loud music in the lab just really, really excited that we saw this and we told Jim, "Hey, look, we proved you exactly wrong." The engineer said, "I've never been more glad to be wrong." Jay and Jerry's idea to put our quantum computer in the cloud was brilliant.

simplified adjective ← LOGOS

[5:00] It showed people it was real. The boldness of saying what felt like a laboratory experiment is going to be available to all of you now. "I think it started by realising that our colleagues needed this tool to do their research." "What we learned was that there was a huge appetite for accessing cloud deployed systems. I mean within the first few weeks there were people running algorithms. That first year we started to see exactly how much research was starting to be generated, what the community was bubbling into. You know that was fun itself. You know, finding the first like, quantum trolls on our little community forum. But it's basically where we saw that this has so much legs in terms of expanse and who wants to use this. And who wants to learn from this. It changed how we looked at things completely. The field was enormously focused about what we could do when we had the so called "perfect quantum computer". ← set up "System Two"

BUT WHAT IF....?

Hypothesis not yet theory. Inventing tech that doesn't exist yet.

TEN YEARS — "People under-estimate what they can do in 10 years (but over-estimate what they can do in 1)".

LEVITY + CLARITY — Dario Ethos — ♫ Pathos — CLARITY — Community: we did this together. WITH you not for you.

ACT II: PRODUCTION

"What we've done & WHY you should care"

Beyond # of qubits

[6:00] But now, we had generation after generation of new capabilities. "You had remarkable algorithms but all of those were designed with this perfect machine in mind. But now we had these devices that were being made available. They were smaller. They we noisy. So how can we benefit from them? That was the time when the team did the simulation of beryllium hydride, which back then was the largest chemistry simulation, which back then was the largest chemistry simulation that was ever done on a quantum computer. It taught us about the promise for scaling and it really opened the door for exploring more applications in chemistry and more applications for physics. You know, it's the saying, "Necessity is the mother of invention." We are so bound by how we see the world and how we experience the world. [PATHOS] ♥

Shorter sentence structure — → Rhetoric

[7:00] But how many people realise that when they're using a quantum computer, they're going into extra dimensions. Extra dimensions are always presented as such a science fiction-y thing. But the mathematics of quantum mechanics is very clearly multi-dimensional. This abstraction in mathematics is how nature operates. It sounds like science fiction but it's not. It's just science. "All right, we're starting to get our RABI data, let's take a look, see if we see any that look... we did? Yeah they're all looking about right here." Everything so far you could have done with a classical computer. We already knew the outcome of every experiment.

[8:00] But now, we actually can't predict what the Eagle will find. "Let's take a look. Yep. Most of them look pretty well lined, so we're all good." "Hey." "Appearances are looking pretty good too." "So, is it alive?" "Looks like all 127 qubits are alive." "All right, congratulations." If you want to understand what these quantum computers with more than a hundred qubits can do, the only way is to use them.

KAIROS + ETHOS

[9:00] Today I am excited to present to you the first commercial quantum processor to break the qubit barrier. Meet Eagle, the new 127 qubit chip. For the first time in history we've entered the realm where a classical super computer can no longer fully simulate the behaviour of a quantum chip. Eagle will let us explore truly unchartered computational territory. 2019 brought the 27 qubit Falcon processor, which introduced a heavy hex qubit arrangement, arranging qubits on the edges and corners of hexagons allowed us to reduce errors caused by interference between qubits. In 202 we were able to build Hummingbird our 65 qubit device, thanks to multiplexing.

(LOGOS) Educate & Inform.... Reinforce ETHOS @ IBM

[10:00] That's the ability to read out multiple qubits with a single wire, which greatly reduced the number of components that needed to inside of the fridge. Eagle incorporates multiple qubits with a single wire which greatly reduced the number of components that need to go inside of the fridge. Eagle incorporates both of these advances and also takes advantage of IBM's deep expertise in chip manufacturing and packaging to set the stage for scalable quantum computing. Even the quantum processors packaging is important for scaling. Quantum chips typically require a tangle of wires that have to be directed outward to the edge of the chip. But state of the art research allowed us to incorporate 3D integration into Eagle. This allowed us to put chip components and wiring on multiple physical levels, that make the path toward a 1000 qubit quantum computer possible. Next year, the IBM quantum team plans to release a 433 qubit processor called Osprey.

[CHALLENGE – UNIQUE PoV]

Set up tangible gains: Quantum advantage in your biz by 2023

What's next? Industry Focus. Quantum Libraries in the cloud. — Don't need to understand quantum to leverage it's advantage — BREVITY — IBM's unique position — Why should you care?

ACT III: APPLICATION & IMPACT

"What's next & how can it help you gain a (quantum) advantage?"

[11:00] And in 2023 they plan on debuting Condor, a 1,121 qubit processor. Condor will be an inflection point. It will allow us to explore error correction and dive deeper into the realm of quantum advantage. Everyone always talks about the number of qubits which is definitely important for running more complex calculations. But qubit count, scale, is just one facet of the way we measure a quantum processors performance. Eagle represents improvements that will allow us to press forward on all 3 of our performance metrics: scale, quality and speed. For improved quality Eagle uses the latest advances in qubit fabrication, control electronics and software that will help us to maximise its quantum volume.

Triple KPI's: Scale / Quality / Speed — LOGOS — "survival of the fastest"

[12:00] For increased speed Eagle will seamlessly integrate with classical computing workflows using Qiskit Runtime and other improvements to maximise the number of quantum circuits it can run per second. It's important to continue to develop the software systems to match the hardware advances. The Open QASM 3 assembly language is already allowing developers to run circuits incorporating both classical and quantum instructions. We plan on developing new circuit libraries tailored to fields like finance, machine learning and chemistry. Making it easier than ever for developers to incorporate quantum into business workflows. So what can we expect from this step into unchartered computational territory? We hope to use Eagle to explore the realm of quantum advantage, where quantum computers can tackle problems faster and with fewer resources than classical computers. And quantum advantage might be coming sooner than you think. [KAIROS]

Ref: Daimler → Competitive advantage

[13:00] By integrating quantum with our classical high-performance computing resources , we will have a powerful combination that will open and entirely new path to study physics, chemistry and machine learning. The past 10 years have shown how fundamental scientific research has created a potentially paradigm shifting advance in computing. But what do the next 10 years have in store? We dream of a future with frictionless quantum computing, where users can code a quantum computer without having to know about the intricacies of the quantum processor. We envision developers across all levels of the quantum computing stack relying upon our advances hardware with a cloud-based API, working seamlessly with high-performance computing resources to push the limits.

DISTURB — S.T.A.R

[14:00] But developing this larger system poses a challenge. We believe that Eagle is the last processor that will fit inside of our IBM Quantum System One. And so, we are excited to unveil a concept for the future of scalable quantum computation: the IBM Quantum System Two. System Two is a bridge to the future of quantum computing. IBM Quantum engineers took a holistic approach that will be capable of housing the upcoming 400 and 1,000 qubit processors. And even processors we haven't begun to develop yet. System Two takes a hexagonal form. The scalable modern structure will allow us to bring fridges close together. It will give flexibility to design even larger quantum systems by linking processors together. System Two represents a glimpse into what the future of quantum computing looks like. A true quantum data centre. By following this roadmap, we think that by 2030 companies and users will be running a trillion quantum circuits a day. And we hope that quantum computers will be providing real world benefits, solving some of the world's most important problems. I want to thank you, IBM Summit attendees for joining us on this journey over the past 10 years. We have made tremendous advances thanks to you, our global community of users and the IBM Quantum Network. We hope that you'll stay with us for the next 10 years and beyond as we continue to transform computing together.

PATHOS. Ref: "Accelerate Together" + BELIEVE + HOPE — Art to compliment the science

CHARITY

IBM BELIEVES IN PROGRESS. THAT THE APPLICATION OF INTELLIGENCE, REASON + SCIENCE CAN IMPROVE BUSINESS, SOCIETY & THE HUMAN CONDITION

BRIEF	SOLUTION
TELL AN ENGAGING STORY ABOUT IBM QUANTUM RESEARCH	USE A 3 ACT STRUCTURE LIKE A MOVIE: "EXCITE / DISTURB / ASSURE" OVERLAID WITH "THE HERO'S JOURNEY"
SHOWCASE THE SCIENTIFIC METHOD (BUT DON'T BE BORING)	FEATURE STORY AROUND IBM'S SCIENTIFIC METHOD SMUBA: "SEE" mentioned 6x / "MAP" "ROADMAP" / "UNDERSTANDING" x1 / "BELIEVE" x2 / "ACTION" – LIBRARIES NOW / SDG's BY 2030?
KEEP THE LANGUAGE SIMPLE & ACCESSIBLE	GUNNING FOG INDEX 12.12! "HIGH SCHOOL STUDENT" (USUALLY 16+ GRAD) → SHORT SENTENCE STRUCTURE + 30% LESS 3 SYLLABLE WORDS (ONLY 291 = 1:6)
CREATE A DRAMATIC STORY WITH CONTRAST NOT "CONFLICT"	APPLY JAPANESE METHOD OF STORYTELLING (NO SPECIFIC VILLAINS) = "KISHOTENKETSU" ~~CONFLICT~~ CONTRAST = BUT MENTIONED ~~14X~~ (1:132)
MAKE IT SHORT & AVOID DEATH-BY-POWERPOINT	INSPIRED BY BRYAN STEVENSON'S 3 ACT TED TALK (3x5 MINS) "LONGEST EVER STANDING OVATION @ TED" + STUNNING PHOTOGRAPHY / VIDEO + ONLY 5 SLIDES
HAVE A S.T.A.R. MOMENT (SOMETHING THEY'LL ALWAYS REMEMBER)	WORLD'S FIRST QUANTUM DATA CENTRE – UNVEIL "IBM SYSTEM TWO" TO SCALE ABOVE 1,000 QUBITS – CURRENTLY IMPOSSIBLE
ACKNOWLEDGE THE UNCERTAINTY + CHALLENGES + POTENTIAL OF QUANTUM	DEMONSTRATING TECH WITH LITTLE APPLICATION BUT LIBRARIES AVAILABLE NOW + POTENTIAL TO SOLVE WORLD'S BIGGEST PROBLEMS BY 2030 – SDG's

JCW 5.5 HOURS 29.11.21

STANDING ON THE SHOULDERS OF GIANTS

“I WANT TO INSPIRE PEOPLE TO DO WHAT INSPIRES THEM, SO THAT TOGETHER WE CAN CHANGE OUR WORLD.”

“PEOPLE ARE NOT PERSUADED BY WHAT YOU SAY BUT BY WHAT THEY UNDERSTAND.”

“EVERY STORY HAS A SIMPLE STRUCTURE…”

“YOU CAN HAVE EVERYTHING YOU WANT IN LIFE IF YOU JUST HELP ENOUGH OTHER PEOPLE GET WHAT THEY WANT.”

“DON’T PRACTICE UNTIL YOU GET IT RIGHT, PRACTICE UNTIL YOU CAN NEVER GET IT WRONG”.

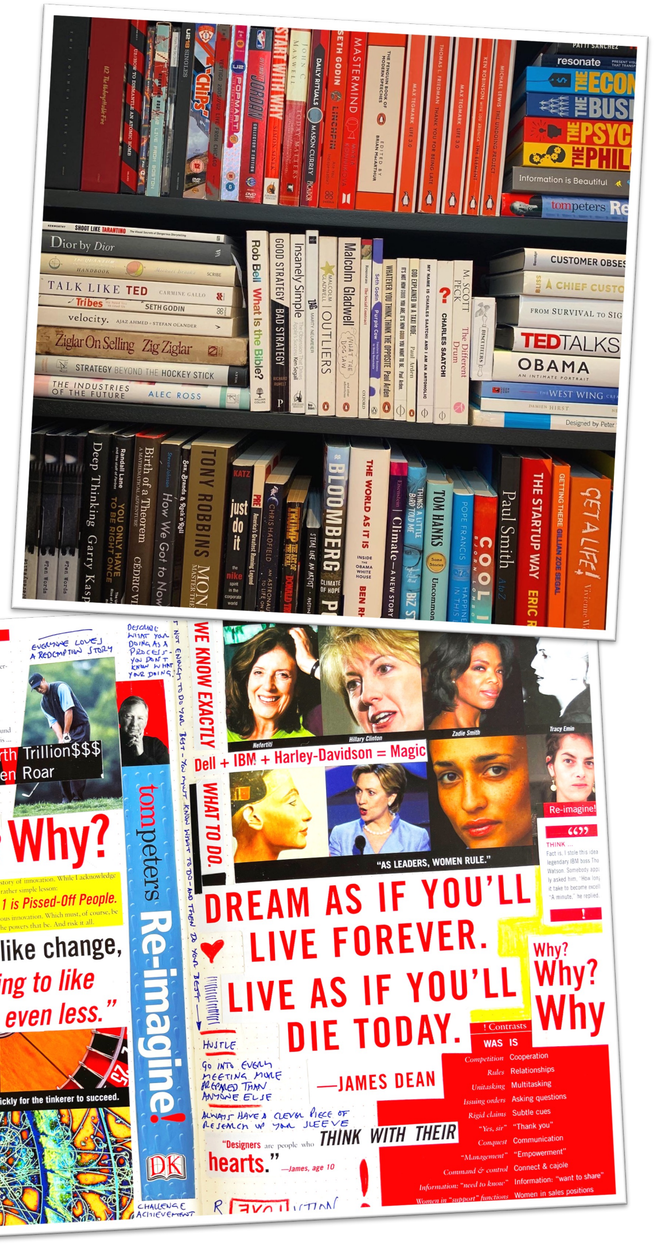
If you’ve ever heard me giving a keynote, a seminar or speaking somewhere on a podcast or in a coaching session - a couple of these phrases might sound very familiar.

I’m always quick to attribute any quotes or concepts to the right people, but if you missed it, chances are something I said was influenced by one of these nine people.

- **SIMON SINEK**
- **TONY ROBBINS**
- **NANCY DUARTE**
- **CARMINE GALLO**
- **ZIG ZIGLAR**
- **SETH GODIN**
- **JOHN MAXWELL**
- **DALE CARNEGIE**
- **TOM PETERS**

In 2018 I went down a foxhole to try and capture why I loved and admired these folks so much, but even more; what could I do to emulate them and bring some of their wisdom and positive energy into my life and workplace?

It’s a great exercise. List some of your favourite folks and take a moment to remind yourself what makes them so special…



"Have grace under fire." | "Ask better questions." | "To liberate & to conquer." | "Have a BIG story" | "See you at the top" | "Create things that matter." | "Follow me, I'm right behind you." | "Win friends & Influence People." | "(Speak)+ Think BIG." | "Be Kind. Be Useful."

SIMON SINEK

THE GOAL IN BUSINESS IS NOT TO SELL TO PEOPLE WHO NEED WHAT YOU HAVE, IT IS TO WORK WITH PEOPLE WHO BELIEVE WHAT YOU BELIEVE.

PEOPLE DON'T BUY WHAT YOU DO - THEY BUY WHY YOU DO IT

THERE IS A DIFFERENCE BETWEEN OFFERING A SERVICE + BEING WILLING TO SERVE. THEY MAY BOTH INCLUDE GIVING BUT ONLY ONE IS GENEROUS

WHAT / HOW / WHY

DECISION MAKING · Data + Info · No capacity for language · NEOCORTEX · LIMBIC BRAIN

To ____ so that ____

As human beings we are naturally inclined to seek out immediate solutions to uncomfortable problems & prioritise quick wins to advance our ambitions. We tend to see the world in terms of successes & failures - wins & losses. This default win-lose mode can sometimes work for the short term; however as a strategy for how companies operate, it can have grave consequences over the long term.

(FINITE GAMES - INFINITE) 250k

- *START WITH WHY 2009
- LEADERS EAT LAST 2014
- FIND YOU WHY 2017
- INFINITE GAME 2019

OPTIMISM PRESS 2019

KEYNOTE $150k +

STRAT COMMS LECTURES @ COLUMBIA

Preacher · 1 × "WHY" · No slides · Strategic storyteller

- 20 min keynote
- 40 min fireside chat
- 1:45 min Q+A
- 1 hour book signing

Need more entrepreneurs in big companies who see "gaps" that create problems & opportunities → & fix them

"To Inspire."

Leadership - must do it, you want to succeed

TONY ROBBINS

You NEED EITHER INSPIRATION or DESPERATION

IF YOU REALLY WANT TO CHANGE - RAISE YOUR STANDARDS

THE QUALITY OF YOUR LIFE IS THE QUALITY OF YOUR RELATIONSHIPS

THE PROBLEM YOU THINK YOU ARE FACING IS RARELY THE PROBLEM

1 DAY = 100 × 10 MINUTES
- 3:20 = Gratitude (3 experiences)
- 3:20 = Prayer (God as LOVE)
- 3:20 = 3 to Thrive (Visualise dream)

3.5 hour keynote → 3 Days

STRATEGY not MOTIVATION

EQ over IQ

V2MOM

Goal # ___ · why important ___? · Action steps 1. 2. 3.

WHEEL OF LIFE: Spirituality · Career · Health · Finances · Relationships · Fun · Learning · Giving

To influence someone you must know what INFLUENCES THEM.

- UNLIMITED POWER 1986
- *GIANT WITHIN 1991
- GIANT STEPS 1994
- MONEY: MASTER 2017

SEMINARS $2.5k - $11k/seat

KEYNOTE $1.2M

10 Rules for Success
1. Raise your standards
2. Be truly fulfilled
3. Progress = Happiness
4. Love Your Customers
5. Add value
6. Have an exit strategy
7. Be resourceful
8. Pay attention to the little things
9. Look for leverage
10. Change Your mindset

Dress for comfort to relax audience. LOTS of audience interACTION

"Be vulnerable"

NANCY DUARTE

THINK OF SLIDES AS BILLBOARDS WITH 3 SECOND ATTENTION SPANS

YOUR PRESENTATIONS ARE THE BEST OPPORTUNITY TO TELL YOUR STORY & INSPIRE PEOPLE TO ACT.

BUT (sparkline) · SO · AND THEN · S.T.A.R · Establish imbalance

"PRESENT VISUAL STORIES THAT TRANSFORM AUDIENCES"

Rising Action · CLIMAX · Falling Action · EXPOSITION · DENOUEMENT

Campfires have been replaced by projector bulbs!

- EINSTEIN × DREAMFORCE
- INCONVENIENT TRUTH SLIDES
- JOBS KEYNOTE SLIDES

Presentation Development · Speaker Coaching · Communication Strategy · Presentation Training

INNOVATION · START · GROWTH · MATURE · (re) DREAM · Decline · Death · TIME

VISUAL - what you see
AUDITORY - what you hear
SPACIAL - where you are
PHYSICAL - what you do

DREAM. LEAP. FIGHT. CLIMB. ARRIVE

THE AUDIENCE IS THE HERO

- SLIDE:OLOGY 2008
- *RESONATE 2010
- ILLUMINATE 2016
- DATA STORY 2019

CREATE S.T.A.R moments

KEYNOTE $50K

PROGRESS IS IMPOSSIBLE WITHOUT CHANGE; & THOSE WHO CANNOT CHANGE THEIR MINDS CANNOT CHANGE ANYTHING.

CONNECT via SHARED EXPERIENCE common GOALS & QUALIFICATIONS

Ethos (credibility & character) · Pathos (Emotions) · Logos (words & data structure)

"Communicate Effectively"

CARMINE GALLO

WHEN YOU CHANGE THE WAY YOU SEE YOURSELF AS A SPEAKER THE SPEAKER YOUR AUDIENCE SEES WILL CHANGE.

THE MOST EXCITING IDEAS FIT ON THE BACK OF A NAPKIN

STORYTELLING IS NOT SOMETHING WE DO - IT IS WHO WE ARE

PEOPLE WITH PASSION CAN CHANGE THE WORLD FOR THE BETTER.

1. What do they need to know?
2. Why should they care?
3. What action do I want them to take?

If you're going to have a story have a big story or none at all.

ALWAYS FRAME YOUR VISION IN A FOUNDER'S STORY

Storytelling (in business) should drive change!

- Gallo Communications
- e-learning academy

"You're all brilliant, which is why I invest in you, but many of you can't tell an EMOTIONAL STORY + that's why I invited CG to speak to you."

"We have lots of customer testimonials on video but were struggling with how to use those endorsements to tell a story."

10:20:30 — How do we tell our story in 10 slides?

"IF YOU CAN'T TELL IT, YOU CAN'T SELL IT!"

(STORIES = DATA + SOUL) B.B.

- *PRESENTATION: JOBS 2009
- TALK LIKE TED 2014
- STORYTELLER SECRET 2016
- FIVE STARS 2018

Dress for wherever you are working with BUT communicators dress a little better than everyone else

GOOD FORTUNE · BEGINNING · END · BAD FORTUNE · Kurt Vonnegut

You have the ability to educate, electrify, inform & inspire. BUT only if you believe in your ability to do so.

Tell better stories.

ZIG ZIGLAR

YOU CAN GET EVERYTHING IN LIFE YOU WANT IF YOU WILL JUST HELP ENOUGH OTHER PEOPLE GET WHAT THEY WANT.

MOTIVATION GETS YOU GOING. HABIT GETS YOU THERE.

YOU ARE WHAT YOU ARE BECAUSE OF WHAT GOES INTO YOUR MIND.

EVERY CHOICE YOU MAKE HAS AN END RESULT - If you choose to eat too much today, you have chosen to weigh too much tomorrow.

Most people don't evaluate where they are to determine what's important

Books, Courses, Training, Keynotes $400 - $700/CD (!!) course

SME Focus paid for by FTSE

I LIKE ____ BECAUSE ____

- Collaborated with other sales trainers to co-host events
- Communications sales trainer for Mary Kay Cosmetics
- NASE: National Association of Sales Audiences (president)
- 30 books
- Speak, write books & train

Face Everything And Rise.
F.E.A.R
Forget Everything And Run!

SEE YOU AT THE TOP was rejected 39 times before it was published in 1975

You are what you are & where you are because of what's going on in your mind. You can change what you are by changing what goes into your mind.

- CLOSING THE SALE 1982
- TOP PERFORMANCE 1986
- OVER THE TOP 1994

If you don't plan your time someone else will help you waste it.

3.5.3.1.8 = Years between books

EXCITEMENT + ENTHUSIASM = PLAN OF ACTION

DO WHAT YOU CAN WITH WHAT YOU HAVE WHERE YOU ARE!

Average reader 220 words/min. Reading 20 mins/day. Read 20 × 200 page books by end of the year

READ

Prepare to Win

SETH GODIN

MKTG IS NO LONGER ABOUT THE STUFF WE MAKE BUT THE STORIES WE TELL.

IF YOU WAIT UNTIL THERE'S A CASE STUDY IN YOUR INDUSTRY YOU'LL BE TOO LATE.

PEOPLE DON'T BUY GOODS & SERVICES, THEY BUY RELATIONS, STORIES & MAGIC!

THE BOOK THAT WILL MOST CHANGE YOUR LIFE IS THE BOOK YOU WILL WRITE

RETURNS · Good quit point · Naive curve · Realistic curve · THE DIP · Bad Dip point · EFFORT

(Everyone should write a book - but not everyone should publish one.)

YOUR GOAL AS AN ARTIST IS TO MAKE ART THAT MOVES YOUR AUDIENCE.

8 — IF YOU CAN'T STATE YOUR POSITION IN 8 WORDS OR LESS - YOU DON'T HAVE A POSITION

Raised $250k via Kickstarter to write/publish ICARUS.

- Blogs into books - Duck
- Dip = NYT Best seller
- Purple Cow = 150,000

(1 Book EVERY 1¼ MONTHS)

- PERMISSION MKTG 1999
- *PURPLE COW 2003
- THE DIP 2007
- TRIBES 2008
- LINCHPIN 2010
- ICARUS DECEPTION 2012
- THIS IS MKTG 2018

KEYNOTE $150K

6 HABITS of ARTISTS
- i) Sit alone. Sit Quietly
- ii) Learn new things
- iii) Ask for bold feedback
- iv) Encourage other artists
- v) Teach - to make change
- vi) SHIP something you created.

GREAT ARTISTS SHIP.

YOUR VALUE = How MUCH VALUABLE INFORMATION YOU CREATE FOR YOUR NETWORK

Be Remarkable

JOHN C. MAXWELL

AT THE END OF THE DAY, PEOPLE ARE NOT PERSUADED BY WHAT YOU SAY BUT BY WHAT THEY UNDERSTAND

YOUR SUCCESS IS DETERMINED BY YOUR DAILY AGENDA.

THE 57 RULES of SUCCESS
#1 Deliver the goods
#2 The other 56 don't matter

MISSION: TRAIN 1M LEADERS

INSPIRE · CHALLENGE · EQUIP

5 LEVELS of LEADERSHIP
5. PINNACLE - Respect
4. PEOPLE DEV - Reproduction
3. PRODUCTION - Results
2. Permission - Relationships
1. Position - Rights

- LEAD — To fulfil our purpose
- GROW — To achieve our potential
- CREATE — World class experiences
- EXCEL — In all we do
- SERVE — clients, colleagues & community

To.... "Breathe new life into your leadership so that you can become a difference maker."

MOMENTUM: 1 × 3" wedge will stop a freight train from starting. But at 30mph a 1M steel re-inforced concrete block won't make a difference.

- FREE 30 Day GROWTH plan
- keynotes & Seminars
- Personal resources
- Team resources
- Online courses $79-$2k
- Monthly mentoring $29/mo

MAXIMUM IMPACT MENTORING

- 21 LAWS LEADERSHIP 1998
- TODAY MATTERS 2004
- 360° LEADER 2003
- 5 LEVELS LEADERSHIP 2011

Inc #1 leadership Expert
19M books sold

KEYNOTE $120k

You have the potential to change your world - BUT the key to unlocking that potential lies in your youth & your ability to tell better stories.

TRANSFORMED YOU → TRANSFORMED WORLD

COACHING, SPEAKING & TRAINING DEVELOPMENT
- Greater Influence
- Higher Profile

You are a leader. DESPITE YOUR JOB TITLE

DALE CARNEGIE

YOUR CAREER IS JUST ONE LONG CONVERSATION WITH YOUR AUDIENCE

YOU CAN MAKE MORE FRIENDS IN 2 MONTHS BY BECOMING INTERESTED IN OTHER PEOPLE THAN YOU CAN IN 2 YEARS TRYING TO GET OTHER PEOPLE INTERESTED IN YOU.

A CLOCK HAS NOTHING TO DO WITH THE LENGTH OF A SERMON. A LONG SERMON IS A SERMON THAT SEEMS LONG!

- "What do you want to say?
- " why is it important to this audience?
- " Is the information factually correct?
- " which words will work best?

1916: EXECS = 75 SECOND ATTENTION SPANS

LEARN TO PITCH IN 90 secs or < 200 WORDS

YOUR AUDIENCE — THE DIFFERENCE BETWEEN A COMMUNITY & AN AUDIENCE IS WHICH WAY THE CHAIRS ARE FACING.

PURPOSE of EVERY TALK
1. To make something clear
2. To impress & convince
3. To get action
4. To entertain

Don't say "Dog" if you mean a fox terrier with a black splodge over his right eye!

TEACHING: Presentation skills Confidence, Speech, language, Timing, Delivery & Action

GOOD ARTISTS COPY...
The ideas I stand for are not mine!

1916: Risked 1 ad $$$ in NYT for a public speaking seminar

When dealing with people remember they are creatures of EMOTION not LOGIC.

ONLY 4 WAYS IN WHICH WE HAVE CONTACT WITH THE WORLD
1. What we do.
2. How we look.
3. What we say.
4. How we say it.

"Smile"

TOM PETERS

THINK! How LONG DOES IT TAKE TO BECOME EXCELLENT? 1 MINUTE. T.P. quoting T.J.W.

WHY? REVOLUTION!

TOO MUCH IS HAPPENING TOO QUICKLY FOR THE TINKERER TO SUCCEED.

#1 THOUGHT LEADER - Accenture

Bias for Action over Strategy — WOW!

We have a strategic plan - it's called DOING THINGS.

1. Work harder than everyone
2. Go into every meeting overprepared
3. Always: Smart casual, 1/2 sleeve, clean

Ambition · TALENT · Experience · Architecture · Brand · Performance · Execution

RE-IMAGINE

Search of Excellence released last year after leaving McK

- Leadership Consulting
- Excellence audit — DIAGNOSTIC TOOLS
- Excellence academy
- Talent - Brand You! workshop
- Coaching - DO/INK/DREAM/DO/DIG IN → TPC "network" of coaches for delivery
- WOW! Projects Lab = Innovation
- CVC - Create Value for Customers

STANFORD MBA (1970)
PhD in Organisational Behaviour
US NAVY → 5 yrs @ McKINSEY
1981 Independent
1990 Recognition nationally
1995 #1 Biz speaker → 14 YEARS

£50k / HOUR.

LOYALTY IS ALL THAT MATTERS! Not necessarily to a company But Your team/project/customers

THE BRAND CALLED YOU.

7-S MODEL: STRUCTURE · STRATEGY · SYSTEMS · SHARED VALUES · SKILLS · STYLE · STAFF — McKINSEY

Excellence.

JW

Tell stories that matter about people, the planet & prosperity

IBM success stories

HBR thought leadership

- S — SFDC
- A — $ OFFER
- B — Fill a gap
- C — IBM review
- D — Power of Network
- E — Leadership Model
- F — Services
- G — Positioning
- H — Products

ACTIVISTS & EVANGELISTS

Ambassador Program

GOAL: TRAIN EVERY PARTNER!

DEPT of CX?

WHOEVER TELLS THE BEST STORIES GOES HOME WITH THE MOST MARBLES. J.C.W.

DIAGNOSTIC TOOLS

PRESENTATION ANALYSIS

STORYBOARD WORKSHOPS

SPEECHWRITING & NARRATIVE

PROFESSIONAL SERVICES NEED PERSONAL BRANDS

S.M.U.B.A

INF · INS · EDU · ENT · SP

5:4:3:2:1

BUILD A BIZ CHANGE THE WORLD & HAVE FUN!

YOU CAN CHANGE THE WORLD JUST BY SHARING YOUR STORY

MASTERCLASS.com

MASTERCLASS has been my favourite learning resource since the day it launched. I still do one new lesson (or revisit an old one) everyday - and have done ever since 2015. Commander Chris Hadfield's masterclass on one pagers obviously has a lot of answer for, but there are may other classes that I have learned a lot from. In many ways, this book is a love letter to Masterclass.com and the joy of learning.

I love it so much I even created a version of it within IBM for a storytelling programme for our 158,000 consultants. When thousands of people inside IBM seemed to really enjoy the programme, it encouraged me to build a platform of my own to help future leaders outside of IBM, especially those who might not be able to afford an executive programme. That's where EARTHSHOT ACADEMY came from. Thanks to Masterclass.

At the time of drawing this (and colouring in with my twins) my top 5 lessons in 2019 were:

- **Neil deGrasse Tyson** (Science Communication)
- **David Mamet** (Dramatic writing)
- **RuPaul** (Self-Expression)
- **Aaron Sorkin** (Obviously)
- **Neil Gaiman** (Creative Writing)

Today I'd add a few more, based upon the lessons that I keep going back to revisit:

🐵 **Jane Goodall** (Conservation)
🏀 **Coach Krzyzewski** (Values-based teams)
🚔 **Chris Voss** (Tactical Empathy)
🎮 **Marques Brownlee** (Viral videos)
📚 **Amanda Gorman** (Poetry)
📽️ **NINJA** (Streaming)
➗ **Terence Tao** (Mathematical Thinking)
📺 **George Stephanopoulos** (Purposeful Communication)
🏎️ **Lewis Hamilton** (Winning Mindset)
🏒 **Wayne Gretzky** (High Performance Mindset)
🚀 **Bill Nye** (Science & Problem Solving)
✏️ **Malala Yousafzai** (Creating Change)
🎻 **Yo-Yo Ma** (Music & Audience Connection)
🔪 **Roxanne Gay** (Writing for Social Change)
💡 **Es Devlin** (Turning Ideas into Art)
🏞️ **LeVar Burton** (The Power of Storytelling)

1,000 MINUTES...

Each Masterclass lessons takes around 10 minutes. And it's a curious coincidence that we are awake on average for 1,000 minutes a day (the average human sleeps around 7 hours 20 leaving 16 hours and 40 minutes in each day). So if you think about it, we have 100 x 10-minute blocks each day to make a difference and do something that matters. I choose to spend one of those blocks watching a Masterclass. I highly recommend it.

AARON SORKIN

"The story doesn't really begin until you've introduced the INTENTION.

STORY = INTENTION + OBSTACLE

- COMPLEXITY IS NOT A VICE
- LEARN ARISTOTLES 'Poetics' *
- USE BUT, AND THEN, EXCEPT.

YOU DON'T HAVE A STORY WITHOUT THESE WORDS

We all have our mountains to climb, knowing you have one is half the battle.

["We Just decided to" NEWSROOM]

* RULES ARE WHAT MAKE ART BEAUTIFUL

Before you can do anything you need to tell the audience what they need to know.

REACH FOR THE STARS

WHAT'S NEXT? SEABORN FOR PRESIDENT

DAVID MAMET

LAWS OF WORK:
Show Up. Shut up
→ Do your Job.

Everything in life is DRAMA.
Good drama doesn't teach.
The only purpose of drama is to entertain.

Coffee is for closers.

A·B·C

IF YOU HAVE TO NARRATE IT, THE AUDIENCE MIGHT UNDERSTAND IT, BUT THEY WILL NO LONGER CARE.

"I wish" is a proclamation of something you're not going to do. Instead say "I will." What's the worst? You might FAIL? So what?

Writers are like beavers. They have to write. Beavers teeth itch if they don't chew trees. You need to stop the itching!

THERE IS ONLY ONE RULE OF DRAMA
DON'T BE BORING.

MALCOLM GLADWELL

"THE VISIONARY STARTS WITH A CLEAN SHEET OF PAPER AND RE-IMAGINES THE WORLD"

The act of explaining an idea to somebody else is a really good way to figure out how to tell the story. (But don't be Proust!)

Writing should be simple enough that it doesn't defeat the reader.

Spend as much time thinking about the TITLE as you do about the content. (DAILY = 70% TIME)

ACHIEVEMENT = TALENT + PREP

Go down roads that don't lead anywhere immediately.

CULTIVATE SURPRISE!

Structure is your friend.

TEACH THEM THE RULES OF THE GAME.

SAMUEL L. JACKSON

"IF YOU HAVE AN OPPORTUNITY TO USE YOUR VOICE YOU SHOULD USE IT"

If you don't have COURAGE you may not have the opportunity to use any of your other virtues

And people pay $15 to see you

LEARN TO WATCH BACK + STUDY YOURSELF. THIS IS A "LOOK AT ME" BUSINESS

PRESENTATION (+AUDITION) ADVICE

1. ALWAYS BE OFF-BOOK (know your lines)
2. BRING DEPTH + RANGE
3. HAVE AN EMOTIONAL ARC
4. AUDITION FOR THE FORMAT
5. ENUNCIATE
6. TAKE DIRECTION
7. DON'T SHOW UP IN COSTUME
8. MAKE A LASTING IMPRESSION
9. DON'T IMPROVISE (UNLESS NEEDED)
10. BE ON TIME

WALK INTO A ROOM. PRESENT YOUR BEST SELF → BE HAPPY WITH THE RESULT

BOB WOODWARD

JOURNALISM IS LITERATURE IN A HURRY!

Never worry about the LAST play worry about the NEXT play.

EVERYONE HAS THEIR OWN VERSION OF THE TRUTH BUT THERE ARE FACTS

WRITING WELL MEANS NEVER HAVING TO SAY "I GUESS YOU HAD TO BE THERE"

HAVE CONFIDENCE IN WHO YOU ARE. BE CAUTIOUS WITH YOUR OPINIONS

NEWS IS SOMETHING SOMEONE WANTS COMPRESSED. EVERYTHING ELSE IS ADVERTISING

THE 4 MOST IMPORTANT WORDS
"I NEED YOUR HELP"

THE FUTURE DOES NOT FIT INTO THE CONTAINERS OF THE PAST

EMBRACE STEEP LEARNING CURVES.

BELIEVE
The less you know the more you believe.

DAVID SEDARIS

TO WRITE ABOUT PEOPLE YOU NEED TO BE INTERESTED IN PEOPLE!

REWRITE EVERYTHING 12-18x
WRITING IS REWRITING

KEEP A DIARY

Remember funny things

(Wrote everyday for 15 years before his first book came out).

DON'T UNDERESTIMATE FAILURE

I haven't got the slightest idea how to change people, but I still keep a long list of prospective candidates just in case I should ever figure it out

IF YOU'RE NOT CUTE, YOU MAY AS WELL BE CLEVER.

IT'S A PRIVILEGE TO BE A WRITER. WHEN BAD THINGS HAPPEN TO NORMAL PEOPLE - THEY HAVE NOTHING TO DO WITH IT.

STOP

THE DANGER IS WRITING SOMETHING THAT INSTEAD OF SOMETHING THAT ENDS

DAVID AXELROD & KARL ROVE

POSITIVE	COMPARITIVE
BIOGRAPHICAL	ATTACK

← Choose your messaging mix carefully

BUILD BRIDGES TO THE FUTURE NOT THE PAST.

Your Message IS IT → TRUE / IMPORTANT / RELEVANT ?

WHO ARE YOU & WHY ARE YOU RUNNING

D ← Always Blue

? ← TARGET YOU ONLY NEED THE 1% up for grabs

R ← Always Red

NEVER DOUBT....

"HAVE A STUMP SPEECH"

The only thing that matters is having a point of view about WHY you are running that is RELEVANT & makes sense to the voters.

SARA BLAKELY

"WHY?" Needs to be your BFF

Find white space: unserved areas

- ☒ Most experience
- ☒ Most money
- ☑ Care the most

You need a purpose BIGGER than yourself

YOUR PURPOSE → WHAT DO YOU ENJOY? / WHAT ARE YOU GOOD AT? / HOW TO SERVE THE WORLD

CULTURE FIT TRUMPS TALENT

How Do You cope With UPS + DOWNS? TEQUILA!

We all have good ideas. Very few ACT on them

SPANX: To name something is to own it. Names = Energy

RUPAUL

YOUR SOUL IS MADE OF STARS.... & STARS ARE MEANT TO SHINE!

YOU WERE NOT BORN TO FIT IN
YOU WERE BORN TO STAND OUT

KNOW THAT EVERY TIME YOU LEAVE THE HOUSE OR SET FOOT ON STAGE, YOU ARE PERFECT EXACTLY AS YOU ARE

YOU ARE YOUR OWN UNIQUE FREQUENCY & THAT IS A BLESSING

BREATHE & BE IN THE MOMENT. ANXIETY IS WHEN YOUR HEAD IS IN THE FUTURE OR PAST

WANT TO MAKE MORE $? WEAR A SUIT

DR. JANE GOODALL

IF THERE'S SOMETHING YOU REALLY WANT, YOU'RE GOING TO HAVE TO WORK REALLY HARD, TAKE ADVANTAGE OF OPPORTUNITIES & NEVER GIVE UP

IT'S ONLY WHEN WE LEARN TO OPERATE WITH THE HEAD AND HEART THAT WE CAN ACHIEVE OUR TRUE HUMAN POTENTIAL

"Every single one of us has that same indomitable spirit. We just have to allow it freedom. We just have to encourage it to grow. And remember that every day everyone of us makes a difference.

We can learn from chimps. Especially after a fight when they work really hard to resolve the conflict and reestablish harmony in the community.

CHRIS VOSS

THE ADVERSARY IS NOT THE PERSON ACROSS THE TABLE; THE ADVERSARY IS THE SITUATION. "NO" IS NOT FAILURE

MIRRORING IS CRITICAL

UNEXPRESSED -VE EMOTIONS NEVER DIE. "HOW AM I SUPPOSED TO DO THAT?" HOW + WHAT (CALIBRATED Q'S) SHIFT POWER DYNAMIC

MASTERCLASS

ARMIN VAN BUUREN

TRANCE MUSIC (LIKE LIFE) IS ALL ABOUT RELEASE, IT'S ABOUT ENERGY, IT'S ABOUT EMOTION. AND YOU CAN BRING IT OUT BY ARRANGING IT CAREFULLY

THE FUTURE BELONGS TO THE DJ'S

EVERYTHING IS A Re-Mix

PAUL KRUGMAN

INSTEAD OF SAYING "This is a complicated world, I don't get it" SAY, "ok, let me try & figure this out"

GOOD ECONOMICS HAS A BEAUTY TO IT → IT'S ABOUT 🧍 NOT $

Economics = ONLY 2 PRINCIPLES

1. $100 Don't lay on the street very long
2. Every sale is also a purchase.

THERE'S NEVER BEEN A GREATER NEED TO EDUCATE YOURSELF

Economic theory is mostly just a collection of stories

WEALTH IS NOT GOLD + SILVER BUT YOUR ABILITY TO PRODUCE STUFF. Go Build!

KEEP ON PLUGGING & DON'T LET THE CRAZIES GRIND YOU DOWN

GARY KASPAROV

"The best combination is a GOOD HUMAN plus a machine."

Romanticising the loss of technology is little better than complaining that antibiotics put too many grave diggers out of work. The transfer of labour from humans to machines is nothing less than the history of civilisation. It is inseparable from centuries of rising living standards & improvements in human rights.

There are still plenty of places in the world where people work with their hands all day and also live without clean water and modern medicine

People are literally dying from a LACK of technology.

TACTICS IS KNOWING WHAT TO DO WHEN THERE IS SOMETHING TO DO. STRATEGY IS KNOWING WHAT TO DO WHEN THERE IS NOTHING TO DO.

0101101110010101100111010110111010110011

CHRIS HADFIELD

NO ONE EVER ACHIEVED ANYTHING SITTING DOWN.

INFORMATION + KNOWLEDGE = MORE FREEDOM TO MAKE BETTER DECISIONS

Learn to solve problems in ONE BREATH.

"I never stopped getting ready. (Just in case)"

ASTRONAUT'S DON'T WANT ADRENALINE. YOU WANT CALM, READY, CONTROLLED, CONFIDENT. ASTRONAUTS ARE NOT THRILL SEEKERS.

ALWAYS HAVE A ONE-PAGER

- Start with everything
- Make LOTS of notes
- Boil everything down to the only things that matter to you.
- Create a 0-P of your interface.

ASTRONAUTS NEED TO BE PREPARED FOR EVERYTHING.

- ? What am I trying to accomplish?
- ? What does success look like?
- ? What do I need to interact with?

GIVE YOURSELF SPACE TO IMAGINE THINGS THAT HAVEN'T HAPPENED YET.

NOBODY CHANGES THE WORLD ON THEIR OWN.

DON'T SAY THE SKIES THE LIMIT WHEN THERE ARE FOOTPRINTS ON THE MOON!

MARGARET ATWOOD

"Little red riding hood." Let's start the story a different way... "IT WAS DARK INSIDE THE WOLF."

Humans are creative storytelling beings. We make art because that's what we were meant to do.

HOLD. MY. ATTENTION

IF THE DESIGNER DID THEIR JOB PROPERLY, YOU COULD JUDGE A BOOK BY IT'S COVER!

Become a writer by writing. There is no other way.
SO DO IT.
DO IT MORE.
DO IT BETTER.
FAIL & FAIL BETTER

DON'T BE AFRAID. IT'S ONLY YOU & THE PAGE. THE BIN IS YOUR FRIEND

ANNA WINTOUR

zzzzz 4:00 → NYT/WSJ/GUARDIAN
- TWITTER + INSTAGRAM
- TENNIS
- EMAIL + PLANNING.

Have a Routine → ($ a take home bag!)

YOU ARE NOTHING WITHOUT A GOOD TEAM

INTERVIEW or PITCH } { Tell the truth / Be prepared / Be on time / Be yourself

HAVE SIGNATURE ITEMS

WATCH THE WORLD. STUDY SHIFTS IN CULTURE. LISTEN. ALOT. AND YOU WILL MAKE GOOD CHOICES

"Follow me, I'm right behind you"

YOUR BRAND
What is it?
What doesn't stand for
How do you move it forward?

TRY EXTREME THINGS TO DISCOVER WHO YOU REALLY ARE

BOB IGER

YOU CAN ONLY HAVE 3 PRIORITIES.

& You have to be able to clearly articulate your priorities very effectively over & over again.

BRAND VALUE CHECKLIST

- i) Commitment to sustainability & planet
- ii) Integrity & Transparency
- iii) Simplicity & Efficiency
- iv) Fun sense of accessibility
- v) A welcoming community: Interconnectedness
- vi) Progress & Innovation

BRAND = L + H + I
LEGACY HERITAGE INNOVATION

- ☐ WORK
- ☑ SLEEP
- ☑ LEISURE

Pick Two

MAGIC

JEFF GOODBY & RICH SILVERSTEIN

ADVERTISING IS A BUSINESS OF REJECTION NO

GOT MILK?

IT'S LIKE (CREATIVE) VANDALISM. IT'S LOUD. IN YOUR FACE. AND STILL THERE THE NEXT DAY!

DON'T TELL PEOPLE HOW TO FEEL

Find the truth within the problem.

BE FEARLESS!

ART SERVING CAPITALISM

Tell stories in 00:30

1. Don't copy. Steal.
2. Part of your Job is to NOT do your Job
3. Run toward fire
4. Seek out fame
5. Share the CMO's foxhole!

HOW → ACTION
WHAT → IDEA
WHY → INSIGHT

DAN BROWN

WRITE AS THOUGH NOBODY IS WATCHING! (Because nobody's watching).

Suspense is all about making PROMISES to your reader. You're telling your reader I know something you don't know BUT I promise I'll tell you if you keep going.

WRITING IS ABOUT PROCESS IT'S NOT JUST ABOUT TALENT & CRAFT

YOU DON'T NEED A BIG IDEA, YOU NEED BIG HOW'S.

STORY ELEMENTS
Contract Clock Crucible

WRITE YOUR VILLAIN FIRST

BECAUSE YOUR VILLAIN WILL DEFINE YOUR HERO.

NEIL GAIMAN

WORLD BUILDING IS THE JOY OF GETTING TO PLAY GOD.

HUMANS ARE STORY TELLING CREATURES

STORIES ARE VITAL

WE CONVEY TRUTH WITH STORIES

"The simplest way to make sure that we raise literate children is to show them that reading is a pleasurable activity!"

SCHOOL LIBRARY

IF YOU'RE GOING TO WRITE... YOU HAVE TO BE WILLING TO DO THE EQUIVALENT OF WALKING DOWN A STREET NAKED.

NEIL de GRASSE TYSON

? WHAT KEEPS ME UP AT NIGHT IS THE QUESTION I HAVE NOT THOUGHT TO ASK. YET.

IT'S NOT ENOUGH TO BE RIGHT. YOU NEED TO BE EFFECTIVE.

NO / YES
CONVINCED?

ONE of the great challenges in this world is knowing enough about a subject to think you're right BUT not enough about a subject to know you're WRONG.

TURN DATA INTO INFORMATION
INFORMATION INTO KNOWLEDGE
KNOWLEDGE INTO WISDOM.

THERE ARE 3 CATEGORIES of TRUTH
- i) Personal truths
- ii) Politic truths
- iii) objective truth ← TRUE NO MATTER WHAT

QUESTION EVERYTHING.

NANCY & TONY

"DON'T PRACTICE UNTIL YOU GET IT RIGHT, PRACTICE UNTIL YOU CAN NEVER GET IT WRONG".

Sage advice from Tony Robbins that I heard at Dreamforce a few years ago. It's a great line that more important today than ever. I've been putting put it into practice for virtual keynotes I've been giving about COVID-19, climate change and how tech can solve some of the world's biggest problems.

In the UK we'd call Tony a "marmite" character because you either love him or hate him. I've had the privilege of being in private leadership sessions with him, so despite the hysteria that seems to surround some of his public events (which I'm not a fan of), he's had a big influence on me. Especially my confidence when it comes to presenting online.

The problem with presenting on Webex or Zoom is that it can be really dull. And your webinar audience, just like with TV, are only 1 click away from being somewhere else.

Sidenote: That's also another reason to study folks like Aaron Sorkin or Phoebe Waller-Bridge who write for TV, because they are always very conscious that they can lose an audience to another channel at any moment which is why they write the way that they do.

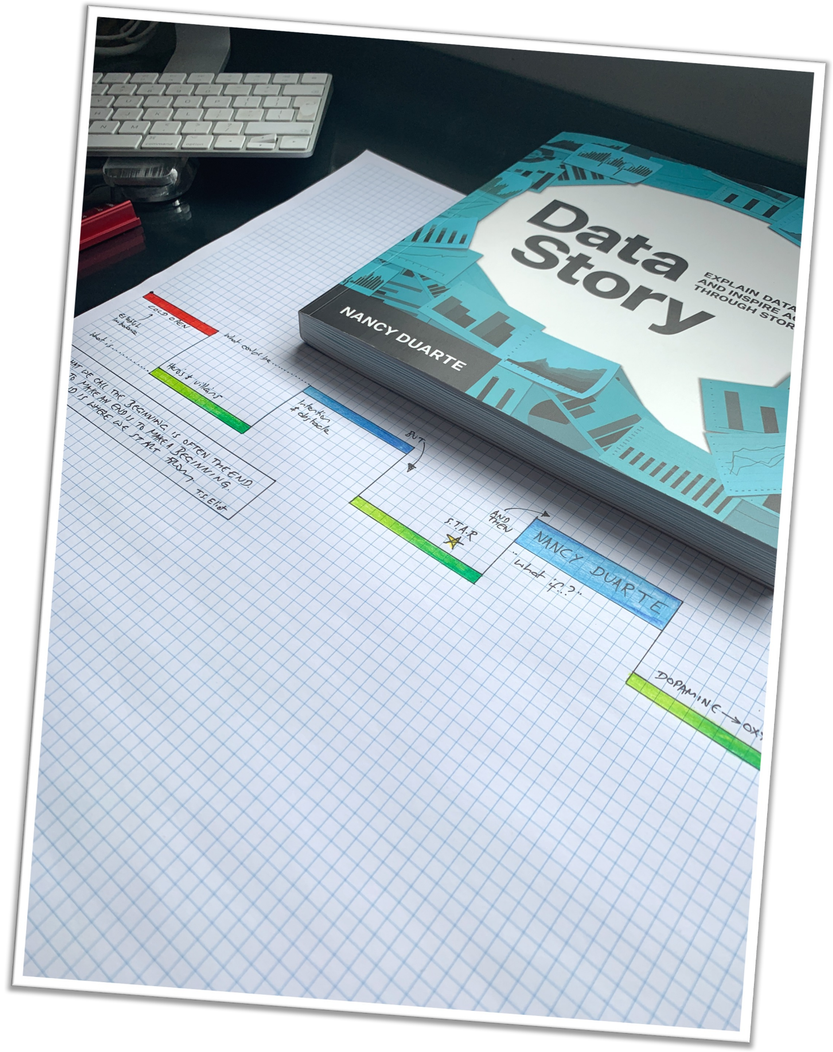
So it's essential to be more engaging than you usually would. 75 second attention spans instead of the usual 3-6 minutes with a live audience. So to try and tell better virtual stories, I started to draw my slides instead of memorising them from 'Presenter View' and rehearsing in PowerPoint. I soon noticed how quickly I remembered the slides, and was able to devote more energy on delivering the story. Trying to engage with that little green light on your laptop is hard!

Presenting virtually is not easy and we're all suffering from screen-fatigue, so it's something that I started to obsess over a few years ago and then doubled down on during the COVID-19 pandemic when every meeting became virtual.

If there's one person who has helped me the most with this process, and learning how to listen (actively) and how to talk (with empathy) it's Nancy Duarte.

If you're reading this, you probably know who she is. If you don't, stop immediately; go and what her legendary TED talk and buy all of her books. Most of what I know and share to help other people to communicate better, I learned from Nancy and her business partner Patti Sanchez.

Time to get out your colouring pencils and tell better stories...



EXECUTIVE PERFORMANCE LEVERS

Make financial bets to secure a strong future | Find ways to gain a competitive/disruptive adv. | Reduce churn by keeping cx & employee happy

EXECS DRIVE UP

Revenue + Profit | Market share | Retention

MONEY | **MARKET** | **EXPOSURE**

EXECS DRIVE DOWN

Costs — Drive down costs = fastest way to achieve financial health

Time to Market — Remove obstacles that slow innovation & embrace agile/space

Risk — Reduce operational, legal, compliance.... + reputation damage

"GOOD DESIGN IS GOOD BUSINESS" — Thomas J. Watson Jr.

THINK <> S·M·U·B·A.

KNOW THE ADVERSARY IN THE DATA

"You can change the world just by sharing your story" J.V.

5 Types of story conflict in data

CONFLICT TYPE	MOVIE	DEFINITION	ADVERSARY
Hero v Self	Rocky, Slumdog	Conflict with own flaws doubts or prejudices	mind's, good, pride, bias, self-esteem
Hero v Person	Batman, Da Vinci Code	Conflict with another character	Employee, user, investor, activist, politician
Hero v Society	Hunger Games	conflict with beliefs + actions of a social group that go against your values	institution, competitor, tradition, moral, market, cultural norm, regulation
Hero v Technology	Wall St. Matrix	Conflict = -ve influence: tech/system	Tech, systems, places /, computer
Hero v Nature	Jaws, Twister	Natural/ecological problem.	Disease, natural disaster, weather, climate change
⎍⎍⎍	BUT - AND THEN	TO ____ so that ____.	conflict: intention & obstacle

Innovation Life Cycle

NEW DREAM → MATURE → GROW → DECLINE → (re)DREAM → REINVENT → DEATH → START

INNOVATION / TIME

STRATEGY

DELIVERY | STORY | VISUAL | EMPATHY

TELL STORIES THAT MATTER.

"Transform NARRATIVES into NUMBERS"

"THE MYSTERY LIES IN THE USE OF LANGUAGE TO EXPRESS HUMAN LIFE." Eudora Welty

OBSERVATION IS A DYING ART — S.K.

SEEING → MAPPING → UNDERSTAND → BELIEVE → ACT

SCIENCE STORY

SALES STORY

"IT'S NOT ENOUGH TO BE RIGHT - YOU NEED TO BE EFFECTIVE."

ETHOS (credibility + character) | PATHOS (Emotions) | LOGOS (Words + Data)

CAMPFIRES HAVE BEEN REPLACED WITH PROJECTOR BULBS!

COLD OPEN → Establish Imbalance → What is.....

What could be..... → Hero's & villains → Intention & obstacle → BUT → S.T.A.R → AND THEN → NANCY DUARTE "What if..?" → DOPAMINE → OXYTOCIN → "And then what happened?" → ENDORPHINS → UNTIL FINALLY... → CALL TO ACTION

SMUBA

WHAT WE CALL THE BEGINNING IS OFTEN THE END. AND TO MAKE AN END IS TO MAKE A BEGINNING. THE END IS WHERE WE START FROM. T.S. Eliot

THE INABILITY TO MAKE DECISIONS IS THE #1 REASON WHY EXECUTIVES FAIL J. Maxwell

stories engage our senses | stories bring us closer together | STORY | stories move us to act | stories move us to feel

DATA - 5% remember stats

STORY - 63% remember stories pS STANFORD

EXPLORE (contributor) ⇨ EXPLAIN (inspire change thru data)

Making sense: ANALYTICAL PROCESS — Proves a point

Making Meaning: CREATIVE PROCESS — Moves to Action

Move from data → To action

The beginning of a DATA story makes the current situation clear.

The data uncovers a problem to solve or an opportunity to pursue.

Act I introduces to situation an org finds itself in

The Middle of a DATA story reveals the central conflict. The data reveals measurable symptoms that must change in some way.

The actions of others will help this data head in the desired direction

The END of a DATA story is your PoV for how to solve the messy middle & create a +ve outcome in the future.

The actions proposed will transform your future data.

POETICS

CHANGE — Performance verbs	CHANGE — Process Verbs
Accelerate	Accept
Acquire	Address
Add	Adopt
Advance	Agree
Allocate	Assign
Balance	Assist
Capture	Benchmark
Centralise	Build
Complete	Challenge
Compress	Communicate
Control	Connect
Convert	Consider
Decrease	Create
Deliver	Define
Design	Develop
Disrupt	Empower
Enlarge	Enable
Expand	Enact
Gain	Evaluate
Grow	Exploit
Impact	Find
Improve	Generate
Increase	Guide
Maximise	Help
Outperform	Identify
Prevent	Invent
Recover	Learn
Reduce	Leverage
Restore	Make
save	Migrate
Scale	Progress
shift	Recreate
Stabilise	Streamline

TELL ME THE FACTS & I'LL LEARN.

TELL ME THE TRUTH & I'LL BELIEVE.

BUT TELL ME A STORY & IT WILL LIVE IN MY HEART FOREVER

Native American Proverb

DATA STORY

WHO WHY WHAT HOW

When you get hooked on a storyline - it's your brain triggering an emotional response

Brain is naturally wired to physically process the emotion of oral description

Giving the audience a thrill makes them feel like they are (connected to) the hero

Captivating stories spark the emotions that motivate audiences to act.

dopamine | oxytocin | EDU | ENT | INFORM | INSPIRE | SP | C | Endorphins | w/s info | NeoCortex | Limbic

D+O = Personal story (but is it relevant?)

D+E = Success story (lacking emotional bond)

O+E = Science story (lacks emotional engagement)

"It's not enough to do your best - you must know what to do & then do your best" W.E.D.

ACTION is the foundational key to all success. P. Picasso

INSPIRE

LEVERAGE the STRUCTURE of a STORY ARC

ACT I | ACT II | ACT III

CONFLICT — stakes get higher

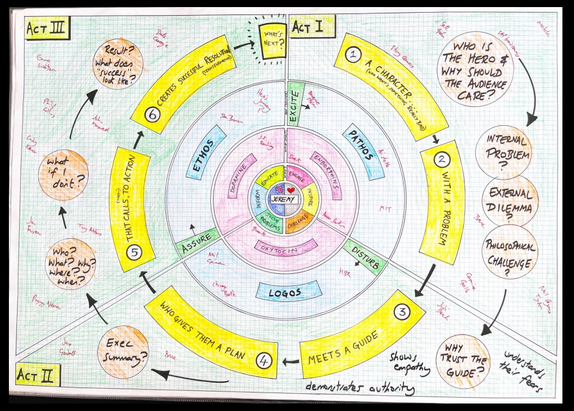
Situation — BEGINNING — Journey & set up

Complication — MESSY MIDDLE — Battle & conflict

Resolution — END — Transformed HERO

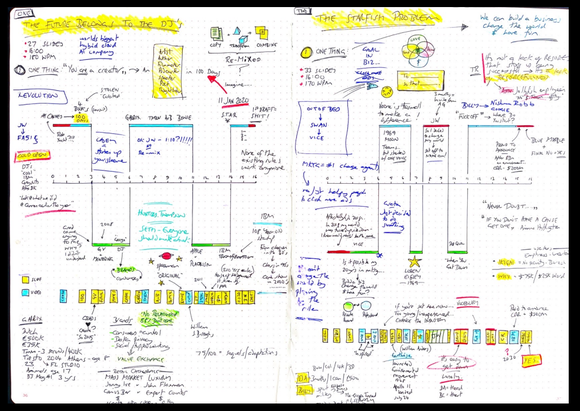
The good, the bad and the UGLY...

Not all one pagers are pretty and well put together. These two are particularly rough. One just didn't work. The other was a function work horse that got me out of trouble on more than one occasion...



This is an UGLY one pager. Tempting as it may be, not everything needs to be turned into a Branded Process™ or signature framework. This one pager was the final result of many evenings trying to come up with a one-size-fits-all graphic that combined the art and science of commercial storytelling. It needed to do a lot. Combining Aristotle's Poetics with 'The Hero's Journey', it needed to speak to the psychology of the presenter, as well as helping to trigger certain hormones in the audience. It needed to provide a simple structure without over-simplifying the complexity needed to tell an engaging story of transformation. But despite my good intentions to create something useful, it didn't work. What I ended up with was what you'd expect from a really bad consultant. It's wordy. It's messy. It's over-complicated. And even if I turned it into a killer animated diagram, you still wouldn't know what to aim at. Stories are as much about art and beauty as they are about structure and simplicity.

My conclusion? Just because you can do something doesn't mean that you should. I knew this particular one pager was destined for failure when I started to scribble in a marketer pen. Creatively, my brain had checked out. It was a great exercise in thinking through an idea with my pen, because it helped me to let go of this idea. It just wasn't meant to be. Some people think *then* write. I write *to* think.



One pagers don't need to be pretty. I'm not proud of sharing this chaotic mess of scribbles but this one did its job and served me well. This 2-part one pager was a workhorse that I used when I needed to deliver two keynotes at Google in front of a very influential audience. I never referred to these notes during my talk but having the structure locked down in my head made me sure that the two very different keynotes would land in the right way.

One was a fast and fun keynote about DJ's and creativity. The other was a very thoughtful keynote about the climate crisis and what tech leaders can do about it. You can just about make out the timeline, the amount of slides in each deck and where the video or dramatic quotes are. The red, green and blue coloured bars correspond to the emotions that I want the audience to feel, so I know to adjust my style and tone accordingly. I scribbled these notes in about an hour but used them many many times. Having them in this format was especially useful if I was pulled into an event at the last minute to give a keynote. Everybody loves the person who can come to the rescue at the last minute (and deliver a great session) when somebody has dropped out. Having a couple of strong keynotes up your sleeve will always serve you well – and having them roughly mapped out in a way that helps you to instantly remember also means that you don't need much prep time to re-acquaint yourself with the content, especially if you've not presented it for a while.

Some advice for writers from writers...

"I kept always two books in my pocket, one to read, one to write in." **Robert Louis Stevenson**

"*Either write something worth reading or do something worth writing.*" **Ben Franklin**

"*When power leads man towards arrogance, poetry reminds him of his limitations.*" **J.F.K.**

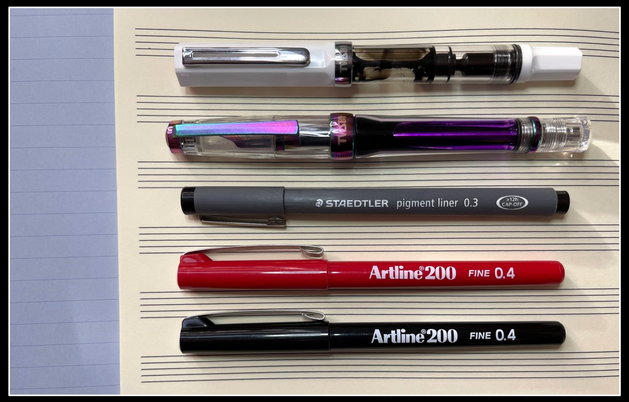
"*No subject is terrible if the story is true, if the prose is clean and honest, and if it affirms courage and grace under pressure.*" **Ernest Hemingway**

"*Writing is easy. All you have to do is cross out the wrong words.*" **Mark Twain**

"*When you make music or write or create, it's really your job to have mind-blowing, irresponsible, condomless sex with whatever idea it is you're writing about at the time."* **Lady Gaga**

My tools...

I once asked one of my first bosses what his secret to success was. He said to have a sexy pen and a run-of-the-mill notebook to capture all your thoughts and ideas. An expensive pen because you know it's an event every time you get it out. And a standard notebook just to keep things real. Because you can't write on Smythson paper *all* the time. Sage advice that's served me well...

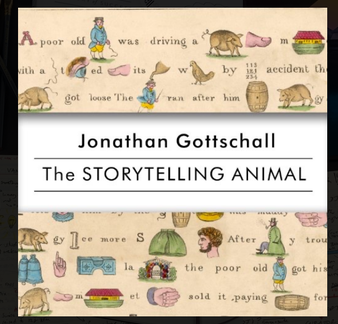


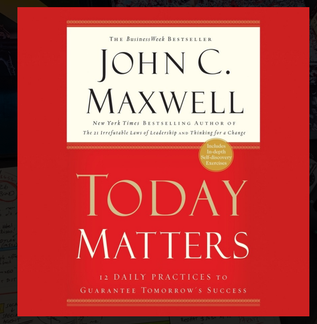
Thank you!

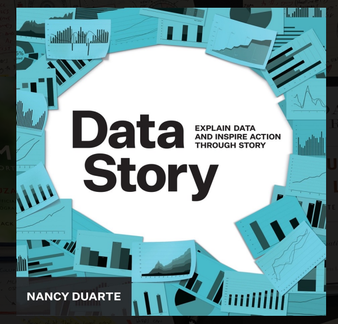
Good artists copy, great artists steal. But they steal gracefully. And with attribution. This collection of one pagers was inspired by the speeches, stories, ideas and insights that I've collected from some wonderful people who I've met along the way. This is not an exhaustive list of friends and colleagues who have inspired me (you know who you are and I love you), this is a list of people whose content has been gracefully stolen for some of my one pagers. I encourage you to buy their books and devour out EVERYTHING that they've published!

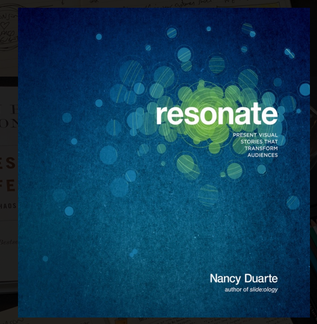
John Maxwell	My mentor who teaches me how to be a better leader. *Today Matters* will change your life.
Ted Sorensen	JFK's speechwriter and the biggest influence on my professional career.
Nancy Duarte	My favourite person in the industry. Helped me to understand the shape of a purpose-driven story.
Simon Sinek	If I had hero's Simon would be one of them. The person I look to most often for inspiration and ideas.
Carmine Gallo	I love everything he's ever written. From *Talk Like TED* to *Five Stars*.
Austin Kleon	"The writer who draws". Taught me to think with my pen.
Chris Anderson	Forever grateful for what he's built at TED.
Jay Heinrichs	Taught me ab out the power of persuasion
Louis J. Prosperi	His Disney books about *Imagineering* are superb.
Michael Margolis	*Story 10X* should be on everyone's bookshelf.
Tim Grover	Michael Jordan's personal trainer taught me about obsession and what a winning mindset really looks like.
John Elkington	Inspired me to make sure every commercial deal has a triple bottom line.
Blake Snyder	Author of *Save the Cat!* There's a reason every screen writer owns a copy.
Caroline Goyder	Voice, performance and presentation coach. Hire her.
Nick Morgan	*Can You Hear Me?* Helped me to be a better virtual presenter during lockdown.
Sam Leith	The best book on Rhetoric and understanding what Aristotle really meant. And he's funny.
David J.P. Phillips	Mr. "*Death by PowerPoint*". All his TED talks are must-sees.
Jonathan Gottschall	The storytellers storyteller.
Jon Favreau	Obama's former speech writer. Subscribe to the Crooked Media podcasts!
Peggy Noonan	Reagan's former speech writer. On Speaking Well is another of those essential books.
Philip Collins	Blair's former speech writer. His book *When They Go Low, We Go High* is outstanding.
Yvette Cooper	She Speaks. One of the few books showcasing the best women communicators.
Donald Miller	Story Brand was the initial inspiration behind the *Communications Thinking* framework.
Cody Keenan	*GRACE* takes you inside Obama's Whitehouse and shows you what the life of a speechwriter is really like.
Will Storr	Helped me to understand the "science" of storytelling on a much deeper level.
Thomas L. Friedman	My favourite columnist from the NY Times. He has 3 Pulitzer Prizes for a reason.
Kate Raworth	The Queen of Doughnut Economics. Superb TED speaker, author and economist.
Erica Chenoweth	Taught me all about the 3.5% rule and how a small group of people can change the world.
Gary Keller	*The ONE Thing*. One of those books I have to re-read every few months.
Katharine Hayhoe	The best climate communicator out there who taught me how to tell stories that matter.
Seth Godin	The King of Marketing. He's never written a word I didn't like..
Biz Stone	Co-Founder of Twitter who taught me that you can "*Build a business, change the world and have fun*".
Garry Kasparov	Chess grandmaster who helped me to talk about AI in a much more human way.
Martin Brooks	Author of *Body Language Decoder.* I recommend him for workshops or as a drinking partner.
Rob Bell	Poet. Preacher. Philosopher. One of the best communication coaches out there.
Ken Segall	Steve Jobs creative director. Who constantly reminds me not to over complicate things.
Lisa Cron	*Wired For Story* made me realise why the first sentence is EVERYTHING.
Neil DeGrasse Tyson	My favourite Masterclass host and probably the best dinner party guest anyone could ever have.

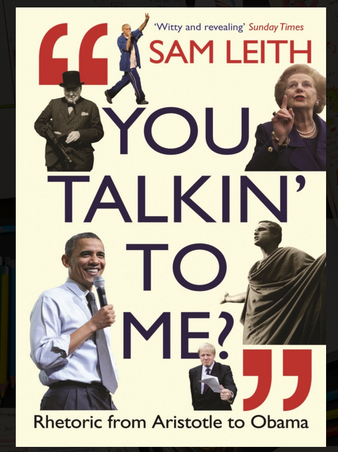
Finally, much thanks to **David Rogier** for founding **Masterclass.com** (I have been obsessed since the platform was launched in May 2015 and it remains one of the few places I go to learn new things every day).

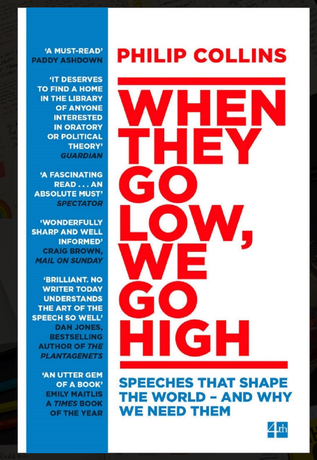


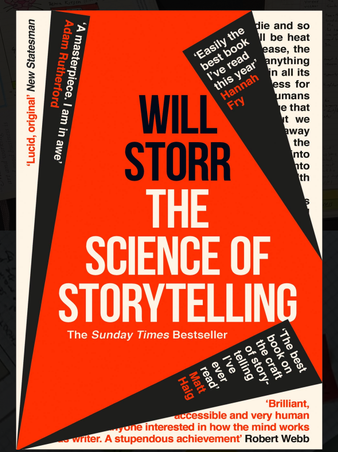


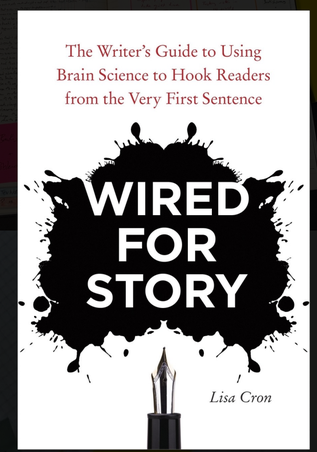










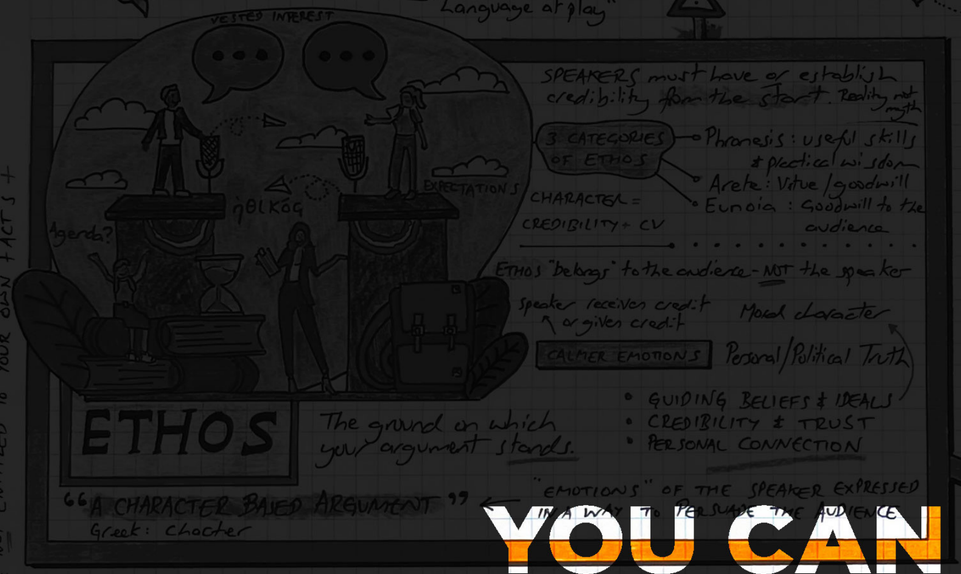


RHETORIC

"Language at play"

5 ACTIVITIES of GREAT ORATORS — Reclaiming rhetoric, eloquence and the art & science of persuasion

INVENTION — Seeing	ARRANGEMENT — Mapping	STYLE — Understanding	MEMORY — Believing	DELIVERY — Acting
Discovering & thinking out your material	Ordering your material	Using the right words to connect material + audience	Believing the content + delivering naturally	Voice, actions, body language, tone & setting



SPEAKERS must have or establish credibility from the start. Reality not myth

3 CATEGORIES OF ETHOS
- Phronesis : useful skills & practical wisdom
- Arete : Virtue / goodwill
- Eunoia : Goodwill to the audience

CHARACTER = CREDIBILITY + CV

ETHOS "belongs" to the audience - NOT the speaker

speaker receives credit ↑ or gives credit

Moral character

CALMER EMOTIONS — Personal/Political Truth

- GUIDING BELIEFS & IDEALS
- CREDIBILITY & TRUST
- PERSONAL CONNECTION

The ground on which your argument stands.

"A CHARACTER BASED ARGUMENT" ← "EMOTIONS" OF THE SPEAKER EXPRESSED IN A WAY TO PERSUADE THE AUDIENCE

Greek: Chocter

RHETORIC — "THE ART OF PERSUASION : THE ATTEMPT BY ONE HUMAN BEING TO INFLUENCE ANOTHER IN WORDS."

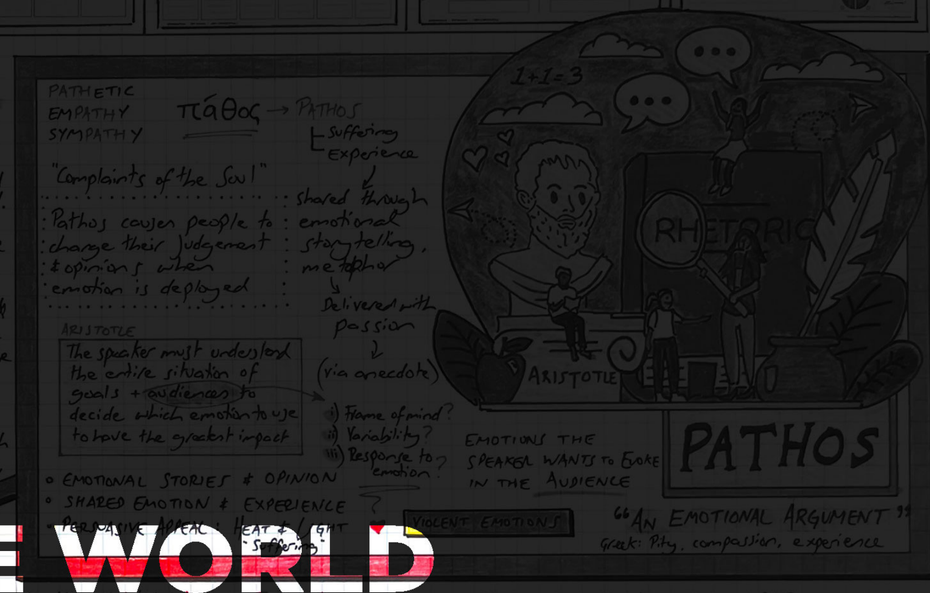
In contrast to philosophy - rhetoric is a practical skill; tekhné "technique". Whereas philosophy is a set of methods to understand the eternal truths of the world - rhetoric is a (practical) means to an end.

Of the three modes of persuasion furnished by the spoken word there are three kinds: the first kind depends on the personal character of the speaker (ETHOS); The second on putting the audience into a certain frame of mind (PATHOS); third on the proof, or apparent proof, provided by the words of the speech itself (LOGOS).

The success of the speech by its impact, can be measured by the degree of action and urgency (KAIROS).

"The more you know, the more you know you don't know." Aristotle

"There is no great genius without a mixture of madness" Aristotle



PATHETIC
EMPATHY
SYMPATHY
πάθος → PATHOS — suffering / experience

"Complaints of the Soul"

Pathos causes people to change their judgement & opinions when emotion is deployed — shared through emotional storytelling, metaphor

Delivered with passion (via anecdote)

ARISTOTLE

The speaker must understand the entire situation of goals + audiences to decide which emotion to use to have the greatest impact

i) Frame of mind?
ii) Variability?
iii) Response to emotion?

- EMOTIONAL STORIES & OPINION
- SHARED EMOTION & EXPERIENCE

EMOTIONS THE SPEAKER WANTS TO EVOKE IN THE AUDIENCE

VIOLENT EMOTIONS

PATHOS

"AN EMOTIONAL ARGUMENT"

Greek: Pity, compassion, experience

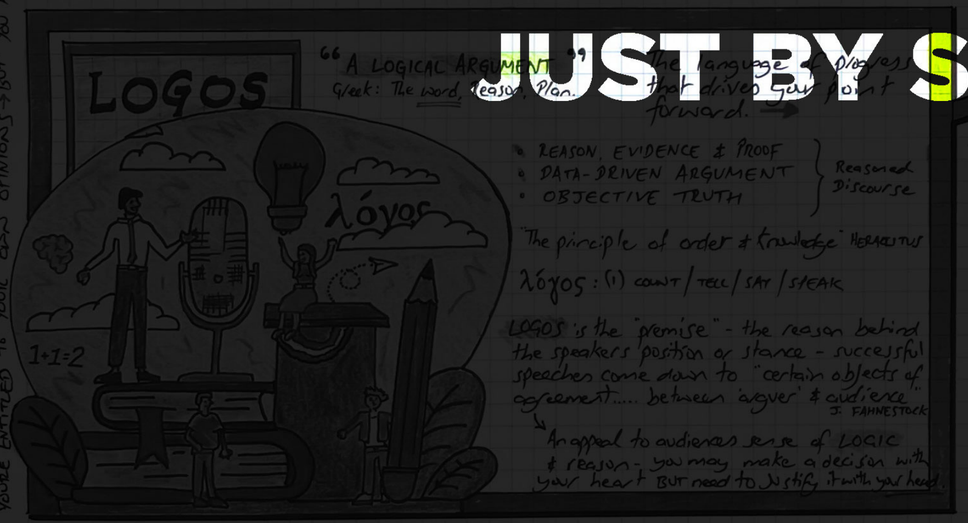
"TRIVIUM"
The foundation of learning

From ancient times until Shakespeare's day education was a simple 3-part system

THE JOB OF A SPEAKER IS TO DISCOVER THE BEST POSSIBLE MEANS OF PERSUASION

- UNDERSTAND YOUR AUDIENCE!

PEOPLE ARE NOT PERSUADED BY WHAT YOU SAY BUT BY WHAT THEY UNDERSTAND



"A LOGICAL ARGUMENT" — Greek: The word "reason". Plan. — "Language that lived Gut point forward."

- REASON, EVIDENCE & PROOF
- DATA-DRIVEN ARGUMENT
- OBJECTIVE TRUTH

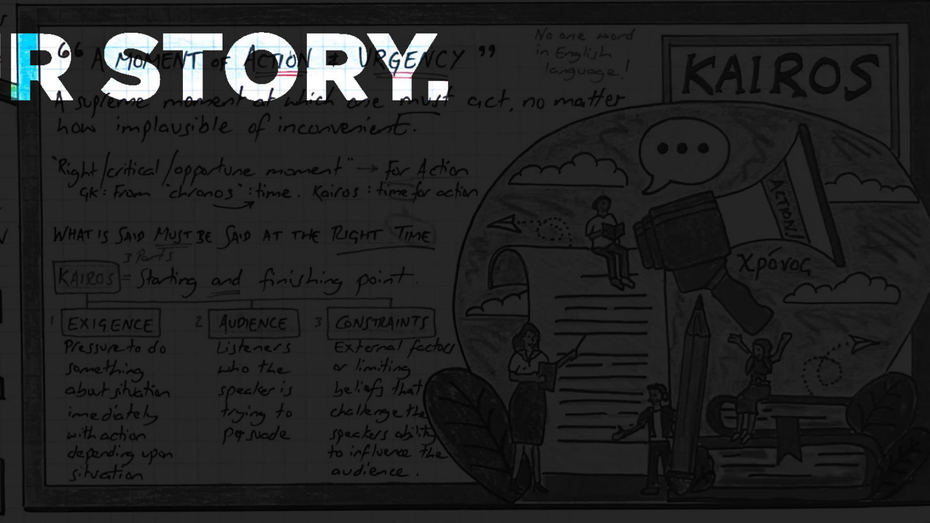
} Reasoned Discourse

"The principle of order & knowledge" HERACLITUS

λόγος : (1) count / tell / sat / steak

LOGOS is the "premise" - the reason behind the speakers position or stance - successful speeches come down to "certain objects of agreement..... between agver' & audience" J. FAHNESTOCK

↳ An appeal to audiences sense of LOGIC & reason - you may make a decision with your heart BUT need to justify it with your head.



"MOMENT OF EMOTIONAL URGENCY"

No one word in English language!

A supreme moment at which one must act, no matter how implausible of inconvenient.

"Right / critical / opportune moment" → for Action

GK: From "chronos": time. Kairos: time for action

WHAT IS SAID MUST BE SAID AT THE RIGHT TIME

KAIROS = Starting and finishing point (3 Parts)

1. EXIGENCE — Pressure to do something about situation immediately with action depending upon situation
2. AUDIENCE — Listeners who the speaker is trying to persuade
3. CONSTRAINTS — External factors or limiting beliefs that challenge the speakers ability to influence the audience.

A CICERONIAN CHEAT SHEET FOR EFFECTIVE SPEAKING

← (It's not enough to be right - you need to be EFFECTIVE) " " * Words without substance are hollow things!

1 NATURE, ART & PRACTICE, PRACTICE, PRACTICE

Essential requisites for becoming an effective speaker.

1. NATURE : Pleasant voice, demeanor & ability to project it.
2. ART : Applied knowledge + emotion
3. PRACTICE : Diligent + purposeful practice (until get it right + can never get it wrong).

2 ELOQUENCE IS A POWERFUL WEAPON

When channeled correctly and informed by good speaking & good thinking, eloquence is the most powerful weapon for effecting good in society. Use your power for the betterment of society. Wield it well.

3 IDENTIFY, ARRANGE, MEMORISE

Order of constructing an effective speech or argument
SEE 5 ACTIVITIES ABOVE ↗

① Identify issue, PoV from research
② Arrange material : pace + structure
③ Employ best method of delivery.

4 NOT BY LOGIC ALONE

Three sources of persuasion :
i) RATIONAL ARGUMENT — LOGOS
ii) PROOF BASED ON CHARACTER — ETHOS
iii) EMOTIONAL APPEAL — PATHOS

↳ "Use ALL of them to teach, delight & move your audience (to act)." CICERO — KAIROS

5 KNOW YOUR AUDIENCE

The most effective speakers will adapt their style & level of "rhetoric" to the occasion and the type of audience being addressed. Choose your style + delivery carefully.

KNOW YOUR AUDIENCE + WORK WITH PASSION | Everyone is NOT your customer. Seth

6 BE CLEAR, BE CORRECT

No matter the level of your style & which your audience is pitched, the speaker must ensure that the language employed is in its correct syntax & grammar & expressed at simply as possible. "CLARITY & +VE ENERGY" (Satya).

MAKE IT SIMPLE BUT SIGNIFICANT — Don Draper

7 DELIVERY MATTERS

It's not what you say but how you say it. Remember also that the pen is mightier than the sword. Good delivery only comes after good writing. Write longhand and write well. Read back. Record. Edit & refine.

THINK THROUGH YOUR PEN

"Public speaking is the art of diluting a 3-minute idea with a 3-hour vocabulary" WEK

Rehearse don't "practice". Practice is for amateurs. YUJA WANG

YOU CAN CHANGE THE WORLD JUST BY SHARING YOUR STORY

NO MATTER WHAT ANYONE TELLS YOU — WORDS & IDEAS CAN CHANGE THE WORLD

+ YOU'RE ENTITLED TO YOUR OWN OPINIONS → BUT YOU ARE NOT ENTITLED TO YOUR OWN FACTS +

YOU CAN CHANGE THE WORLD JUST BY SHARING YOUR STORY.