

# Communicate & Think Like an MBA

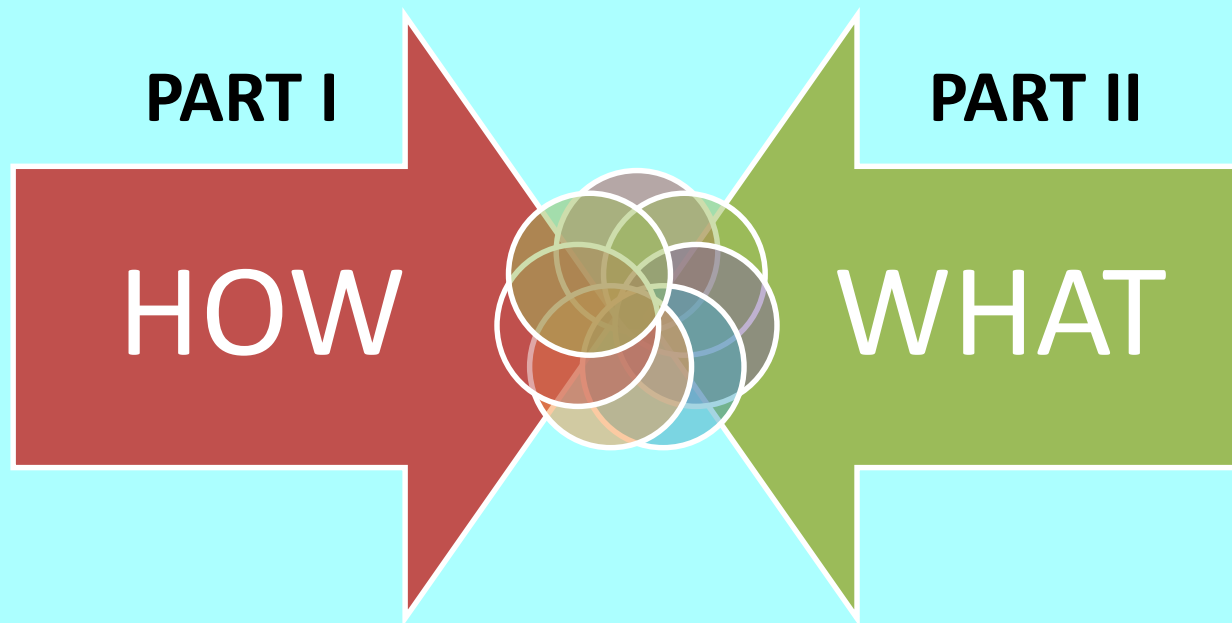
David Ohrvall



# Today's Goal:

## How and What to Communicate

Both pieces are important as you attempt to build professional level skills



# Part I - Agenda

## Reflect

- Review strong speaker skills
- Understand what separates the good from the great

## Engage, Empathize, Edits

- Connect to your audience
- Make your points in a structured way
- Build block, break and discuss skills

## Emphasize, End and Practice

- Learn how to emphasize key points
- Exit discussions smoothly
- Bring everything together with a game



Practice drills, concepts and content you will use again

## Part II - Agenda

### MVM Overview

- Understand the drivers of business
- Use the MVM as a reference tool

### Zone by Zone Exercises

- Practice thinking through each driver
- Work with partners and alone

### Integrate Across Zones

- Begin to integrate across zones
- Think through complex decisions

▲  
Break

Practice drills, concepts and content you will use again

# Personal and Partner Exercises



## Personal

- IMPACT Stories 1 & 2
- Answer First
- IMPACT Story 3
- Block, Break, Discuss (BBD)
- BBD Content: Experience, Interest, Business



## Partner

- Answer First
- Personality Profile
- Business Content
- Speed Meet





**David Ohrvall**

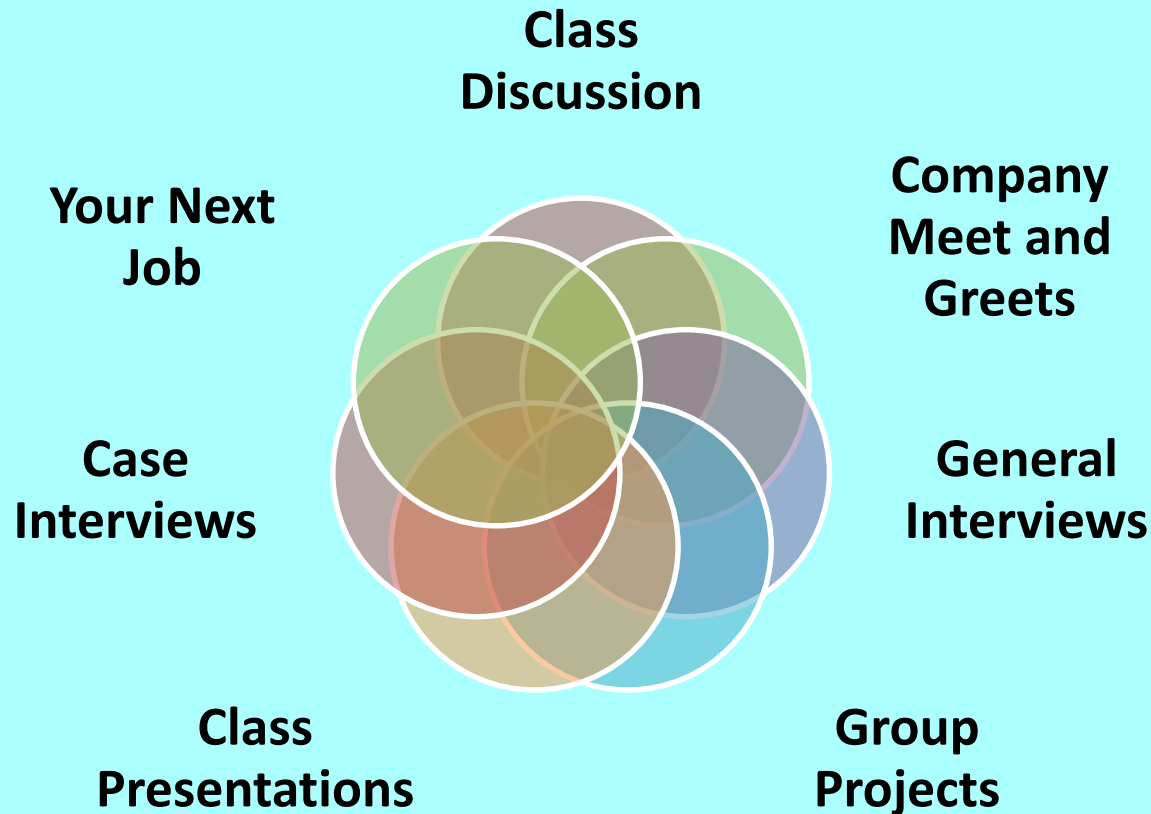
Founder, MBACASE



**MBACASE**

INTERVIEW  
**LOGIC**

# You will need these skills in a variety of contexts



# What do you want to do with your words? Finish the sentence, “I want . . .

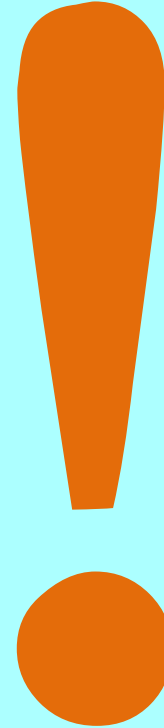
Class  
Exercise

- to be fluent and quick
- to say the right thing
- to be seen as knowledgeable
- to be understood
- people to follow and admire me
- to drive change
- to make more money
- to care for others



# Now, what do you want when you listen to others' words?

- Get to the point
- Tell me what I need to know
- Please don't bore me
- Not too much detail
- Tell me something good about me
- Give me information that is vital
- Help me get ahead



# Great Communicators

## What do they do?

- **Warm-up Exercise:** think of someone you know who communicates well.
  - What does she do in particular?
  - Take 5 minutes and write down specifics.
  - We'll discuss your thoughts as a group.

# What do we notice about her?

Class  
Exercise

- Knows her audience
- Can predict what listeners will like to hear
- Picks up on what the other person cares about
- Talks the right amount of time
- Achieves “ping pong” balance, both people “play”
- Uses strong gestures: head, eyes and hands
- Uses positive, encouraging language
- Uses content rather than empty words

# Where do people go wrong? Let's list some pitfalls.

Class  
Exercise



Timing



Content



Voice



Body



Level

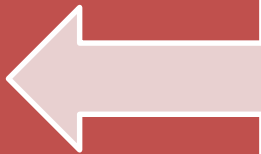
# Where do people go wrong? Let's list some pitfalls.

Class  
Exercise



## Timing

- talks too long
- interrupts
- doesn't balance the conversation



## Content



## Voice



## Body



## Level

# Where do people go wrong? Let's list some pitfalls.

Class  
Exercise



## Timing

- talks too long
- interrupts
- doesn't balance the conversation



## Content

- too off base
- jumps around
- discusses inappropriate topics
- tries to cover too much



## Voice



## Body



## Level



# Where do people go wrong? Let's list some pitfalls.

Class  
Exercise



## Timing

- talks too long
- interrupts
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## Content

- too off base
- jumps around
- Discusses inappropriate topics
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## Voice

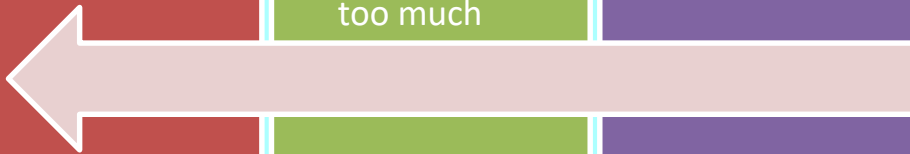
- too fast
- too loud
- too soft
- too close
- too accented



## Body



## Level



# Where do people go wrong? Let's list some pitfalls.

Class  
Exercise



## Timing

- talks too long
- interrupts
- doesn't balance the conversation



## Content

- too off base
- jumps around
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## Voice

- too fast
- too loud
- too soft
- too close
- too accented



## Body

- jerky movements
- poor eye contact
- sad / tense facial expressions
- too strong hand gestures



## Level





# Where do people go wrong? Let's list some pitfalls.

Class  
Exercise



## Timing

- talks too long
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## Content

- too off base
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## Voice

- too fast
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- too accented



## Body

- jerky movements
- poor eye contact
- sad / tense facial expressions
- too strong hand gestures



## Level

- too deep
- extra details
- unnecessary specifics
- too high level
- too vague



# Our goal is to become a great communicator. Today you will be challenged.

Answer  
questions

Bring  
energy

Interrupt  
and be  
interrupted

Say less

Be  
persuasive

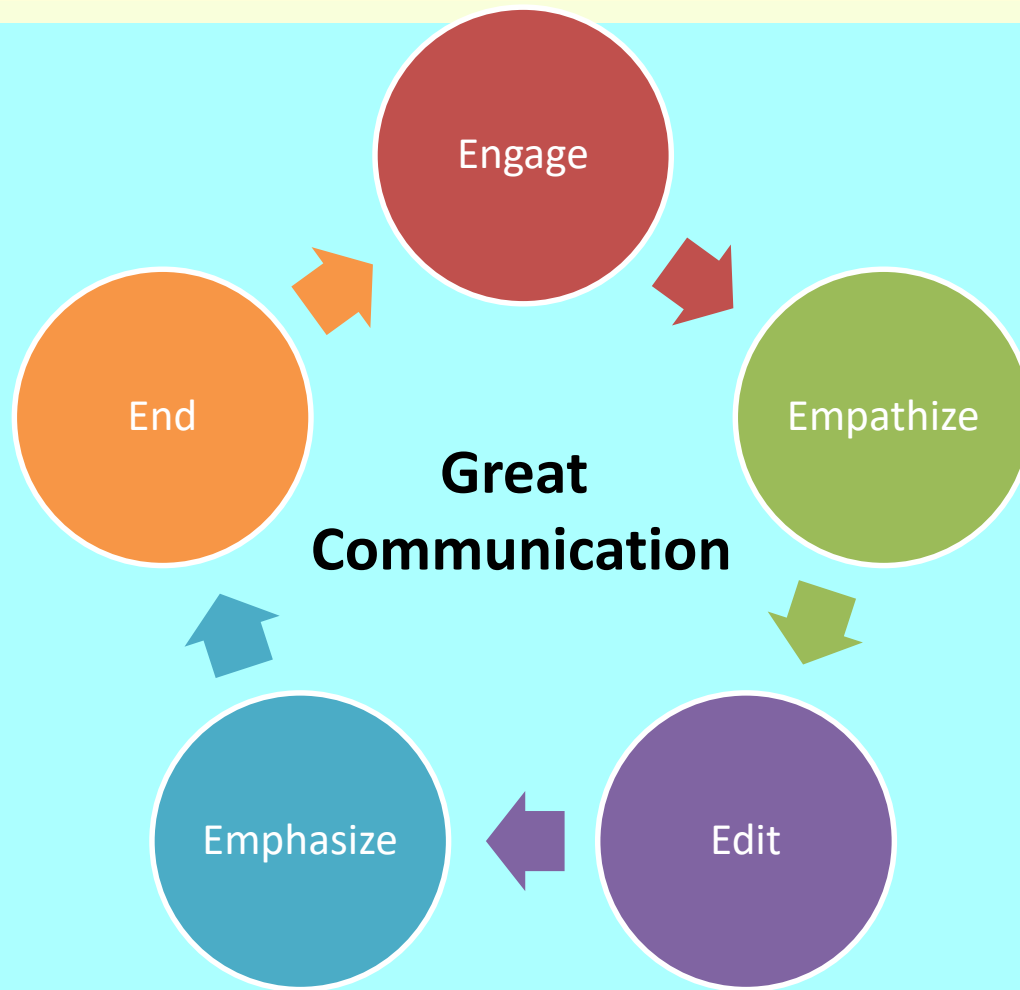
Talk faster  
than you  
prefer

Connect  
and engage

Talk at the  
right level



# Techniques for HOW



# Part I - Agenda



## Reflect

- Review strong speaker skills
- Understand what separates the good from the great

## Engage, Empathize, Edit

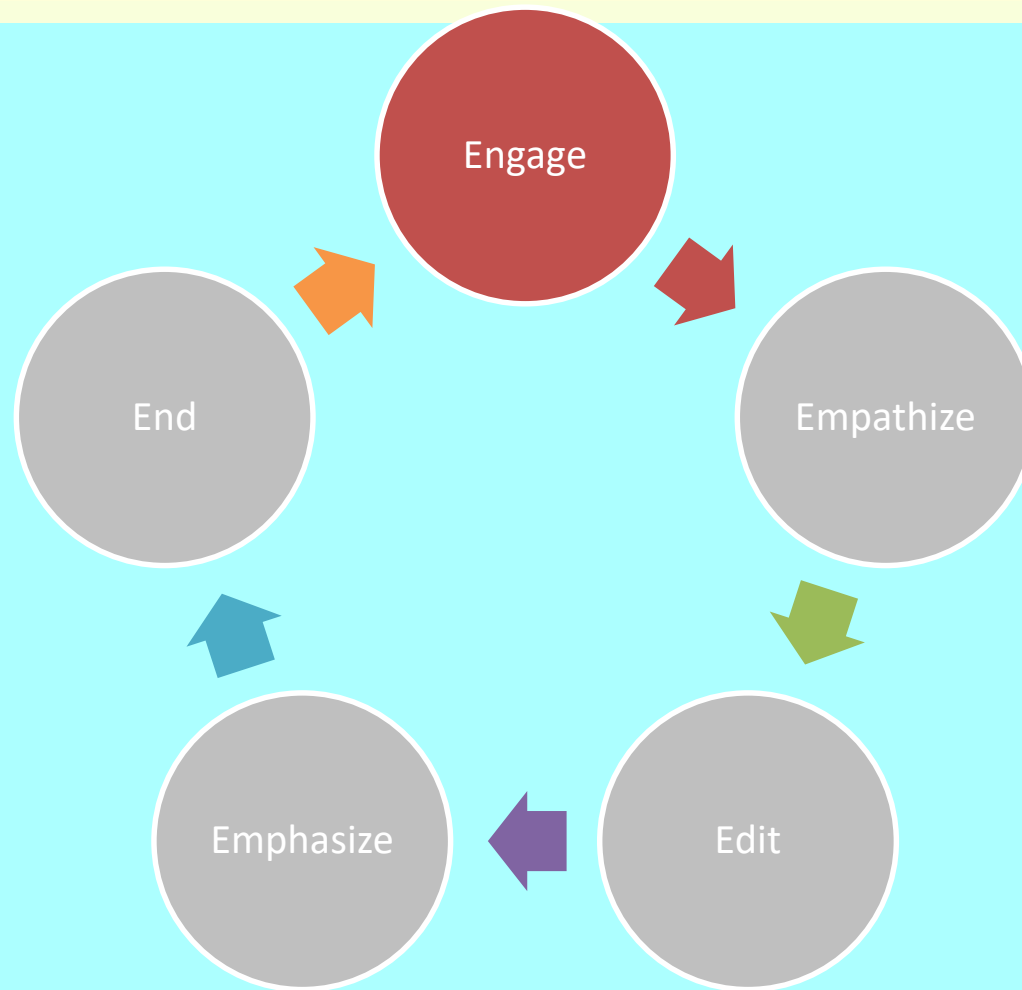
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- Build block, break and discuss skills

## Emphasize, End and Practice

- Learn how to emphasize key points
- Exit discussions smoothly
- Bring everything together with a game

# ENGAGE

## It's all about me . . .



# Gift – what are you bringing?

- Bring your listener a gift
  - An interesting discussion
  - Knowledge about something relevant
  - An intriguing or funny story
- Don't come empty handed
- Prepare in advance



# Appeal – what's special about you?

- Life experience – language, country, lifestyle
- Perspective – different or similar
- Work – experience, connections
- Values – beliefs you hold strongly



# Delivery – are you ready to change the way you deliver the gift?



- Try out your thoughts and stories on many people
- Learn what is interesting and not so interesting
- Be ready to adjust your content
- Find out what is most intriguing to others



# Connection – when someone completely engages us what do we think?

- He'll do this with clients and team members.
- She'll be persuasive. People will listen to her.
- He'll be easy, energetic and effective.



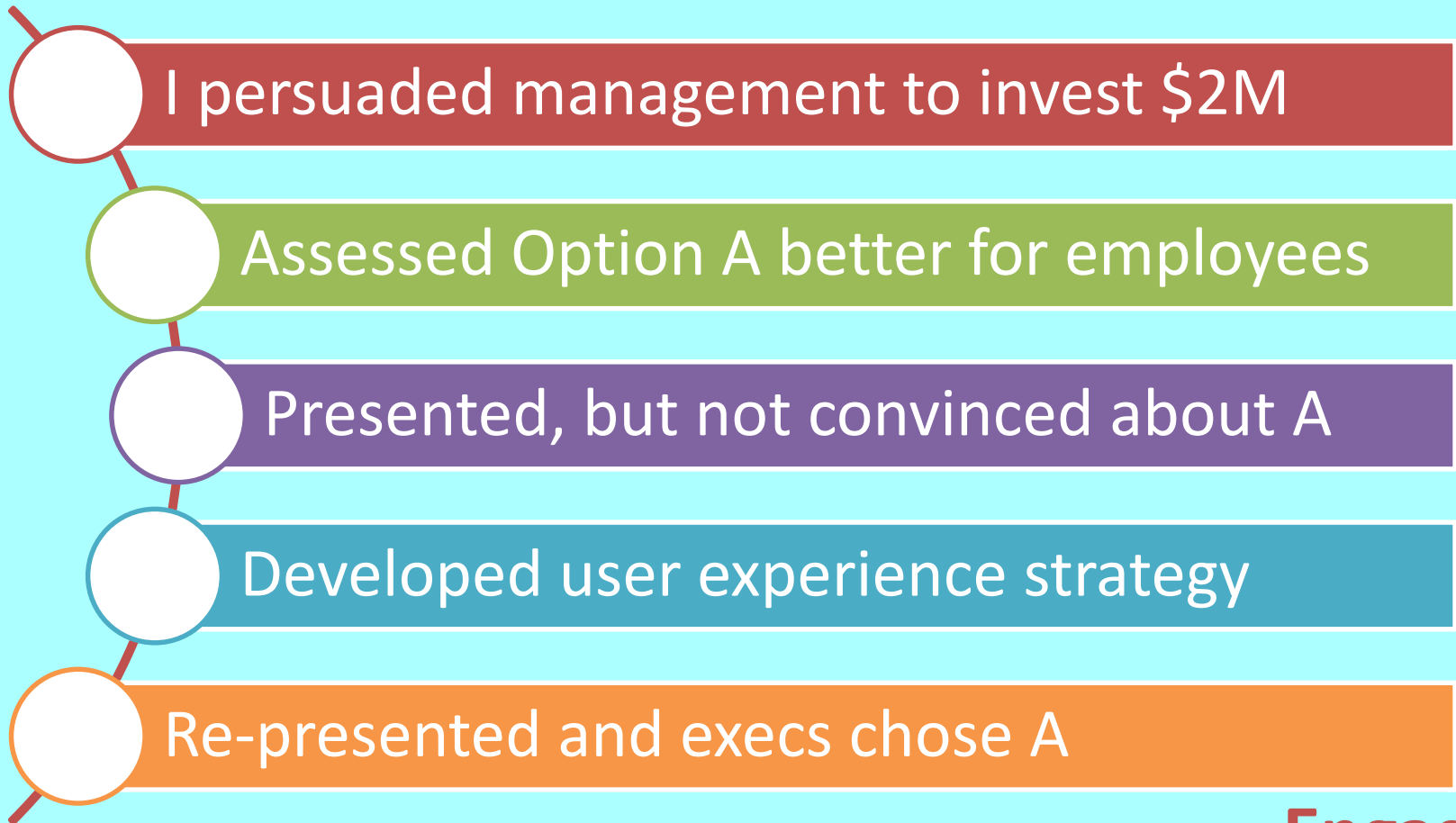
# IMPACT

## Story Development

I	Individual Contribution
M	Manage or Lead
P	Persuasion
A	Analytical
C	Challenge or Failure
T	Team

**Engage**

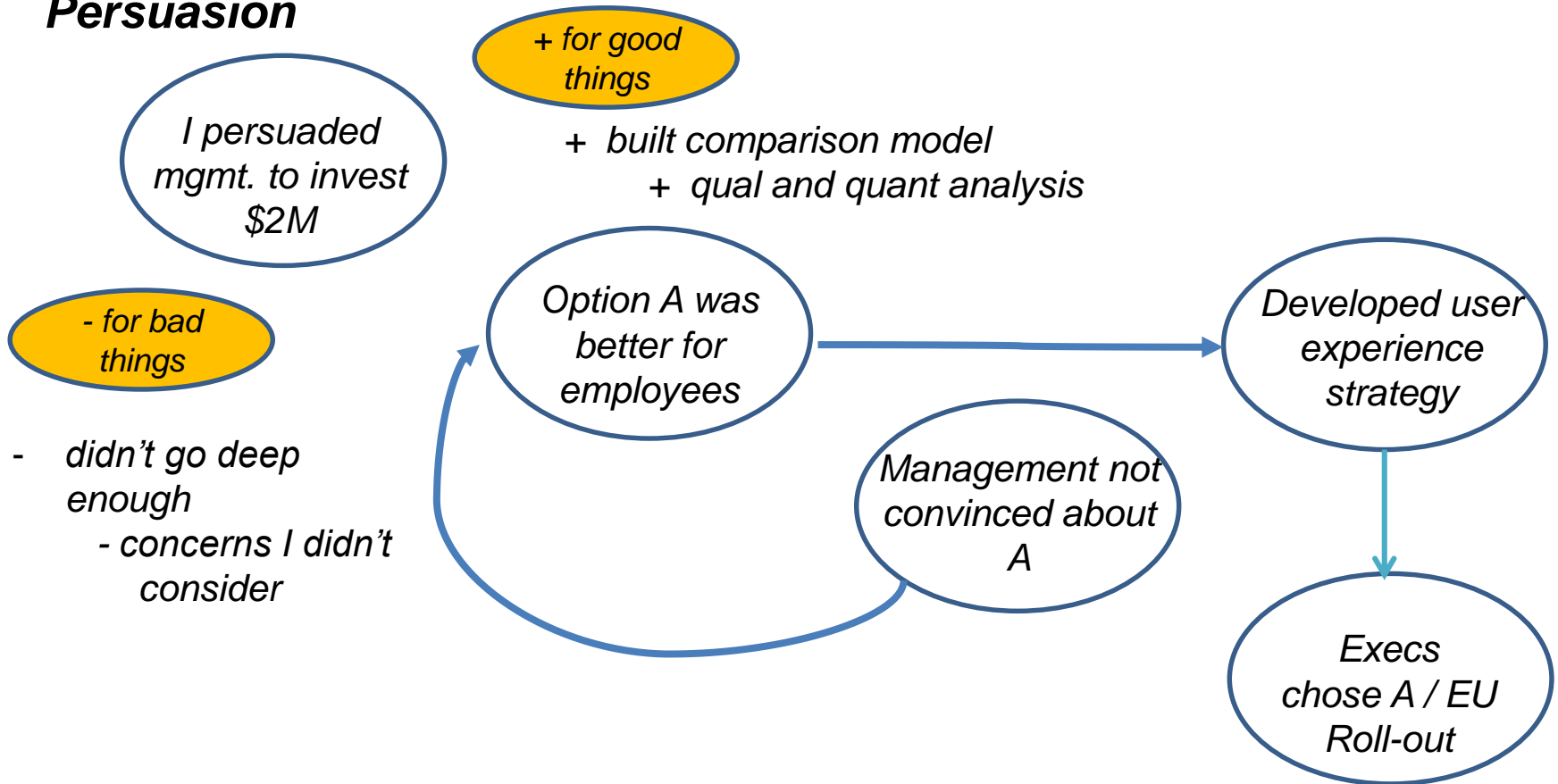
# Story development – stepping stones



**Engage**

# Stepping stones make it easy

## Persuasion



# Personal Exercise 1

## Use IMPACT

- Select 2 categories that appeal to you
- Use the stepping stone approach to form the key pieces of each story
- 5 minutes per example
- Add in detail to each key step:
  - People
  - Places
  - Funny events
  - What you did well or not so well

I	Individual Contribution
M	Manage or Lead
P	Persuasion
A	Analytical
C	Challenge or Failure
T	Team

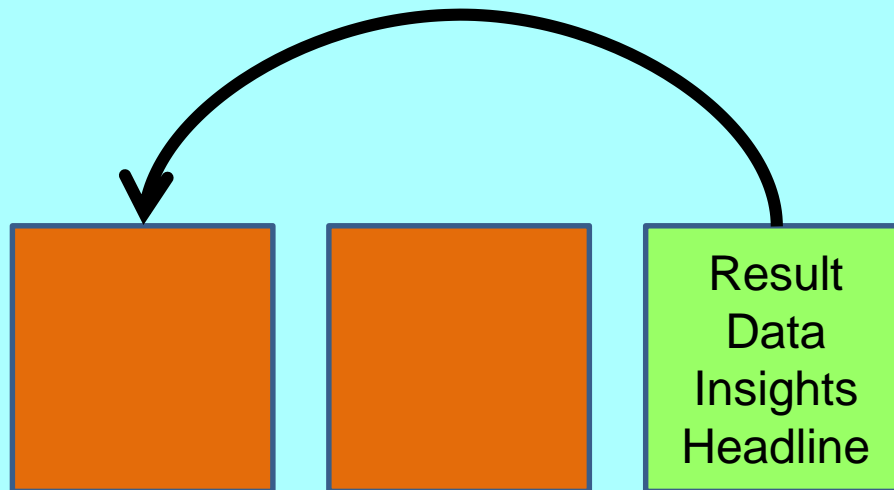
# Partner Exercise 1

## Tell an IMPACT story

- Give and receive one IMPACT story with your partner. Take 5 minutes for each story.
- Feedback
  - What you liked
  - What caught your attention
  - What you did not understand

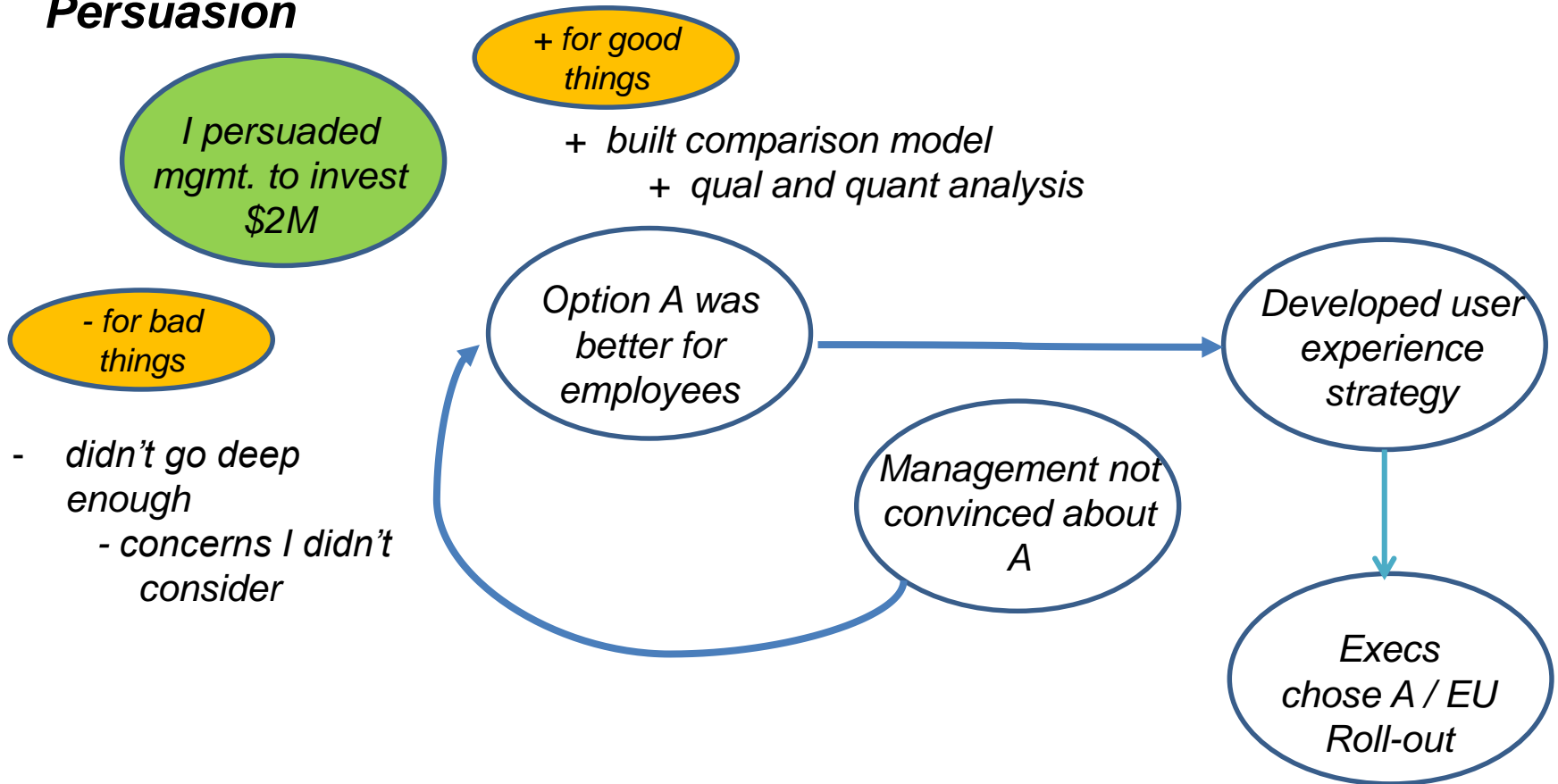
I	Individual Contribution
M	Manage or Lead
P	Persuasion
A	Analytical
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T	Team

# Be Answer First



# Your stories need an Answer First

## Persuasion

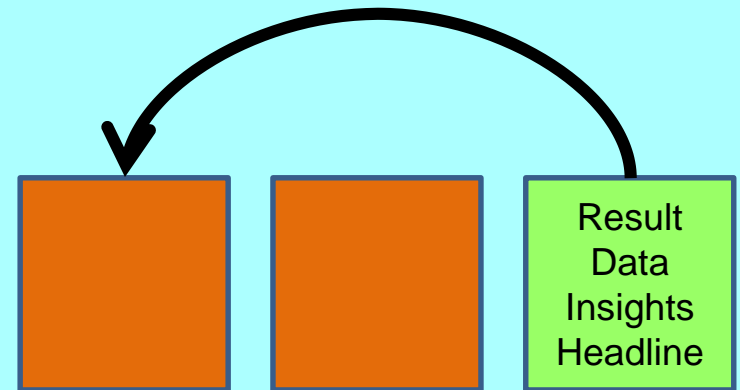




# Personal Exercise 2

## Weave in Answer First

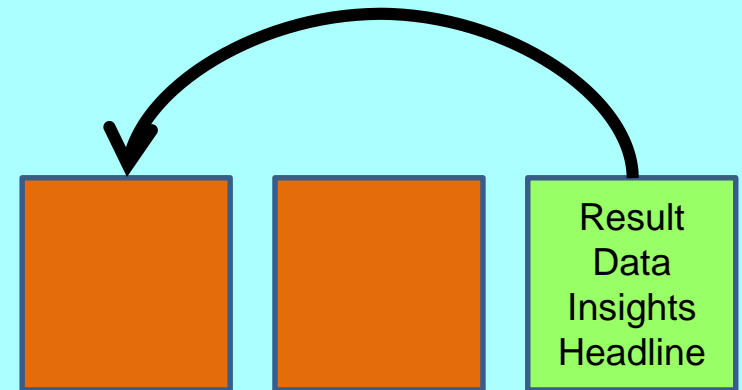
- Go back to your stories,
- Find the Answer First for each one; 5 minutes for both
- Think about results that you want to highlight:
  - Achievement
  - Financial target
  - Time
  - People's response



# Partner Exercise 2

## Use Answer First, Story #2

- Give and receive the second story now using Answer First
- Get feedback from your partner on whether the Answer First was clear
- Edit where necessary



# Content for WHAT



## Experience

- Build IMPACT stories

## Personalities

- Role play to push each other

## Interest

- Present a personal passion

## Business

- Discuss ideas logically

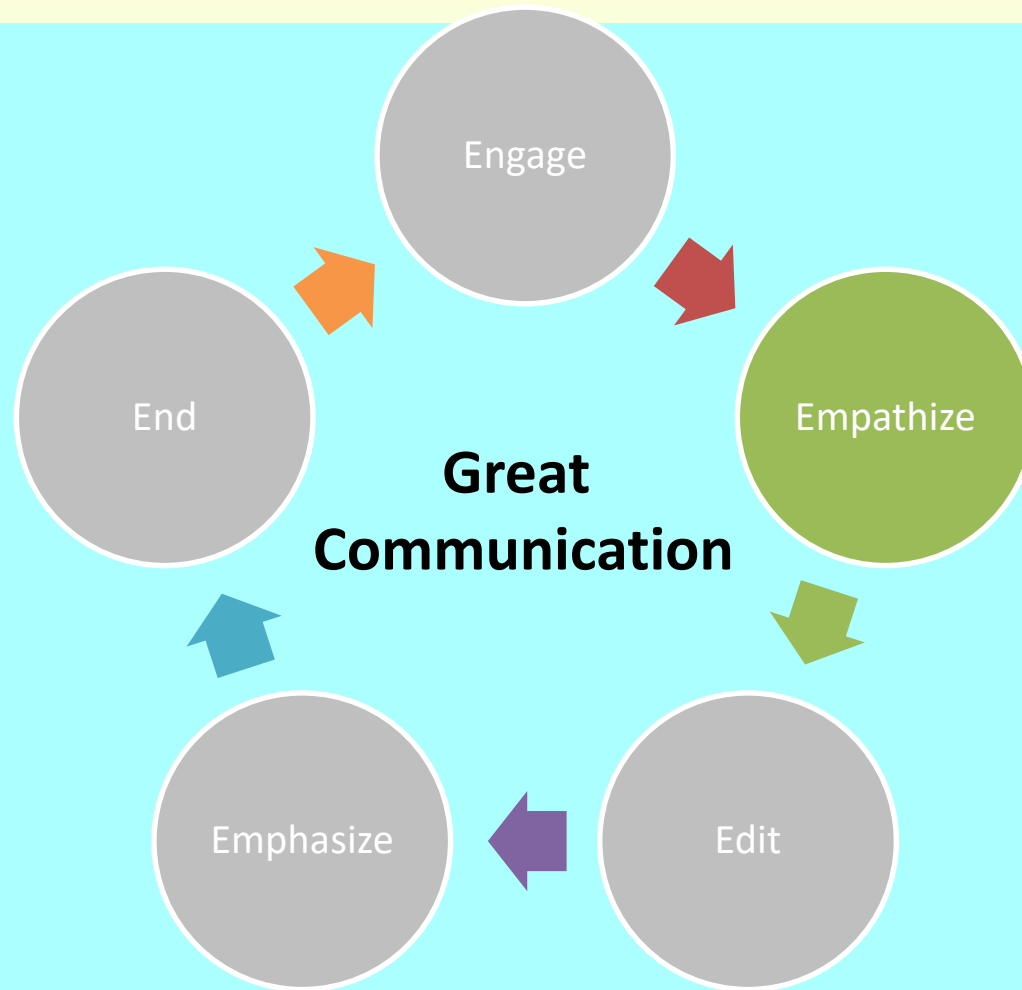
# ENGAGE

## Recap

- **Concepts learned**
  - **My conversation should be a gift**
  - **My profile has appealing features**
  - **I may need to change my delivery**
  - **My ability to engage signals future skills and work**
- **Actions to take**
  - **Build IMPACT stories and use them often**
  - **Fill out “stepping stone” approach for each one**
  - **Practice being Answer First in stories and day to day conversation**

# EMPATHIZE

## It's all about me . . . or is it?

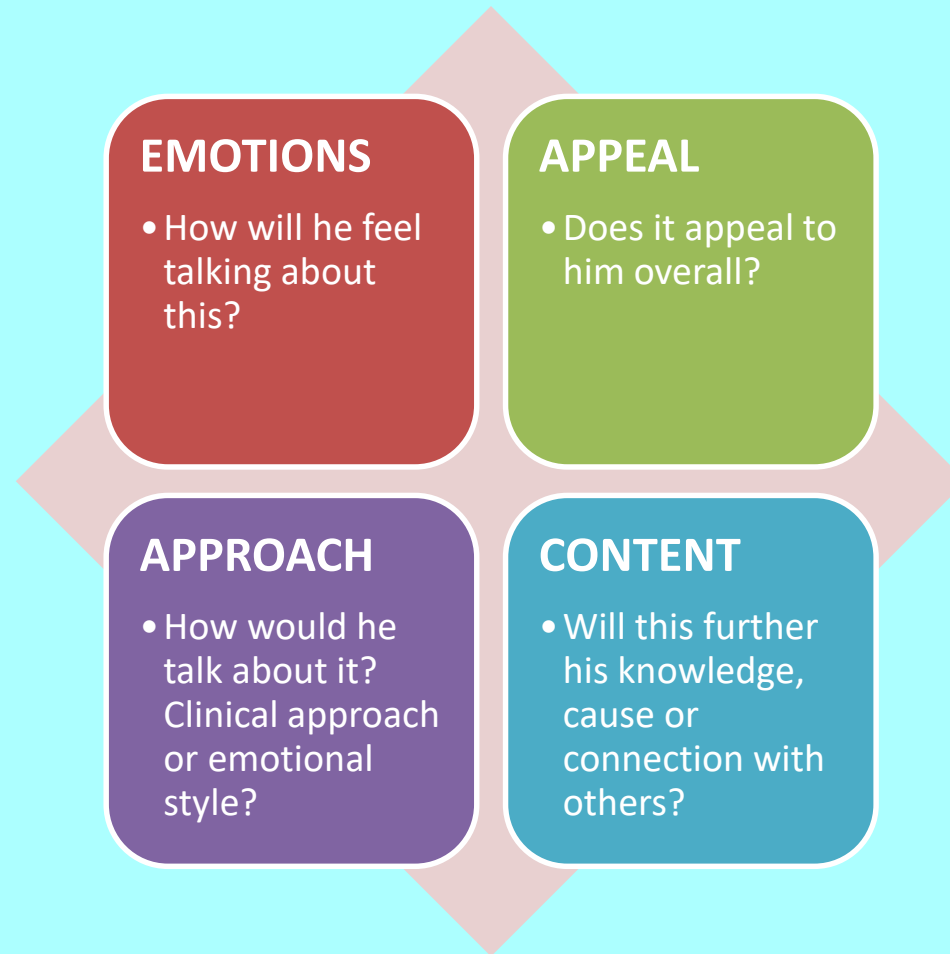


# Anticipate and gauge your audience

- How much time does he have?
- Where is her mind right now?
- What is his body language saying? Is he leaning in and listening intently or moving around and ready to bolt?
- What about his head and eyes? Is she showing full listening or disinterested eye glances?
- How can you be more in tune with the listener?

**Empathize**

# Empathize with your audience



**Empathize**

# Personal Exercise 3

## IMPACT story #3

- Pick a different letter from IMPACT
- Prepare a stepping stone story and Answer First
- Layer in more details that may be interesting for different types of people. For example:
  - Data driven
  - Interest driven
  - Disinterested



# Partner Profiles

## GRUMPY

- Seems irritated
- Interrupts often

## CHATTY

- Very talkative
- Difficult for you to talk

## ANALYTICAL

- Wants precision
- Asks a lot of how much, why and when questions

## CONFUSED

- Seems to get lost
- Asks you to repeat often

## TANGENT

- Participates almost too much
- Takes the conversation off track

## FOCUSED

- Very interested in you
- Speaks at appropriate times

# Partner Exercise 3

- **Listener**
  - Review your assigned character profile.
  - Think through the attributes that you need to display.
  - Consider how you can play up those parts.
- **Presenter**
  - Look over your IMPACT story.
  - Consider what your Answer First is.
- Take 5-7 minutes for each person's story.

**Empathize**

# Content for WHAT



## Experience

- Build IMPACT stories



## Personalities

- Role play to push each other

## Interest

- Present a personal passion

## Business

- Discuss ideas logically

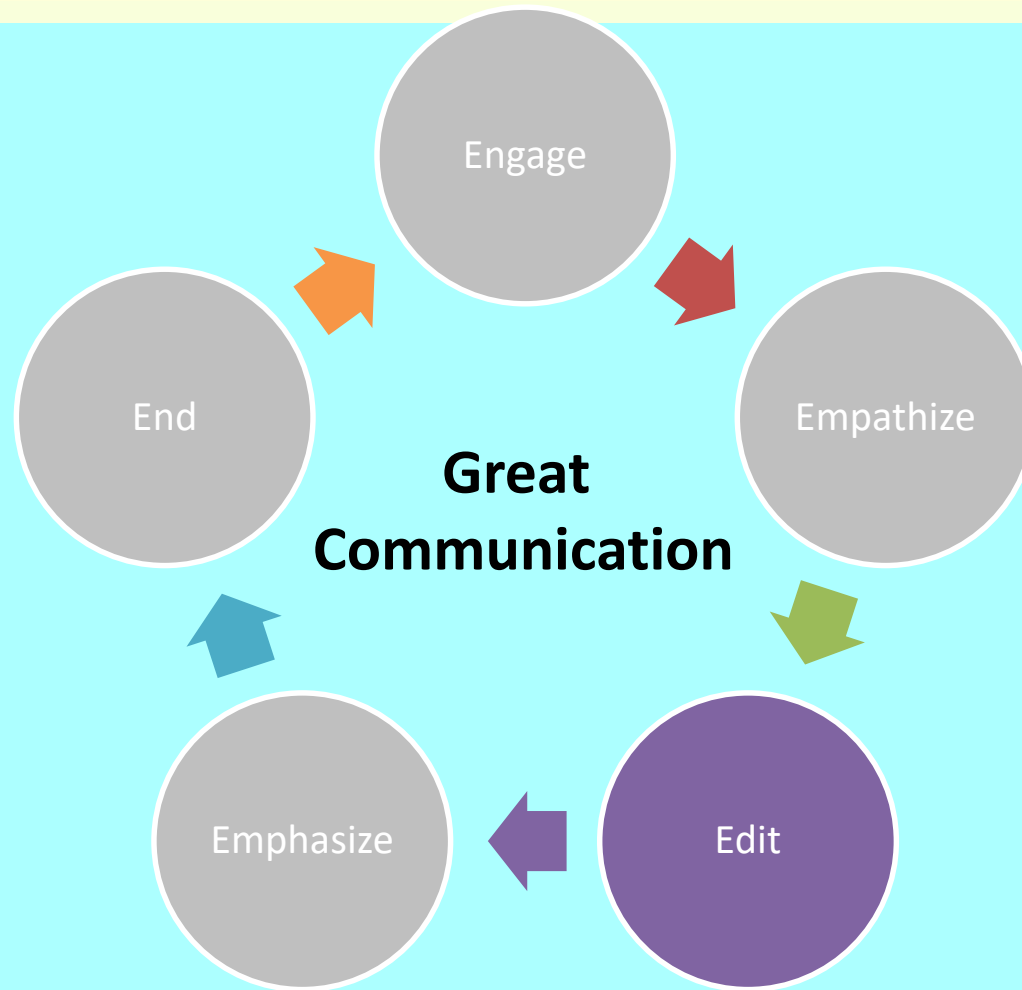
# EMPATHIZE

## Recap

- **Concepts learned**
  - I need to anticipate my listener's interest
  - I can empathize on several levels: emotion, appeal, approach and content
  - Adjusting to personality types will take practice
- **Actions to take**
  - List personality types where empathy is difficult
  - Outline actions you can take to relate better
  - Talk with a variety of people

# EDIT

## Block, Break & Discuss any topic



# What do you think about Uber?



**Class  
Brainstorm**

# Uber

## Block, Break, Discuss

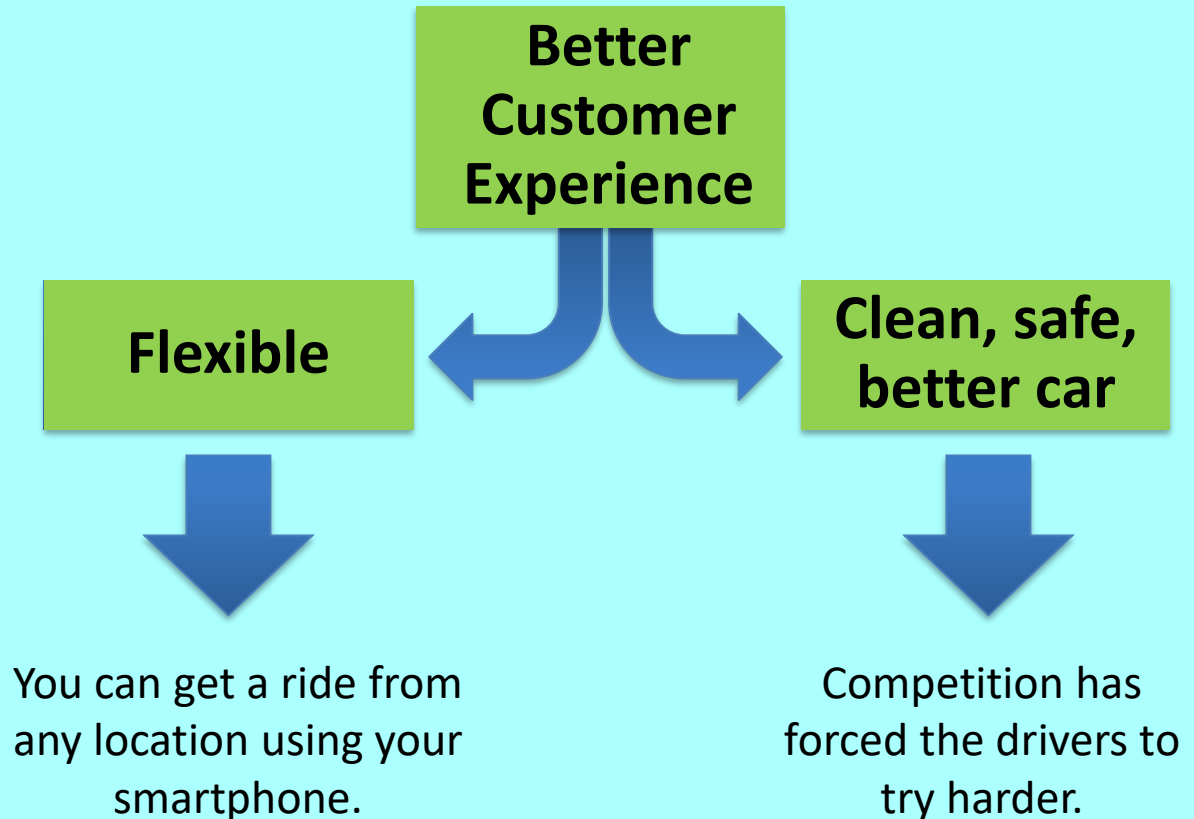
**BLOCK**

↓

**BREAK**

↓

**DISCUSS**



# Uber

## Block, Break, Discuss

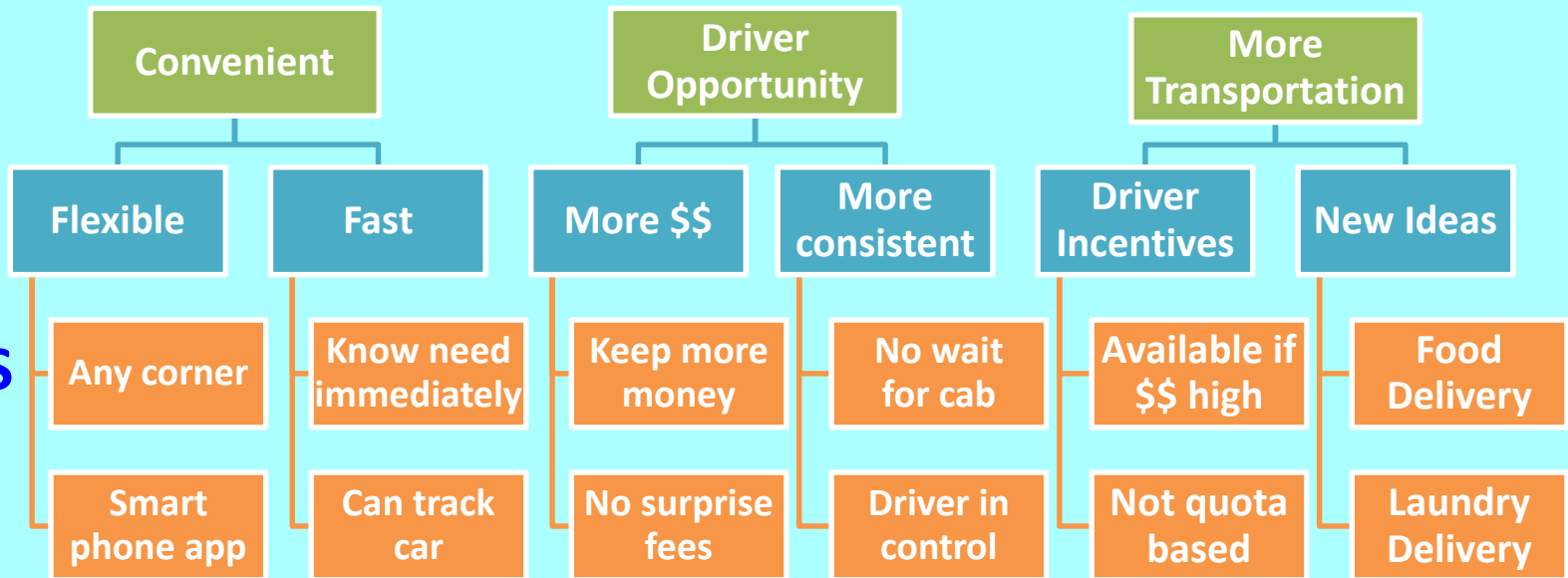
What do you think of Uber?

*"I think it's a good idea . . . "*

**BLOCK**

**BREAK**

**DISCUSS**



**Edit**



# Personal Exercise 4

## Should we get a pet? Dog, cat, fish



- Block out several key areas of the discussion.
  - Don't worry if you got it "right" or not.
  - Just think about the main things to consider.
- Break your blocks into an "A" and a "B".
  - You may or may not use them in the discussion.
  - But it's a good habit to be ready to show depth of thinking.
- Discuss pieces below each A and B.
  - These pieces may trigger a thought or question.
  - What are you curious about? How can you connect?

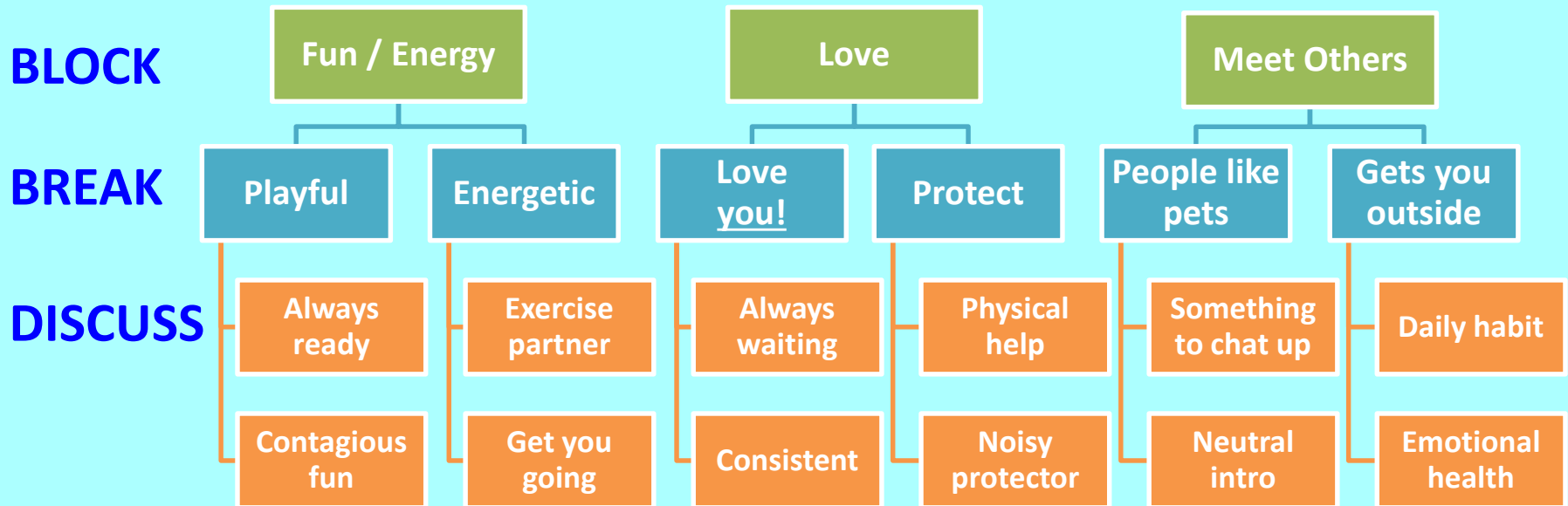
Edit

# Dogs are great!

## Block, Break, Discuss

Do you think I should get a dog?

*“Oh definitely! Dogs are great . . . ”*



Edit

# Content for WHAT



## Experience

- Build IMPACT stories



## Personalities

- Role play to push each other



## Interest

- Present a personal passion

- Hobby
- Sport
- Entertainment
- Food & Drink
- Travel
- Pet Peeve

## Business

- Discuss ideas logically

# Personal Exercise 5

## I think everyone should . . .

- Watch more movies
- Learn how to play the piano
- Be a (favorite team) fan
- Skydive!
- Visit China
- Stop using plastic bottles

**Edit**

# Your Editing Toolkit

## Block Break Discuss

- Structure with 2 to 3 good points

## Be Answer First

- It's always appropriate, unless you are telling a joke with a punch line

## Timing

- Stay under 2 minutes
- Brief is better

## Flexibility

- Adjust as you go along

**Edit**

# Personal Exercise 6

## Block, Break & Discuss a Business Article

- Choose 1 of 4 articles based on your number
- Read it through and on your paper  
Block, Break, Discuss / Ask
- Think through how you would present it



Huawei



Lyft



Workers



WOW

Edit

# Content for WHAT



## Experience

- Build IMPACT stories



## Personalities

- Role play to push each other



## Interest

- Present a personal passion



## Business

- Discuss ideas logically

## Partner Exercise 4

- Find a partner who read a different business topic.
- Tell him or her the topic name.
- **Giver**
  - Make your points.
  - Have a discussion and after 5-7 minutes switch.
- **Receiver**
  - ask the open ended question,  
“Did you read about . . .?”
  - Give feedback on what did and did not work.



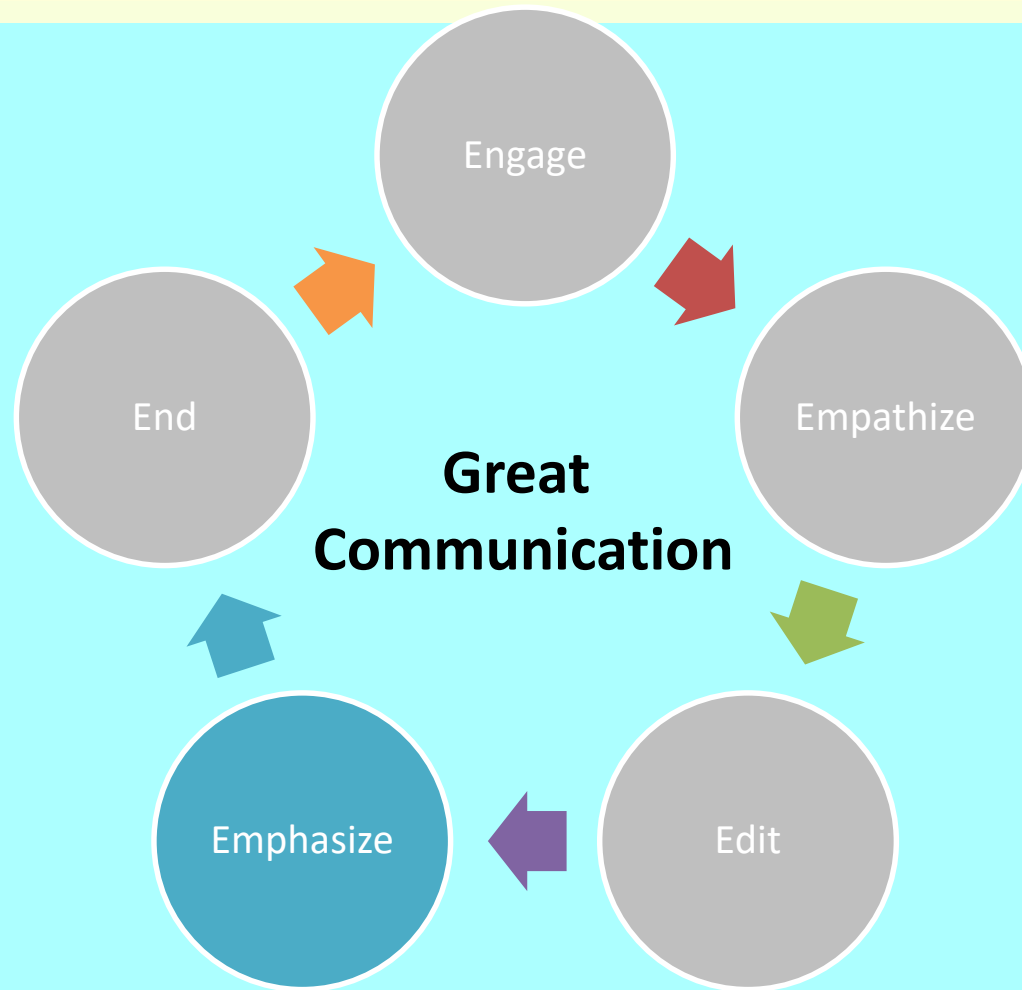
# EDIT Recap

- Concepts learned
  - Block, Break, Discuss
  - To connect, structure and edit
  - BBD works with business or casual conversation
- Actions to take
  - Practice BBD on business articles
  - Twitter: davidohrvall, #BlockBreakAsk
  - Try time limits: 30, 60 and 90 seconds



# EMPHASIZE

## People remember very little



# Always ask what is the one thing that matters most?

- Consider what you are passionate about?
- Why did you start the conversation?
- What did he ask you when it started?
- Be Answer First
  - Bring the point you want to leave behind to the front
  - Consider how to make it appeal to your audience (e.g. \$, time, impact, overview)

**Emphasize**

# Main point drills – call out the main points that you heard in Part 1

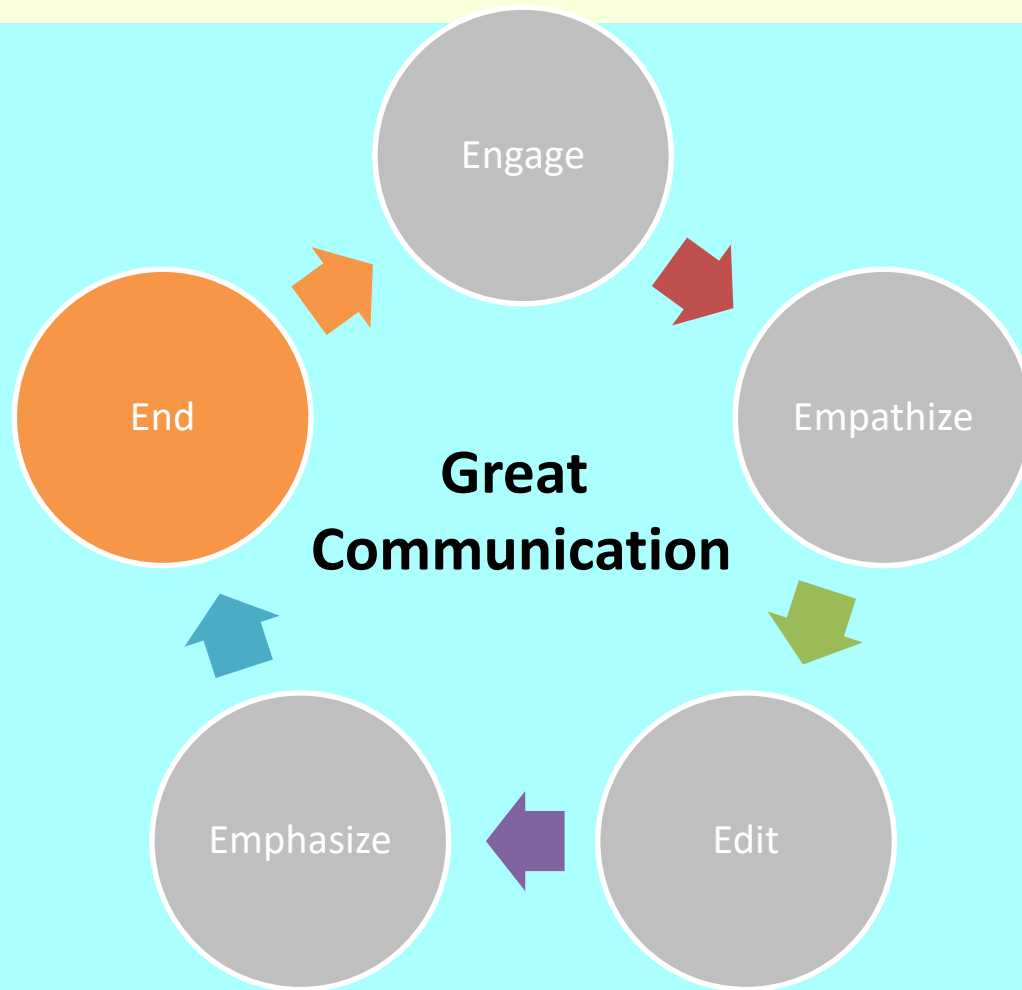


# EMPHASIZE

## Recap

- **Concepts learned**
  - Listeners remember very little
  - Go into and out of a conversation with a main point
  - Answer First helps, but the main point could be broader than one sentence
- **Actions to take**
  - Review your IMPACT stories and develop main points

# END – let your listener go!



# Make it a win for both of you to end the conversation

- Give your listener an out
- Know what you want to share and limit it
- Make sure you have an exit to the conversation
- Reinforce a key point that you wanted to make



**End**

# Ending language is always helpful

- “It was great meeting with you . . . .”
- “Thanks for taking the time . . . .”
- “I should be letting you go . . . .”
- “I really appreciate your input . . . .”
- “Wow, look at the time . . . .”
- “It looks like other people need your attention now . . . .”

**End**



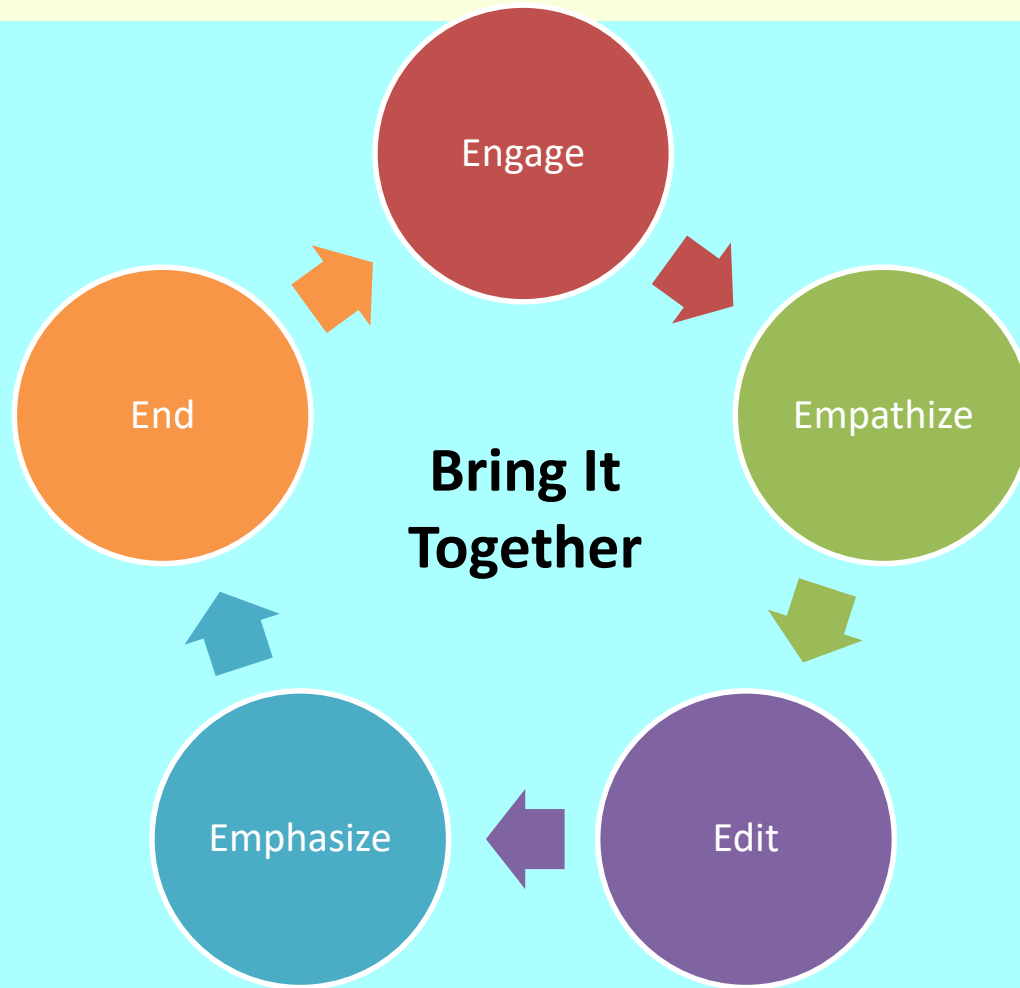
# END

## Recap

- **Concepts learned**
  - **Make it a win for everyone**
  - **Have an exit strategy**
  - **Reinforce a key point you want to make**
- **Actions to take**
  - **Build a list of ending language**
  - **Observe others and listen**
  - **Find new ways to end the conversations**

# Partner Exercise

## Speed Meeting



# Partner Exercise 5

## Speed Meeting



**2 MINUTE DRILLS**

- Circle up into 2 long rows, 3 rounds of discussions
- Change positions if you have met someone before
- **Receiver**
  - “Tell me about your experience.”
  - “What have you been reading lately?”
  - “What excites you?”
- **Giver**
  - Experience: Use IMPACT story
  - Reading: Use business article and Block, Break, Discuss
  - Excitement: Use a hobby or interest

# Part I - Recap

- Use the 5 E's to
  - Engage all types of people
  - Empathize and connect better
  - Edit to be more succinct and effective
  - Emphasize to be remembered
  - End to make it a win for everyone
- Some of these skills come naturally
- Consistent practice will build the rest

# Part II - Agenda

## MVM Overview

- Understand the drivers of business
- Use the MVM as a reference tool

## Zone by Zone Exercises

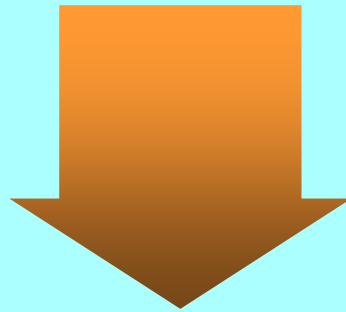
- Practice thinking through each driver
- Work with partners and alone

## Integrate Across Zones

- Begin to integrate across zones
- Think through complex decisions

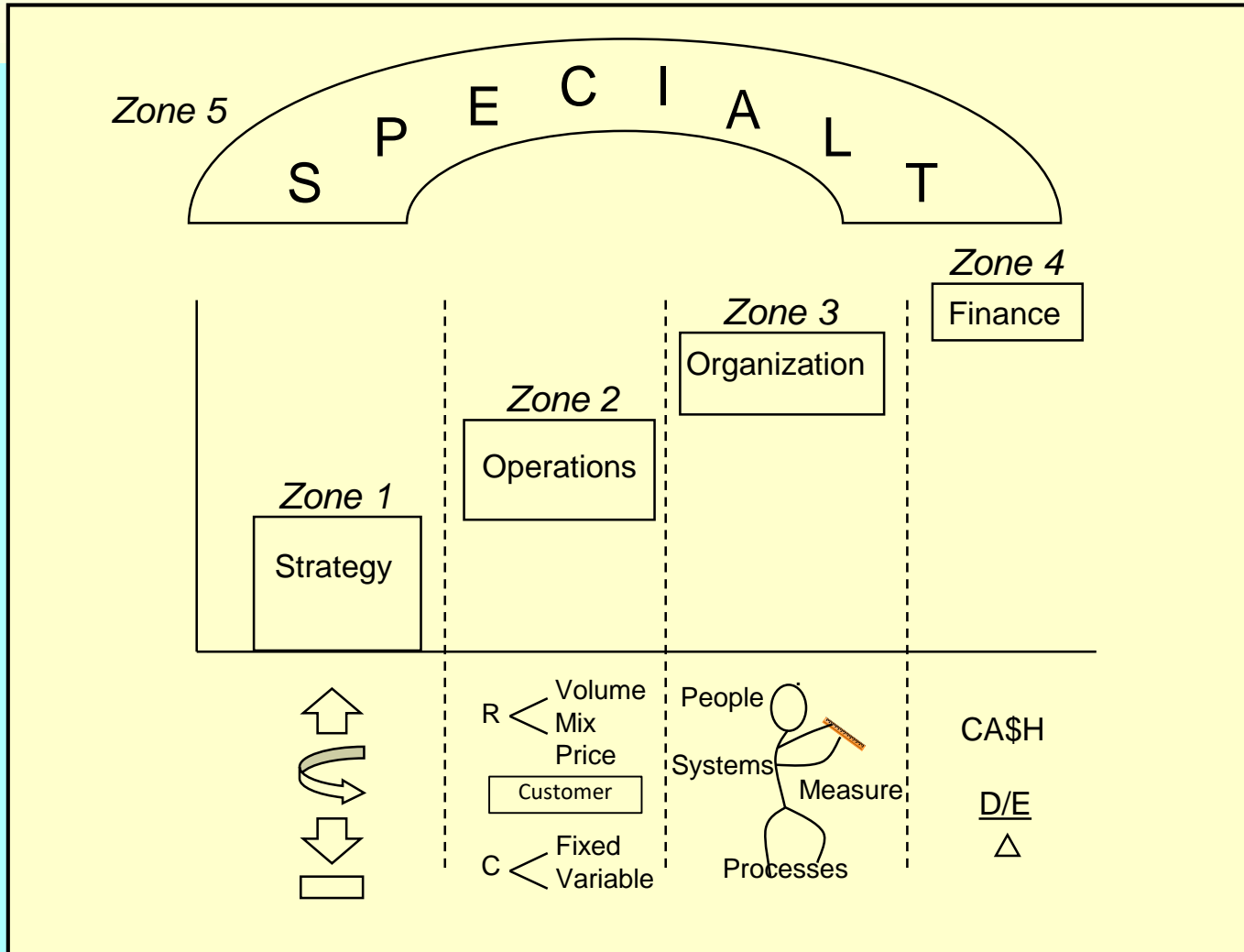
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Break

# **What's your objective when solving business problems?**

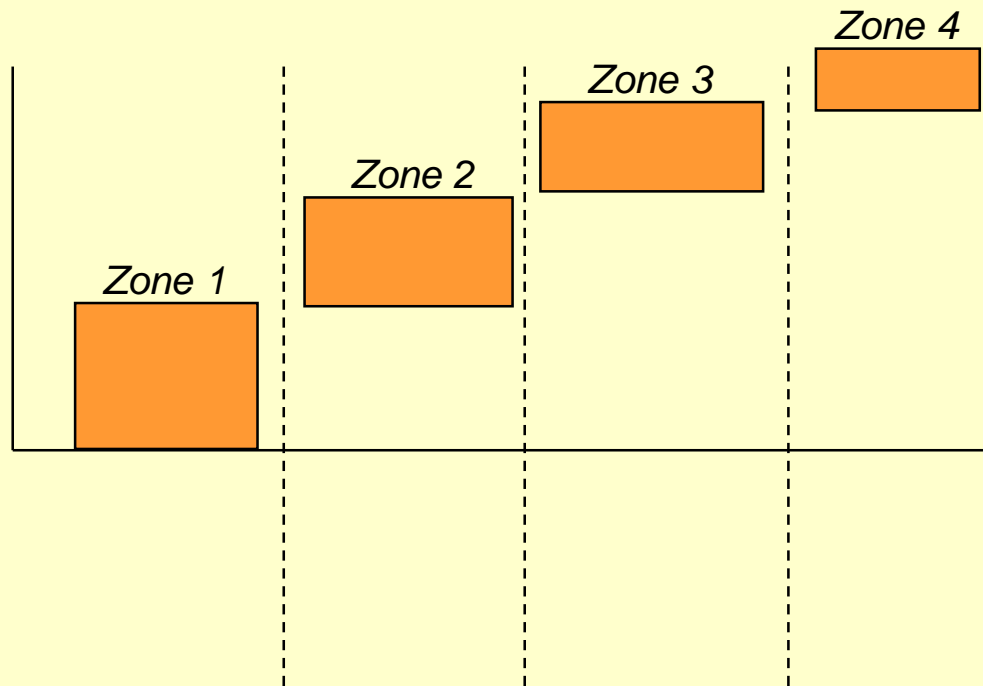


## **Maximize the Value of the Company**

# Think Zone by Zone

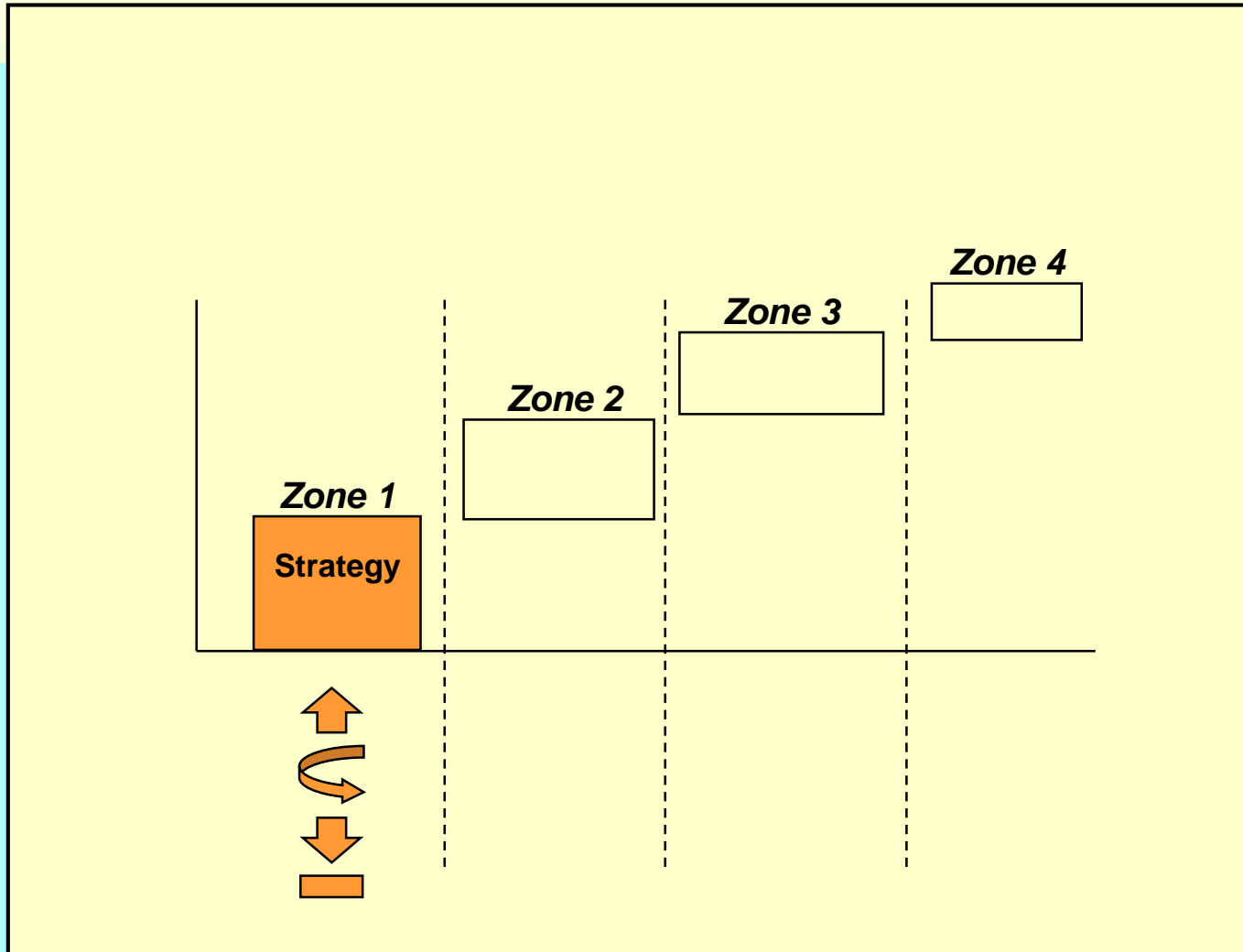


# Waterfall – each zone adds value





# Zone 1 - Strategy

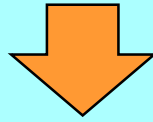


# Zone 1 - Strategy



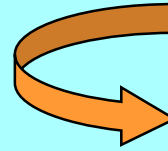
## Expand

- Merge
- Acquire
- Joint Venture



## Reduce

- Divest



## Change Direction

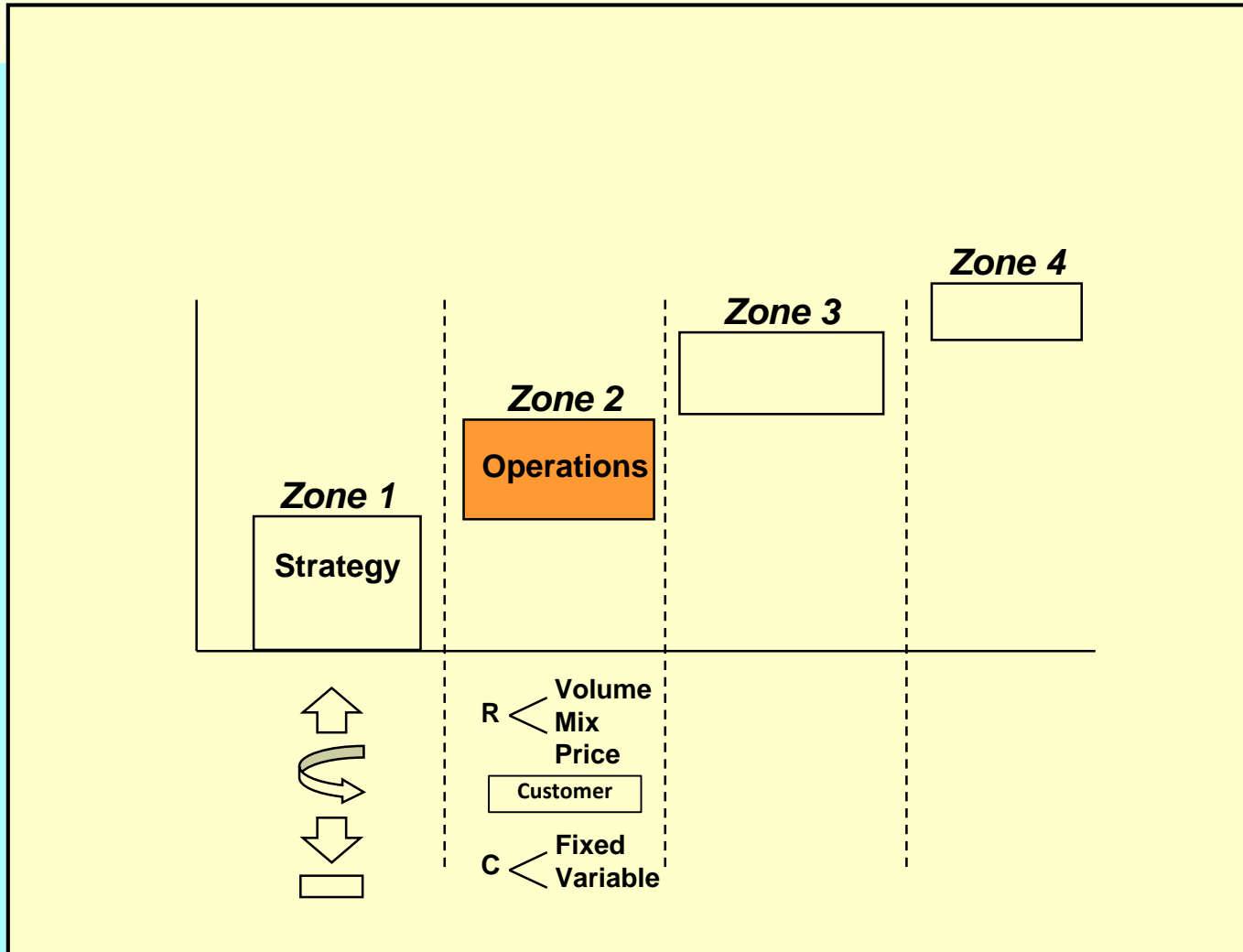
- Enter a New Market
- Exit a Market
- Develop and Sell New
- Reposition



## Maintain

- Do Nothing

# Zone 2 - Operations



# Zone 2 - Organization

## REVENUE - COSTS

### Price

- Raise prices
- Change your pricing matrix

### Volume

- Keep customers
- Increase share of wallet
- Change the mix of volume
- Acquire new customers
- Develop new channels or use existing better

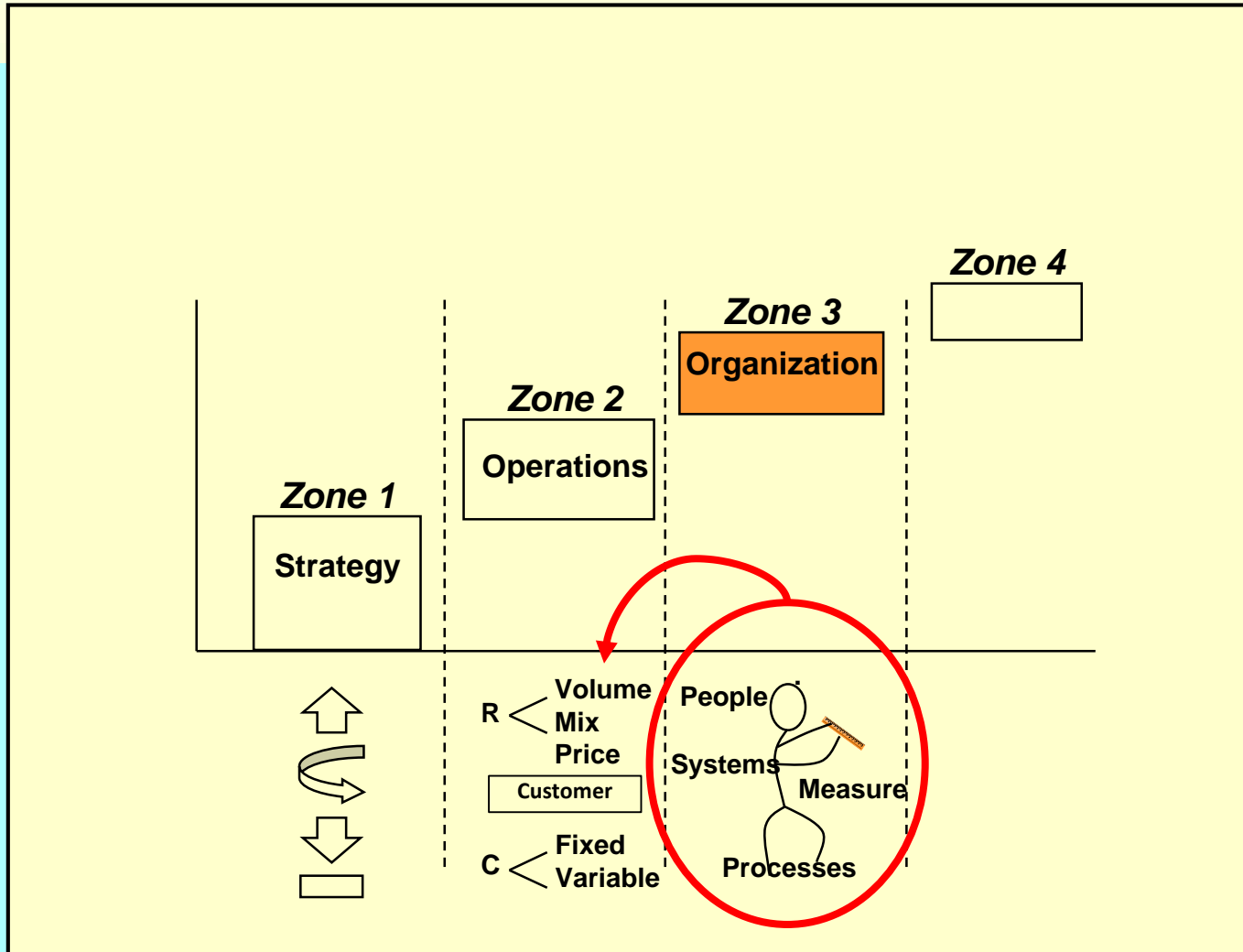
### Reduce Costs

- Fixed costs
- Variable costs

### Customer

- Understand the customer
- What do they want?
- How do they impact our price, volume and costs?

# Zone 3 - Organization



# Zone 3 - Organization

## People

- Build skills
- Optimize compensation
- Simplify the organization

## Processes

- Improve quality
- Focus on internal efficiency & supply
- Focus on capabilities

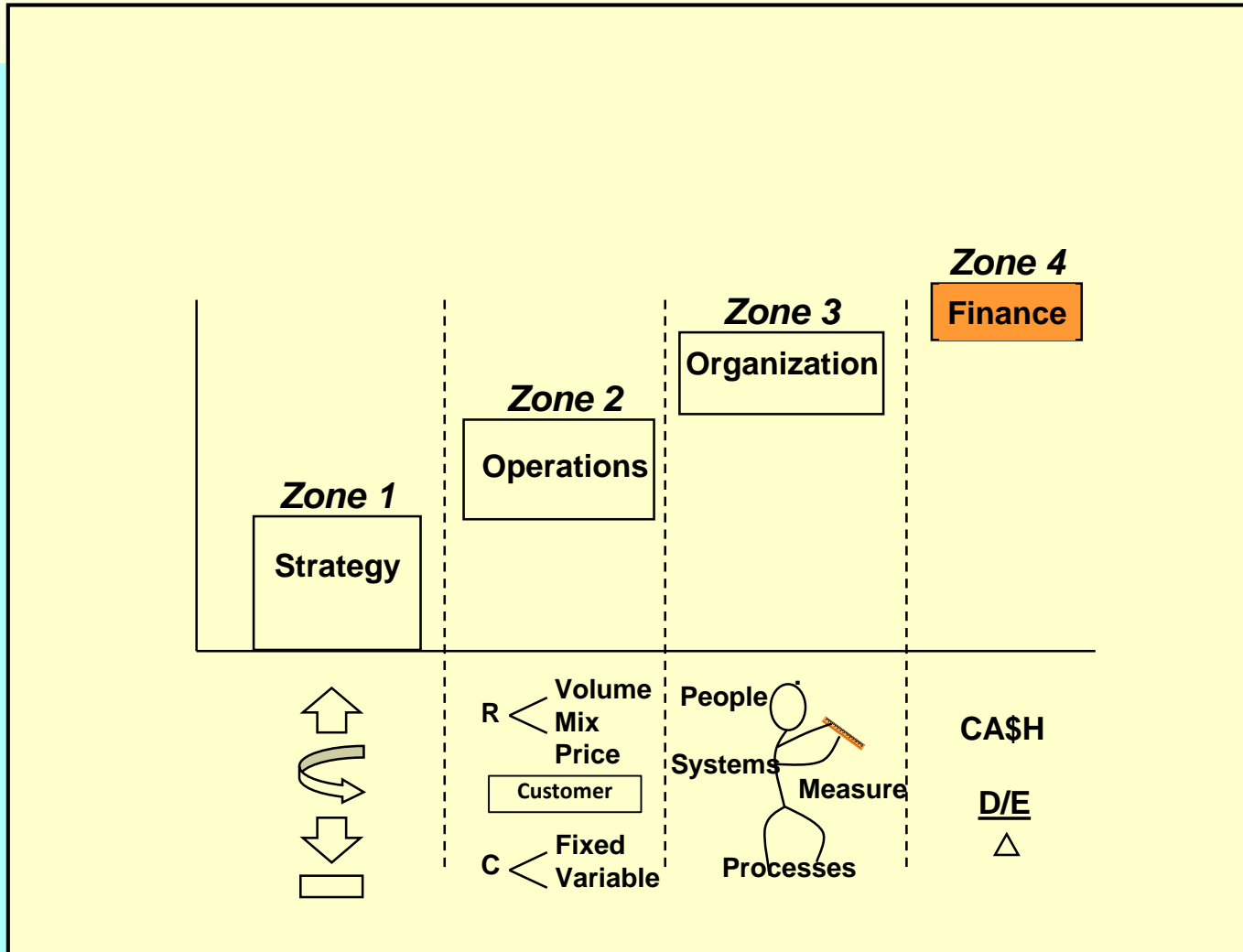
## Information

- Upgrade information systems
- Simplify and integrate
- Automate

## Measure

- Create and compare metrics

# Zone 4 - Finance



# Zone 4 - Finance

## Cash is King

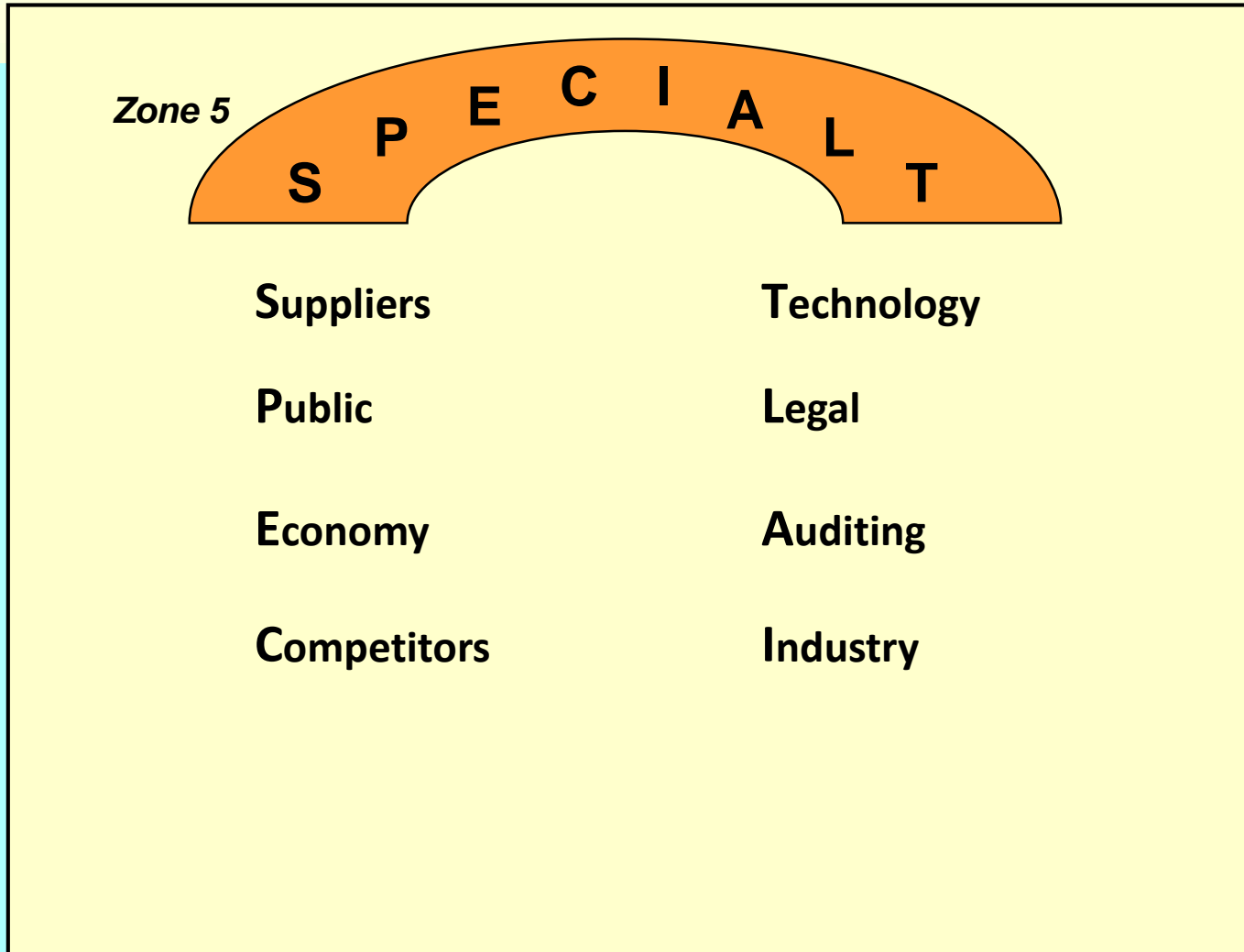
- Reduce inventory
- Reduce receivables
- Increase payables

## Balance of debt and equity

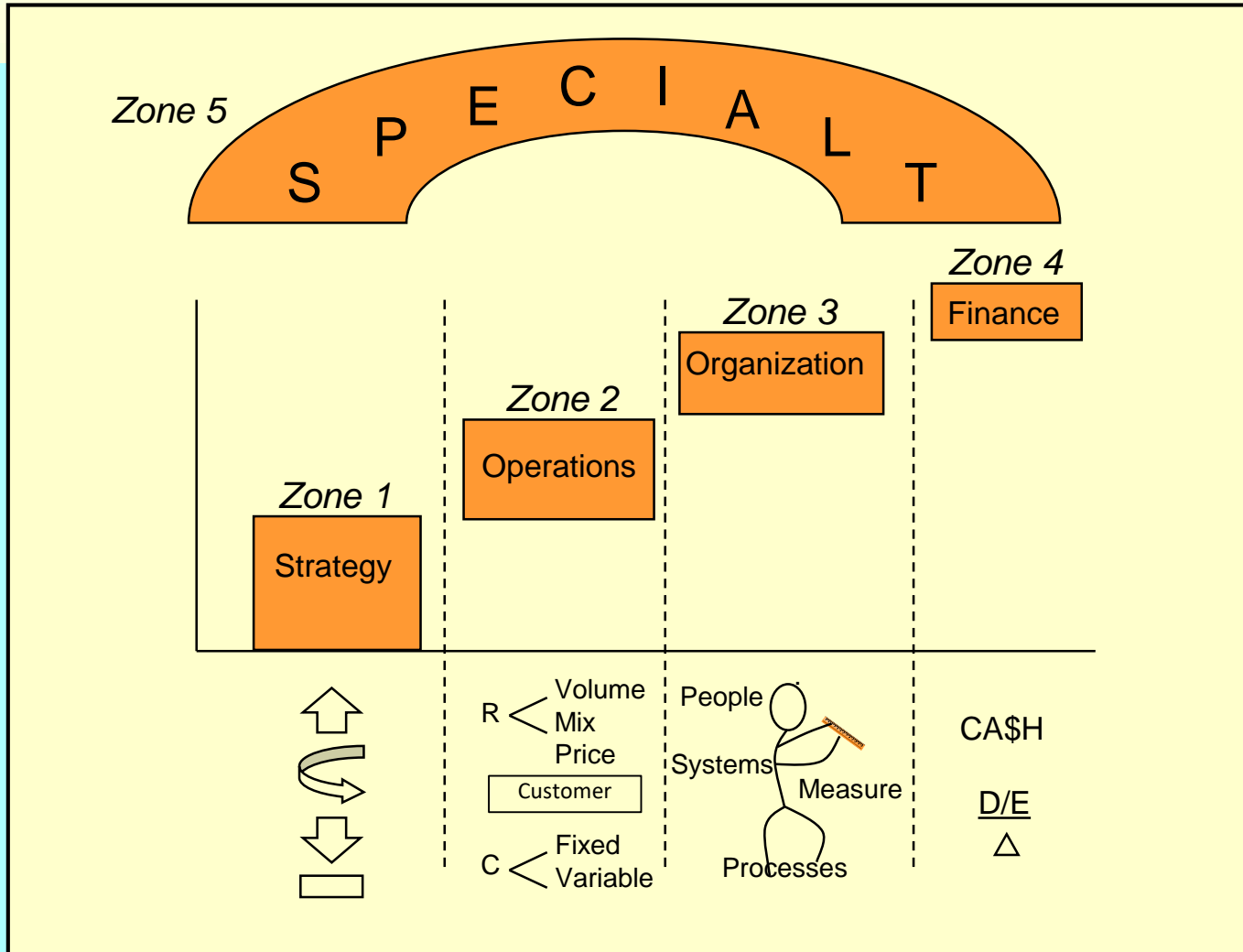
- What is the right amount of each?



# Zone 5 - External Forces



# Maximum Value Model (MVM™)



## Part II - Agenda



### MVM Overview

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### Zone by Zone Exercises

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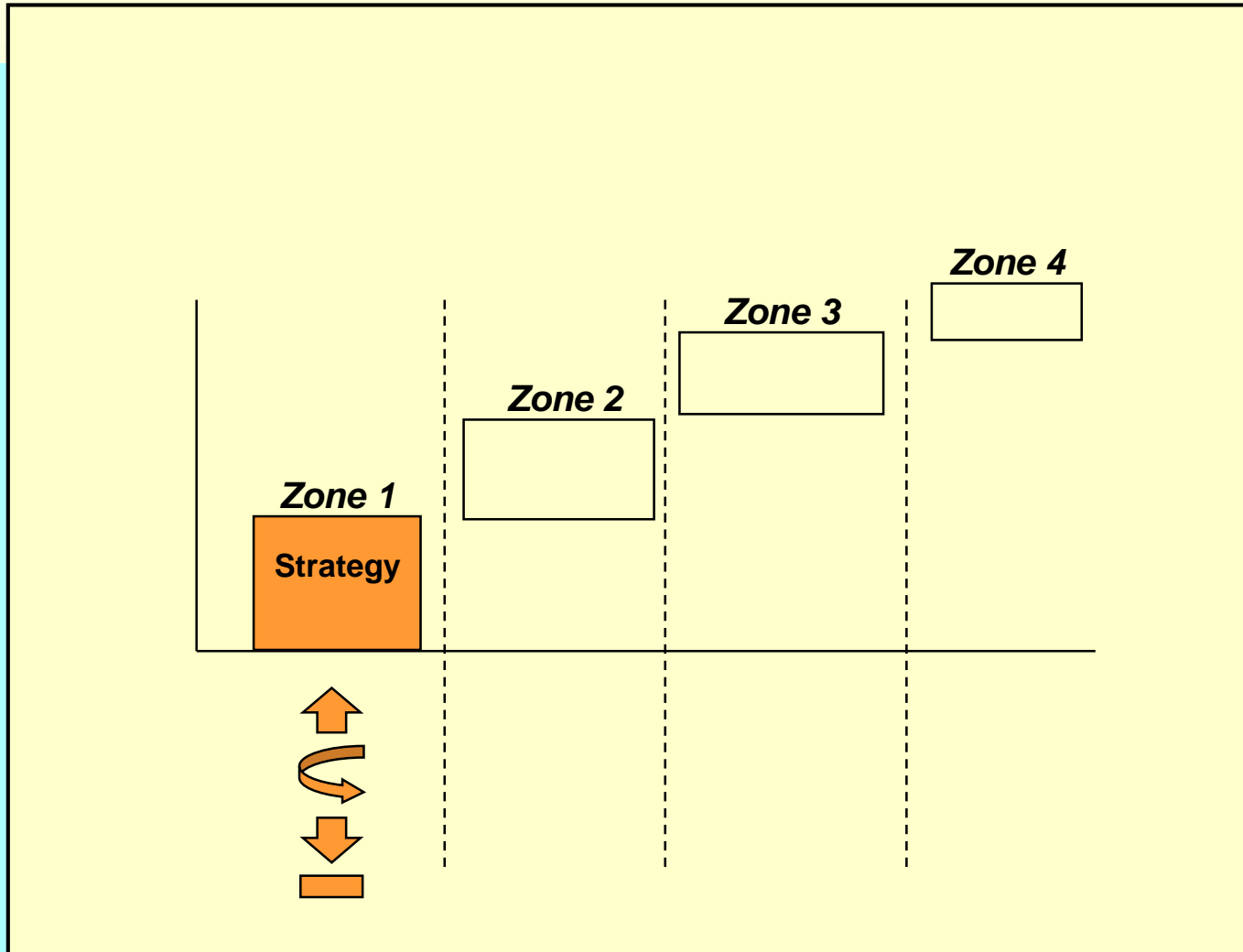
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- Begin to integrate across zones
- Think through complex decisions



Break

# Zone 1 - Strategy

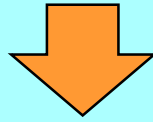


# Zone 1 - Strategy



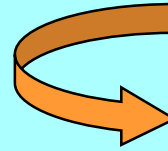
## Expand

- Merge
- Acquire
- Joint Venture



## Reduce

- Divest



## Change Direction

- Enter a New Market
- Exit a Market
- Develop and Sell New
- Reposition



## Maintain

- Do Nothing

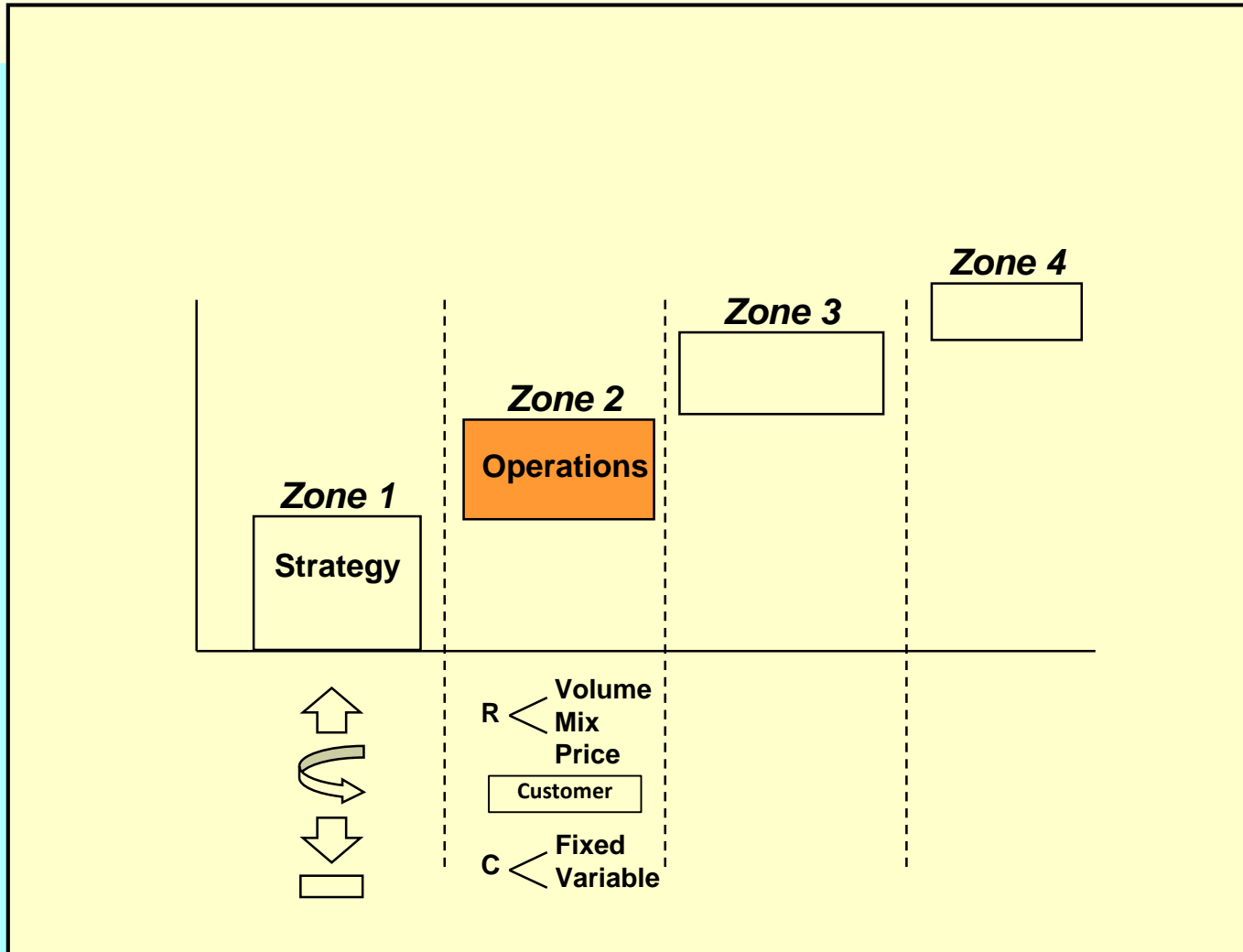
# Zone 1 – Strategy Exercise

Team  
Exercise

- Break into teams of 4 people
- Find an example company that took one of the following actions and argue why they should have done something different. Find these through Google searches. Laptops OK.
- Examples must be from the last 24 months.

Team A	Team B	Team C	Team D
<ul style="list-style-type: none"><li>• Merge</li><li>• Enter a New Market</li><li>• Do Nothing</li></ul>	<ul style="list-style-type: none"><li>• Acquire</li><li>• Exit a Market</li><li>• Do Nothing</li></ul>	<ul style="list-style-type: none"><li>• Joint Venture</li><li>• Develop &amp; Sell New Products</li><li>• Do Nothing</li></ul>	<ul style="list-style-type: none"><li>• Exit</li><li>• Reposition the Company's Brand</li><li>• Do Nothing</li></ul>

# Zone 2 - Operations



# Zone 2 - Operations

## REVENUE - COSTS

### Price

- Raise prices
- Change your pricing matrix

### Volume

- Keep customers
- Increase share of wallet
- Change the mix of volume
- Acquire new customers
- Develop new channels or use existing better

### Reduce Costs

- Fixed costs
- Variable costs

### Customer

- Understand the customer



# Zone 2 – Operations Exercise

Solo  
Exercise

- Profit is DOWN for some scenarios and UP for others. What do you think is causing the problem?
- Have explanations for at least 2 variables.

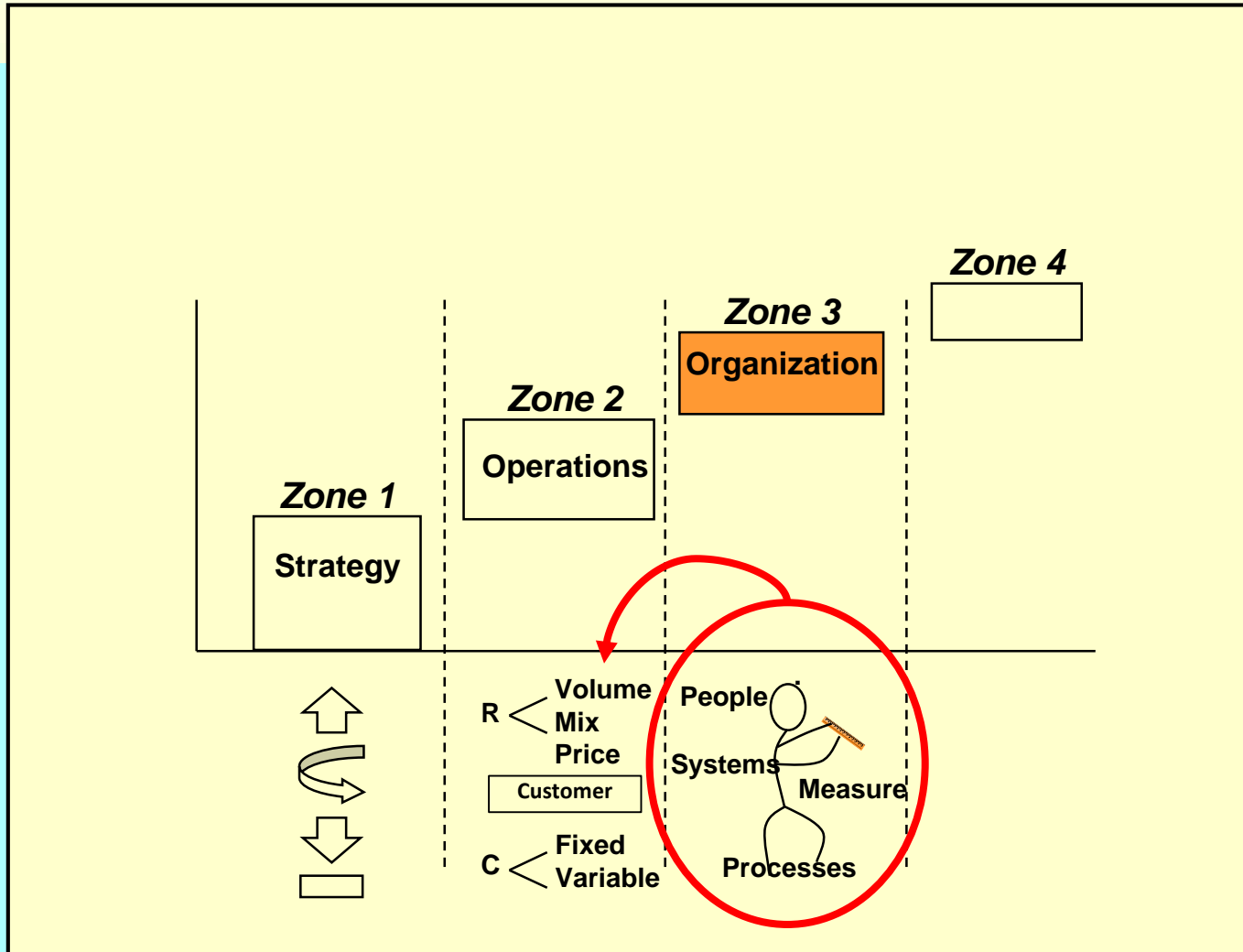
## DOWN

- Local Mall
- Starbucks inside business school
- Caterpillar Equipment
- Gas Station with Mini Mart

## UP

- Amazon
- Local Grocery Store
- Large Cable Television Provider
- Electricity Provider

# Zone 3 - Organization



# Zone 3 - Organization

$$\text{Price} \times \text{Volume} - (\text{Fixed} + \text{Variable Costs}) = \text{PROFIT}$$



## People

- Build skills
- Optimize compensation
- Simplify the organization

## Processes

- Improve quality
- Focus on internal efficiency & supply
- Focus on capabilities

## Information Systems

- Upgrade information systems
- Simplify and integrate
- Automate

## Measure

- Create and compare metrics

## Zone 3 – Organization Exercise



Partner  
Exercise

- Form teams of 2
- Tie each element back to the profit drivers: price, volume, fixed cost and variable cost.
- Identify which organization element is changing and how it might have an impact on profit.
- Be ready to explain to management the pros and cons of the new decision.

## Zone 3 – Organization Exercise

United and Continental airlines merge all of their pilots, flight attendants and ground crew.

Del Monte is installing a new, pineapple canning system in half of their plants.

Eli Lilly Pharmaceutical has just installed a new “Pharma Tab”, a tablet software for their sales reps.

Budget Rental just upgraded their handheld check-in devices their agents use for car returns.

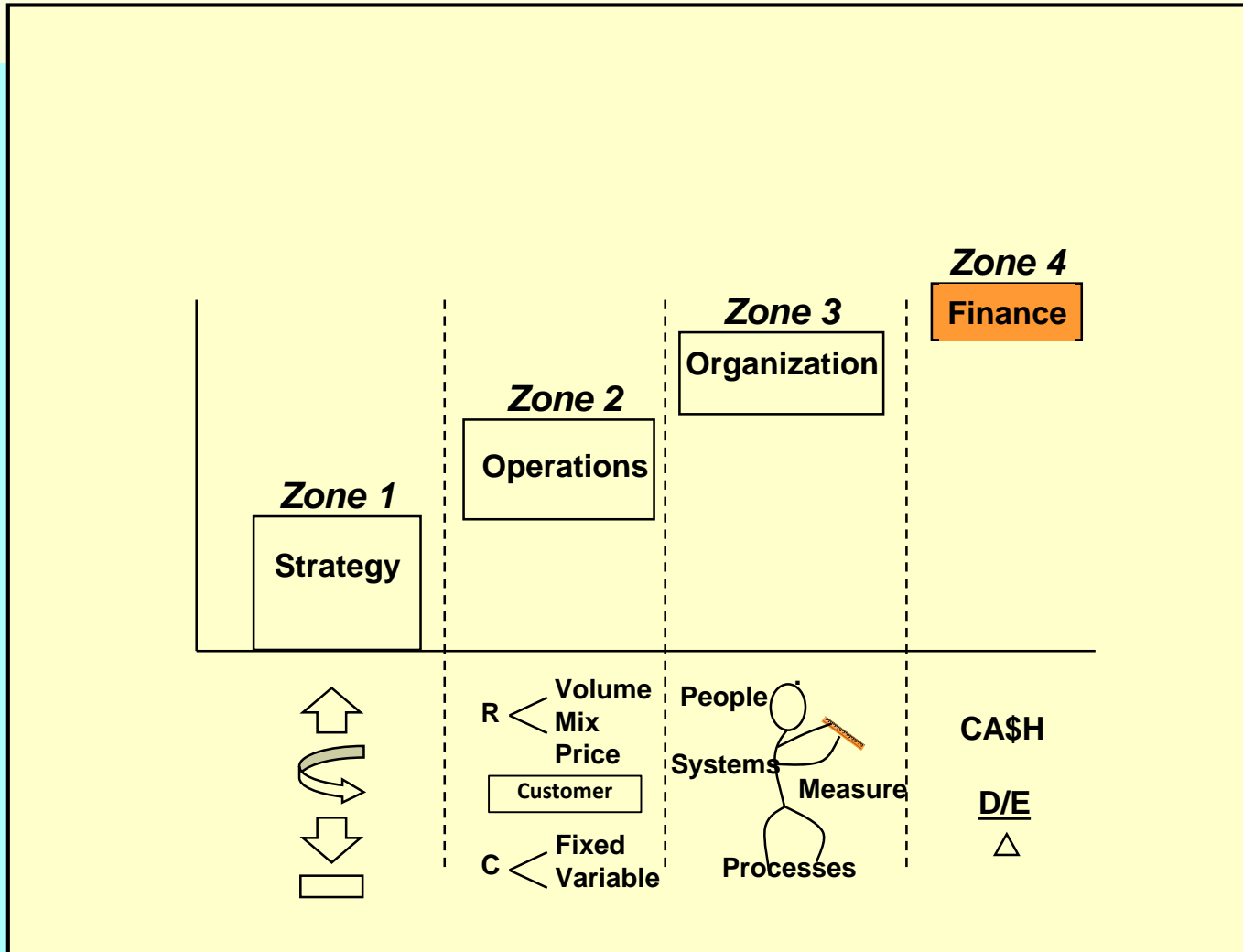
A Broadway theater decided to eliminate half of their stage hands.

Gready Cheady and Co. law firm no longer bills clients by receipt but charges a 20% of revenues flat fee.

Young & Fancy teen clothing store is now tracking rate of returns by customer.

Local authorities now require the movie theater to empty and sanitize their popcorn poppers every night.

# Zone 4 - Finance



# Zone 4 - Finance

## Cash is King

- Reduce inventory
- Reduce receivables
- Increase payables

## Balance debt and equity

- What is the right amount of each?

# Zone 4 – Finance Exercise

Solo  
Exercise

- **Solo Exercise**
- For each of the following situations on the next slide, write out the implications.
- What questions would you ask and what data would you want to find?

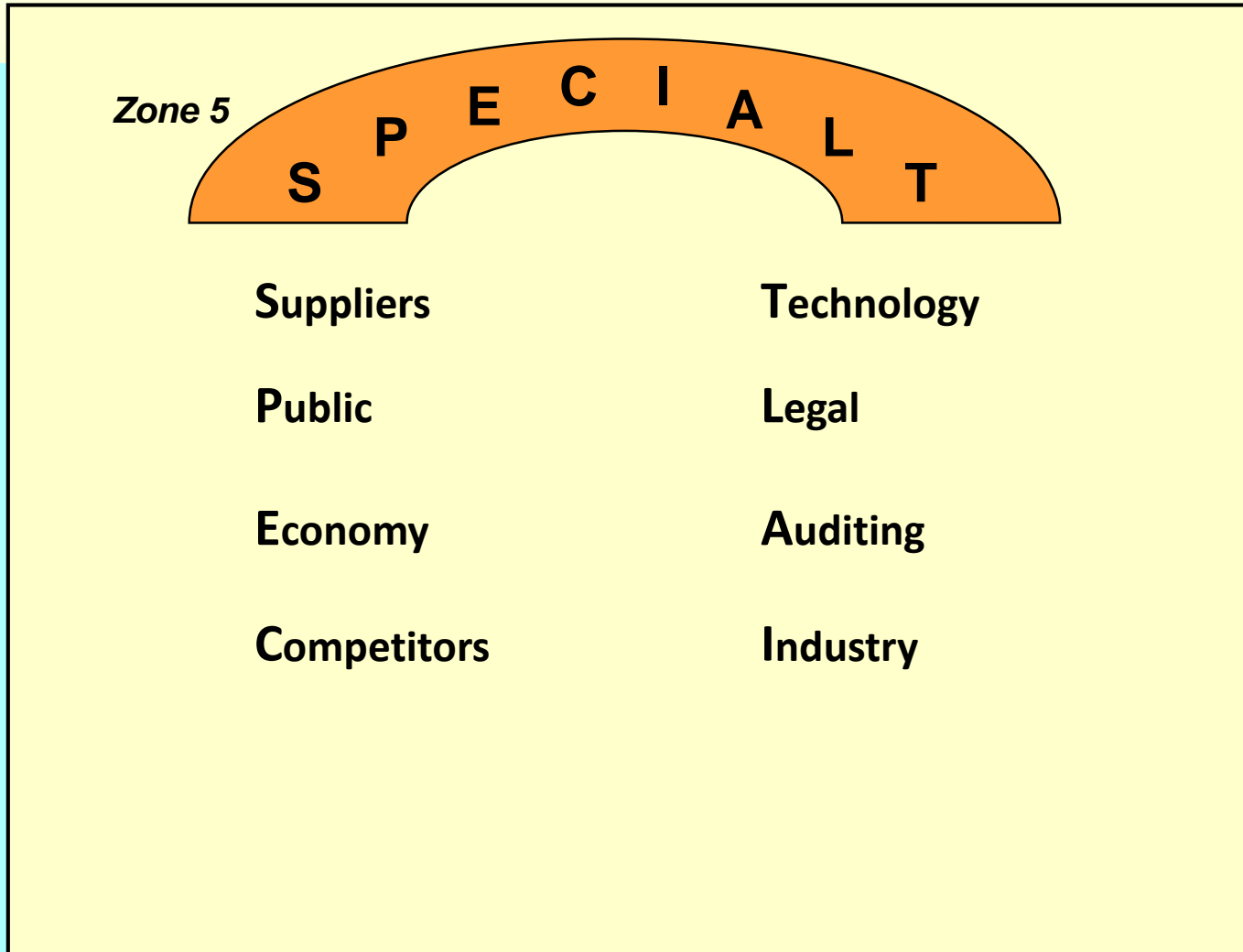


## Zone 4 – Finance Exercise

Solo  
Exercise

- **Winery** - Our winery wants to reduce their excess inventory of wine bottles. What are the risks?
- **Luggage** - The local luggage store in the mall wonders if they are carrying too much inventory. What would you talk to them about?
- **Accounting** - Your friends' accounting business is experiencing cash flow issues. He services small businesses. What are some things you would talk to him about?
- **Designer Store** – Dress Divine is in the process of renewing supplier contracts. The owner has run a successful high-end dress business importing gowns from all over the world. How would you advise her?
- **HVAC** - is finally striking out on his own with a heating and air conditioning small business. How would you counsel him?

# Zone 5 - External Forces



## Zone 5 – External Forces

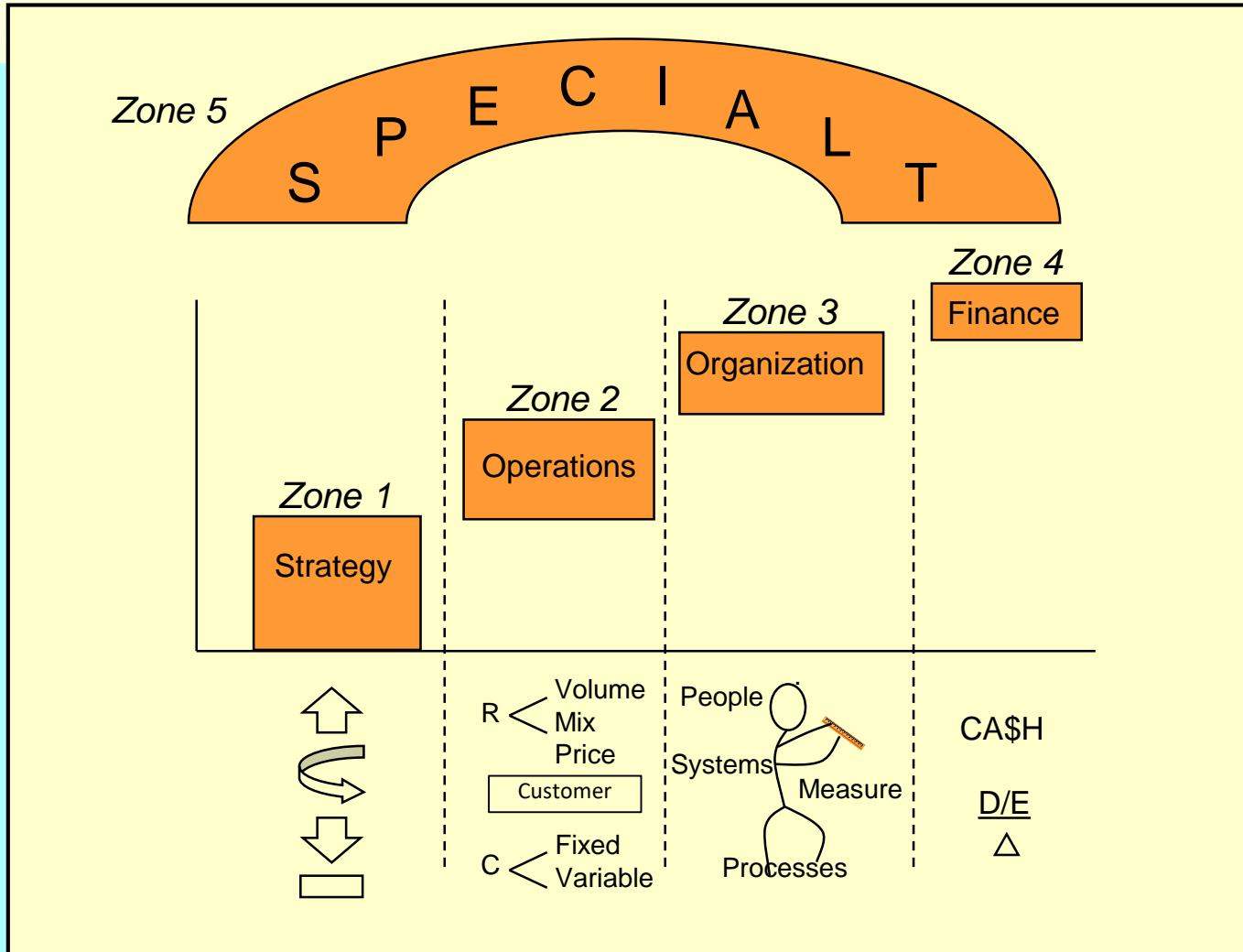


Partner  
Exercise

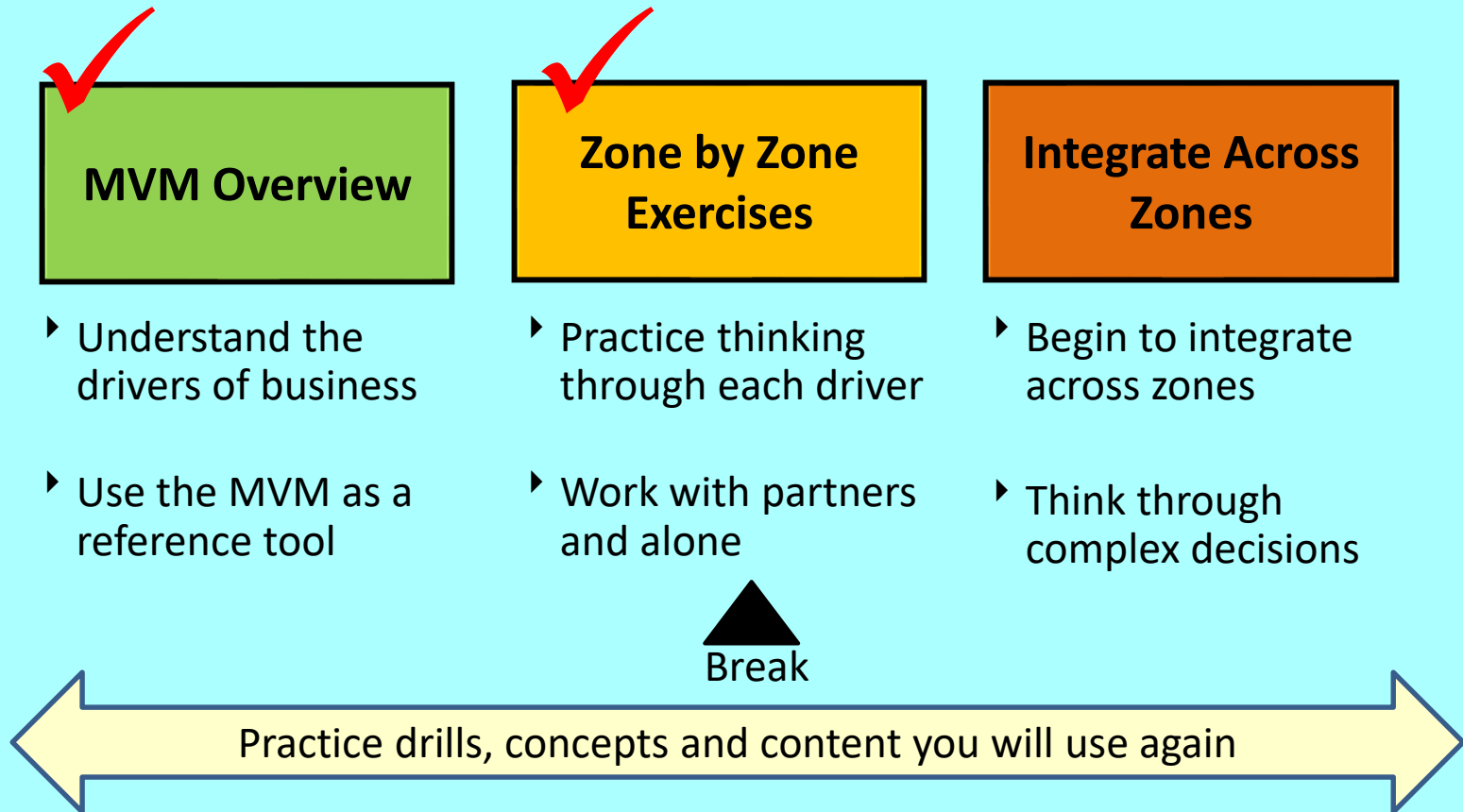
Which external forces would be involved in the following corporate actions? For each external force explain the full impact it may have on the business. There may be several impacts for each one.

1. Nuhouse Construction wants to continue to build houses in the suburbs while expanding to building condos in the city.
2. Nike is thinking about entering Malaysia.
3. Dunkin' Donuts wants to launch ice cream cakes.
4. Ford Motor company is thinking about raising the standard price on its 4 wheel drive vehicles.
5. PowerTap makes cables for the iPhone 4 and earlier. They now must suddenly phase them out with the newer models.

# Maximum Value Model (MVM™)



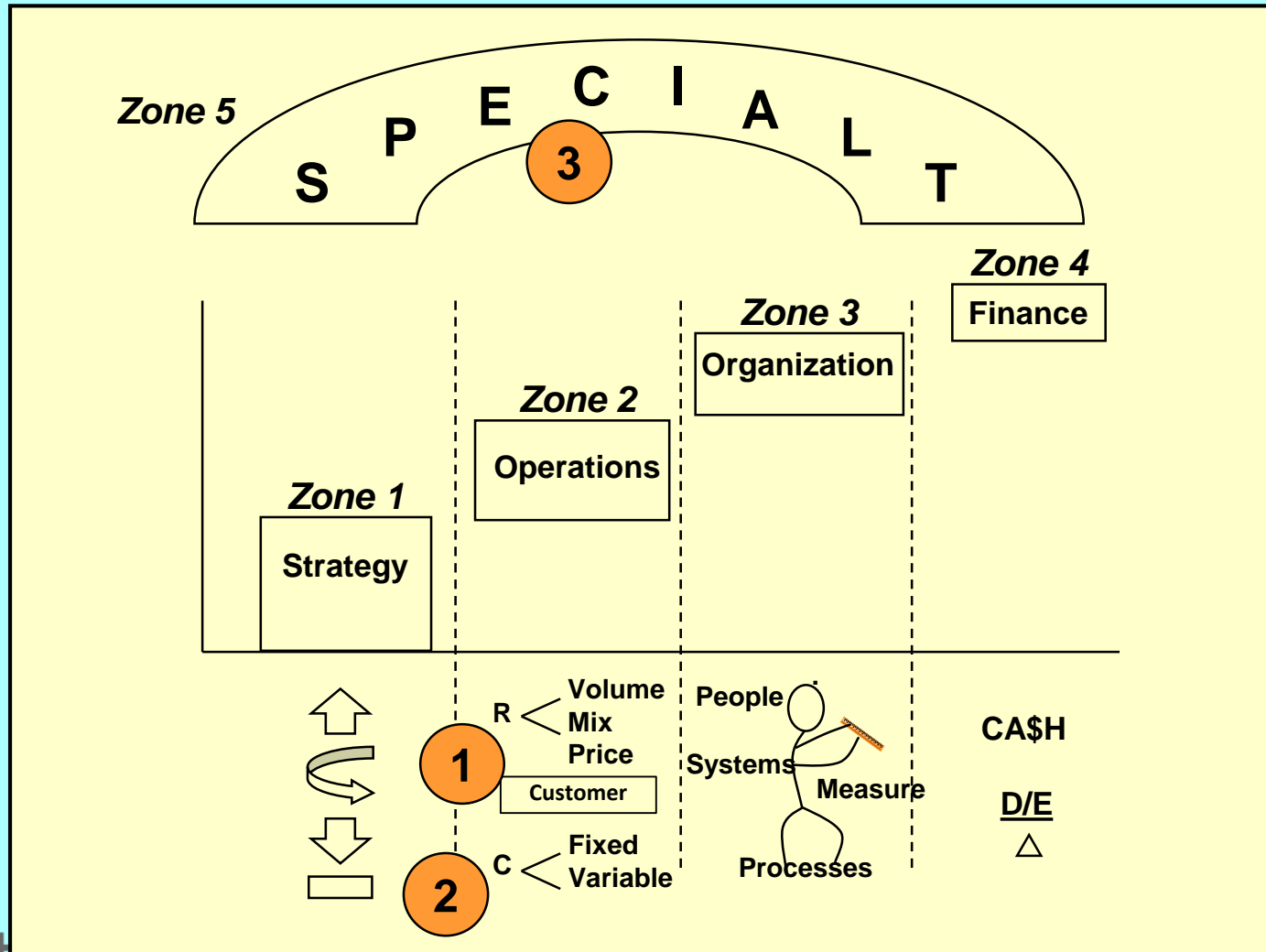
## Part II - Agenda



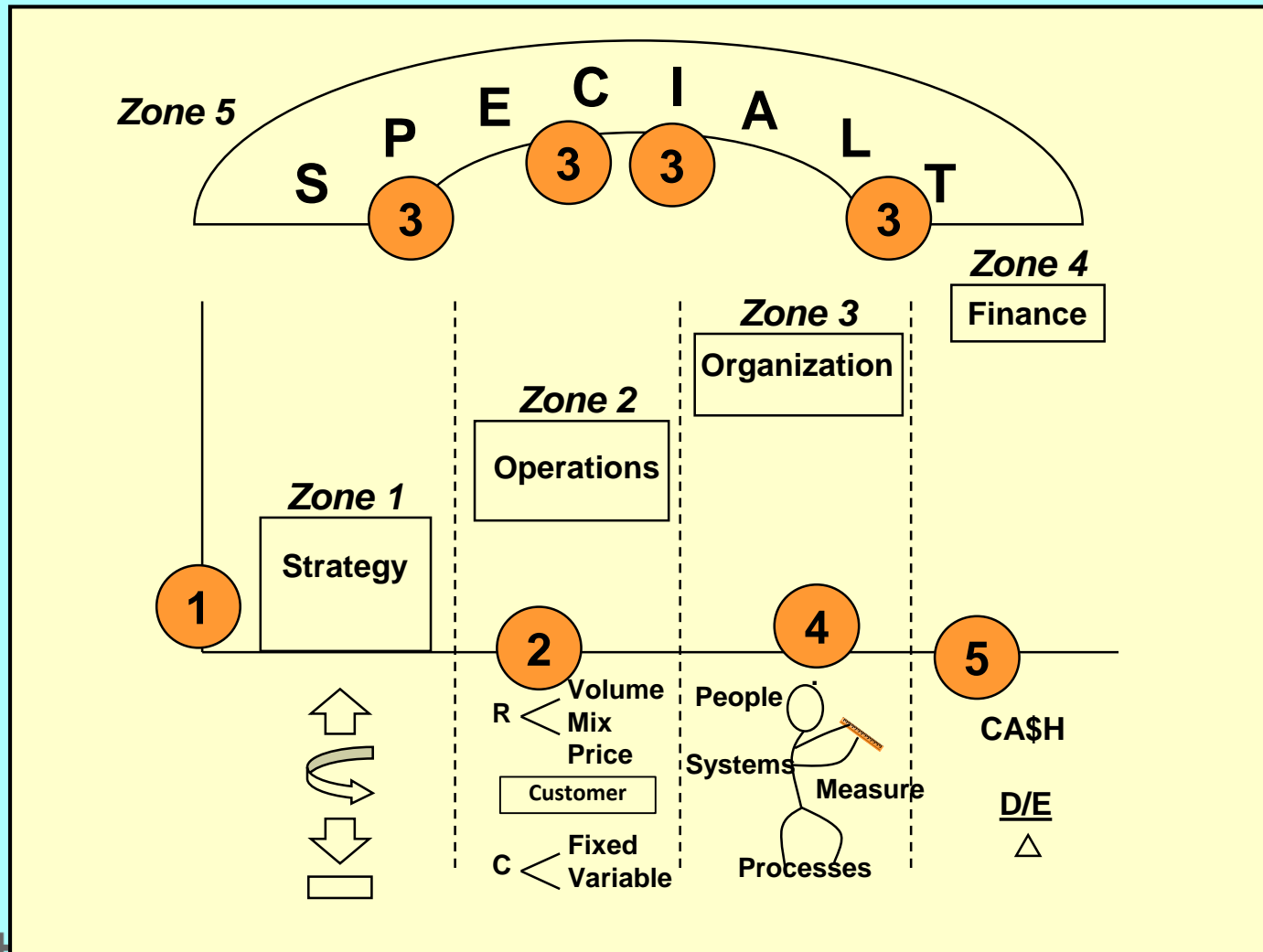
# 1, 2, 3 Presentations

- For each of the situations, move your mind through the MVM and think about what might be important.
- Write out in order the elements you would want to explore and why to assess the situation.
- When you are ready, have your partner ask you the question. For example, “Here’s our situation, our client is facing . . . What would you do?”
- Present your answer out loud.
- Take turns asking the same question.

7-11 has found that some of their stores are dropping in profit. What's going on?

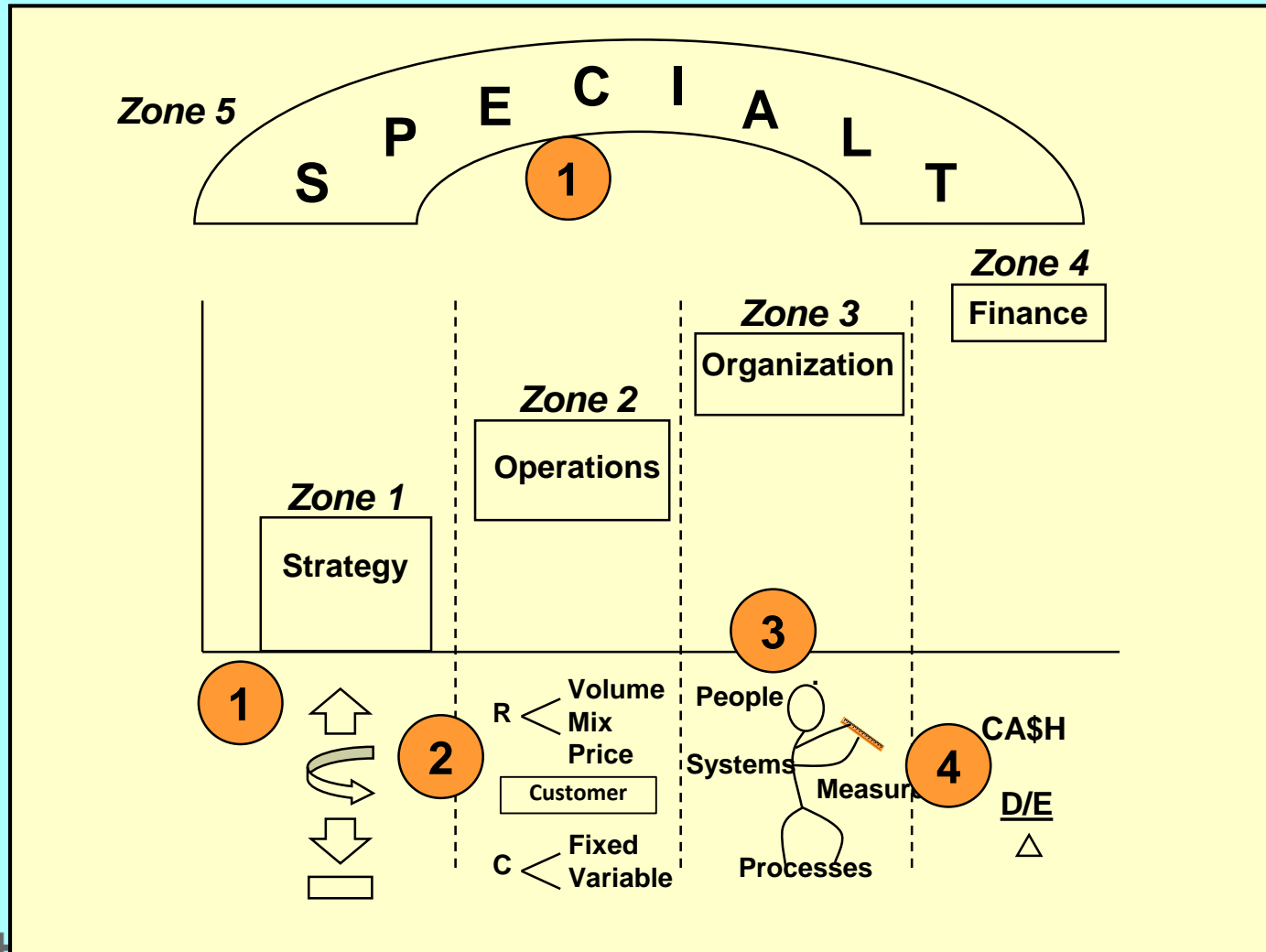


# Dunkin' Donuts is assessing different parts of Asia. What do they need to consider when entering?

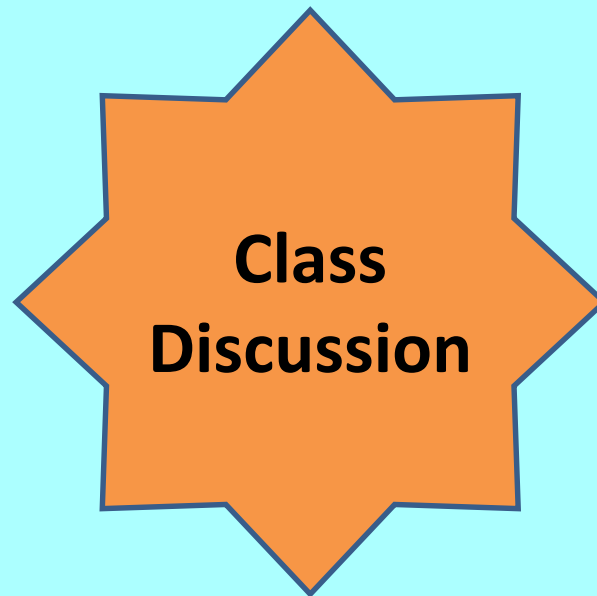




**Global beer company is considering acquiring several small breweries. Should they do it?**



**What were your big takeaways  
from today's session?**



## Part II - Agenda



### MVM Overview

- Understand the drivers of business
- Use the MVM as a reference tool



### Zone by Zone Exercises

- Practice thinking through each driver
- Work with partners and alone



### Integrate Across Zones

- Begin to integrate across zones
- Think through complex decisions

▲  
Break

Practice drills, concepts and content you will use again

# Communicate & Think Like an MBA

Presenter: David Ohrvall

