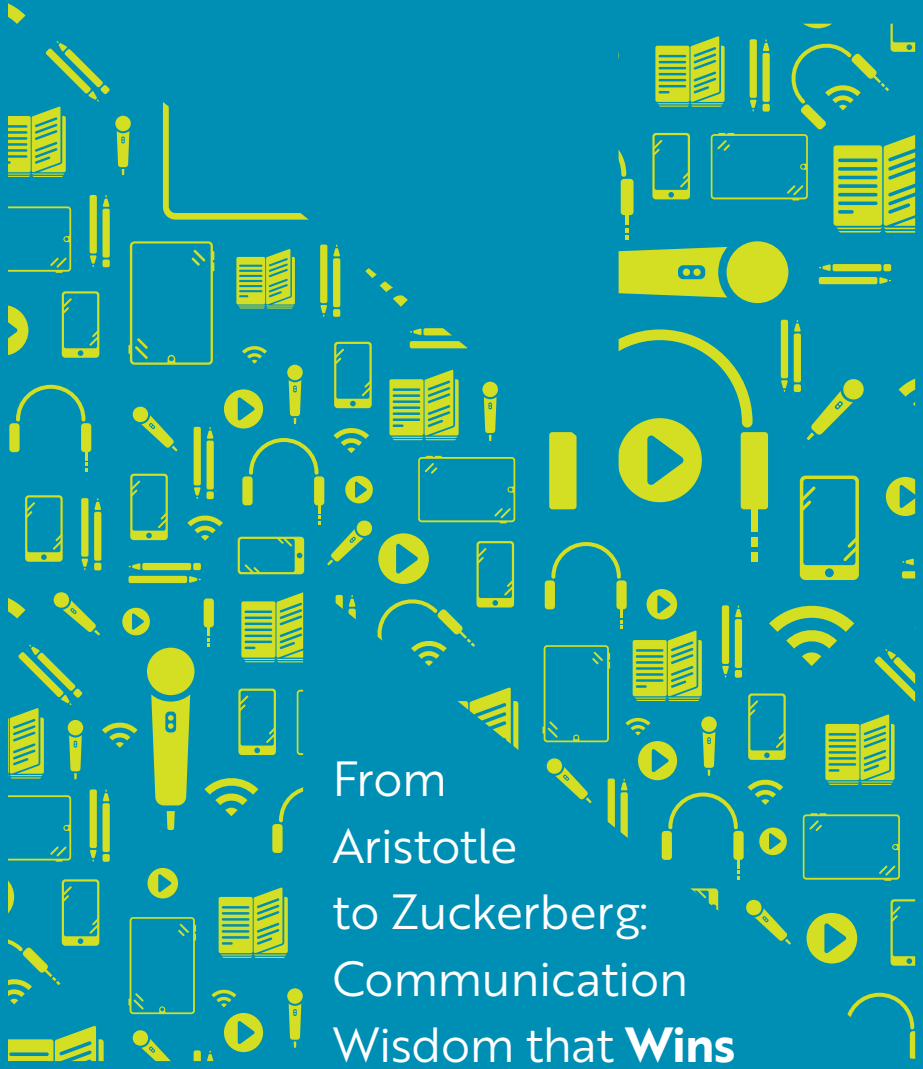


Nimblicity™



From
Aristotle
to Zuckerberg:
Communication
Wisdom that **Wins**

NICHOLAS WRIGHT
AND DARREN BRIGGS

Nimblicity

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LAW OF NIMBLICITY #6:

MATCH YOUR MESSAGE TO THE MOMENT

“The single biggest problem with communication is the illusion that it has taken place at all.”

George Bernard Shaw

We have examined how there is nothing more important than the story you are telling an audience. Every story will be different. And each good, strategic story will contain a clear, concise and compelling *message* to those you seek to influence. What is your ‘pitch’, in essence? What do you wish to change? *And what do you want THEM to do?*

These are the key questions of your message and in any campaign – whether it is political or business, message matters most of all.

The importance of recall

Why do a select few words, phrases and sayings stick relentlessly in our minds, while others – identical in length, tonality or brevity – dissolve like steam evaporating on a summer’s day? The latter are, obviously, far more common... which is what makes the former so invaluable to professional communicators and campaigners. We seek out those words, phrases and feelings that stick – those that we recall without our trying or wishing to.

‘Beans Meanz Heinz’.

‘Yes, we can’.

‘A Mars a Day...’

‘Because you’re worth it’.

The practice is well-established in FMCG (Fast-Moving Consumer Goods) research, but think of electoral affairs also. For instance, throughout 2016’s seismic US election, researchers would ask if people had heard, read or seen anything about Hillary Clinton. Then separately, whether they’d heard anything about Donald Trump – not their policies or positions, especially... but their perceptions. If the person being interviewed said they had, interviewers asked them what they recalled about the candidate.

Gallup found that the most frequent words that people recalled about Hillary Clinton were ‘email’, ‘FBI’, ‘investigation’, ‘foundation’, and ‘scandal’. For Trump, the words most closely connected were the words he wanted voters to remember: ‘Economy, business, jobs’, ‘make America great again’... and (just occasionally...) ‘Lock her up’.

In the commercial world, branding experts have known for many years the power and influence of having a catchy, memorable slogan. They are easy to deride, but the ‘Just Do It’ campaign helped to take our old friends at Nike from 18% to 43% market share in ten years. ‘A Diamond is Forever’ catapulted De Beers

sales by 55% in three years. ‘The Ultimate Driving Machine’ took BMW from the 11th largest European import marque in the United States to the #1 luxury car brand. Coke – simply sugar-saturated water – has elevated this over a century to a virtual art form (‘Taste the Feeling’ began in 1906 as ‘The Great National Temperance Beverage’, believe it or not).

These supposedly simple statements work so well because they invoke whole *stories* in our minds. The words are not really what it is about. In the adage of advertising, ‘We aren’t selling products, but FEELINGS’. Memorable messages are crafted for the ear. Just like the nursery rhymes we first heard as kids, the strongest messages are almost melodic. Once you’ve heard it a couple of times you can easily recall and repeat it.

Bypassing our prefrontal cortex (the ‘thinking’ bit of the brain), our emotions are stirred up, just out of our line of sight – one reason why these ‘hooks’ are better thought of as entire strategies rather than taglines or slogans. And just picture how differently you might look at Nike if they had gone to market under the banner of ‘Just Go For It’... if BMW had alighted on ‘The Ultimate Car’... or the effect wrought if De Beers had decided that ‘Diamonds Are for a Long Time’.

How often do the leaders of companies truly understand the importance and impact of their message? Surprisingly seldom, in our experience. Take a recent project we led for a major energy company based in the UK and North America: out of 45 conversations with senior executives, *only one* of them could accurately reflect the core strategic messages of the company they were supposed to be leading. And that was the group CEO. “I don’t understand because we communicated it extensively,” was his response. And it is understandable why he felt that way, as they did indeed have an extensive (and expensive) internal communications campaign.

We find this to be a massive recurring problem in big organisations. The conversation typically goes along the following lines:

Us: Do you have a strategy?

CEO: Yes, of course.

Us: Have you communicated it?

CEO: Yes, we shared this (and out comes the classic management consultants' deck, comprising around 1,000 incomprehensible slides).

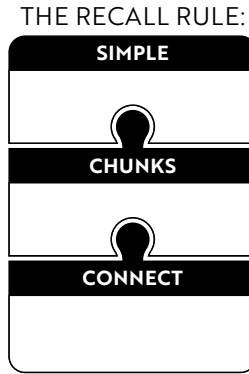
Us: What is more important to you: creating awareness that you have a strategy or having a strategy message that is remembered and understood?

CEO: ... [Blank expression, then looks expectantly at rapidly whitening in-house communication professional].

Or take an example from academia. When researchers from the University of Technology in Sydney asked employees of 20 major Australian corporations – with clearly articulated public strategies – to identify their employer's strategy from among six choices, just 29% answered correctly. And the trouble is – if you think you've said your piece, but your audience hasn't 'got it'... it is not their problem – it's *yours*.

The scientific answer to this lies in what psychologists refer to as our sensory memory, which relates to the five major senses of touch, taste, sight, hearing and smell. Think about it for a moment. The feeling of sand in your toes can evoke a memory of a favourite holiday. The smell of a cologne that an ex-partner wore. The taste of a food that made you ill. Going back to a place you haven't been to for years. These buried sensations and feelings are the treasure of the effective communicator.

The recall rule – conciseness, clarity and ‘chunks’



The importance of communication brevity has been around for many years... surprisingly when you consider how often we get stuck listening to someone with a microphone, wondering, ‘Will this ever end?’ Consider how often the opposite occurs.

Thomas Jefferson once said, “The most valuable of all talents is that of never using two words when one will do.” More recently, David Rock from the NeuroLeadership Institute contended that if something takes less than three seconds to say to yourself or say out loud... it is *significantly* easier to recall and use. Any time you craft an idea that you want people to remember easily, if the idea can be said out loud in under three seconds, the chances of usage go up dramatically.

While brevity is key, the ability to recall words in order also depends on several characteristics of these words. We have sometimes deployed the mnemonic ‘SIMPLE CHUNKS CONNECT’ when thinking about this.

SIMPLE everyday words are more familiar and therefore more effective than jargon or abstract language. Don’t use a convoluted or ‘clever-sounding’ word when a short one will do.

CHUNK your messages into small pieces of information to make reading and understanding faster and easier. This is the whole purpose of what became known as ‘paragraphs’, incidentally.

CONNECT words that sound similar to each other (this is called the phonological similarity effect) or words that can create a meaningful connection.

In the 1930s, Hollywood movie studios concluded that people need to hear about their movies at least seven times before wanting to see the latest release. This led to the ‘Rule of Seven’ theory in marketing, whereby a consumer needs to hear about something at least seven times before they’ll take action to buy that product or service. Some of these are subliminal – for instance, that poster you see on your commute home from work may not be the point at which you ‘chose to purchase’... but it served an invaluable purpose, keeping that product, brand or service close to the front of your mind.

However, mindless repetition alone does not build memory – it is vital to note that quality, type and timing of repetition are each as important as quantity. So, how do you ensure they remember what you say? The answer lies in what is known as ‘spaced repetition’.

The German psychologist Hermann Ebbinghaus discovered back in the late 1890s that human beings typically forget around 40% of any information within 20 minutes of first hearing it. They will then only remember about 25% of the original information after one day and then down to about 10% after a month. Thus, our brain is more likely to label information as important if it has been repeated (not straight away) but at spaced intervals. Each time this is done brings the message recall back to 100% and, over a period of time it becomes firmly embedded into our memory.

Message in a bottle

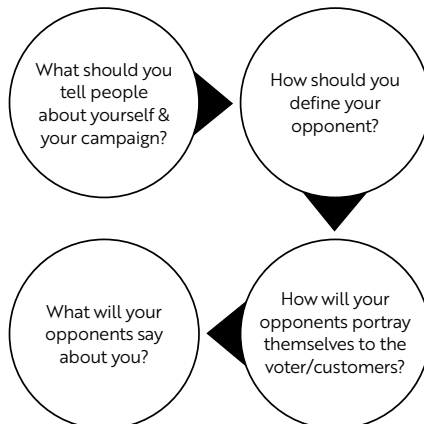
When we work with clients to plan a campaign – for a candidate, company or charity – we live by a simple, tactical maxim: Message Matters Most. Whether you are ‘re-tooling the business to be fit for the 21st century’... ‘the candidate of change’ or simply, ‘Save the Koalas’, your message is the most important thing about you. Whether your priority is ‘Making the world a cleaner place’ – say – or ‘Ending Islamophobia’, it is vital that you:

- a) Establish what your message is.
- b) Translate into language that is properly understood by the people who will determine your success.

In practice, that is the purpose of something we call a message matrix.

The message matrix is a straightforward device – a set of questions – to help you to understand what they are likely to say: how they will represent themselves – and you – to the people you need to win over and, therefore, which facts and emotions you will need to marshal in order to respond as effectively as possible.

Here’s how it works in practice:



Remember too that language is a different concept than the message.

Talking about ‘reducing unemployment rates’ and ‘getting you your job back’ are conveying essentially the same message. However, *linguistically* they are at opposite poles. We must *personalise*, *humanise* and *empathise* wherever possible – as we explore in more depth in the following chapter. This can be a real problem, as you will know if you have run a day-long board seminar on human resources compliance or been part of a cabinet discussion on foreign policy with China.

Be conscious of the next step of the process – translating that into terms that are *relevant to your audience*. Use language to ensure you are talking about people. The effect of simply ‘reframing’ in this way can be dynamite.

Secondly, consider more deeply than any other aspect, ‘How does a message fit in with the broader *story* you are telling?’ What are you trying, ultimately, to do? We live in a world of more personal autonomy than we have ever had, and thus, the search for our meaning has deepened too. Whereas in earlier eras, the objectives we sought from our job – or our governments – were prosaic (to keep us safe and well-fed, maybe a little wealthier than our parents were before us), today it is striking how often these expectations are confounded. We seem to want more than a job, a tax cut and to be left alone.

If you can speak to something deeper than those of the most basic safety and security – while ensuring that these are met, of course – you will attain a far deeper bond of loyalty and trust from those you seek to lead. Research today allows you to tap into this richer soil, to understand better the ambitions of your audience. As one prominent psychologist puts it memorably, “all people serve their ambition. In that matter, there are no atheists. There are only people who know, and don’t know, what God they serve.” Being

honest and, yes, authentic about your own meaning can narrow the often seemingly unbridgeable divide between leaders and followers.

First, we must have the fundamental humility to accept that we *don't* have all the answers ourselves – which is why one of the most emotionally engaging parts of any campaign communication is the call to *action* – asking for their help. By inviting others to share in the story you are trying to create, you are tapping into a force far greater than any individual understands. This is the potency of stories; ‘we are the ones we’ve been looking for’ has never been truer or more necessary.

Second, have the courage to share more of yourself and your story, and you will find that more of the answers already lie in front of you. Through *turning ‘I’ stories into ‘we’ stories*, lasting change is achieved, communities are transformed and governments are overthrown.

Message or mess-enger...?

While controversy has forced many a boss from their mahogany desk – Martin Winterkorn at VW and Travis Kalanick at Uber, for instance – it is interesting how seldom strong ‘favourability’ or ratings correlate with CEOs keeping their jobs. Or, for that matter, prime ministers and presidents being good at their jobs. Some of our most dynamic and successful politicians spent most (Margaret Thatcher, for instance) or *all* (e.g. Australia’s Paul Keating) of their time at the top with a net favourability score that was ‘underwater’ (i.e. less than zero). Nonetheless, both won thumping majorities because – in the end – the message is more important than the messenger.

Donald Trump is another notorious example. Apart from the very first week of his administration, significantly more Americans

disapproved of the way the 45th president was doing his job than approved. Intriguingly, this number included many who ended up voting for him anyway. The deeper lesson is that audiences – whether voters or employees – tend to prefer those who *stake out their position clearly*, in primary colours, over those who prevaricate and posture. This remains the case, even if it is one that they disagree with.

Ronald Reagan only came close to matching the public’s ‘approval’ of his successor, Jimmy Carter, in the aftermath of his being gunned down at the Washington Hilton. Reagan’s good-humoured response to the actions of a demented gunman – prompting his ER surgeons with a twinkle, “I hope you’re all Republicans...” – endeared him to Americans and showed that he was far from the feeble fossil his opponents had attempted to portray. Despite a gruelling recession of the early 1980s and persistent high unemployment, he was rewarded with a re-election landslide victory in 1984, allowing him to promise America, “you ain’t seen nothin’ yet.”

Following on in a similar vein, some of the most effective *business* language that we coach is decidedly ‘anti-business’. Great political language is often ‘anti-political’ to most normal people’s ears... at which Reagan was a past master. In part, this is simply that ability to communicate complex ideas in simple language. Using a unique mix of metaphor and imagery, humour and homespun philosophy, Reagan especially understood ‘never to “talk down” to his audience... it was always on the level of a peer or colleague’. Business leaders should take note. In that sense, he was an (unwitting) forefather of this Law of Nimblicity.

Deploying aspiration

In 1990, as the last embers of his comic genius faded away, the legendary Dudley Moore starred in a rapidly forgotten ‘comedy caper’, *Crazy People*. The central premise of the movie is of an

advertising executive who loses his mind... and ultimately starts dreaming up slogans that ‘level with people’... or simply tell the truth.

Some of the slogans Dud’s character proposes – “Jaguar: The car for men who want hand jobs from beautiful women they hardly know,” “The French can be annoying – come to Greece instead!” and, “Volvo: they’re boxy, but they’re good!” – are hilarious because they deliberately miss out the one ingredient that is essential to winning communication: *aspiration*.

We don’t want to hear about the problems we already know about, even if they might be critical. Volvos *are* boxy – the gag wouldn’t be funny if they weren’t – but we find it funny that the business could ever acknowledge this simple truth. Some companies have adopted this approach; it has rarely been successful.

Even in troubled times, we are drawn to those who appeal ‘to the better angels of our nature’, in Abraham Lincoln’s own demonstration of the technique. We remain suckers for ‘the triumph of hope over experience’ or simply to the promise of a better future. As with salespeople, we are instinctively drawn to those who help us to feel good about ourselves, our community or our country. We struggle to buy from, or vote for, people we *don’t* like.

Just think of any number of recent famous ‘calls to action’:

‘Yes, we can’.

‘Make America Great Again’.

‘Believe in better’.

‘Come stand with me’.

‘Take the Pepsi Challenge’.

‘Australia deserves better’.

‘Because you’re worth it...’

Hope alone does not make a winning message, but without aspiration in the mix, your recipe will be missing a vital ingredient. It is one of the foundations that separates public communication – whether voter-facing campaigns or programmes of change within large organisations – from our private deliberations and discussions.

We all know the banal truths about our lives, the struggles that we face and may never overcome. We look to our leaders to lift our gaze – in our work and our world – whether we know it or not. In the same way that we expect the person on the stage to look a little, well... better than us, we need them to be more aspirational too. Why else would we follow them?

There is, of course, a great trade-off at play here. Paint too rosy a picture, and you will forfeit *credibility* and trust. Rather like dealing with a car salesperson, we don't wish to be taken for fools. We understand that the transformation from poverty to wealth... depression to ecstasy... second-rater to global winner... is not likely to be simple or straightforward. But here's the thing: we still need to hear a bit of it if we are to *buy* what you are saying.

Fellow football fans of underachieving teams will understand the sentiment of, 'it's not the despair that gets me... it's the hope!' Real change is hard. Anyone attempting to lose weight, stop drinking, become more productive at work, tolerant at home or attain that elusive 'six-pack' knows this deeply. And yet, we still fall prey to the 'quick-fix' merchants and mendacious sales routines.

As in our private lives, so we are professionally. They may be honest, but the CEO who talks frankly about employees facing a 'bitter pill to swallow' will likely be damned compared to the one who trumpets easy solutions. And many is the political leader to have risen on a tide of 'hope and change', only to find the realities of introducing real reform – Obamacare, say, or delivering Global Britain – are much tougher than advertised.

The need to balance aspiration and reality is never-ending. Part of the trick is to keep an element of ‘play’ involved. Don’t get too closely immersed in the details of the problem you are trying to solve. Instead, keep yourself focused on ‘the big picture’ and the brighter future. “To bring power, the fantasy must remain on some level distant and problem-free,” Robert Greene wrote in *The 48 Laws of Power*. Too much granularity grinds an audience down. Forget the importance of *aspiration* at your peril.

Stockholm syndrome

Levels of aspiration – and emotionalism more broadly – will depend, in part, on geography. Sweden, as one example from our recent experience, is a country that stockpiles contradictions. Ask an American how they feel about a particular issue on a scale of one to ten, and it is no exaggeration to say that many will plump for ‘11’. Many Europeans these days are not far behind, whether France’s *gilets jaunes* or Britain’s ever-feuding tribes of Brexiteers and Remainers. Swedes, on the other hand, will routinely respond to almost any message with a ‘four’, ‘five’ or ‘six’, at most. This is a country where the answer to almost any question is, “*Well, it depends.*”

It is one of the Nordic countries routinely cited by liberals and left-wingers as the kind of ‘equal, fairer’ place that the rest of us should seek to emulate. But it is also one of the most dynamic, entrepreneurial countries on Earth. Roughly the same size as Greece, Sweden has given us IKEA, electronics giant Ericsson, Volvo, clothing giant H&M, manufacturers Skanska (recent rebuilders of LaGuardia Airport), Saab, Scania and Spotify. The Swedes don’t ‘punch above their weight’ entrepreneurially speaking so much as stop everyone else in the first round.

The Swedish state itself is known as ‘the Bumblebee’ because, in the same way as the big-bodied/small-winged Apidae shouldn’t be able to fly... it does so, quite happily. Similarly, Swedes accept

relatively high taxation (close to 60% top rate) in return for top-rate public services. According to standard free-market economics, Sweden should struggle to stay airborne too. Yet, it does not. But even here, we found the tectonic plates shifting beneath our petty preconceptions and the message from Swedish people themselves sharpening in tone.

After 2011/12's Arab Spring, the influx of over one million refugees was portrayed in the media as creating a hostile political environment in the country. We found anything but. Instead, they called their country a "miracle," "outward-looking" and a "blossoming... model for others to follow."

Although they acknowledged that there were problems with education, housing costs and migrants, the prevailing sentiment was "we have to help these people to integrate." They emphatically did *not* wish to 'send them packing'. Instead, what was striking was the sheer level of *optimism* that Swedish people felt about their country. Like Botswanans and South Africans, they felt that things were getting better – especially if the politicians would act on the biggest challenges they face... "and leave us to get on with the rest of it."

Such aspirational, 'anti-political' language has always been seductive and is even more so in the modern world of democratised distrust. Politics and politicians seem to conduct themselves in a language all of their own. Few, if any of us, truly understand it. What does 'tax reform' actually mean? Who are 'stakeholders' exactly? When someone emerges who appears to *speak our language*, that engages our hopes without even having to think about it.

The Story Staircase™

In the end, all of a campaign's output – the language, the visuals, the channels and all the rest – should be designed to support a

central ‘story’ about what you want to change. Drew Westen was writing about elections specifically, but the principles he identified are as relevant to us whether applied to an NGO, charity or driving organisational change within a big business.

Whether they know it or not, your audience’s choice will be overwhelmingly based upon:

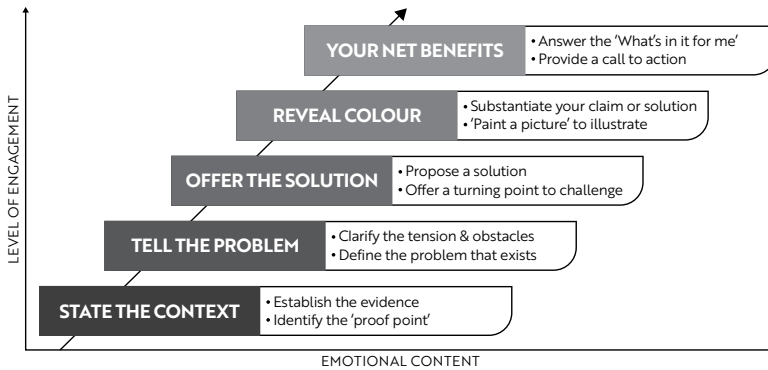
1. A campaign’s ‘master narrative’.
2. The person who is most likeable and emotionally resonant (i.e. charismatic).
3. The person with attributes likely to make them successful leaders.

And when you’re deciding on a piece of communication – whether ad, email, newsletter or speech – the bottom line is emotional. So a pithy test to run it through is this: *If they can’t feel it, don’t use it.*

Now, of course, for many in business and politics, the word ‘story’ can sound a bit hokey... or even be seen as downright childish. There are simply too many occasions where the very mention of the word has caused hard-bitten executives’ eyes to glaze over while thinking of ways to exit the meeting, by window if necessary. And this makes some sense; there are plenty of sharp-suited operators willing to charge a big buck to produce a ‘story’ that is no more effective – and often a good deal less so – than what you could’ve accomplished alone.

It is difficult to figure out, methodically and meticulously, what must go into a compelling, credible and consistent story – and what really shouldn’t. As an aside, people at the top of big organisations – whether big companies or political parties – do not tend to be the kind of people who make ‘natural’ storytellers in any case. But that is no reason to put yourself at an unnecessary disadvantage.

All campaigns and change management efforts involve the careful marshalling of resources: people, money and time. While businesspeople depend on nothing more than a tried, trusted and tested process for problem-solving. It is for these reasons that we developed the Story Staircase™ methodology in order to help leaders construct their own stories as efficiently and effectively as possible.



There are five distinct steps to the Staircase all based around the acronym STORY:

I: **State the context** – Context tells us where we are, which is why the first step of the Staircase revolves around the ‘why we have to change...’ This will require a mixture of both what Aristotle called *pathos* (an appeal to the emotions) and *logos* (appeals to reason). In plain English, this means that you need to set out the facts. But not just any old facts. We require the facts that matter to your audience – the provable points that ultimately stir the emotions.

It seems that 99 times out of 100 when we ask clients for ‘the facts’ (i.e. the key facts that support their argument), they respond with assumptions. We assemble ‘facts’ to reinforce

our pre-existing emotional biases. For example, they will tell us things like “our marketplace is more competitive” without backing that statement up. This isn’t factual – it’s a perceived insight – and so the challenge is to get them to talk about the facts that led them to this assumption. Once they start talking facts, they begin to organise the evidence that backs up their actions.

It is no surprise that most employees say that change is managed badly in their organisation – in nearly five decades of combined experience of big organisations, we have never encountered a group that has told us that change has been well-managed. So often, this is because leadership hasn’t been able to ‘explain the why’.

II: Talk about the problem (or challenge) – It’s extraordinary how difficult it can be to answer the simplest of questions: what is the problem or challenge we need to fix, and why am I the right person to meet that challenge? The next challenge is to write it in a concise form, normally in two to three sentences where it can pass the Twitter 280-character test.

III: Offer the solution – In other words, what are the changes or policies you intend to implement? Because of the ways in which our brains are structured, the practical/policy piece should be a significantly smaller portion of your communication than the first step (and the shortest step on the Staircase overall).

Your challenge now is two fold. First, you need to explain exactly what you intend to do (the actions). Second, it must link directly to what’s in it for me and/or others. Get this right, and you see the magic of bringing others with you. But they will be reluctant to engage unless they **KNOW** what benefits it will bring – in tangible, believable terms.

- IV: **Reveal some colour** – After you have shared the solution, pivot to the future. What does ‘success’ look – and feel – like? What will be in it for you and all of us if you come on this journey with us? The more you can personalise, the better. Metaphor and analogy work especially well here. Over the years, we have induced executives to literally paint pictures, use photographs, bring in personal artefacts, make movies, sing songs... all in the name of untapping their creative side to explain what they actually mean when they say certain things.
- V: **Your call to action** – All great communication should deliver an outcome – whether it’s putting the X in the ballot box for the aspiring political leader, seeking an investor to make a financial commitment or a business leader who wants their employees to change the way they work.

Making a message live and breathe

What does putting all this together in practice look like? Well, we had the privilege of working with (Lord) Sebastian Coe and the London Organising Committee of the Olympic and Paralympic Games (LOCOG) for what could have been an incredibly tedious ‘brand values’/corporate PR-type event.

Instead, Coe arrived at Lord’s Cricket Ground and told his own personal story about having watched the Olympics in Mexico as a child and dreamed of being an athlete and winning a gold medal. This was similar to the pitch he made to the IOC when London won the Games in 2005, but this time he aligned it to the LOCOG’s vision and values.

Putting Lord Coe’s communications as a leader through the ORACLE test, his outcome was clear. He wanted the 400 people working at LOCOG to believe in his dream and feel as inspired

as he was. The goal was for this story – Coe’s own – to provide the aspirational lift that would act as the catalyst for making his Olympic dream come alive to every person who joined the LOCOG organisation thereafter – ceding control to all 70,000 volunteer ‘Games Makers’ that the games depended upon – and leverage their personal stories of involvement to ensure that the 2012 Olympic Games would become a true British success story.

And as Coe said after the Olympic flame was extinguished,

“The volunteers really are the unsung heroes of communities across the UK and were fundamental to the success of the Games this summer. The determination of the Games Makers to do something special for their city and country and for the athletes of the UK and the world helped to make the Games an unforgettable experience for everyone who was at the Games in 2012. They continue to inspire us all.”

Each step on the Story Staircase was essential to the combined impact of ‘the whole’. And each led inexorably to the next, clearest reiteration of your objective. Your message. It doesn’t matter how sleek your ‘meme machine’ is or your flash ads... unless they enhance and clarify the core of what you must get across.

While the message that Coe delivered was incredibly compelling and drew his audience in to listen more, the *authenticity* of his delivery touched an emotional nerve and made it even more inspirational.

In our experience, the cocktail of a powerful story delivered with authenticity is a combination that can win over the most cynical of people. Added to that is an intuitive sense of timing – Coe’s words fit *the moment* absolutely perfectly. And it is this unique combination that helps demonstrate why message matters more today than ever.

ABOUT THE AUTHORS



Darren Briggs

Darren is the founder of Flametree Communication, a specialist leadership and change communications consultancy that has transformed the way leaders communicate with their employees in over 20 countries around the world. He believes that most organisations over-complicate what and how they communicate with their employees.

As an accredited executive coach and well-known speaker for several international business schools, Darren has over 30 years' global experience working at Chief Executive and Board level on employee, leadership and change communications. His award-winning corporate career has included a variety of senior roles for British Airways, Microsoft, Nike, PepsiCo and Vodafone.

With three children of his own all starting their journey in working life, he is driven to influence the leaders of today to change the way they communicate so that their approach enhances the employee experience for tomorrow's generation. And as a School Governor, he is passionate about helping kids understand that the way they communicate is the key to unlocking their future.

Just as he did... eventually.



Nicholas Wright

Nick is a leading political strategist who has managed countless winning elections, as well as business and social issues campaigns. He found himself tied up at gunpoint while campaigning to rid Zimbabwe of Robert Mugabe. He helped to lead one of Iraq's first democratic elections and spent over a year in Islamabad while establishing a campaign for girls' education in Pakistan. More recently, he devised the winning strategy for New Zealand's 'End of Life Choice' referendum.

He co-founded Sentio Group after a successful career in London, Washington DC and Sydney. The company uses the latest data-driven campaigning tools to assist clients in Britain, Europe, Australia and around the globe. Sentio's analysis has been featured in *The Sydney Morning Herald*, *The Australian*, *The Telegraph* and on the BBC.

When not running focus groups or campaigns, Nick can be found in a classroom. He loves to mentor students and lectures at Sydney University and NYU's campus in Abu Dhabi. He has the profound misfortune to be a fan of Newcastle United.

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