

Lead with *Impact*

PEOPLE
IDEAS
BETTER WORK

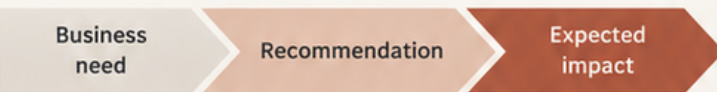
A QUICK REFERENCE FOR COMMUNICATING
WITH CLARITY, CONFIDENCE, AND AUTHORITY

You don't need bigger words. You need clearer thinking.

01 / START WITH THE BUSINESS NEED

Authority begins with understanding what matters.

-  **What's the problem?**
What business need are we addressing?
-  **What's the desired outcome?**
What do we need to achieve?
-  **What do I recommend?**
What should we do differently?
-  **Why does it matter?**
What value will it create?



Lead with *why it matters*, not what you want to do.

03 / CHALLENGE WITH PURPOSE

Respectful challenge helps teams make better decisions.

-  I'd challenge that assumption because...
-  What might we be overlooking?
-  What problem are we actually trying to solve?
-  If we prioritize this, what are we willing to stop doing?
-  What evidence would change our decision?

Clear is kind.

Clarity is not confrontation. It is a contribution to better decisions.

02 / SAY IT WITH CONFIDENCE

Replace tentative language with clear, purposeful statements.

INSTEAD OF...	TRY...
I think we should...	My recommendation is...
From my point of view...	The opportunity I see is...
I just wanted to say...	An important consideration is...
Maybe we could...	One option worth exploring is...
Sorry, can I just add...	I'd like to build on that...
I could be wrong, but...	Based on what we know...
That's just my opinion...	Based on my experience...
Does that make sense?	What questions does that raise?
We might want to consider...	The decision we need to make is...
I'm not sure, but...	What we know is... What we still need to validate is...

Confidence isn't certainty. Be clear about what you know, what you believe, and what still needs validation.

04 / MAKE YOUR POINT. LET IT LAND.

A simple structure helps your message land.

- 1 Lead with your conclusion.
- 2 Support it with one or two compelling reasons.
- 3 Connect it to business impact.
- 4 Pause. Give others room to respond.

*Your goal isn't to sound impressive.
It's to help people think clearly
and make better decisions.*

SOURCES & FURTHER READING

-  **Matt Abrahams**
Think Faster, Talk Smarter
Practical techniques for structuring ideas and communicating clearly under pressure.
→
-  **Center for Creative Leadership**
15 Tips for Effective Leadership Communication
Research-informed guidance on clarity, credibility, and influence.
→

-  **Brené Brown**
Clear Is Kind. Unclear Is Unkind.
Why direct, respectful communication is essential to effective leadership.
→

-  **Harvard Business Review**
How to Disagree with Your Boss
Approaches to constructive disagreement and upward influence.
→