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Make a Bigger Impact by Saying Less

THE SUMMARY IN BRIEF

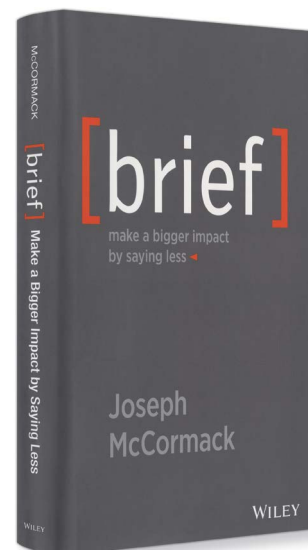
The only way to survive in business today is to be a lean communicator. Busy executives expect you to respect and manage their time more effectively than ever. You need to do the groundwork to make your message tight and to the point. The problem is most people don't have the know-how or verbal discipline to do the up-front groundwork and get to the point. As a result, they waste precious opportunities with decision-makers and get too comfortable and verbally sloppy with co-workers and long-time clients.

Brief is a step-by-step approach to getting to the point quickly and ensuring that your message is delivered with maximum impact. Author and senior marketing executive Joseph McCormack tackles the challenges of inattention, interruptions and impatience that every professional faces. His proven B.R.I.E.F. approach, which stands for Background, Relevance, Information, Ending and Follow up, helps simplify and clarify complex communication.

Brief will help you summarize lengthy information, tell a short story, harness the power of infographics and videos, and turn monologue presentations into controlled conversations. Long story short: *Brief* will help you gain the muscle you need to eliminate wasteful words and stand out from the rest.

IN THIS SUMMARY, YOU WILL LEARN:

- The forces demanding our attention and making brevity more important than ever.
- The Seven Capital Sins that prevent clear, simple communication.
- How to use BRIEF maps, narratives and visual media to make your message more succinct and compelling.
- How to apply BRIEF principles to every message, from simple progress updates to company victories.



by Joseph McCormack

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THE COMPLETE SUMMARY: BRIEF

by Joseph McCormack

The author: An experienced marketing executive, successful entrepreneur and author, Joseph McCormack is recognized for his work in narrative messaging and corporate storytelling. His clients include W.W. Grainger, Harley-Davidson, USG Corporation, BMO Harris Bank, SAP, MasterCard, Heinz, Hoffman-La Roche and Jones Lang LaSalle. He speaks at diverse industry and client forums on the topics of messaging, storytelling, change and leadership.

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PART I: HEIGHTENED AWARENESS IN A WORLD BEGGING FOR BRIEF

Why Brevity Is Vital

Today's world is on information overload, and there isn't enough time to sift through all the messages. If you can't capture people's attention and deliver your message with brevity, you'll lose them. Smart people present to busy people, who are constantly flooded with information, are regularly interrupted, are easily distracted and often grow impatient. When they don't get the clarity they need quickly, they check out. You know you have terrific ideas to pitch and important information to share. So how do you get the other person to listen to it?

The modern, multitasking mind is a barrier — and brevity is the key to entry. When you think you have an hour and you wait to deliver the good stuff until the end, you're too late. You already lost your audience in the first few minutes. But if you capture their attention and manage it right away, none of these challenging circumstances will affect your presentation. You have to get to the point in five minutes, not 50. A master of brevity says less and gets more done.

BRIEF Balance: The Harmony of Clear, Concise and Compelling

To be brief doesn't just mean being concise. Your responsibility is to balance how long it takes to convey a message well enough to cause a person to act on it. That's the harmony of brevity when it's striking

the right chords. There's a tendency to think brevity is pushing for less and runs the risk of being superficial and lacking substance.

Brevity starts with deep expertise. Only with thorough knowledge can you accurately make a summary. Being brief can demonstrate how you've gone through that learning experience. The road to brevity, then, requires hard work and lots of time. Doing all the digging and analysis on your own time saves the members of your audience from doing the labor themselves. ●

Mindful of Mind-filled-ness

People can think clearly when they are safe on land. When they are drowning, however, there is only one thing on their mind: finding a life preserver. The new brutal reality is that people are drowning in information. It floods them everywhere they go.

Executives today wake up in the morning and immediately grab their smartphones to check texts, email, updates, sports, stocks and news. On the commute into the office, they make calls and send and receive a dozen emails, all the while trying to "relax" by listening to music. They get to work to face meeting requests, more emails, funny YouTube videos, the company newsletter and a few voicemails, and then they jump onto the corporate portal. And the day hasn't even started yet.

By the time you step into the picture, their attention is severely taxed. Although you may get a head nod every once in a while, that doesn't mean you've broken through. They're just being nice. You need to understand your enemies to defeat them. These four forces are constantly playing against you:



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Rebecca S. Clement, Publisher; Sarah T. Dayton, Editor in Chief; Ashleigh Imus, Senior Editor; Amanda Langen, Graphic Designer; A. Imus, Contributing Editor

- **Information inundation:** an unending flood of words, images, sounds and social media.
- **Inattention:** an inability to stay focused on one item for more than 10 seconds.
- **Interruptions:** a steady stream of problems competing for time and consideration.
- **Impatience:** a growing intolerance for results.

What Does It All Mean?

These days, it's no longer possible to get by on the merit of your idea, title or allotted time. You have to put it in a smaller package and make it easier to consume and digest. You must boil it down and get to the point quickly, or be forgotten. Get ready — it's a whole new world. If you are used to preparing a seven-course meal, get ready to serve tapas. Lean communication is your new advantage. ●

Why You Struggle with Brevity: The Seven Capital Sins

Why can't we simply add "being succinct" to our tool belt, alongside punctuality and neat handwriting? There is no single reason why people find it hard to be brief. Love of talking seems to be the logical front-runner, but in reality, it is among a short list of seven key contributors that can be deadly if left unchecked.

1. Cowardice: You hide behind meaningless words and don't have the guts to be clear and take a stand. Your leadership team doesn't know what to do with your assessment and guidance and subconsciously starts questioning your leadership ability.

2. Confidence: You are a know-it-all and, to everyone's dismay, cannot restrain yourself from explaining every painful detail. Nobody likes to talk to you because once you start, there is little they can do to stop you.

3. Callousness: You are selfish and don't respect people's time. Even though you are in a hurry when people speak to you, time stands still when you have the floor. If people see that you don't respect their time, they'll stop respecting you.

4. Comfort: You let yourself get loose and wordy with people who know you. You have a double standard: you're succinct with important people, yet long-winded with those you know well. You should treat everyone the same way; they are busy and begging you to be brief.

5. Confusion: You choose to think out loud when it is still not clear to you what you are thinking — which is a big mistake. Even though your idea is still developing and in lots of pieces, people will make judgments about you and your abilities.

6. Complication: You firmly believe that there are some things too complex to be simplified — even though the world highly values people who can simplify difficult concepts. When they don't get it, they lose patience and trust.

7. Carelessness: You are often verbally sloppy and let your mind and message get mixed up, leaving people guessing and frustrated.

Consider this list to be a personal checklist of what you need to work on to become a lean communicator and a master of brevity. ●

PART II: HOW TO GAIN DISCIPLINE TO BE CLEAR AND CONCISE

Mental Muscle Memory to Master Brevity

To learn brevity, you need a plan of attack — details on *how* you're going to change. Four proven approaches can be used alone or together to create *mental muscle memory*, that is, habits we should adopt and never abandon because they make us better professionals. The approach looks something like this:

- **Map it:** BRIEF Maps are used to condense and trim volumes of information.
- **Tell it:** Narrative storytelling is used to explain in a way that's clear, concise and compelling.
- **Talk it.** TALC Tracks (talk, active listening, converse) turn monologues into controlled conversations.
- **Show it:** Visuals attract attention and capture imagination.

Each of these helps you manage people's mind-filled-ness and keeps them focused and on track. ●

Map It: From Mind Mapping to BRIEF Maps

Professionals seem to think they can outgrow outlines. Although it's a common requirement in school, people abandon them as they get older. This is especially true — surprisingly — when preparing for important communication, whether it's a big pitch, meeting, progress report or email correspondence. There's no outline to be seen.

It's a huge mistake to make, especially when you consider the vast amount of information you have to handle, distill and disseminate in these situations. Five immediate benefits to outlining are they keep you prepared, organized, clear, contextual and confident.

Summary: BRIEF

The practice of mind mapping — or visual outlining — is spreading steadily through the business world. Its adoption makes sense, since all the ingredients that make this method so attractive are present nowadays: a widespread adoption of software, broad use of whiteboards, growing impatience with linear learning, and a strong preference for visual presentations.

Mind mapping software providers like Mindjet are giving individuals a simpler and more powerful tool to wrestle with information overload and put order to chaos. What makes software like Mindjet — and even free, toned-down tools like Bubbl.us — so appealing is that they're highly visual, logical and intuitive to use and share.

BRIEF Maps: A Practical Tool for Delivering Brevity

A specific type of mind map — a BRIEF Map — improves communication by simplifying complex messages into a one-page visual outline. BRIEF Maps can outline progress reports, capture meeting summaries and synthesize strategies. They can articulate a corporate vision, isolate a key aspect of a new product, or simplify a complex initiative or issue that could potentially take a long time to understand. The focal point or headline of your communication is called the BRIEF Box; that is step 1. From there every BRIEF Map is organized the following way:

B: Background or beginning

R: Reason or relevance

I: Key information

E: Intended ending

F: Expected follow-up questions

Brevity is all about preparation and preassembly. When you successfully prepare to deliver important messages, you are confident that you've already thought through the key information your audience needs. You're giving people a preconstructed message. A BRIEF Map is a visual outlining tool that prepares you to be succinct. ●

Tell It: The Role of Narratives

It can be frustrating for people to visit a company's website, read it and leave without knowing what the company does. And that happens all too often — not just online but in meetings, presentations and conferences. Businesspeople talk but *say* nothing.

Thankfully, organizations are beginning to notice that telling stories is a strategic way to manage people's attention. It's not only an acceptable business practice these days; it's the key to establishing a powerful, common and

lasting understanding. Yet how many companies tell a good story? Most are eminently forgettable, usually because they all sound the same.

Think About Your Audience: Journalism 2.0

You're not a journalist, and you don't think like one — but you should. Anybody who regularly communicates important information and wants to get and hold people's attention can benefit from a crash course in journalism. Key considerations of a great story include a strong headline, compelling lead paragraph, clear sense of conflict, personal voice, consistent narrative thread, logical sequence of events, character development and a powerful conclusion. And it must make sense, have a point and come to a resolution.

Keep stories short and to the point. We're not talking about "Once upon a time" here. We're talking about a corporate narrative that explains why, how, who, when, where and so what. These stories must tackle and decode business issues, strategic decisions, new trends and complex market dynamics — while making all of it personal and intelligible. People are buried in corporate-speak, but you can help them by embracing narrative storytelling to be clear, concise and compelling. ●

Talk It: Controlled Conversations and TALC Tracks

To be brief means to avoid endless monologues and to start having conversations with a rhythm, a purpose and a point. Real brevity invites and encourages really good, meaningful, *controlled* conversations, meaning two people talking willingly — and enjoying it — but not feeling the conversation has to last forever to be worthwhile.

A controlled conversation is a disciplined conversation. What you're talking about matters to the person you're talking to, and your active listening tells you what matters to that person. You have the other person's interest and assent. Controlled conversations make you feel free to stop at any time and not risk alienating anybody or feeling awkward.

TALC Tracks: A Structure for Balance and Brevity

TALC Tracks — talk, active listening, converse — are a tactic for organizing almost any exchange in a powerful way to keep it brief and memorable. The TALC approach is not a formula; it is an adjustable method that helps you track the ideas your conversation partner shares and

project interesting paths for the conversation to follow. It doesn't just call on the techniques of mapping or storytelling; it's about having a balanced, controlled conversation. Let's look at each part in detail.

- **T, or talk:** Somebody starts talking. Let that person say what he or she is going to say. Don't worry if it lasts one minute or five; just let the person talk.

- **AL, or actively listen:** Closely listen to what the other person is saying with interest the entire time. Listen for key words, names, dates and even a basic narrative thread.

- **C, or converse.** When a natural pause comes, jump in and comment, question or even bridge to a different topic that's related to what's being said. Contribute to building *one* conversation.

The concept of the controlled conversation and TALC Tracks means that you'll be prepared for conflict or agreement. You can keep a conversation on point and represent your agenda effectively while respecting what someone else has to say. Controlled conversation isn't about controlling *the conversation* as much as it is controlling *yourself* in the conversation. That is what will make you an effective communicator. ●

Show It: Powerful Ways to Make a Picture Exceed a Thousand Words

We are transitioning from a text-based world to a visual one. Screens and interactive media pervade all parts of our lives. Screens are in our homes, our classrooms, our elevators, even our bathrooms. They have replaced phones, books, newspapers, billboards and printed menus.

Studies show that whereas we remember only 10 percent of what we hear and 30 percent of what we read, we remember a whopping 80 percent of what we see. There is an enormous opportunity for visual communication to increase the effectiveness and brevity of what we communicate. The days of text-heavy news pages are over. For *all* industries, communicating effectively today requires communicating visually.

Connect an Image with Your Story

Infographic designers need to first understand the essential point of what they are trying to communicate. This is the easy part. The hard part is finding a correlating visual that explains the story with images. Here are some easy ways to jump into the visual world: Google images that relate to your presentation; draw during your presentations; find short videos online; make short videos of your

own; use a whiteboard to illustrate; bring in small items for show-and-tell lessons; look into prezi.com for a different kind of presentation; show stunning photography instead of words; substitute icons for frequently used words.

The Age of YouTube and Business

Video storytelling is becoming a more prominent way not only to educate and market but also to entertain and engage audiences. Companies around the world are creating their own YouTube or Vimeo channels to tell their story visually. But as with any form of communication, when you create a video, you must be highly sensitive to your audience. You want to keep videos short. The average video on YouTube is about three to five minutes; after that amount of time, people start to lose interest and click away. Also, be mindful of the time *and* the quality. If your videos have an amateurish feel, you will lose your audience immediately. You want to think more like a broadcaster and less like a marketer. ●

PART III: GAINING THE DECISIVENESS TO KNOW WHEN AND WHERE TO BE BRIEF

Meeting You Halfway

When you're in a meeting, you're not working. You're stuck in a conference room, and all your productivity has screeched to a halt. But how can brevity break the bonds of wasteful meetings? Let's look at a few easy targets we can hit to make a dent:

Meeting Villain #1: Time. Meetings often waste time because people schedule *too much* time for them. Trim your agenda to what's necessary. If you need to talk about one item for only seven minutes, don't allocate 10. Although three extra minutes might not seem like much, this habit will accumulate hours of lost time. Giving yourself more than you need is like throwing valuable minutes down the garbage chute.

Meeting Villain #2: Type. There is very little creativity when it comes to meeting design. From the agenda to the way the room is set up, organizers often end up repeating old, tired habits. But to get more done, you need to find innovative ways for attendees to interact. Design meetings to be succinct and to succeed. One approach is to stand in huddle formation to indicate you won't be there for long. It's a novel method that removes the comfort of the common meeting. Another effective way to change up meeting design is eliminating PowerPoint altogether. Speakers can use video, illustrations, or even have their comments

drawn in real time by meeting illustrators.

Meeting Villain #3: Tyrants. A widespread brevity killer in meetings is the *tyrant* — the dominant voice that stifles the chance for conversation. This type A personality does most of the talking because of rank, personality or position in the company. Three polite ways to offset the overbearing voice include assigning active listeners (appoint someone to moderate a more balanced meeting), use a talking stick (whoever has the stick can speak, while everyone else must listen), designate time slots (give everyone a limited time to talk). ●

Leaving a Smaller Digital Imprint

It's official: we're all wired. Everyone's glued to his or her electronic devices — in airports; at the office; walking between meetings; before, during and after work; even sneaking it at home. A 2013 study on Internet trends by Mary Meeker and Liang Yu reports that people check their smartphones an average of 150 times a day.

So what are the dos and don'ts of brevity in the digital age? You need to be economical with every word, or you'll be chalked up as just another source of white noise. The last thing people want to read are paragraph-long status updates. You're doubtlessly connected to people who are serial online updaters, begging for constant attention, yet unwittingly screaming to be passed over. Don't imitate their bad habits.

This new, long-winded abuse of power can quickly be career limiting — because these individuals are training the world to tune them out. They may have good intentions, but they aren't sensitive to being brief. They fail to appreciate that everything they post, share or send must be valuable, pertinent and to the point.

Social Media Squeeze

Social media is an arena where masters of brevity thrive. Your content can reach an unlimited audience, so make sure it is finely tuned to meet customers' expectations of brevity. According to Adam Brown, corporate social media pioneer, "the most effective social media posts are around 80 characters." From blogs to microblogs to Twitter, Instagram and beyond, there has been a growing emphasis to make communication easier and short to produce and share content online.

But the level of energy and commitment needed to create quality social media cannot be ignored. Brown states, "Most people consume social media on their mobile

devices. It's very likely the person is on the move — on the subway, waiting to pick up their kids. The bottom line is, they're doing something else. So you've got to get those nuggets of wisdom or conversation or storytelling briefer and more succinct." ●

Presenting a Briefer Case

If the mere mention of the word *presentations* immediately triggers what your PowerPoint is going to include, then you need to think again. Your mind should instead leap to your audience's needs and wants. However, few executives feel comfortable without the crutch of their slides when left standing alone in front of a room of people. Unfortunately, the people in your audience don't care. They have even more on their minds and will check out mentally or grab their smartphones or tablets if you don't get to the point. Thankfully, we are seeing some relief on the horizon. New presentation formats from conferences like TED limit the presenters to no more than 18 minutes and dictate strict presenter guidelines.

Training as a TED Talk

TED is a set of global conferences focused on technology, entertainment and design. TED presentations showcase videos of the best, most inspiring ideas in 18 minutes or less. TED speakers and employees always use plain, short words; they know that being brief honors their audience's time and attention. Their mission is simple — "ideas worth sharing." And while your idea might be worthy, it's the sharing part that gets tricky.

TED website editor Emily McManus explains that you need to invest time in honing your presentation's structure and content. It's all about timing the material to guide the audience through the necessary premises. "By five minutes in, you need to get into the middle arc of your story," McManus said. "The best thing you can do if you're trying to compress is *not* try to tell the entire story of your entire field in 15 minutes. Rather, you want to give an intriguing single story."

You can use official TED standards to make your presentation TED Talk-worthy. If you can't meet that challenge, then it's time to go back to the drawing board. For your next PowerPoint presentation, cut the number of slides in half. Then do it again. And again. Even better, present *without* slides. If people want or need more information, they'll come to you. As long as you value their time, they will see you as a treasured, objective source of information. ●

Trimming Your Sales (Pitch)

Everyone is in the business of buying and selling ideas. And whatever side of the table you've sat on — either as the seller or buyer — you've seen what both great *and* terrible look like when it comes to brevity. Regardless of which end you're on, people should feel balance, respect and restraint throughout the buying and selling process. Executive Elie Maalouf knows that even if you have all the right experience and recommendations, you still need to convince the board during your presentation. Those critical moments are the time to tailor your material to the audience.

This is also true for sales presentations. Don't waste time introducing yourself to clients who already have access to basic information. It's your job to *convince* them why your recommendation should merit their support. Sharing only new and meaningful information will transform your presentation into a conversation. Timing is crucial in these situations. As Maalouf explains, "If you don't make an impression that you have something different and valuable in the first five or 10 minutes, the chances of the next 20 minutes being of use to you are slim — because people are going to fault that impression very early."

Remember, simple and clear doesn't mean trivial and juvenile. Relieve your audience by delivering the right information clearly and at a pace that doesn't cause people to fall behind. "Brevity should not be conflated or confused with lack of information," Maalouf warns. "Give your audience brevity and assurance." Imagine that you're in an office elevator with a potential customer. Can you deliver your pitch in the time it takes to get to your floor? Practice giving it in two minutes. Don't make the mistake of assuming that the more you say, the more prepared you will sound. Busy executives will cut you off or tune you out. ●

Help Wanted: Master of Brevity

Even the most well-prepared and accomplished professionals go into job interviews nervous and self-conscious. Brevity plays a key role during an interview. It helps you stand out clearly from the others, ask good questions and listen. When people get nervous, they start talking — a lot. An interview is a time for control, discipline and awareness. Don't pour it on. Make a positive impression in the first five minutes. Stay in the moment, and be in the conversation. You may be the best candidate in the world on paper. But if you're not careful in person, you can flush away everything that you've worked for.

Good interviews live the principles of BRIEF. You are short and to the point. You make it easy for your potential employer to understand who you are, where you've come from, and why you've been successful. People understand that you and your resume are the same.

Let Others Lead the Conversation

Doug Hinderer, head of human resources at the National Association of Realtors (NAR), observes, "The most common mistake a candidate makes in an interview is talking too much." According to Doug, it's just a matter of time until an undisciplined interviewee either says something stupid or reveals too much information. "When I talk to people about how to interview for a job, I tell them to look at it like a tennis match. The interviewer is going to serve up a question. Respond to it, be done with it, and wait for the next question."

For the candidate: Be prepared; create a BRIEF map that quickly explains why you're qualified; tell a story, and have a few snapshots of successes that you can share; keep it conversational; listen closely; ask good questions, and make sure it's a balanced dialogue.

For the interviewer: Listen closely; sandwich the better questions; put the meat of the interview into the middle so you're more comfortable and you are not rushing at the end; don't sell; if you believe the candidate is strong, don't start hyping the benefits of the opportunity. ●

I've Got Some Good News

Certainly brevity applies to bad news, but why do we have to exercise brevity when sharing good news? Everybody loves to hear something positive. But consider that your role is to deliver the headline and let it sink in, not pile it on. Those moments when you share a success story or an accomplishment need to put you and your company in a positive light. Especially in these instances, discipline and choice details give people a good impression without making them feel as though you're bragging or overconfident. It's time for clarity and humility.

Speak the Language of Success

International marketing strategist David Meerman Scott has redefined how businesses share their success stories. "The new rules of marketing and PR are to create great content on the Web and that serves to generate attention," Scott said. Unfortunately, for most businesses, telling the stories of their success gets lost in translation. They choose to speak an unintelligible language that is more confusing than

compelling. “It tends to be just the same words that everybody else uses, to the point that words like ‘innovative’ or ‘cutting-edge’ are just completely meaningless,” Scott said.

Being creative with your content is vital, yet Scott aptly warns against letting your ideas wander too far from the main point. Analogies can help simplify your idea — *if* they accurately reflect your core message. Scott has angled the language at technology company HubSpot to talk directly to the company’s target audience. This keeps their brief message from getting lost in unfamiliar terms or turns of phrase. “They’re communicating like human beings — because when human beings have a conversation, they don’t use that impressive, overused language.” ●

And the Bad News Is ...

If it’s hard to give someone bad news, don’t make it harder by dragging it out. Nobody wants to be the bearer of bad news — whether telling your boss the project is going to be late, telling your significant other you’ve bounced a check, sharing negative feedback from your most important client, or having the unfortunate responsibility of having to fire somebody.

In all of these moments, taking the time to prepare and get to the core of the issue quickly will make the pill easier to swallow. Remember, there’s almost always a silver lining. No matter how dire the situation looks, we’re never really doomed. Yet, belaboring a point will make what’s painful unbearable.

Give It To Them Straight

If you have the unfortunate responsibility to fire someone, deliver the bad news in a kind, humane but firm way. You have to talk about the details, but it’s not a time to get into a long discussion that could lead to a stressful, unnecessary dispute. Consider these three things:

- Avoid lengthy discussions.
- Keep it short. Realize that the person will need time to process after you’ve delivered the bad news; don’t try to have the person understand on the spot.
- Doors close all the time. Help those who hear bad news recognize the moment and then focus their energy on rebuilding.

Delivering bad news is a matter of mastering and minimizing a moment. It’s about having integrity. Being brief is your best bet to being honest. ●

Got-a-Minute Updates

When someone asks you, “How’s it going?” be ready to give a straight answer. Everyone needs to give superiors updates. It’s a part of our daily reality. Typically, we give these progress reports on the go. People stop by the office, shoot off an email, bump into each other in the hallway, or pick up the phone and call. These are moments when it’s vital to paint a clear picture.

If you are giving people progress reports, being brief requires that you give them *what they are looking for* — not all of the other details and information they really don’t care about. They want to know about what *result* you are driving. Some people refer to this as the say-do ratio: the relationship between what you say and what you do. When it comes to progress reports, it’s better for you to get to the point. Just say, “This is what I’m doing; this is what I am getting done.” Then, you have the results speak for themselves.

The Most Important Question: Why Am I Here?

For the past several years, Jim Metcalf, CEO of USG Corporation, has required all his direct reports to state the purpose of each meeting up front. Metcalf realized that his direct reports were draining his valuable time because they simply wanted to update him, not get a decision from him. He prefers short meetings, and if he can get them, short summaries and no meeting at all. Metcalf asks the same follow-up question at every meeting. “Why do you need me here?” That direct, no-nonsense approach sends a clear signal: brevity is part of the business.

In a world where we are inundated with information and highly inattentive, we have very small windows of time to make an impact, with no margin for error. The impact of BRIEF starts here with you when it’s lived every day. Be better. Be brief. ●

RECOMMENDED READING LIST

If you liked *Brief* you’ll also like:

1. ***How to Say Anything to Anyone* by Shari Harley.** Learn how to tell people when you’re frustrated in a way that resonates, take action on your ideas and feelings, and get honest feedback on your performance.
2. ***The Art of Explanation* by Lee LeFever.** LeFever provides a guide to helping audiences fall in love with your ideas, products or services through better explanations in any medium.
3. ***Words that Work* by Dr. Frank I. Luntz.** Learn that it’s not always what you say, but how you say it. Luntz offers sound advice on how to tactically use words and phrases to get what you want in life.