

13 Say 'No' To Your Boss

By **Greg McKeown**, author of the efficiency bible *Essentialism*

It's a difficult word to master, but being honest about your workload will save you a lot of pain. Here's your new script:

MH Hi there, Greg. How's it going? Great. Look, I know you're busy, but I need your help with a project...

McKeown No.

MH Excuse me?

McKeown What I mean is, I'd love to help if I can. Can you tell me more about it?

MH It's a big job for a big client. And I need it done by the end of the week.

McKeown Okay. But I have to deliver on this other piece of work from the CEO. It's critical.

MH This is critical as well.

McKeown I'm happy to tell the CEO I need to reschedule, but I think we can find a better way to approach this.

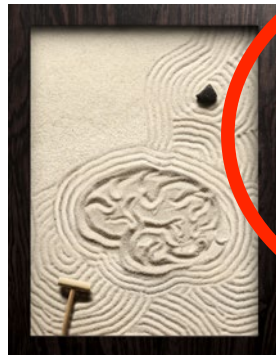
MH Can't you come in early for the rest of the week and get both done?

McKeown If we look at the work I'm doing, we can discuss what you'd like me to de-prioritise to take on the new task.

MH You can't get both done?

McKeown If I don't do a series of things for one client, then yes, I can. What should I de-prioritise to do that?

MH Tell you what, Steve can do it instead. Have a good day.



14 Be More Patient With People

By **Andy Puddicombe**, founder of meditation app Headspace

We might assume that kindness and generosity are characteristics that occur naturally, but in reality, they require cultivation. Meditating, even if it's just for 10 minutes, can help. It helps us to step outside of our thinking and realise that we have more time than we thought. We focus less on our internal storylines. Then, at the end of each day, write down three things that went well, no matter how trivial, and list three people you appreciate. These two simple exercises create the conditions for us to live a kinder, happier life, not only for ourselves, but for those around us.

15 Deliver A Killer Presentation

By **James Healy**, communication consultant at TheShift

Edit out the conditional language. Maybes, potentiallys, sort-ofs and kind-ofs all work wonders for Hugh Grant characters written by Richard Curtis. They obscure clarity and undermine authority when presenting. Get rid.

Be quick, be clear, be gone. Rambling overtures make for increased airtime in which to screw up. Always make time for a final pass to condense your presentation to the essentials.

Hide the self-view when presenting online. It's not normal for human beings to look at themselves for protracted periods. We all have an ego and will often expend significant emotional

energy and focus wondering: what was that hairdresser thinking? Do these glasses make me look like Michael Caine?

Heed the word in the middle of 'rehearse'. It isn't 'arse' – it's 'hear'. If you haven't heard your presentation out loud a number of times you haven't rehearsed it. Mumbling it in the shower or when walking the dog won't cut it. Rehearse at performance pitch. Or you'll wind up on your arse.

Never put more than 40 words on a slide. Preferably fewer. It takes the average human 15 seconds to read 40 words. Ideally, you want the audience to understand your slide in just three

seconds. Try using images instead.

Remembering lines in public rarely makes for a killer presentation. Learn your key phrases, bulletpoint the rest and use images on your slides as your guide. If you're recounting verbatim the notes in your PowerPoint, you might as well save everyone the trouble and send them the deck to read.

Know your stuff. Elementary but paramount.

Think of your voice as a keyboard. When presenting, add three more notes to the upper range of it and three more notes to lower range. This will mitigate the dreary, monotone, corporate sound that drives many audiences to their phones. 📵

