

Jacquie Molloy

EXECUTIVE COMMUNICATIONS



EXPRESSION · ENGAGEMENT · EXCELLENCE

Demonstrating excellence in all aspects of your communications is **the most important** way for you to be able to establish credibility, manage expectations, influence your reputation and raise your profile.

And that holds true for both individuals and organisations.

- ✓ Do you have a sound writing practice: plan, structure, express?
- ✓ Do you have the confidence to present and speak in a way that is clear, compelling and convincing?
- ✓ Can you manage a 5-minute ‘critical conversation’ in a way that gets your point across and makes sure you receive the information you need?
- ✓ Are you known for your critical thinking — are you the one who can listen and then synthesise a meeting discussion, wrapping it up with a ‘killer’ insight?
- ✓ Do others model the way you work and communicate?

‘... average or even pretty good presentation skills trip up or hold back an incredible number of otherwise exceptionally talented people at all levels, and in all functions, and in businesses of all sizes, in all industries.’

— Tom Peters, Management Guru and ‘Emperor of Excellence’

It doesn't matter
if you are 25, 40 or 55,
your communication
matters:

for your career,
your reputation
and your influence.

I believe that your communication matters.

I love words. I love that some words are pleasing to say out loud and pleasing for people to hear.

I love that we can create a new idea, or make an argument, by wrapping words around it so that it can be read effortlessly, understood easily and shared by many.

I believe that if *you* think that words matter, and you are willing to explore how to get your message across, it will give you an edge.

I've worked in your world for 20 years, helping corporate professionals to engage, influence and persuade in their communications.

I know exactly who your readers and audiences are. I know what the CEO, Board and shareholders need and expect from your communications.

More than ever, the pressure is on corporate professionals to be visible in the organisation by being good at what they do.

What are the common characteristics of these corporate professionals?

- They need to maintain and improve their skills and knowledge — and learn new skills or develop specific expertise
- They are short on time, but want to hit the ground running whenever they are presented with an opportunity to step up
- They need to do well in all their communications with the Executive Team, Partnership Group, CEO or Board, right from the start
- They recognise the benefits of modelling great communications to their own reports and teams

When these individuals are motivated to move into a new role or find themselves considered as a high potential within the organisation, they tend to bump up against similar issues.

Ready to cut to the chase?

'Jacquie Molloy's great skill is that she is able to help people in business get the right message across clearly.'

Jacquie has been involved with business at the highest levels for two decades and knows how to seamlessly integrate communications awareness into the mix and add value quickly.

I have worked with Jacquie as both colleague and client and know there is a lot more depth to her than the usual brand of 'corporate coach' or 'writer and trainer'.

In particular, she can coach and counsel those who are entering the senior corporate space — whether that is senior management or Board level — to 'hit the ground running' and strengthen all of their communications skills.'

— Alison Watkins
CEO, GrainCorp

And these are the issues that will influence the quality, the effectiveness and success of their communications:

- You've been on the fast track and feel like you've missed opportunities to develop all the skills you need — especially in your communications
- You now have many, often competing, objectives & responsibilities
- You get a lot of information — formal and informal — and you are expected to quickly navigate and absorb it
- You're frustrated that you're not as strong in both your face-to-face skills and written communications
- You worry that you don't really belong and that you will be found out.

How are these issues affecting you right now?

- You are resigned to a 'hit and miss' success rate because high quality reports & documents & presentations take too long to plan and prepare (and you can't pull that off every time)
- You secretly believe that you are either a 'natural' or you're not
- You don't have a replicable approach to dealing with a blank page or blank screen and so waste time on creating long-winded 'history of my problem solving' drafts
- You are convinced that 'experience' is the only way to improve your communications skills.

It's no surprise that the firms and organisations that excel at recognising and mentoring their high potentials to move them up through the ranks are the same organisations that are able to recruit, and keep, superb talent.

So why are we still talking about this?

High potentials are just that: potentials, not guarantees. In addition to their own initiative and drive, they need to receive the attention and mentoring that will help them make the transition to the next level successfully.

Some of this can and should happen within the organisation.

Some of it requires specialised training and mentoring in specific skills.

Communications is the 'doorway' to the work required to develop skills such as:

Handling difficult conversations

Managing expectations

Establishing boundaries with clients while still operating with a full service ethos

Asking for, and giving, feedback

Making sound decisions based on both logic and good judgment

And communications is at the heart of the skills that sit behind the everyday tasks:

Writing emails, reports and white papers

Presenting, speaking and facilitating

Managing meetings and team interactions

Creating competitive proposals

Planning, syndicating and documenting strategy

'Left untended, knowledge and skill, like all assets, depreciate in value — surprisingly quickly.'

— **David H Maister, still an authority on how to manage professional service firms and serve clients**

What would it be
worth to your
organisation or practice
to have your
high potentials
make the transition
to the next level
months ahead
of schedule?

About Jacquie

20 years of working with Boards, CEOs, Partnership Groups and Senior Managers — for some that might mark me as ‘expert, fully cooked.’

But I believe there is always more to learn.

There might be many common scenarios, but every individual I work with has their own set of skills and challenges and goals.

However it’s because of my 20 years’ experience and my longevity that I know the corporate world — and professional services in particular — so well.

And I use my experience and understanding to provide those who are ready for the next level with a unique perspective of what their CEO and Chair are looking for and what they value highly.

But that’s not my only background. I am also trained in stagecraft and voice. (You want to know what 360° feedback *really* looks like? Work in the theatre!)

As much as I love and miss the theatre, I still get to use many of these skills in my corporate client work. My background has an enormous influence in how I work with clients — especially in presentation, speech and facilitation work. I use creative techniques to ‘unlock’ and relax uncomfortable, and sometimes reticent, professionals. I guide them to learn how to work with energy and engage others while staying true to their own ‘voice’. (It’s about establishing *presence*.) And even basic voice and breath work will mark you out as a strong communicator very easily.

Still wondering if I could help you communicate more effectively in your organisation? You might be interested to know that I talk to other species as well: at Melbourne Zoo, where I am a volunteer guide.

The Truth Teller

‘I have used Jacquie’s professional services for more than 15 years. Her professional approach and expertise ensure that our communications fully support the project objectives and business imperative.’

‘Her years of experience working with senior corporates, as well as her ability to very quickly ‘get up to speed’ with the project or issue at hand, means that our discussions get specific very quickly.’

‘She is not just an accomplished communications specialist, she is also a truth-teller and her feedback and guidance is always direct and spot-on.’

**— Managing Partner,
Global Management
Consultancy, Asia**



- 13 years in my own communications practice
- 7 years as a communications specialist with McKinsey & Company
- Extensive experience as both practitioner and consultant-adviser in corporate communications: writer, editor, presenter, facilitator, thought partner, mentor/coach.
- 30 years' writing experience: corporate, marketing communications, creative.

a snapshot

Mentoring & Coaching — for individuals and small groups

Mentoring and coaching can be confronting work. It can also be the best way to get useful, relevant and truthful feedback about —and step-by-step guidance on how to improve — your most pressing communications issues or challenges.

For the mentee, it requires courage and tenacity because there will be times when you feel vulnerable and resistant. That's normal. Still, it's important to work with someone you can trust and who demonstrates compassion. And it's just as important that the mentor-coach is able to hold your feet to the fire. (As someone who values my own professional development with a trusted mentor, I really do get how important this balance is.)

My mentoring and coaching work has two sources:

1. Individuals who wish to actively influence their reputation and career or who are taking on a high level role for the first time.
2. Organisations that want to prepare their high potentials for the next level or support their senior executives to achieve specific results.

The results

Some of the results my clients experience when we work together:

- They have more passion and enthusiasm for their role — or preparedness for the next level — which usually leads to their demonstrating stronger leadership qualities
- They have a full yet relevant 'toolkit' to prepare and deliver communications: on the page and in meetings, speeches and presentations
- They have greater confidence to take initiative and be distinctive
- They have sharper problem solving skills
- They understand how to manage expectations and influence team communication processes
- They are recognised as ready and able to stretch into even more challenging goals & high profile projects.

Months ahead of schedule

‘Jacquie has guided me to make a real improvement in both my communication and problem solving skills through a well-structured 1:1 mentoring and coaching program. Through our work together I have gained a greater appreciation of the importance of the right planning and preparation in my communication process — for both internal stakeholders and my clients — and received the tools and approaches to do it.

Jacquie’s direct style and her constructive and detailed feedback on my client work helped translate what I was learning into quick-wins, especially in my written communications.

Although my firm had identified me as a high potential, the marked improvement in my communications allowed me to move into a Manager role, months ahead of schedule and my peers, even before I had completed the program with Jacquie.’

— **Manager, a Tier-1 Global Management Consulting Firm**

Mentoring & Coaching *(continued)*

The relationship

The great thing about the right mentor-mentee relationship is that it gives you a place to ‘unpack’ and debrief your successes and your missteps. It also gives you the time and space to reflect, learn and grow — and, frankly, the more senior the role, and the more ‘isolated’ you are becoming, the more important this is.

When I work with you as a mentor-coach, you are building a relationship with:

- A professional who can show you how you to prepare and deliver great communications in a way that builds on what you know and saves time
- A professional who knows what you need to demonstrate to be attractive for the next level (or in the market place)
- A professional who is able to provide integrated support (for this work to be effective and valuable, we can't isolate communications skills from real-world pressures and commercial business objectives)
- A professional who recognises that the bar is high. The people you are writing for and presenting to — like the CEO, Board, Partnership Group, clients or influential stakeholders — all have high standards, little time and expect you to do the work for them.
- A professional who acknowledges you need to be able to influence and ‘speak truth’ to positions of power — and this requires diplomacy, an ability to demonstrate logical thinking, and the clear articulation of both what’s at stake and what must happen next.

Facilitation

When you have set the time to bring important people together for the purpose of exploring, deciding or planning, you want to make sure the conversation is fluid and the results are rich.

I work with your Executive Team or Board, in-house or offsite, to facilitate your discussion, keep the energy high and maintain the focus on your agenda.

The results

In our work together, my clients have been able to achieve the following:

- Plan and articulate long-term strategy
- Explore and decide solutions to crisis situations and bad news
- Create stronger cohorts and teams
- Establish and model excellent communications in the organisation
- Craft the right messages to position the organisation in the market place.

The process

Regardless of the format we choose — from 1-hour meetings and discussions to 2-day planning sessions — my work with you will meet three important criteria:

- Support your overarching objectives
- Make available ideas, knowledge and examples to enhance the process or discussion
- Set up a respectful space to talk openly and inspire participation.

Your best communications resource

'Jacquie won't, and doesn't, hold back in testing your thoughts.'

'She will ask the hard questions, she will drill down to the core of the issue, and she simply won't accept unsupported, or illogical, 'business speak'.'

'Working together in a trusted relationship, different approaches are explored in building the communications strategy — whether that be for an important meeting, an RFP response, a presentation, or a strategic planning session.'

— **Adrian Finlayson, CEO,**
Wishlist Holdings Ltd
accumulate
wishlist.com.au
evoucher.com.au
Vii

Facilitation *(continued)*

I can offer your organisation an opportunity you will not get anywhere else.

The experience can be a standalone program — for example, as a recognition event for high potentials or part of a broader professional development program. It is also a superb adjunct to an offsite strategy or planning workshop.

MY UNIQUE OFFERING

Leadership, strategy and politics: what we can learn about communication and cooperation from observing animal groups

As a volunteer guide at Melbourne Zoo *and* a corporate communications expert, I am uniquely positioned to provide this unparalleled experience — including behind the scenes experiences with elephants and primates and the teams who work with these incredible animals. This half day program is run on location at Melbourne Zoo.

Speaking & Presenting

Are you looking for a speaker for your next event?

I can tailor a speech or presentation to support a specific theme or event — whether it's over breakfast, lunch or Friday night drinks, on retreat, or in the boardroom. I also offer two 'signature' talks.

SIGNATURE TALKS

Words count

An energising exploration of how and why words move us, persuade us, instruct us and change us.

It all matters

What my recovery from a game-changing injury taught me about fear, pain, determination and resilience — and how to think about the lessons in the context of your business relationships and communications.

Best on the day

I have just given the presentation for International Women's Day. I had many people come up to me to tell me that my talk was the best on the day.

I felt so good about making an impact and delivering a great speech (and I didn't use any notes).

Thanks for all your help!

— Emma Carter
Youth Development Officer
Cardinia Shire Council

Training & Workshops

Training and workshops are an important component of professional development programs but too often they can be predictable, boring or pitched at the wrong, or lowest, level.

To assure value, the training programs must inspire the participants to engage fully, to be open to receiving feedback and direction, to put into practice what they learn, and to support, and learn from, each other.

I can create a bespoke training program or workshop for your people or provide you and your team with one of four set programs.

PROGRAM 1

Lunch & Learn: the 10 things you must know to prepare and deliver Excellent Communications

This high energy and informal program provides food for thought over lunch. It builds knowledge and awareness of essential communications skills.

The program involves a process of facilitated discussion, teaching points and 'on your feet' experiential discovery to meet the various learning styles of all participants.

Training & Workshops *(continued)*

PROGRAM 2

Thinking on Your Feet: the essential skills for meetings, presentations & ‘critical conversations’

Many otherwise-talented high potentials and new executives are not able to demonstrate *consistently* a high level of confidence and ease in their face-to-face communications and formal presentations.

The temptation to address this by ‘gaining experience over time’ is seductive but it is an undisciplined approach that, ultimately, takes too long and increases the likelihood of lost opportunities.

The results

In this program, participants:

- Understand the common issues and ways we sabotage our performance under pressure
- Become aware of the skills and conditions required to think on your feet – and how you can develop and control them (including some classic improvisation techniques that actors use)
- Learn techniques and tips to prepare and deliver both formal and informal presentations.

More confidence

‘Working with Jacquie has led me to make some significant changes in the way I use my time and how I interact with my team and colleagues.’

‘Because of the insight and care she has shown through this process, and the tools we have used, I have more confidence in stating, and negotiating, what I need to achieve the right outcomes.’

— **Tess Tholstrup,**
Organisational
Psychologist &
Facilitator, Axialent

The best advice

‘Two weeks later and much of the discussion at your workshop is still resonating in my head – it has been really useful. Thank you!’

— **Glenda George,**
Community Planning,
Cardinia Shire Council

Training & Workshops *(continued)*

PROGRAM 3

Structure, logic, expression: the essential skills for writing

Preparing and completing valuable written communications for the business — from project summaries and clear and concise memos to white papers and client reports — is a high priority.

Getting these documents ‘done’ is still the main way that you codify your business’ important proprietary knowledge and experience and then demonstrate the value of this to the rest of the business, the Board and shareholders as well as to your industry, the media and, of course, your clients.

But it can be a sticking point if your team doesn’t have a clear sense of what is required at each step to prepare and deliver consistently high quality written communications.

The results

Participants learn how to:

- Make a case
- Demonstrate critical thinking and insight
- Map out the scope of the paper or report and test that the content is right
- Ensure momentum and ‘readability’.

Training & Workshops *(continued)*

PROGRAM 4

5 common mistakes in the preparation & delivery of competitive proposals – and how to avoid them

This program is a great resource for those organisations that want to sponsor and develop high potentials to become the best they can be in this area.

These individuals will not only play an active role in Business Development, they will also become communications champions and model excellent skills to their reports and teams.

The results

Participants of the full program find out how to:

- Set the direction and identify the parameters of a bid – whether there is an RFP or not
- Be clear about what type of information is best conveyed in a document and what information is best delivered in person
- Be clear on what can be ‘ready made’ and what must never be a template
- Write a proposal document that is clear, compelling and competitive
- Make the most of valuable face-to-face time with prospective clients
- Understand two important ways to manage and unlock ‘group-think’ mode when presenting to Steering Committees and Boards

‘Experience is not the best teacher. It is not even a good teacher. It is too slow, imprecise, ambiguous.’

– Russ Ackoff, Pioneer in Operations Research & Management Science and Strategy Guru

What actions have you taken in the last 12 months to increase your value — in your role, for your clients, in the market?

What skills and practices do you need to acquire or develop this year?

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