

me as a manager is to watch someone the system has labeled as just average or mediocre really come into his own, all because someone has listened to his problems and helped him solve them.

Of course, the more common way to communicate with your people is to talk to them as a group. Public speaking, which is the best way to motivate a large group, is entirely different from private conversation. For one thing, it requires a lot of preparation. There's just no way around it—you have to do your homework. A speaker may be very well informed, but if he hasn't thought out exactly what he wants to say *today*, to *this audience*, he has no business taking up other people's valuable time.

It's important to talk to people in their own language. If you do it well, they'll follow you. If you don't, they won't. When they begin to respect you, they'll follow you to the death. The reason they're following you is not because you're providing some mysterious leadership. It's because you're following them.

That's what Bob Hope is doing when he sends an advance man to scout his audience so that he can make jokes that are special to them and their situation. If you're watching on television, you might not understand what he's saying. Nevertheless, the live audience always appreciates it when a speaker has taken the trouble to learn something about who they are. Not everyone can afford an advance man, but the message is clear: public speaking does not mean impersonal speaking.

Although I could probably speak off the cuff for two hours, I always work from a script. Speaking extemporaneously is simply too exhausting. I compromise by using a prepared text and deviating from it whenever I feel the need.

When I speak to a group at Chrysler, I'm less likely to be entertaining than when I'm on the dinner circuit. With my own people, my goal is to be as direct and as straightforward as possible. I've found that the best way to motivate them is to let them know the game plan so they can all be part of it. I have to explain my own goals, just as the other executives have to set their own objectives with their supervisors. And if they meet these objectives, they should be rewarded with more than kind words. Money and a promotion are the tangible ways a company can say: most valuable player.

When you give a guy a raise, that's the time to increase his responsibilities. While he's in a good frame of mind, you reward him for what he's done and, at the same time, you motivate him to do even more. Always hit him with more while he's up, and never be too

**Note: The excerpt is from the book
“LEE IACOCCA: An Autobiography by Lee Iacocca.”**

Several observations:

**First, it sounds a lot as if the man is saying,
“Have A Concise Message.”**

**Second, he's making a distinction between
private small talk and group communication.**

**Third, he's telling you not to wing it--that
suggests your making an agenda.**

**Fourth, he believes that your practice of the
message prior to the event will help to get
you to your goal of valid communication. And
all of that in one paragraph from a man who has
proved that he knows how to get things done.**