

The Simplicity Survival Handbook

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author of *Simplicity*

32 Ways to Do Less and Accomplish More

HOW TO ...

- ✓ Deal with Bosses Who Don't Get It
- ✓ Delete 75% of Your Emails
- ✓ Communicate Anything to Anyone
- ✓ Clarify Your Goals More Quickly
- ✓ Decide: Stay or Go?

...PLUS 27 MORE

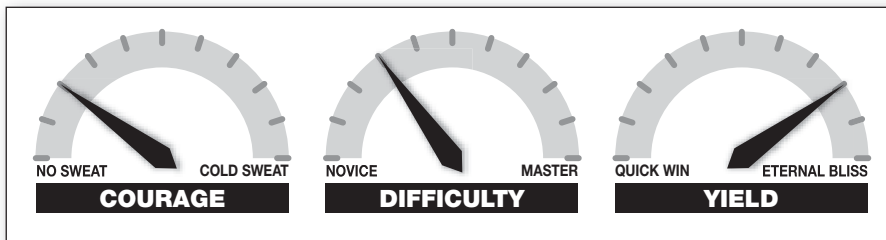
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How to

Quickly Prepare to Communicate with Anyone, About Anything

Note: You're *not yet communicating*...This is just how to *prepare*.

LESS•O•METERS



STEPS: 3

TAKEAWAY: Know, Feel, Do is speed-freak clarity

KEEPING SCORE: This is guaranteed to work — if you're disciplined. Will you be?

WHY DO LESS

Your normal day: Tyranny of the Urgent •

You've got only seconds — on a good day, maybe minutes — to organize your thoughts, shape your message, and get clear • You need the absolute

shortest path between what's in your head and what others will see or hear

HOW TO DO LESS

Pre-Work

Always remember three words:

- Know
- Feel
- Do

With very little practice, Know, Feel, Do will help create instant clarity in any situation.

1

KNOW:

“What’s the one thing I want people to know, understand, learn, or question?”

Your answer should be no longer than one sentence.

Write it down.

2

FEEL:

“How do I want people to feel when I’m done?”

Your answer should be no longer than one sentence.

Write it down.

While you can’t mandate how people will feel — (“Be happy, dammit!”) — this reminds you to prepare for the emotional impact of your words, possibly changing your delivery.

3

DO:

“What do I want people to do as a direct result of my communication?”

Your answer should be no longer than one sentence.

Write it down.

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Time to go through these three steps

Initially: 1–10 minutes

With practice: 45 seconds or less

Why Know, Feel, Do Works

First, it's short, easy to remember, and easy to complete, even under pressure. I have known harried managers who have scribbled three sentences while dashing between meetings, and during meetings — just moments before they were supposed to speak — and as rough-text in an email. Think of Know, Feel, Do as speed-freak clarity.

Second, it's disciplined and addictive. People who practice Know, Feel, Do find it easier to remain disciplined about how they communicate, and confess that the times they have lacked clarity were the times they hadn't done this homework.

Most important: It “forces” you to see your audience as decision-makers, and to organize your thoughts *according to how they listen*. In a hurried, get-it-done-now workplace, most everyone wants every communicator to

- “Get to the point!
What's the one thing you want me to remember?” (Know)
- “Show me you care about my needs.” (Feel)
- “Be clear about what I'm supposed to do next.” (Do)

Know, Feel, Do is a concise preparation tool for communicating in any morebetterfaster environment. (For more, see Chapters 4 and 5.)



Why It's So Important

Every day, you must communicate to tens or hundreds or thousands of people who are instantly deciding whether they buy into whatever you're saying, and whether they should act. Most will give you only seconds to grab their attention and convince them. Lack of clarity and focus has been called the Silent Career Killer. Few in your audience will tell you that you were unclear. But they'll remember! We must all compete on clarity. Every day.

EXAMPLE: LESS PREP, MO' IMPACT

(OK, I'm cheating with more than one sentence. Cut me some slack, please.)

An example in a book needs to be more detailed than a note written to yourself.)

Know the plan

- Understand the specifics of our new plan and their role in its success
 - Understand how we are defining success for this particular change effort
-

Feel excited as well as accountable

- Excited about clearer goals and knowing next steps
 - Accountable for removing barriers for successful implementation
-

Do what it takes

- Attend a training session
- Use the information I've provided to accomplish (such-and-such) tasks

WHAT'S BEHIND DOING LESS

Know, Feel, Do was born at a **communication crash site**. During our research, we found that people-oriented processes kept slamming into get-it-done-now juggernauts.

Early in the 1990s, change management practitioners applied a very powerful change model — Head, Heart, and Hands. The idea elegantly described how to create sustainable change:

- People need to understand the rationale behind change, and they need to come to their own conclusions. Thus *head*.
- And they need to actively participate in the process of making decisions, creating their own buy-in...*heart*.
- Finally, they need the right tools to implement the change...
hands.

Great model! However, its application became a problem. Change gurus took everyone offsite for days at a time with lots of hand-

holding, singing of songs, and group-gropes dressed as team-building exercises. The get-it-done-now forces (usually at the top of the organization) pushed back, demanding ever-shorter communication and engagement cycles.

In studying that collision, we found that a lot of the processing time (but not all) could be eliminated if those driving the change condensed and focused their communication. We asked some executives and change agents to reduce their entire process down to just three sentences. At that moment the Head, Heart, Hand model became Know, Feel, Do.

Know, Feel, Do works because it's the shortest distance between what's in your head and what people need to see or hear — that still respects the very personal needs of your audience. Rarely do journalistic models (Who/What/Where, etc.) or strategic planning models (Mission/Focus/Priorities) or operational models (Goals/Measures, etc.) prepare you to connect with the *person* on the other side of your communication.

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Important Tip: Don't talk at people. Have a conversation.

Ideally, your three sentences will help you frame a dialogue, not a download.



Additional examples of Know, Feel, Do can be found at www.simplerwork.com

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32 Ways to Do Less and Accomplish More

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...accomplish more.



Bill Jensen's mission is to make it easier for people to get stuff done. He's a passionate simpleton and an outspoken gadfly against corporate stupidity that wastes people's time, attention, and dreams. That's because he's spent more than a decade studying business's ability to design work. (Much of what he's found horrifies him.)

Author of *Simplicity* and *Work 2.0*, Bill is President/CEO of the Jensen Group, a change consulting firm, founded in 1985. He speaks and conducts workshops on changing how we work. He lives in Morristown, New Jersey, and his personal life fantasy is to bicycle around the globe via breweries.

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