



ENGAGING COMMUNICATION

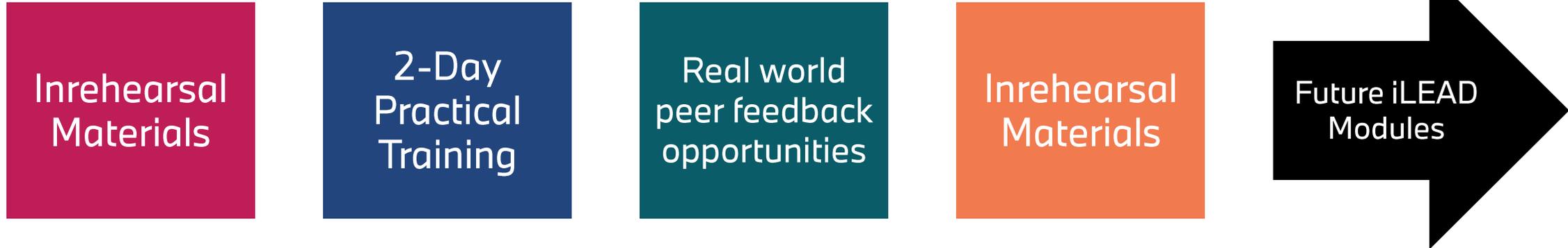
DAY ONE

**BMW
GROUP**



ROLLS-ROYCE
MOTOR CARS LTD

OUR PROGRAMME.



OUR LEADERSHIP FRAMEWORK (TC)²

The (TC)² model remains our leadership orientation.



Definition

Thinking	To lead and make decisions linked to the business strategy and translate this into a clear 'why' and 'what' at a team level.
Team Building	Creating the awareness to be able to review, develop and engage a high-performance team aligned to the business strategy.
Communicating	To be able to motivate and inspire via consistent, relevant and authentic communication of the 'why' and 'what'.
Coaching	To be able to build individual awareness and responsibility for performance through a supportive and pro-active coaching approach.

WHAT WILL WE TARGET?



01

Structural

How effectively the communication is structured

02

Physical

How the person looks and sounds when they communicate

03

Emotional

The emotional impact and reaction created by the communication

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MODEL FOR EFFECTIVE COMMUNICATION.

BE RECEIVED

BE UNDERSTOOD

BE ACCEPTED

MOTIVATE ACTION



**WHAT CHALLENGES DO YOU
EXPERIENCE AGAINST EACH STEP?**

BE RECEIVED

BE UNDERSTOOD

BE ACCEPTED

MOTIVATE ACTION

WRITTEN COMMUNICATIONS



Hydrogen: What you need to know. The FCEV 1x1.

Last year, we drove BMW iX5 Hydrogen prototypes at the IAA in Munich. Now we've turned our hand to the small series. Our prototypes have already sailed through winter testing in [Ariepeglog](#). The media were very impressed by the driving experience and the high level of technical maturity.

Just like a battery electric vehicle (BEV), a hydrogen fuel cell vehicle (FCEV) has an electric drive – they actually have exactly the same electric engine. The main difference is how the energy is stored: instead of storing electric current in the battery, gaseous hydrogen is stored in tanks before the fuel cell converts it into electric current to fuel the drive. The main draw for drivers is that it takes just 3–4 minutes to refuel a hydrogen car, which makes for the same user behaviour as ICEs but with all the benefits of electromobility.

We see FCEVs as an alternative to complement our other electrified powertrains, not as competition. By 2023, we will offer 25 different electrified models, and many of our customers are already [pretty excited](#) about our BEVs, as our steadily growing sales figures prove! In the long term, however, we have no doubt that a second zero-emission powertrain option will make good business sense.

Our industry is at a major turning point. Nobody can predict just how mobility will develop going forward. We must ask ourselves whether we might need several zero-emission powertrain solutions in future to ensure we can meet every customer's individual mobility needs wherever they are in the world.

For people who travel a good deal by car and really need that flexibility, an FCEV may well be a suitable option. Plus, there are some regions and urban areas where it may well be a struggle to provide electric charging stations for all BEVs. Hydrogen drives could be a real help in diversifying the infrastructure here.

+++ Top-of-the-range BMW X1 series model +++ Most powerful four-cylinder engine of the latest generation +++ Exclusive features +++

The BMW X1 M35i xDrive adds typical M dynamics, [agility](#) and precision handling to the X1 range. The BMW X1 M35i xDrive features the most powerful four-cylinder engine of the latest generation, which produces 300 hp (Europe), or 317 hp (USA and other selected markets). The SAV accelerates from nought to 100 km/h in 5.4 seconds and is electronically limited to a top speed of 250 km/h.

The M-specific chassis technology is what sets the BMW X1 M35i xDrive apart from other X1 models, which includes an M compound brake system for the first time in a performance model. The top model's design also sets itself apart from other variants of the BMW X1. The exterior and interior of the BMW X1 M35i xDrive both boast exclusive features that were previously the exclusive preserve of high-performance cars from BMW M GmbH. Among other refinements, this includes the M-specific exhaust system with two pairs of tailpipes. The BMW kidney grille at the front bears the M logo and features double vertical bars.

Digital highlights with BMW iDrive ["QuickSelect"](#) and BMW Operating System 9

Competence in every cell

+++ BMW Group produces battery cell samples for sixth e-drive generation in [Parsdorf](#) +++ Entire in-house expertise bundled +++

Today, a piece of the future starts rolling off the production line in [Parsdorf](#): 95 millimetres high, cylindrical and with a diameter of 46 millimetres. These are the battery cell samples that will be used in the Neue Klasse models for the first time from 2025. They are manufactured in this new centre of excellence – the Cell Manufacturing Competence Center (CMCC) – in [Parsdorf](#). This is how the BMW Group is positioning itself efficiently to ramp-up electromobility and consolidating its leading role in battery cell technology.

“With the Cell Manufacturing Competence Center, we are strengthening Germany's capacity for innovation,” explained Milan [Nedeljković](#), member of the Board of Management of BMW AG, responsible for Production. “This way, we are making an important contribution to the quantum leap in technology in the Neue Klasse.”

Automated surface processing – trio of digital paint shop processes

BMW Group Plant Regensburg has become the automotive industry's first plant worldwide to use an end-to-end digitalised and automated process for inspection, processing and marking of painted vehicle surfaces in standard production. In an innovative new approach, AI-controlled robots process each vehicle individually to meet objective quality standards. This ensures more stable operations, shorter lead times and a consistently high level of vehicle surface quality. Data stored in the cloud also enables optimal analysis of causalities and therefore represents another step by the BMW Group towards the digital and intelligent connected factory referred to as BMW [iFACTORY](#).

Painting, sanding, polishing – with artificial intelligence (AI) for unique [processes](#)

The scene resembles a well-rehearsed play: Four robots stand in the processing booth, surrounding a freshly painted body. As if on command, the robots begin working on the surface of the body. They sand it, apply the polishing compound, polish, change the attachments and switch out the sandpaper. Cameras track the scenario. “What is unique here is that the robots work on each body exactly where needed – because the tiny specks and bumps that can appear after the topcoat is applied and that we want to remove are in different spots on each vehicle,” explains Stefan [Auflitsch](#), head of Production Paint Application and Finish at BMW Group Plant Regensburg. “Robots are normally programmed to follow the same pattern until they are reprogrammed. Using artificial intelligence allows them to work in a more tailored manner. With up to 1,000 vehicles going through the finishing process every working day, that adds up to 1,000 unique processes.”



PREWORK

In order to meet the demands of the launch phase of the new model we need to move to a new shift pattern for a period of time.

This will involve all associates familiarising themselves with new processes in order to deliver the consistent quality needed.

For us to be successful and secure the future we need everyone's full engagement in focusing on operational excellence.

4 KEY POINTS

What, if anything, is relevant to YOUR audience?

Why should the audience care?

What is the best media or method?

What language should I use?





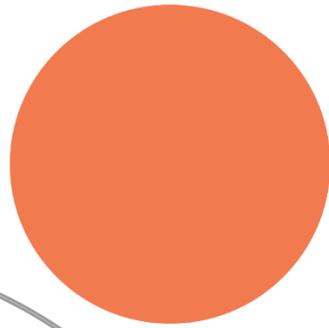
INDIVIDUAL PRESENTATION.

For the scenario you have been given prepare a short briefing 2-3 minutes.

Use all the tips given in the prework video.

You will deliver this communication to a small group and be recorded on your personal mobile phone.

NOTE: Deciding that you WOULDN'T communicate anything for this scenario might be valid in the real world but is not an option for this task



YOUR TURN!

In your group you will take turns to deliver the presentation that you have prepared.

Please hand your phone to a colleague who will act as camera person (note: you can access the camera function without unlocking your device).

At the end of each presentation the group can give short POSITIVE feedback.

Camera People:

Please position the camera so that you record head to toe. We need to see the whole person. Try to avoid movement while recording.



The human brain starts working the moment you are born and never stops until you stand up to speak in public

George Jessel

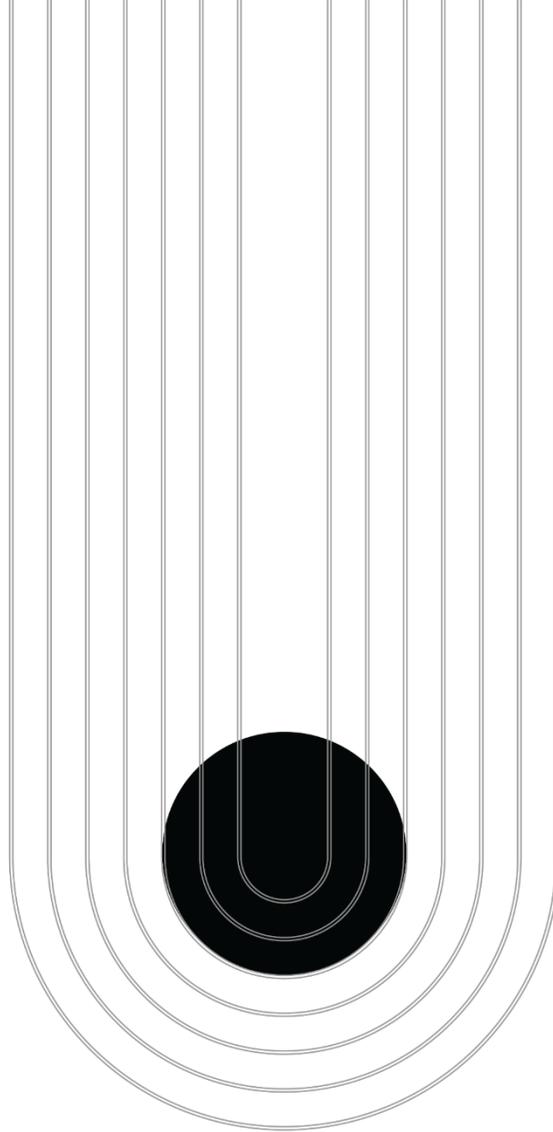
DEBRIEF.



Find a partner and now play back your recordings.

Discuss and make notes about the following:

- How did I feel at the time?
- How do I look when I watch back the recording?
- What could I do that would give me more impact when I communicate?



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The way you carry yourself is a source of personal power - the kind of power that is the key to presence. It's the key that allows you to unlock yourself

Amy Cuddy



PARKING POSITION

"Expanding your body language through posture, movement, and speech makes you feel more confident and powerful, less anxious"

Amy Cuddy

Eyes

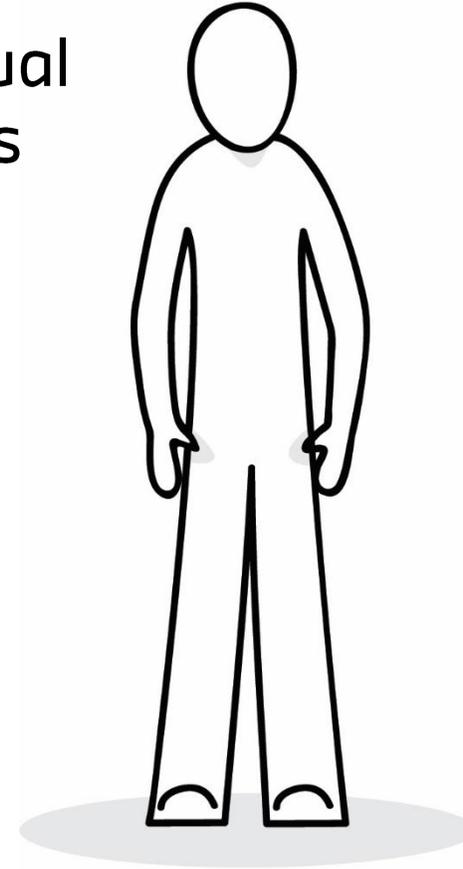
Looking at individual audience members

Hips

Fixed and central

Hands & Arms

By your side



Feet

Planted into the ground not moving

**The human voice is the most
beautiful instrument of all, but it is
the most difficult to play**

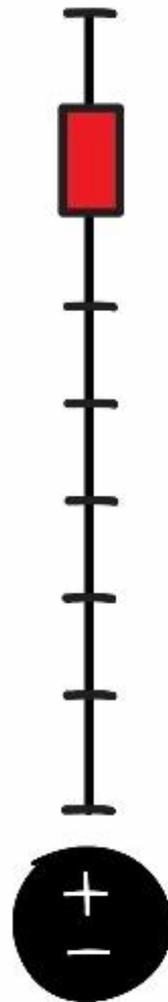
Richard Strauss



VOICE

“As a speaker you can create a specific mix that suits the content of that part of your presentation. By varying all three in different ways, you will create a dynamic and varied experience for your audience which will enable you to sustain their engagement level far longer.”

Chris Atkinson



VOLUME



PACE, SPEED & RHYTHM



PITCH & TONE

VOICE TONE ACTIVITY

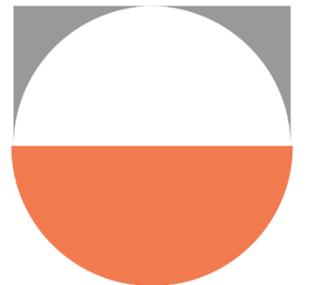
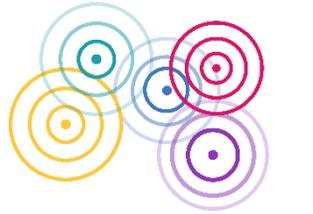
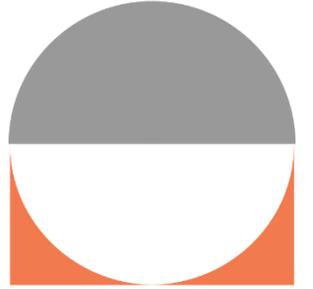
Small group activity

- Pick a card at random.
- Don't show anyone your card.
- Read the sentence at the top two times for each emotion shown.
- Your challenge is to convey the two emotions so well that the audience can guess the emotion.
- If they don't guess correctly you have to try again with more emotion!

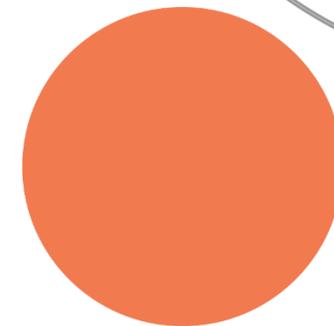
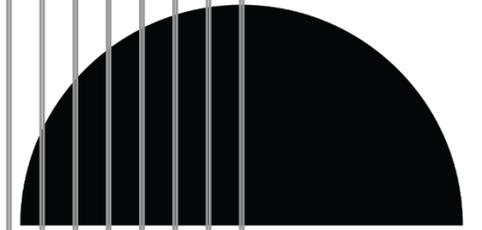
"Another round of portfolio"

Angry

Excited



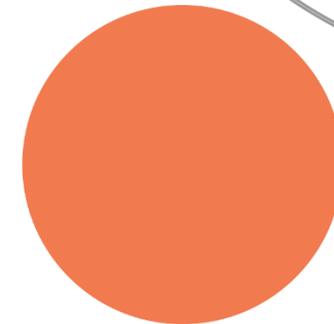
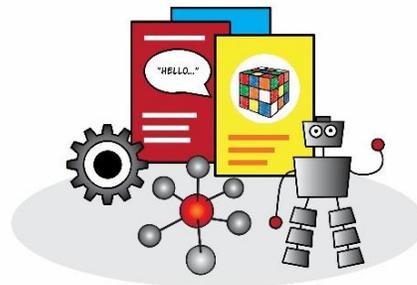
**LET'S GIVE IT
ANOTHER GO!**



BRING ON THE CREATIVITY!

This is a safe space, let's take advantage of that 😊

Go back to your original presentation and now think about how you can present that information in a radically different way.



DEBRIEF.

Find a partner and now play back your two recordings

Discuss and make notes about the following:

- What difference did the parking position make?
- How effectively did you use your voice?
- How was your energy/impact different?
- What do you want to focus on tomorrow?





**What are your
take-aways?**



**What will you be
focusing on
tomorrow?**

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ENGAGING COMMUNICATION

DAY TWO

**BMW
GROUP**



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WHAT WERE THE BIG MESSAGES?



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MODEL FOR EFFECTIVE COMMUNICATION.

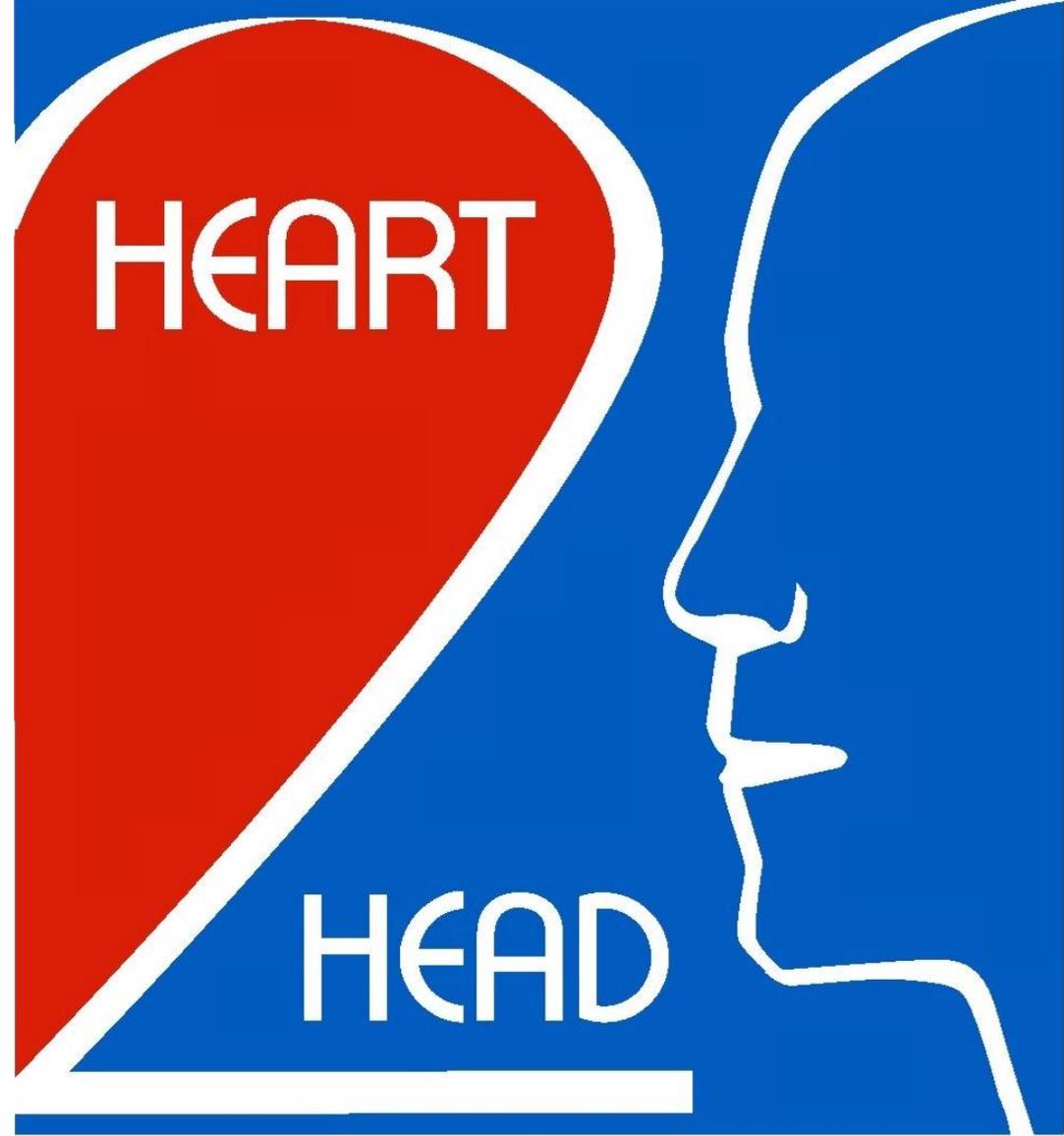
BE RECEIVED

BE UNDERSTOOD

BE ACCEPTED

MOTIVATE ACTION

Have To



Want to

WHAT WILL WE TARGET?



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EMOTIONAL: TOPIC 1 MASKS.



Why might we wear masks in work?

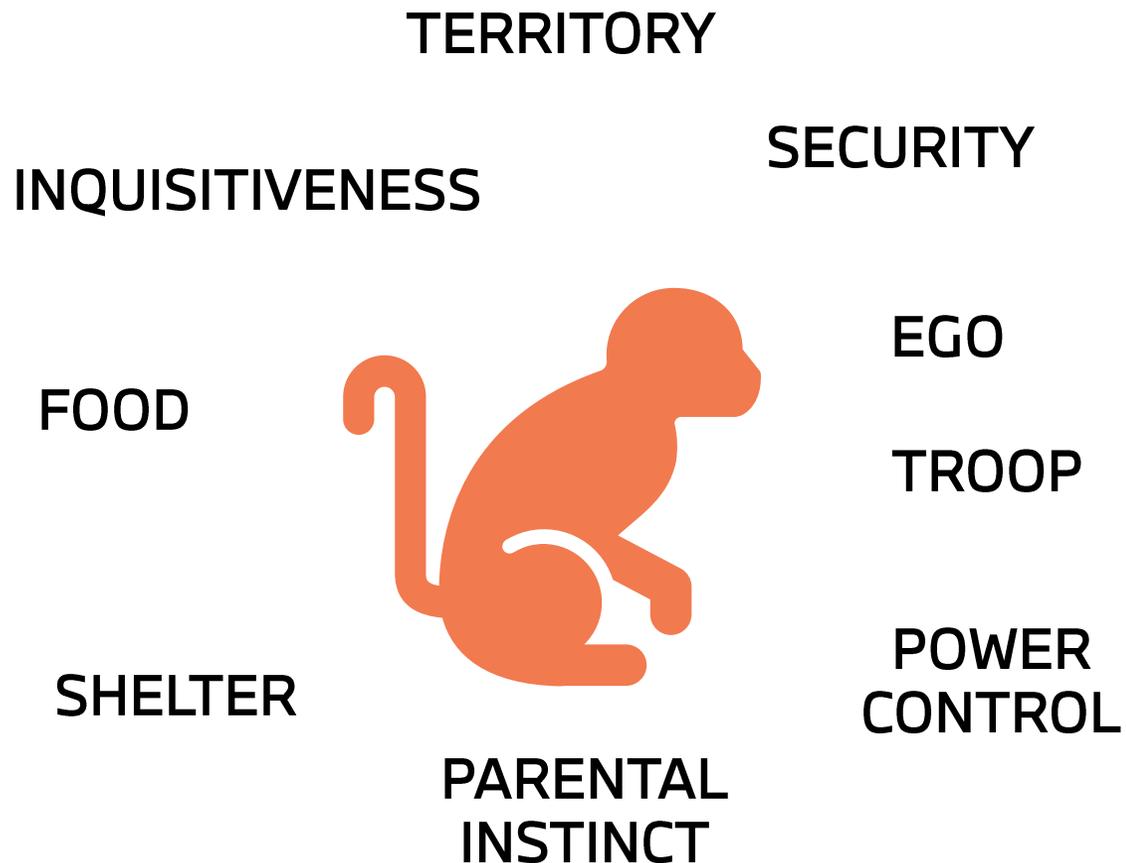
What are the risks if we drop our masks?

EMOTIONAL: TOPIC 2

OUR EGO



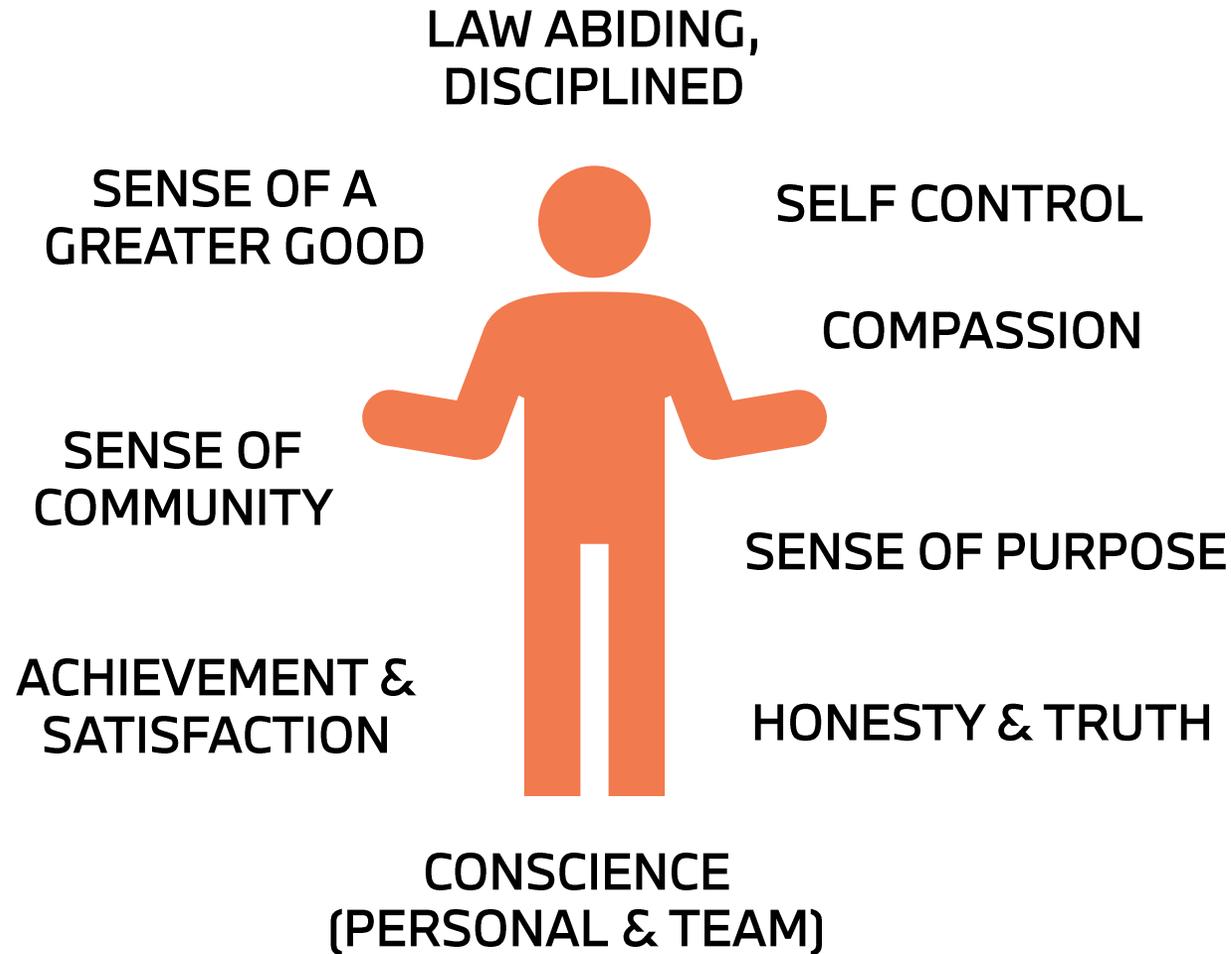
THE CHIMP (EGO) INSTINCTIVE PART OF OURSELVES COMMITTED TO SURVIVAL



Instinctive drivers these emotional or impulsive behaviours:

- Jumps to an opinion
- Thinks in black and white
- Paranoia
- Catastrophises
- Irrational
- Emotional judgements

HUMAN PART OF OUR BRAIN PRE-FRONTAL CORTEX



Conscious Behaviours:

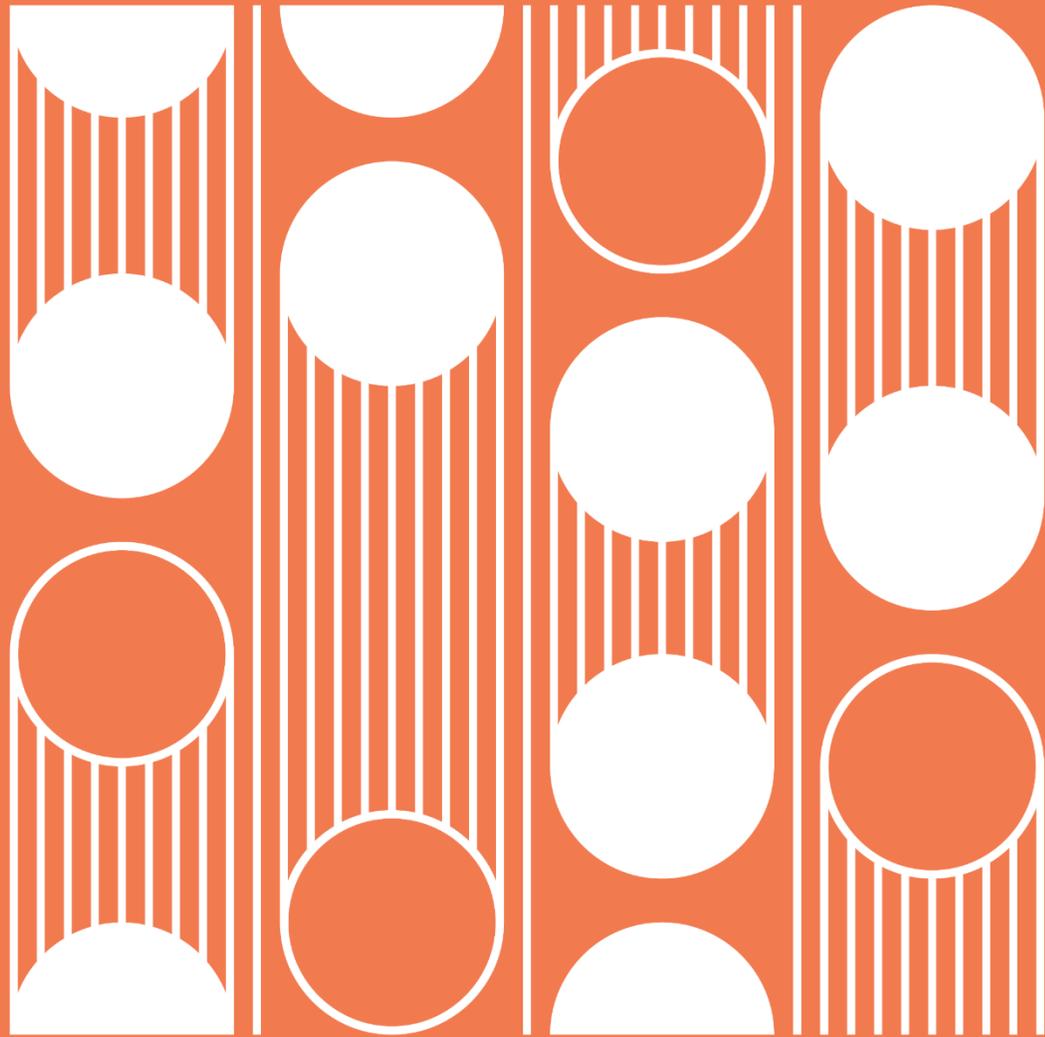
- Logical
- Justice and structure
- Considered
- Moral Principles
- Ethical values
- Establishing a society agenda
- Factual and truth-based decisions

GROUP DISCUSSION.



Ego is most commonly triggered when something conflicts with our values or beliefs.

In what ways can presenting or communicating in front of others 'trigger' ego behaviours or reactions?



Think of a time where your ego (the chimp) took control and caused you to act in a way you later regretted.

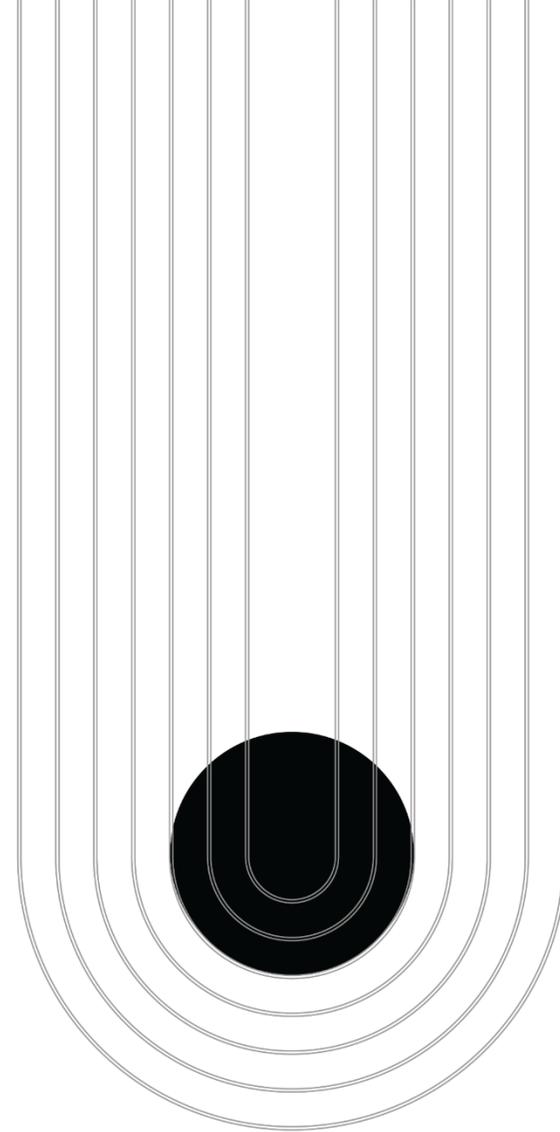
Tell us about that incident and what advice you have for others to avoid this happening to them.

DEBRIEF.

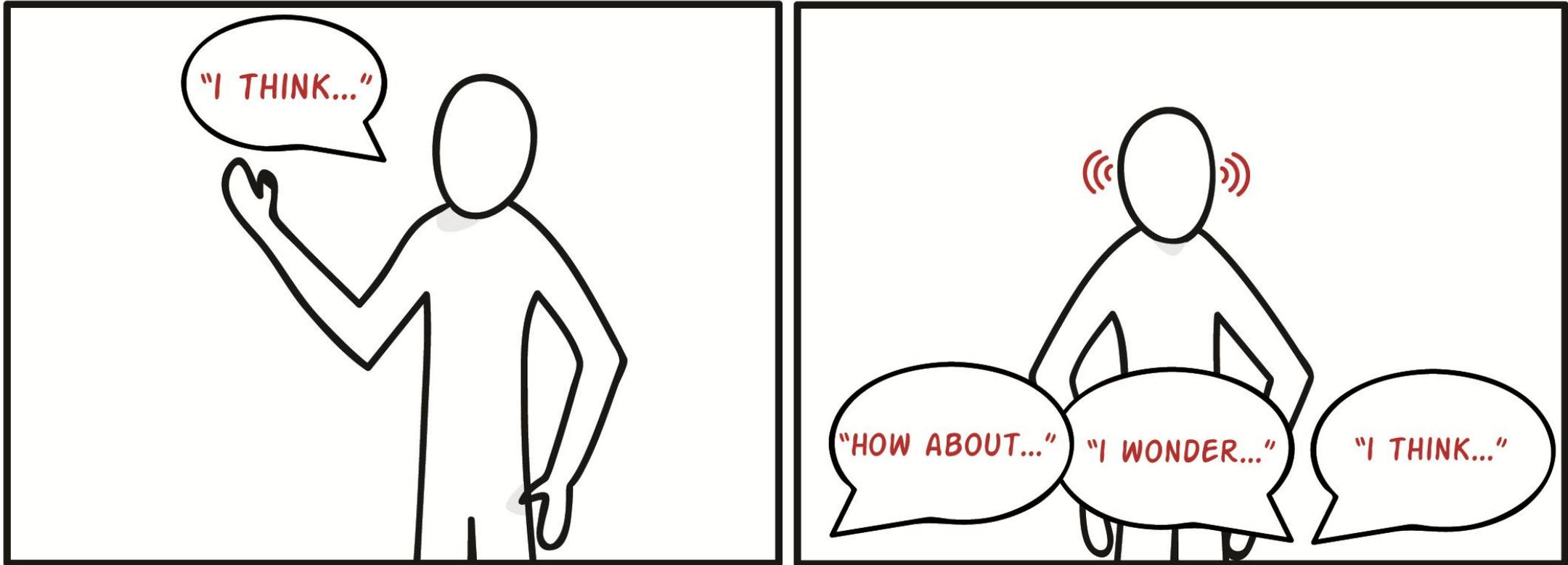


Find a partner and now play back your recordings. Discuss and make notes about the following:

- How did it feel speaking from the heart and with more emotion?
- How is this different to your 'normal' communication style?
- What would you need to incorporate from this presentation into your everyday communication style?



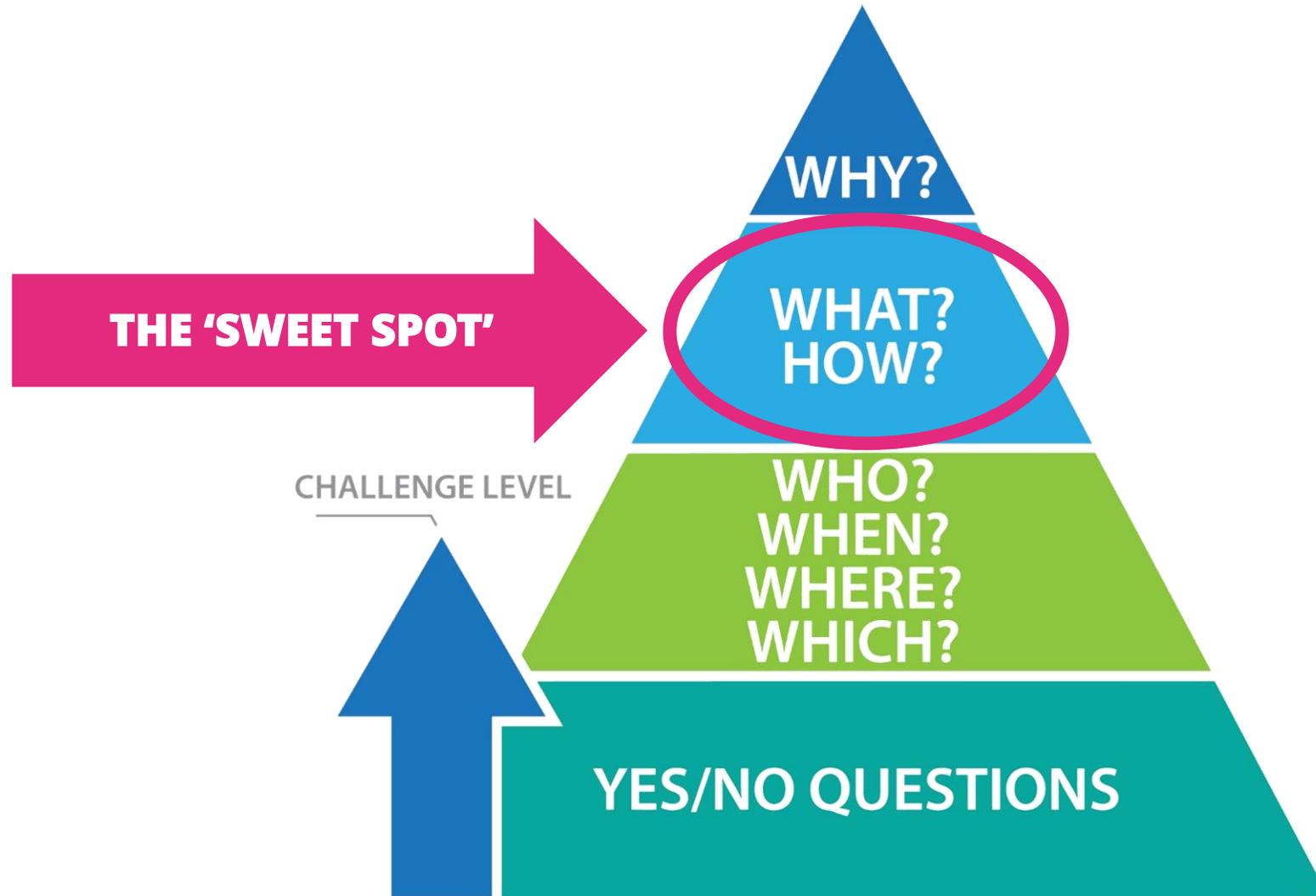
COMMUNICATING VS FACILITATING.



COACHING

...what do you know/remember?

QUESTIONING.



**Beliefs and
values.**

**Opinions and
conjecture.**

**Facts and
information.**

Why?

How? What?

Who? When? Where?



DEVELOPING YOUR QUESTIONING SKILLS

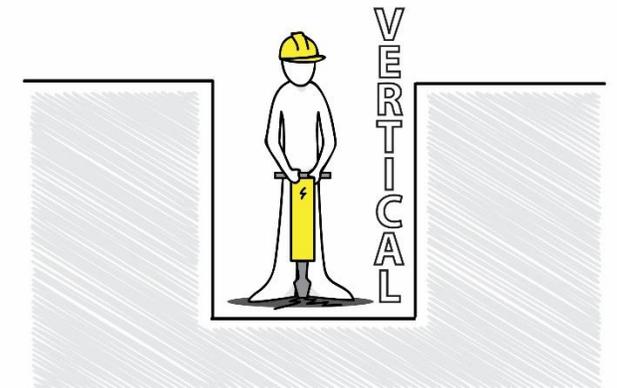
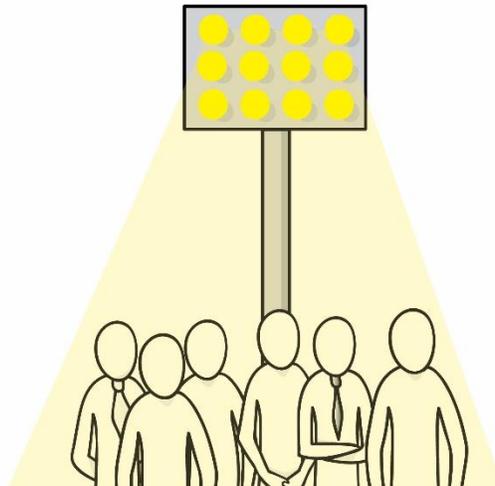
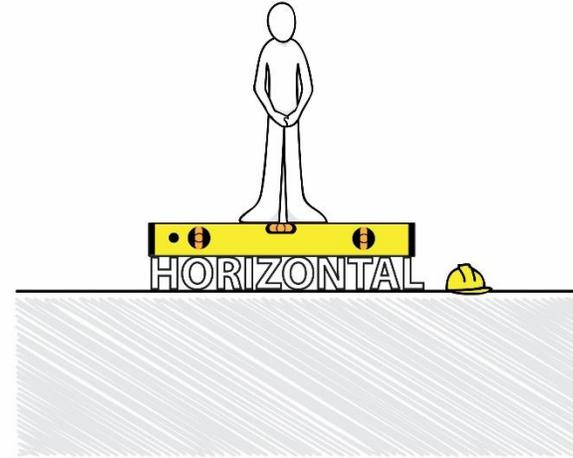
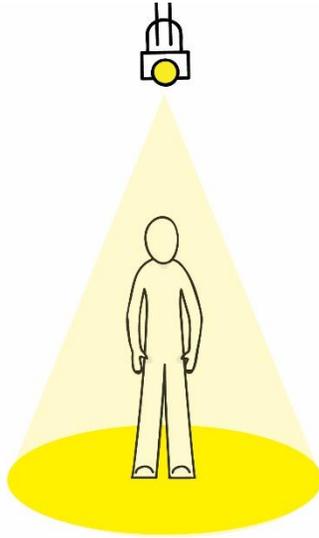
Your task:



Ask consecutive open questions to your partner.

- Partner chooses a card.
- Coach starts the conversation with **'What do you notice about the card?'**
- Use the coachee's answer to develop your next question.
- Try to use **only 'what' and 'how'** questions.
- When you have exhausted one avenue of questioning simply ask again **'What else do you notice about the card?'**
- After 5 minutes, swap roles and repeat.

FACILITATION SKILLS.



YOUR TURN!

Working in pairs.

Each pair will select a topic at random.

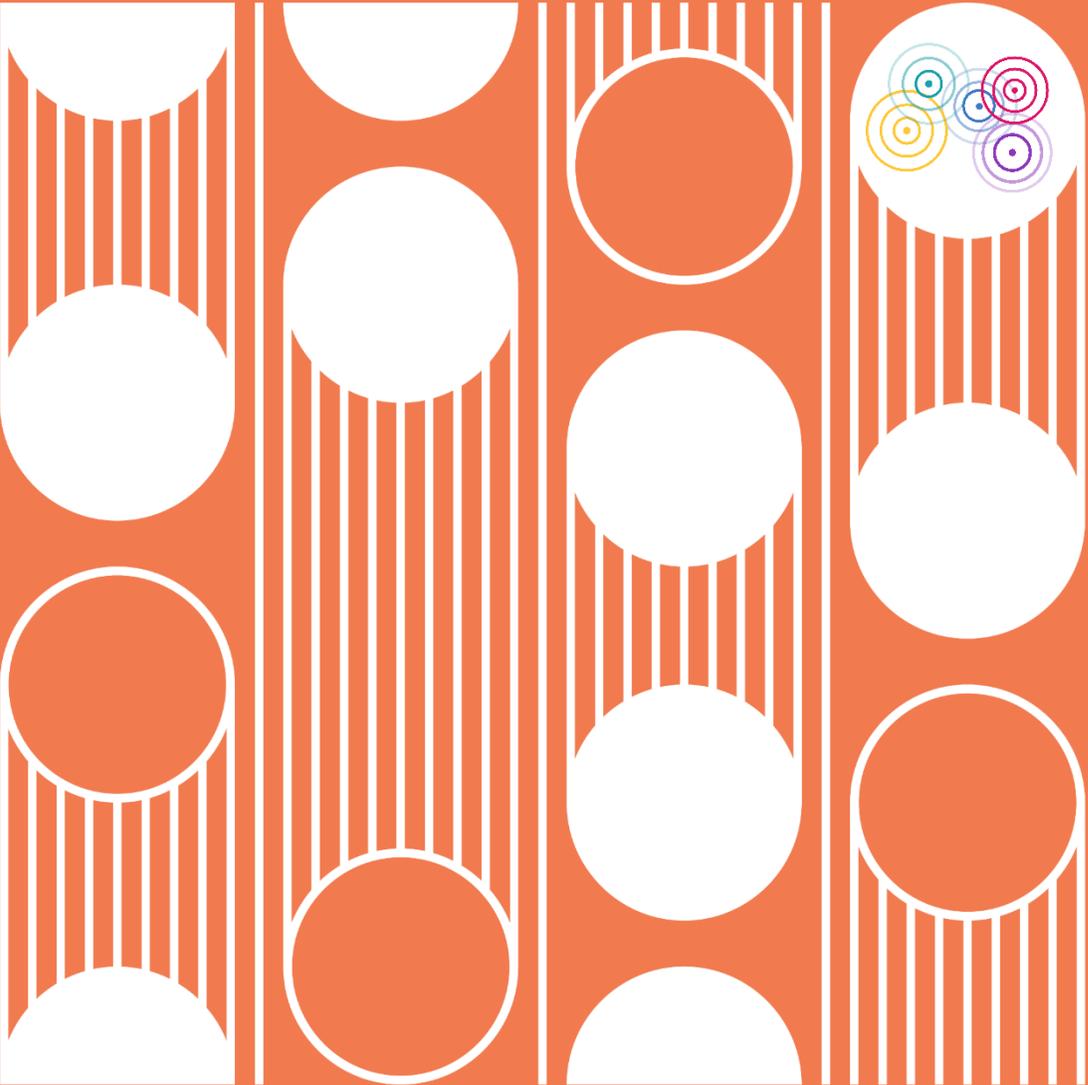
Your task is to prepare a 7 to 10-minute facilitation on this topic (what 'what or how' questions could you ask?)

Avoid obvious questions.

Focus on questions that will give new insight or understanding about the group's views and opinions about this area.

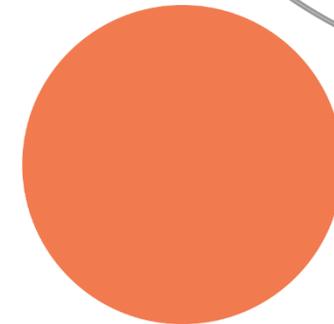


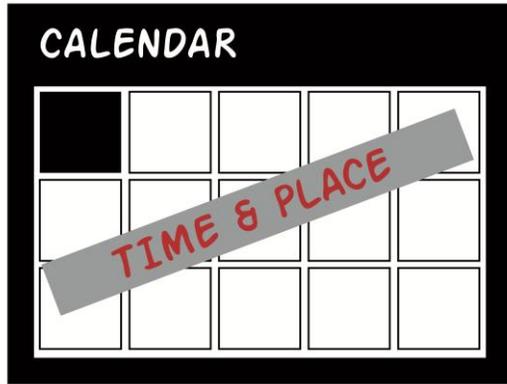
HOSTILE & CHALLENGING QUESTIONS



OUR OBJECTIVES

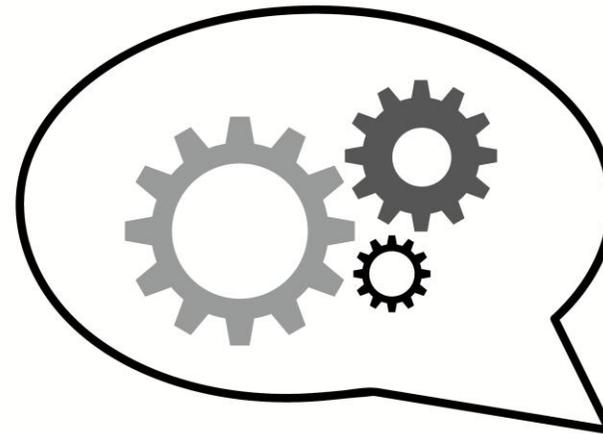
- Stay calm and focused under critical or hostile questioning
- Respond in a clear and structured way





80:20
▲

PAST
RESEN
FUTURE



Reframe Question

DEVELOPING YOUR RESPONDING SKILLS



Your task:



Give a 20 sec overview of your current tasks, KPIs or communications (specific to your role)

The group now have 60 sec to come up with 3 challenging questions for you.

Pick two questioners, answer their challenging question.

Use two different frameworks to answer each question.

Audience will give feedback about how effective the answers were.

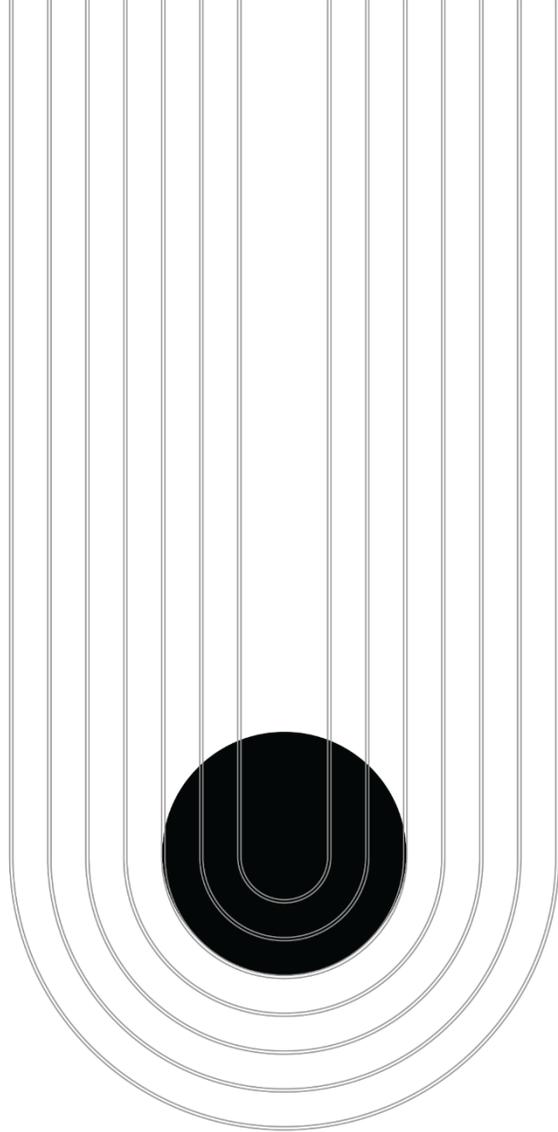
MY COMMITMENT



Think about your most common communication activities:

What are you willing to change or do differently?

What creative or unexpected approaches are you willing to use more often?





THANK YOU

**BMW
GROUP**



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