

What do you do?

Suppose an anthropologist from Mars came in and studied what you do for a living. If she observed you earlier this week, what might she guess your job title is? *Circle all that apply.*

nanny	firefighter	judge	clerk
magician	architect	waiter	diplomat
doctor	pilot	explorer	psychologist
evangelist	sales rep	messenger	secretary
soldier	bureaucrat	detective	refugee
teacher	chauffeur	trendsetter	nurse
aide	navigator	socialite	bully
beggar	entertainer	police officer	prisoner
bookkeeper	guard	comedian	farmer
actor	guru	hermit	reporter
zookeeper	student	intellectual	politician

The Major Elements of Credibility

1. Perceived expertise.

A.

B.

C.

D.

2. Perceived trustworthiness.

A.

B.

C.

D.

3. Sincere liking for and interest in others.

"Chemistry"

Good chemistry happens when internal and external clients believe that...

...we know what we're doing and are confident of the results.

...our primary concern is producing effective campaigns for them.

...we respect their time and their opinions.

...we share their concern for using their budgets wisely.

...we make them look good to their superiors and peers.

...we take initiative and have a predisposition for action.

...we tell them the truth.

Communications Styles

Write your scores for the four primary communications styles types.

	Normal	Stressed
Thinker	_____	_____
Feeler	_____	_____
Sensor	_____	_____
Intuitor	_____	_____

Thinking as a Primary Style

- | | |
|----|----|
| 1. | A. |
| 2. | B. |
| 3. | C. |
| 4. | D. |

Behavioral Focus:

Value Orientation:

Time View:

Office Styles and Icons:

People Who Are Likely Primary Thinkers:

Feeling as a Primary Style

- | | |
|----|----|
| 1. | A. |
| 2. | B. |
| 3. | C. |
| 4. | D. |

Behavioral Focus:

Value Orientation:

Time View:

Office Styles and Icons:

People Who Are Likely Primary Thinkers:

Sensing as a Primary Style

- | | |
|----|----|
| 1. | A. |
| 2. | B. |
| 3. | C. |
| 4. | D. |

Behavioral Focus:

Value Orientation:

Time View:

Office Styles and Icons:

People Who Are Likely Primary Thinkers:

Intuiting as a Primary Style

- | | |
|----|----|
| 1. | A. |
| 2. | B. |
| 3. | C. |
| 4. | D. |

Behavioral Focus:

Value Orientation:

Time View:

Office Styles and Icons:

People Who Are Likely Primary Thinkers:

Strategies for Working with Difficult Clients and Situations

"Everyone is having a hard time. Everyone is insecure. Everyone is hassled. Everyone is tired—we all need more sleep. Everyone wishes he had more courage, more money and better social skills....Few can figure out how they ended up living the life they lead. Don't be misled by flippant talk; it's a battle for everyone."

– Joshua Halberstam
Everyday Ethics

1. Be compassionate.
2. Learn to say no.
3. When things go wrong...

Deep Listening

- Ask questions for clarification.

- Confirm what you've heard.

- Give active signals that's you're paying attention.

- Don't solve the problem too soon.

- Be open to changing your viewpoint.

A Recommended Reading List

Harvard Business Review.

Fast Company.

The Wall Street Journal.

Fortune.

Jon Steel. *Perfect Pitch: The Art of Selling Ideas and Winning New Business.* 2007.

Marty Neumeier. *Zag: The #1 Strategy of High-Performance Brands.* 2007.

Chip Heath and Dan Heath. *Made to Stick: Why Some Ideas Survive and Others Die.* 2007.

Malcolm Gladwell. *Blink: The Power of Thinking without Thinking.* 2005.

Malcolm Gladwell. *The Tipping Point: How Little Things Can Make a Big Difference.* 2000.

Bryan and Jeffrey Eisenberg. *Waiting for Your Cat to Bark? Persuading Customers When They Ignore Marketing.* 2006.

Paul W. Farris, Neil T. Bendle, Phillip E. Pfeifer, David J. Reibstein. *Marketing Metrics: 50+ Metrics Every Executive Should Master.* 2006.

Sam Harrison. *Ideaspotting: How to Find Your Next Great Idea.* 2006.

Alex Wipperfurth. *Brand Hijack: Marketing without Marketing.* 2005.

Rex Briggs and Greg Stuart. *What Sticks: Why Most Advertising Fails and How to Guarantee Yours Succeeds.* 2006.

Clotaire Rapaille. *The Culture Code: An Ingenious Way to Understand Why People around the World Live and Buy as They Do.* 2006.

Daniel H. Pink. *A Whole New Mind: Why Right-Brainers Will Rule the Future.* 2005.

Steven D. Levitt and Stephen J. Dubner. *Freakonomics: A Rogue Economist Explores the Hidden Side of Everything.* 2005.

Jack Welch. *Winning.* 2005.

- Robert Scoble and Shel Israel. *Naked Conversations: How Blogs Are Changing the Way Businesses Talk with Customers*. 2006.
- Michael J. Silverstein. *Treasure Hunt: Inside the Mind of the New Consumer*. 2006.
- Jim Collins. *Good to Great: Why Some Companies Make the Leap...and Others Don't*. 2001.
- Adam Morgan. *Eating the Big Fish: How Challenger Brands Can Compete Against Brand Leaders*. 1999.
- Merianne Liteman, Sheila Campbell and Jeff Liteman. *Retreats That Work: Everything You Need to Know about Planning and Leading Great Offsites*. 2006.
- Linda Kaplan Thaler and Robin Koval. *Bang! Getting Your Message Heard in a Noisy World*. 2003.
- Luke Sullivan. *Hey, Whipple, Squeeze This: A Guide to Creating Great Ads*. 1998.
- Joseph Jaffe. *Life after the 30-Second Spot: Energize Your Brand with a Bold Mix of Alternatives to Traditional Advertising*. 2005.
- Douglas B. Holt. *How Brands Become Icons: The Principles of Cultural Branding*. 2004.
- Michael Michalko. *Cracking Creativity: The Secrets of Creative Genius*. 1998.
- Keith Yamashita and Sandra Spataro. *Unstuck: A Tool for Yourself, Your Team, and Your World*. 2004.
- Seth Godin. *Free Prize Inside: The Next Big Marketing Idea*. 2004.
- Marty Neumeier. *The Brand Gap: How to Bridge the Distance between Business Strategy and Design*. 2003.
- Daniel Goleman. *Emotional Intelligence at Work*. 1998.
- Seth Godin. *Purple Cow: Transform Your Business by Being Remarkable*. 2002.

Sheila Campbell

Sheila Campbell is president of Wild Blue Yonder, Inc., a consulting firm centered around organization behavior, creative thinking, strategic planning and leadership, with a particular focus on marketing-oriented organizations. Wild Blue Yonder clients have included the World Bank, National Geographic Television, America Online, FannieMae, and the Boston Museum of Fine Arts, among others. Her advertising clients have included Arnold Worldwide, JWT, Ogilvy Worldwide, Euro RSCG, the American Association of Advertising Agencies (AAAA) and the Institute of Canadian Advertising.

She is co-author, with Merianne and Jeff Liteman, of *Retreats That Work: Everything You Need to Know about Planning and Leading Great Offsites* published by John Wiley & Sons in 2006.

Sheila has taught strategy and creativity in the MBA program at Johns Hopkins University, and she is Director of the Mid-Atlantic and Kansas City Institutes for Advanced Advertising Studies sponsored by the American Association of Advertising Agencies. Also for AAAA, she conducts workshops in strategic planning and account management relationships for ad agency groups around the country. She has a masters degree in organization behavior from The American University.

Other courses she teaches include: *The Account Management Workshop; 360 Leadership: How to Motivate and Inspire the People Who Report to You...and Those Who Don't; Show Me the Money: What Account People Need to Know about Financial Stewardship; and Creative Thinking for People Who Don't Work in the Creative Department*. In addition to training courses, she designs and leads senior executive retreats for a number of corporations and not-for-profit organizations.

Before starting her consulting firm, Sheila was president of Rosenthal, Greene & Campbell, an advertising and public relations agency with clients like Marriott Hotels and regional Apple Computer. Before that, she was Vice President and Management Supervisor at Earle Palmer Brown, directing corporate and nonprofit accounts including National Public Radio and Duron Paint.

In her off time, she travels, most recently to Thailand, Cambodia, South Africa and Namibia, and on hiking trips in France and Italy. Twice she has walked across England by herself, and she is now working on a book about the experience.

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