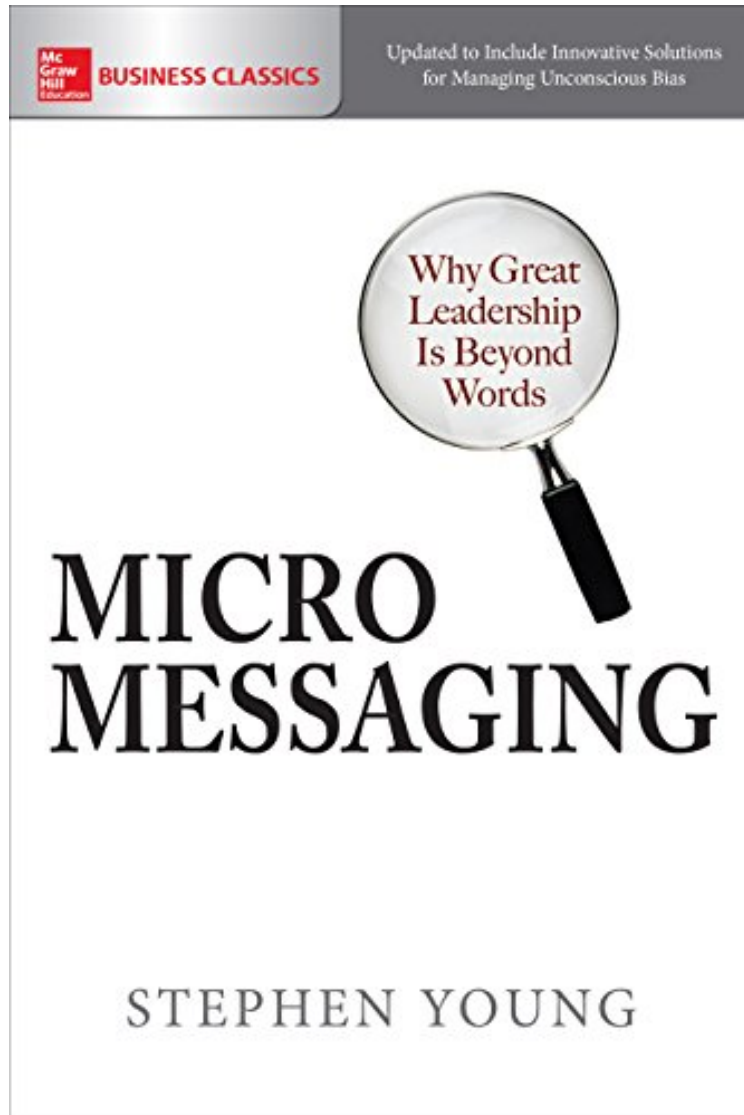


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## Micromessaging: Why Leadership is Great Beyond Words (Business Books)

*Stephen Young*

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biases can't be made actionable without Micro Inequities

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Should you sweat the small stuff? Absolutely, says Stephen Young—especially when it comes to those critical behaviors that can make or break performance. The reason is simple: no matter what you think you're saying, your words, gestures, and tone of voice can actually communicate something entirely different. Too often, negative micromessages undermine morale, business opportunities, and ultimately your organization. Micromessaging examines the nuanced behaviors that we all blindly use and react to in our dealings with others. Yet as Young points out, these micromessages can reveal a lot about our own—and our superiors'—biases and preconceived notions. Learning how to constructively address these behaviors can bring about positive change. Young offers a common language for encouraging open discussion in the workplace, along with skills to identify and address familiar micromessages; tools for deploying microadvantages; and real-life workplace scenarios, self-assessments, and solutions that help readers interpret and alter ingrained behaviors and their effects. He delivers valuable information on crucial leadership skills and how to acquire them. Universal workplace cultural issues How expectations affect the performance of others Ways to speak fairly, not falsely Techniques that eliminate group think How to reset the "filters" you use to "screen" others Based on research from MIT, Young's approach has already helped numerous Fortune 500 clients, including Merck, Intel, Lockheed Martin, Starbucks, IBM, Boeing, Wells Fargo, Bank of America, Cisco, and Raytheon to increase leadership effectiveness. With its proven wisdom, you can experience what so many business executives worldwide have discovered and make it a powerful part of your leadership skill set.

From the Back Cover Change the way you do business with the nonverbal gestures that can make or break any business relationship A blank look, an averted gaze, or a dismissive shrug . . . we all know how other people's nonverbal cues can make us feel, even if they are delivered or received without conscious awareness. But do you know the ways in which these subtle behaviors can define your ability to influence the performance of others for better—or worse? Stephen Young, one of the foremost experts on leadership, introduces the concept of micromessages—the gestures, facial expressions, tones of voice, word choices, eye contact, and interactive nuances that can be either debilitating or empowering to employees and to the power of leadership. Once you understand these micromessages, you'll be able to improve your leadership skills by Getting inside your organization's cultural DNA to spark change Diffusing negative micromessages (microinequities) and use positive micromessages (microadvantages) to spark creativity, improve performance, and exceed goals Infusing positive micromessages at all levels of the organization, achieving a strong, inclusive, and high-performing work environment About the Author Stephen Young is the senior partner of Insight Education Systems, a management consulting firm specializing in leadership and organizational development services. A recognized leader in the field of business communication, he consults with senior executives and management teams of Fortune 500 companies.