



S.T.A.R.S. Program 2026

Effective Communication
and Presentation

Appendix

*In collaboration with
Brighter Leaders*





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The 5 Golden Rules of Communication

1 Active listening



2 Asking open questions



3 Enhance the positive



4 Be interested



5 Power of silence





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Closed questions

- Straightforward
- Answered with yes or no
- “Is”, “are”, “do”, “did”, “will” or “can”

Structure



Open Questions

- Prompt broad, detailed responses
- “what”, “how”, “why”, or “tell me about...”

Best usage

- Confirmation
- Guiding conversation
- Gathering precise information, clarifying or verifying

- Exploring a topic
- Eliciting thoughts and experiences
- Boosting positive signals
- Fostering engagement
- Maintaining an open mind



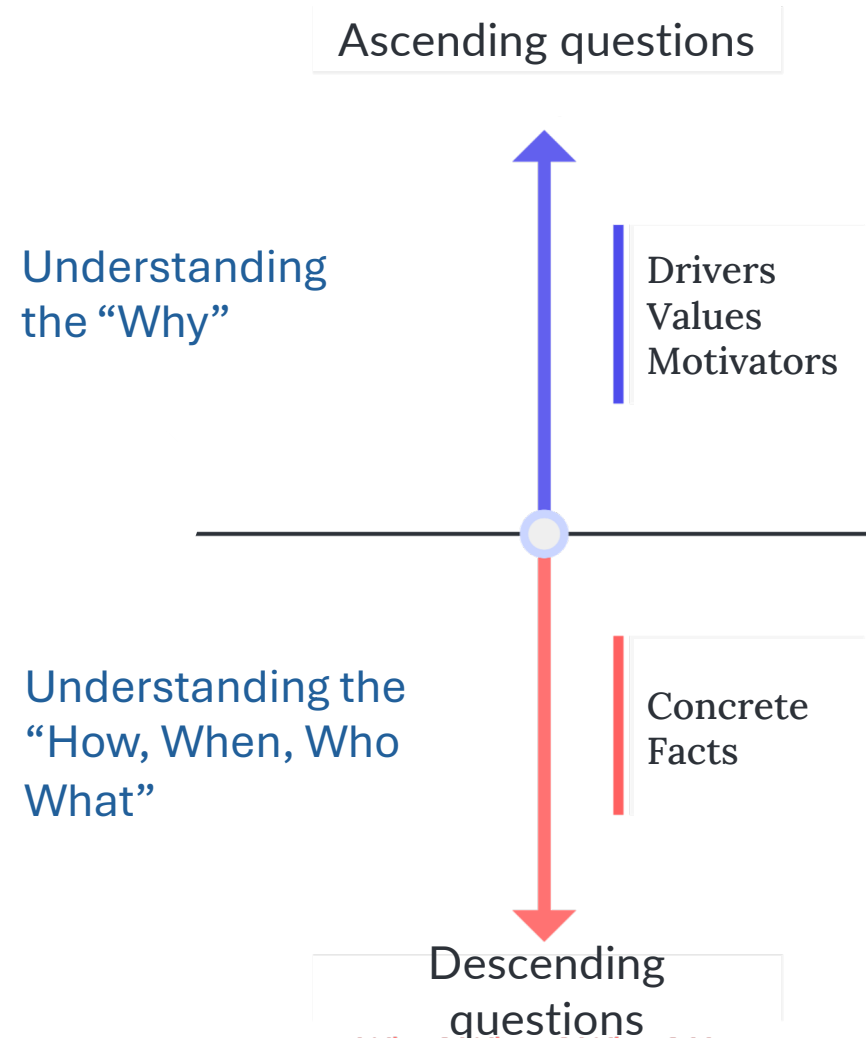
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Ascending and Descending Questions

During a conversation, remember to:

- *Mix the 2 types of questions*
- *Stay silent after asking a question*
- *Be interested in the answer*
- *Enhance the positive with positive answers*





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Why structure may help you

Influencing someone to do something

- ✓ Understand what you want
- ✓ Follow your logic and reasoning



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What often happens

You



- Know the context in depth
- Aware of many details
- Convinced about the topic
- Understand relation
- Priority

Audience



- Very busy with many topics
- Not aware what it's about
- Disagrees
- Doesn't get it
- Not a priority

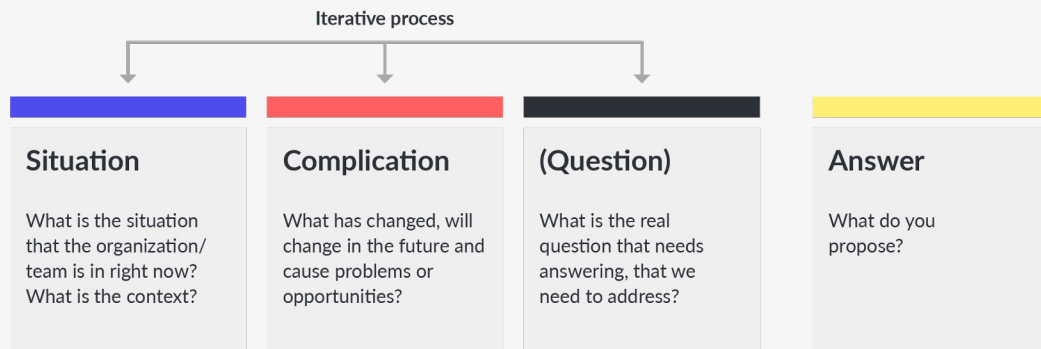


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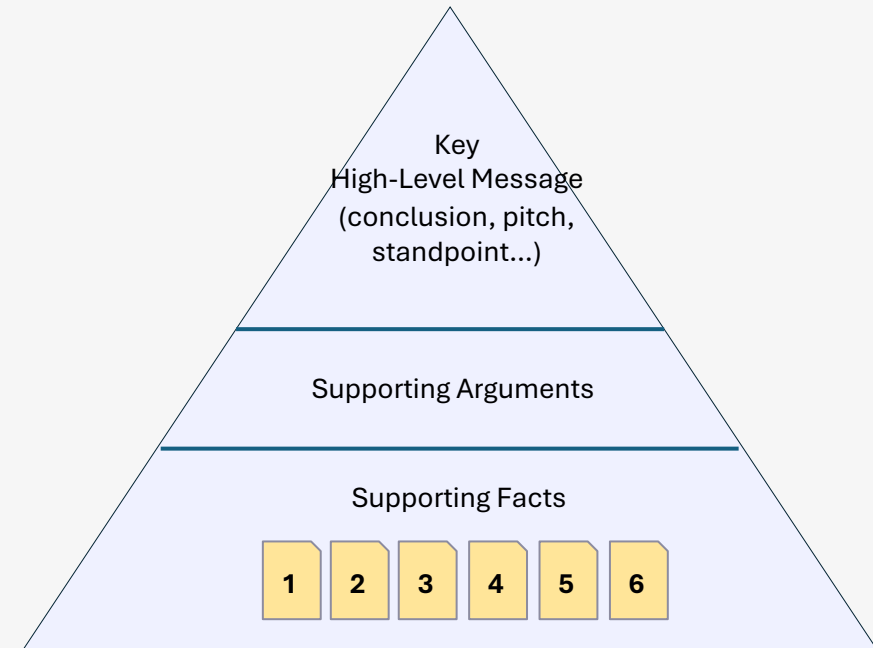
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Guidelines for a good pitch. Two frameworks

The SCQA model



The Pyramid Principle

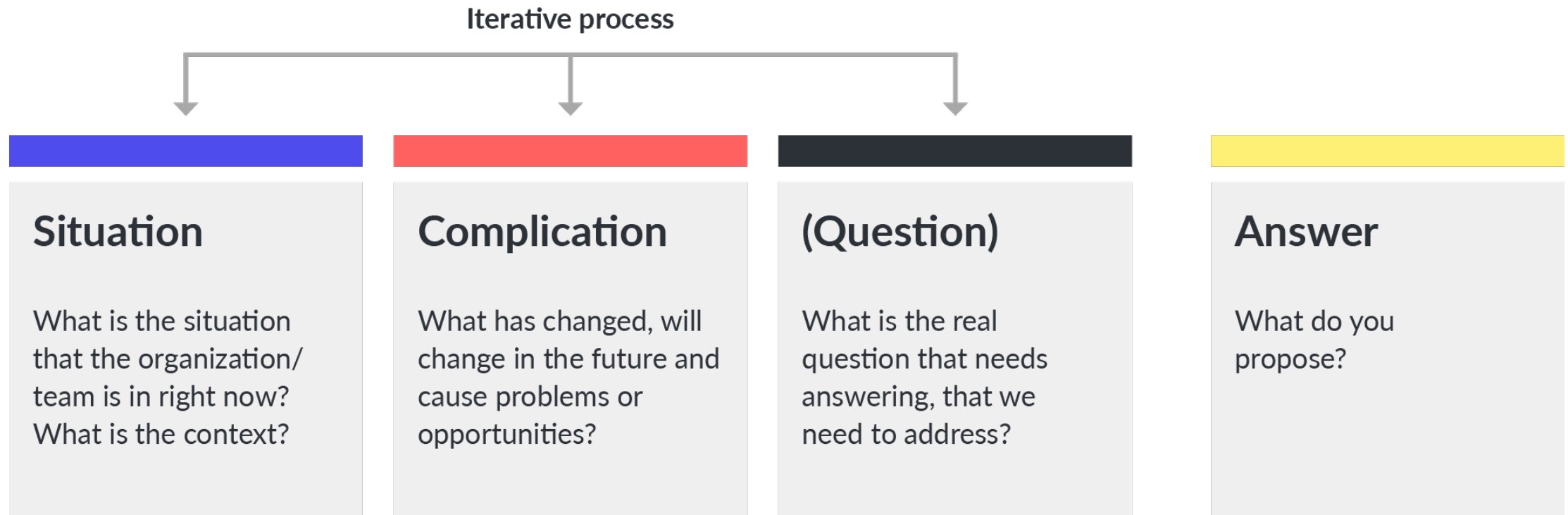




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Using the SCQA model



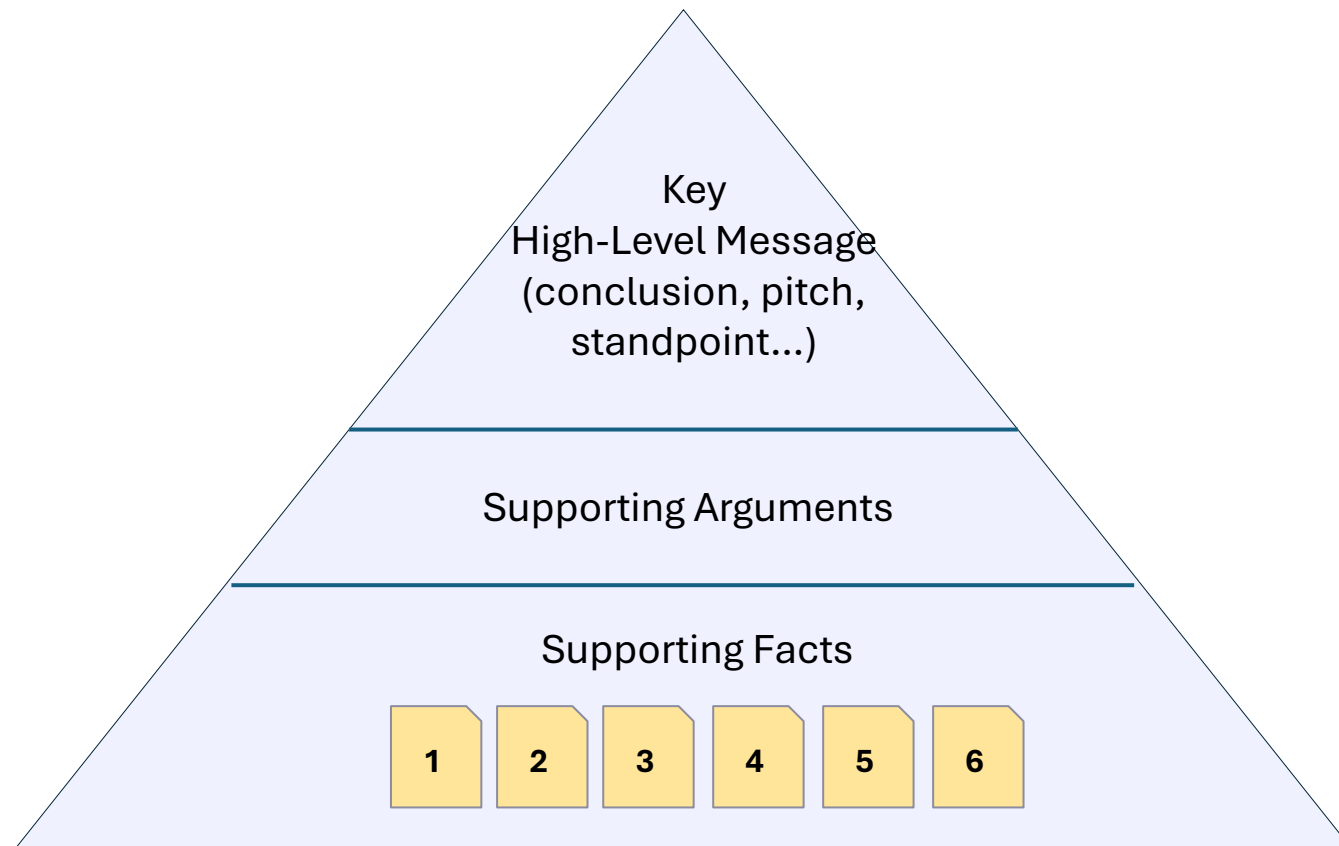


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The Pyramid Principle approach helps to bring structure





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The SCQA model

Situation: You've been handling multiple responsibilities lately, and I appreciate your commitment to getting things done

Complication: I've noticed that some of your time is going into tasks that, while important, aren't directly tied to the team's current top priorities

Question: I was wondering how we could ensure your energy is focused on the work that drives the most impact—without overwhelming you?

Answer: How about taking 15 minutes today to review your task list together and decide which two or three areas should get your full attention this week. I'll also help you remove or delegate the lower-impact ones.



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The Pyramid Principle

Key

High-Level Message

I've noticed your energy is being pulled in many directions—let's take 15 minutes to refocus on the most impactful areas.

Supporting Arguments

1. You've been handling multiple responsibilities lately, and I appreciate your commitment to getting things done however
2. your time is going into tasks that, while important, aren't directly tied to the team's current top priorities

Supporting details

1. You've consistently shown initiative by stepping in in project A, B & C.
 - Your flexibility has helped keep momentum on D, E & F.
2. Key strategic items Y, X, Z are progressing slower than expected.
 - Lower-priority work is consuming a disproportionate share of your schedule.
 - Some tasks like WW could likely be delegated, streamlined, or postponed.



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With written communication,
the same happens between you and your audience...

You

- Know the context in depth
- Aware of many details
- Convinced about the topic
- Understand relations
- Priority



Audience

- Very busy with many topics
- Not aware what it's about
- Disagrees
- Doesn't get it
- Not a priority





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Common pitfalls and good practice

- Telling a story
- 'So what?'
- Long lists of remarks/actions
- Long texts
- No context, explanation



- ★ Reporting on conclusions
- ★ Clear call to action or request
- ★ Breaking down in (sub)topics (pyramid)
- ★ Concise & bullets
- ★ Situation, Complication, Resolution, Call to Action

Don't forget warmth & charm
Think about your audience





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Adapting Your Communication Style to Build Stronger Relationships

Power

Equality

Deference



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Position of Power

- Assert authority and establish credibility:
 - "Based on my long experience in this industry, I can confidently assure you that..."
 - "Our product has consistently outperformed competitors, and here's why..."
 - "I understand your concerns, but let me explain how our solution addresses them."



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Equal Position

- Build rapport and foster collaboration:
 - "Let's explore this together and find the best solution for your needs."
 - "I value your input and would love to hear your thoughts on how we can move forward."
 - "We're partners in this process and I want to ensure we make the best decision."



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Position of Inferiority

- Empower and show respect:
 - "Your insights into your industry are invaluable, and I'm here to learn from you."
 - "I trust your judgment in making the right choice, and I'm here to support."
 - "Your needs are our top priority. I'm here to assist you every step of the way."



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Adapt Based on Context

- Consider the relationship stage (first meeting vs. long-term relationship)
- Read your prospect's tone, personality, and decision power
- Be flexible — effective salespeople shift between positions



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Communicate With Intent

- Use “Power” to lead decisively when needed
- Use “Equality” to build trust and cooperation
- Use “Inferiority” to show humility and defer to expertise
- Adapt and blend styles based on the receiver and goals/intention



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Body language



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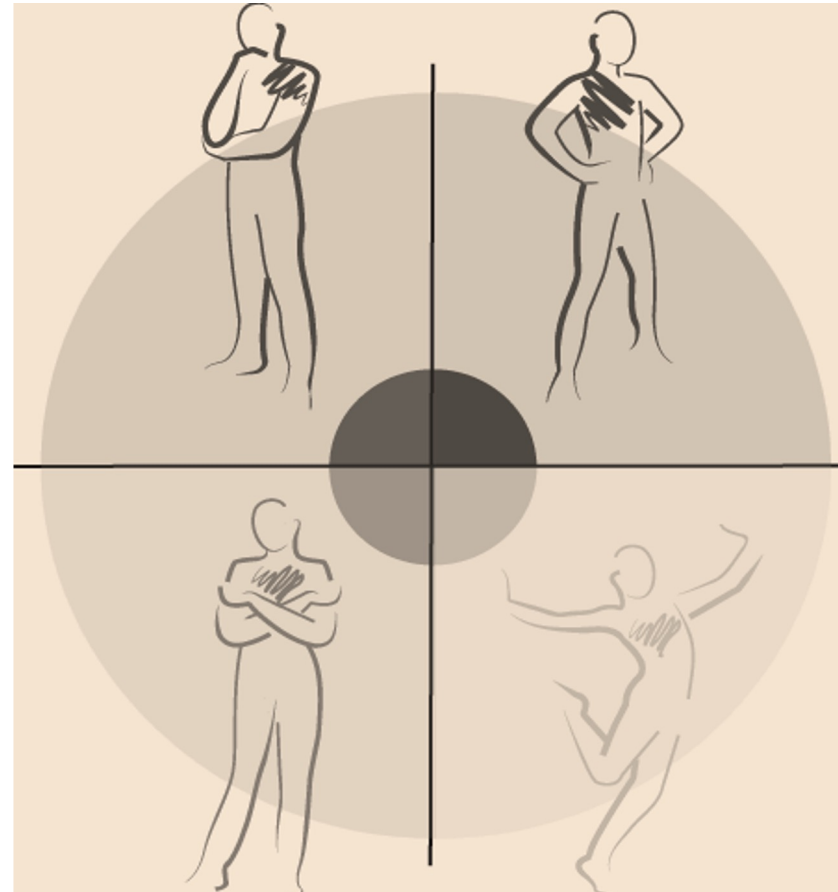
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How to distinguish communication styles in a simplified way

- **Speaks slowly**
- **Look you in the eyes**
- **Reflective verbal language**

- **Speaks slowly**
- **Looking down at the floor during the conversation**
- **Relaxed verbal language**



- **Speaks fast**
- **Look you in the eyes**
- **Direct verbal language with strong gestures**

- **Speaks fast**
- **Looks around the environment and does not keep the eyes still during the conversation**
- **Has an active body language and moves a lot the arms**

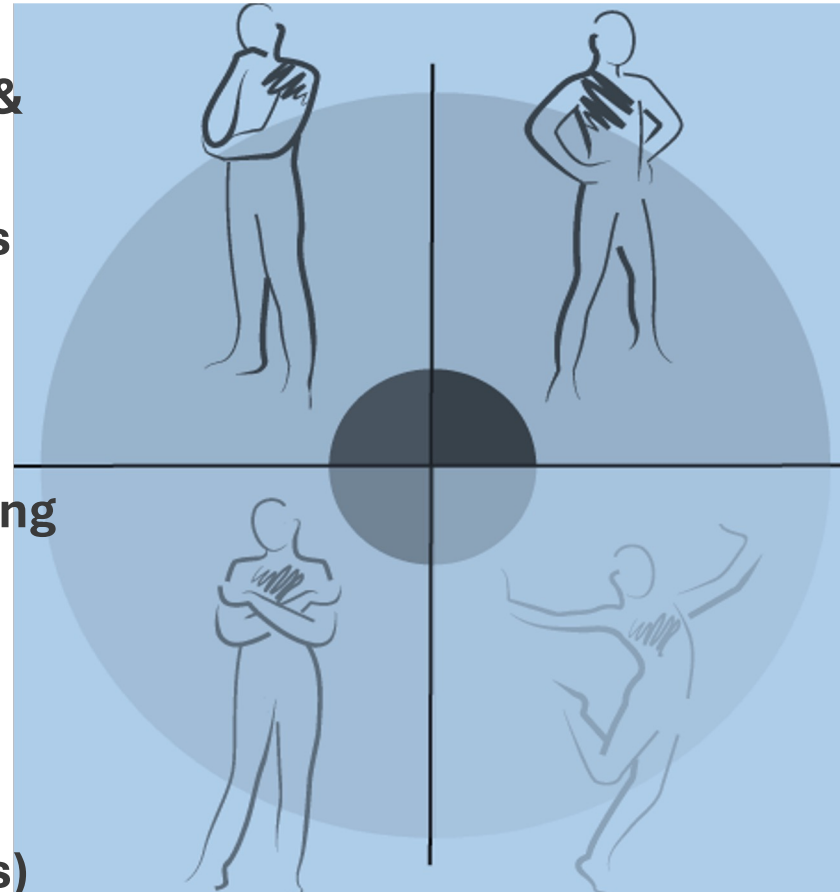


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How to treat them (simplified summary)



- Approach them with clear & logical structure
- Give information & details
- Good time management
- No pressure
- Help them without disturbing
- Listened to they feel you're committed
- Give options without pressure
- Give time (pauses, silences)

- Let them talk about themselves
- Do not interrupt
- Have clarity and speed
- Give a valuable contribution
- Let them take the focus and prominence
- Give recognition
- Approach them with positivity and creativity (“everything is possible”)