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L O R E N Z

Impromptu Speeches

Training for leaders and business professionals

What characterises outstanding managers today?

1. COURAGE AS A CORE COMPETENCE

Just knowing the theory isn't enough to be a successful manager. What really matters is whether you have the courage and personality to act on it and to speak your mind when needed. Courage, in this context, means, for instance, articulating uncomfortable truths candidly or staying calm and focused in the face of difficulties and new challenges.

You can learn this communicative courage, but only in situations that really test your limits: situations where you have to step out of your comfort zone, deal with uncomfortable emotions, or handle delicate matters.

2. ESSENTIAL SKILLS IN TIMES OF VUCAD¹

In our fast-moving knowledge society and digitalised economy, the following skills have emerged as crucial:

- **Creativity** to solve problems spontaneously and deal skilfully with new situations
- Ability to create contexts, recognise meaning and **connections**
- **Flexibility** and **adaptability** in order to create **resilience**
- **Empathy** and **sensitivity**
- **Curiosity** and **enthusiasm** (intrinsic motivation)
- Confidence in **presenting oneself** and in **public speaking** as meetings, presentations and videos (social media) are part of everyday working life. At the same time, an estimated 40 per cent of people suffer from a fear of public speaking.

What does this training offer?

This training promotes and expands the above-mentioned skills and helps to deal with existing fears. Improvised speeches are a great challenge: it is not only about speaking in front of people, but also about doing so completely unprepared on a topic that may be unfamiliar.

Training content

The training programme includes impromptu speeches alone or in pairs, on broad or narrow topics, and spontaneous discussions.

¹ Volatility, Uncertainty, Complexity, Ambiguity, Dynamics

The speeches are limited to a few minutes. In any case, participants should be given the opportunity to give a short speech several times per training session.

I recommend topics that are detached from the business context. This enables free learning with a lot of humour, opening up new, creative channels allowing to overcome fears more easily.

Of course, business/department/team-related topics may also be used. The discussions allow for a softening of hardened fronts by forcing participants to take positions that are contrary to their personal views.

Skills promoted

- Courage
- Creativity and spontaneity
- Quick thinking and decision-making
- Storytelling
- Presence, authenticity and humour
- Flexibility and adaptability
- Team spirit and active listening
- Power of argumentation and motivation
- Empathy

Warm-up and feedback

The training starts with warm-up exercises that relax, ground and allow you to step out of your everyday routine. These techniques can be used in all kinds of situations, for example for relieving stage fright or stress.

Individual feedback is an essential element of the training. Mutual feedback from participants is equally important and also serves as training for courageous and sensitive communication.