



S.T.A.R.S. Program 2025

*In collaboration with
Brighter Leaders*





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General information about the program

- 6 group trainings
- 3 individual coaching sessions
- Pre-training exercises
- Post-training exercises
- Teambuilding among participants



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Group trainings

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Effective Communication and Presentation

Unlocked



Emotional Intelligence

Locked



Conflict Resolution & Negotiation Skills

Locked



Change Management

Locked



Time and Project Management

Locked



Strategic Thinking and Decision Making

Locked



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Community page. Learning by sharing

Your journey

Your wins

Your community

Engage. Earn points. Celebrate your progress with every step



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Interaction and participation



chatbox





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What you will learn today

The 5 Golden
Rules of
Communication



How to pitch an
idea or present a
project



Powerful
presentation hacks





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What today's training will help you with

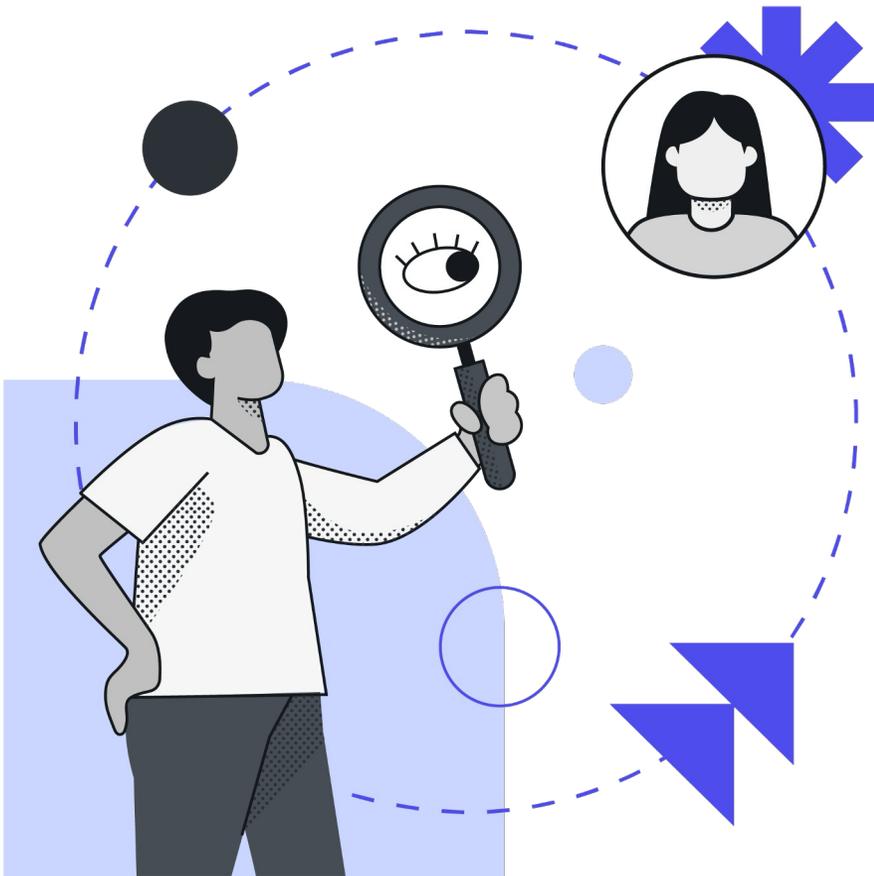
- Greater clarity when communicating making delegation easier and effective
- Clearer mind that reduces experienced stress and increases calm both internally and externally
- Higher levels of confidence
- Influencing co-workers in a positive way
- Communicate briefly (upper management/ others)
- Match others communication styles and energies
- Define objectives clearer, with more precision
- Give yourselves time to plan what to communicate and get better outcomes
- Go from contributor to manager



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1. Have a Clear Intention
2. Focusing on the Other Person's Needs



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What are the most important things to do when communicating so you can discover and focus on the other person's needs?





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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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Identify the other person's situation and needs



Apply questioning techniques to understand the other person's situation



Practice the golden rules of situation-centric communication



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Active Listening



5mins



Be available and fully present



Use non-verbal communication signs



Be ready to listen





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The Art of Questioning



Only ask closed questions

Closed questions:

They often start with words like
is, are, do, did, will or **can**.

Romeo and Juliette are found dead on the floor in a bedroom. When they were discovered, there were pieces of glass and some water on the floor. The only furniture in the room is a shelf and a bed. The house is in a remote location, away from everything except the nearby railway track.

What caused the death of Romeo and Juliette?



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The Art of Questioning



Ask one open question

Open questions:

They often start with words and phrases like **what, how, why** or **tell me about**.

Romeo and Juliette are found dead on the floor in a bedroom. When they were discovered, there were pieces of glass and some water on the floor. The only furniture in the room is a shelf and a bed. The house is in a remote location, away from everything except the nearby railway track.

What caused the death of Romeo and Juliette?



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As effective communicators, what do **we need to know** about the other person's needs?



- Their situation
- Consequences of that situation (problem/ issues)
- Ambitions (where do they want to go, what are their goals)



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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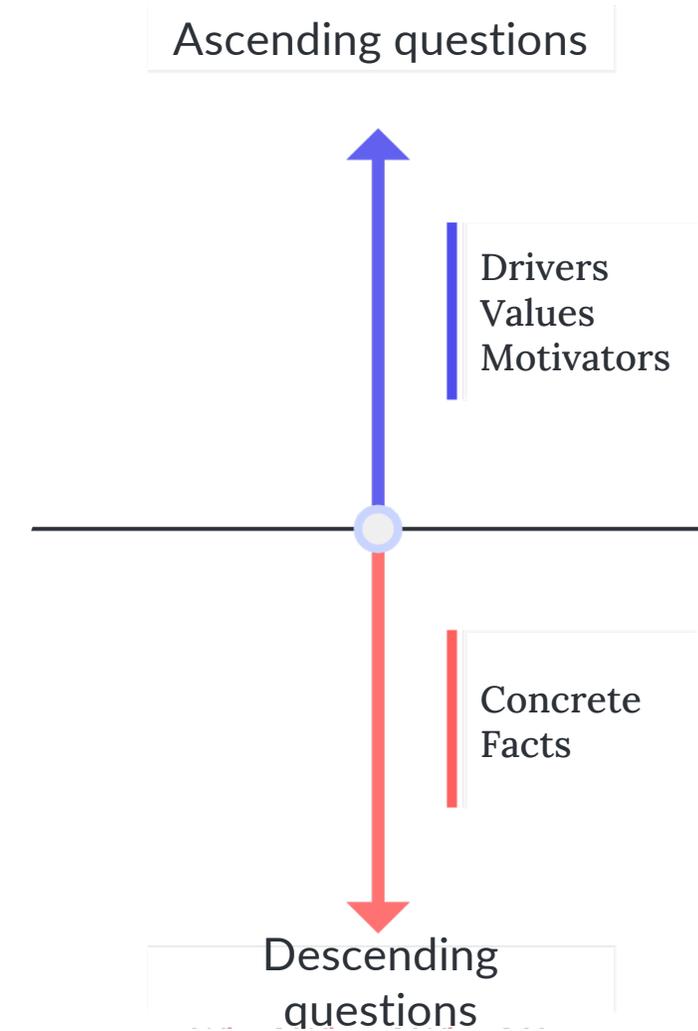
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Ascending and Descending Questions

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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Reflection and learning harvesting



Share reflections in the chat



Identify learning points and share in the chat



How and when will you apply it

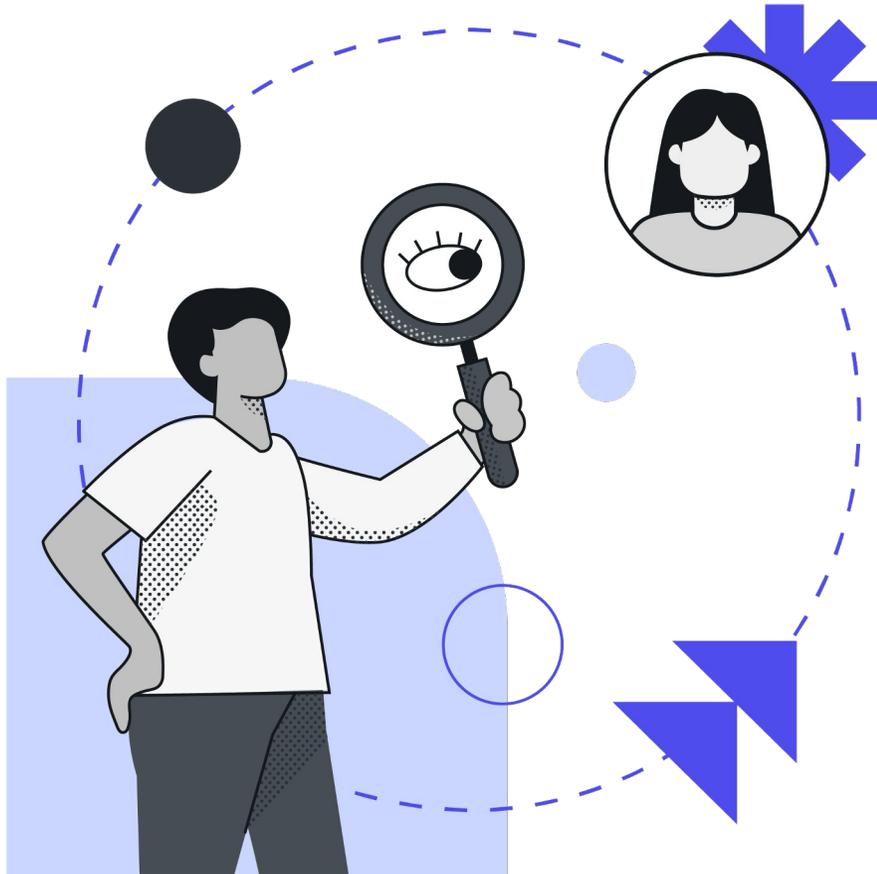




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Actionable
Communication for
Presentations



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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 realtion
- Priority

Audience



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

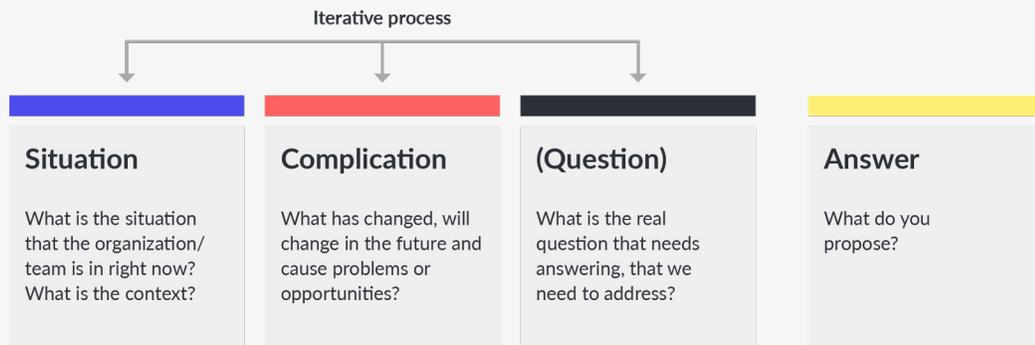


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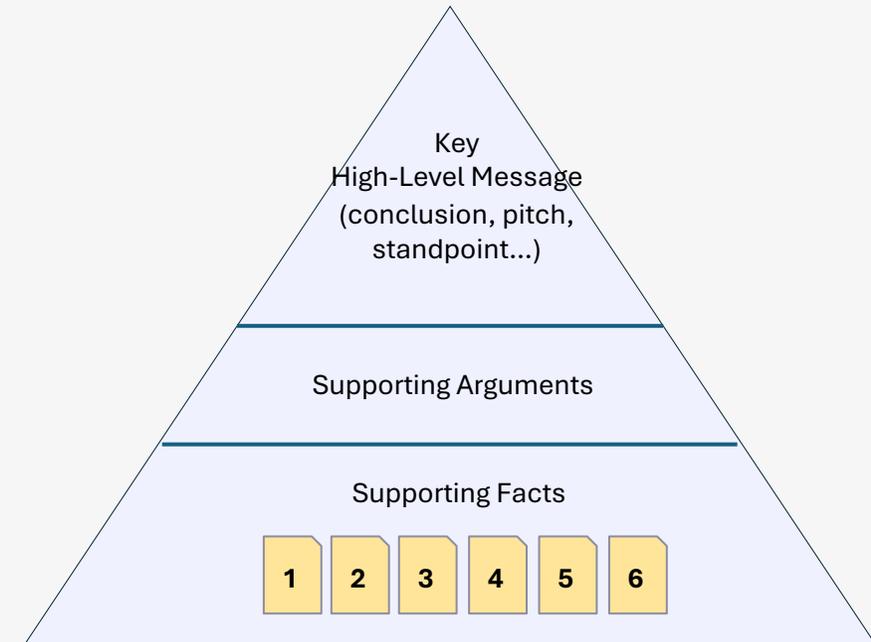
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Guidelines for a good pitch. Two frameworks

The SCQA model



The Pyramid Principle

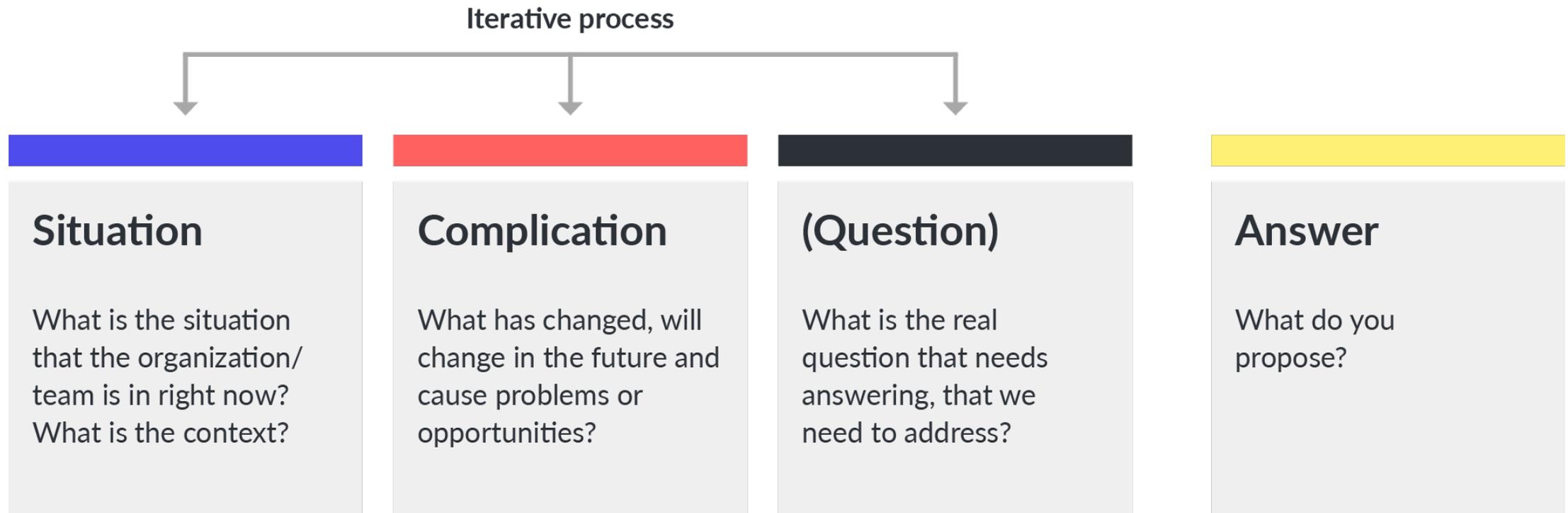




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Using the SCQA model





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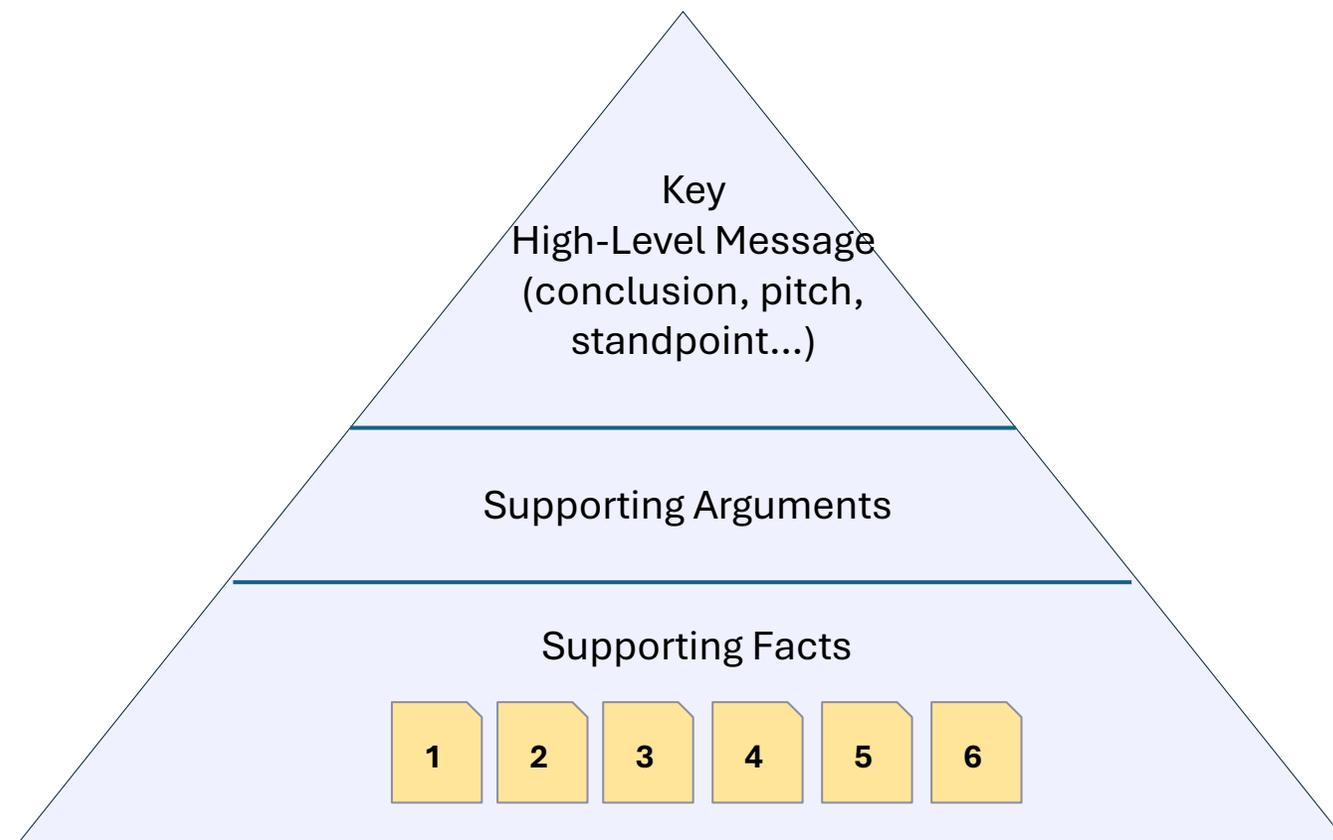
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The Pyramid Principle approach helps to bring structure

Match the following sentences to the correct section of the pyramid principle

1. *Most of our team has been exhausted lately*
2. *A \$40k contract with Client X has just been signed*
3. *12 more sick days in total have been taken compared to the previous month*
4. *There's a new project coming up*
5. *Hiring another person for our team will allow us to serve our new client without burnout*
6. *70% of our employees worked an average of 6 extra hours in the previous week*





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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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Let's start with 1-2 pitches!

Suggestion of subjects

- Importance of prioritizing the STARTS Program
- Importance of delegating
- Importance of setting time for reflection
- Importance of reducing stress

Your preparation

Prepare a 1 min presentation using one of the tools

- SCQA
- The Pyramid Principle

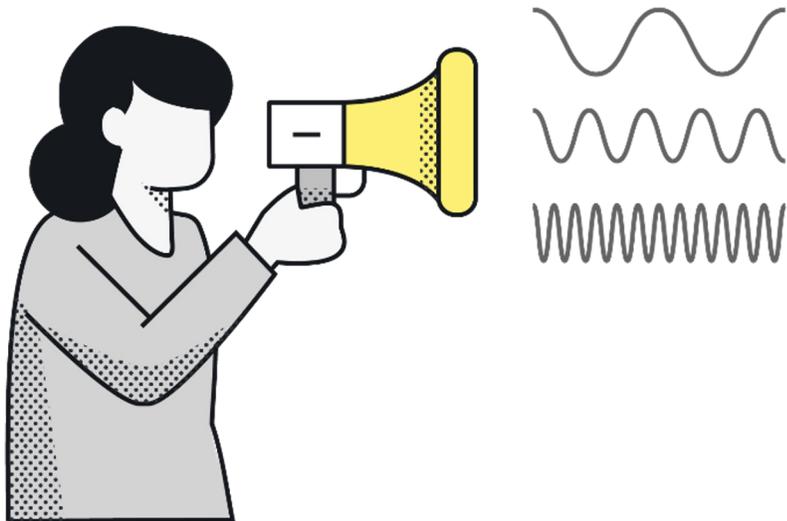


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Giving feedback...



- Was the message clear?
- Were you, as the audience, inclined to listen?
- Do you know what to do? What is expected of you?



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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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What are some common frustrations you have when receiving (or sending) emails?



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To show you an example (version BlaBla)

Hi Cynthia,

Yesterday I sat down with the supply chain manager. I wanted to discuss the quality issues we've identified from our increased customer complaints with him. But he did not seem too happy with me... He started with saying: "Well, what are you going to tell me this time". When I mentioned the quality issues to him, he first pretended not to know what I was talking about. When I gave him more details, he said: "Oh no, is this what it's about. I don't want you to go around and blemish my name again". When I stressed that I believe we have an issue with all these unhappy customers and it can threaten our customer retention and public reviews, he did not seem concerned about it. He said it's part of doing business that "mistakes can happen". He says it's up to us to explain that to our customers. "Just do your job", he said. And he said we should just manage or manipulate the reviews - it could not be that difficult, right? It was a very difficult discussion because he did not want to take any of my points seriously and waved away any arguments. He also made it clear that I'm just a junior, mentioning several times that I probably don't understand "how things work" yet. So when I mentioned that I think we should assess the supply chain and quality control process, he got angry and said there are no flaws in the process. I tried to push for a resolution and discuss which actions we could take together, but he said there are no actions for "us" to take. He's doing just fine, and we should just go back and explain it to our customers.

So I don't really know what to do now... Maybe it would help if we put some kind of quality control process in place to prevent these incidents to happen. But then I don't know how we can implement that without having a fight with the supply chain manager. And then maybe he will get the COO to oppose our ideas as well? We may never get it approved by the board...

What do do now?

Best regards,
Jeff



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The opposite (SuperShort)

Hi Cynthia,

Yesterday I met with the supply chain manager. He wasn't happy.

Can we have a chat about it tomorrow?

Best regards,

Jeff



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Common pitfalls and good practice

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



Don't forget warmth & charm

Think about your audience

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





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Suggestion of an improved email

Hi Cynthia,

Hope all is well with you. Yesterday I met with the supply chain manager to discuss the quality issues we've identified from our increased customer complaints.

My conclusions of the meeting are:

- The attitude of the supply chain manager was non-cooperative
 - o He does not accept any authority sees me as a junior that doesn't understand yet
 - o He put all balls back in our corner, saying we'll just have to explain to our customers that "mistakes happen"
- We reached no conclusion/way forward, since he does not want to admit any flaws in the process nor take any action on the matter

I propose the following next steps:

- I'll share meeting notes with him and you in CC, so we can somewhat influence the tone and content
- I think you should take it up with the supply chain manager (and the COO?), to create authority acceptance
- We work on a proposal to the board for a quality control process

Would you have 30 min tomorrow or any other time this week to get your input and discuss this together? I can send you a Teams link. Thanks a lot.

Best regards,

Jeff



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Reflection and learning harvesting



Share reflections in the chat



Identify learning points and share in the chat



How and when will you apply it

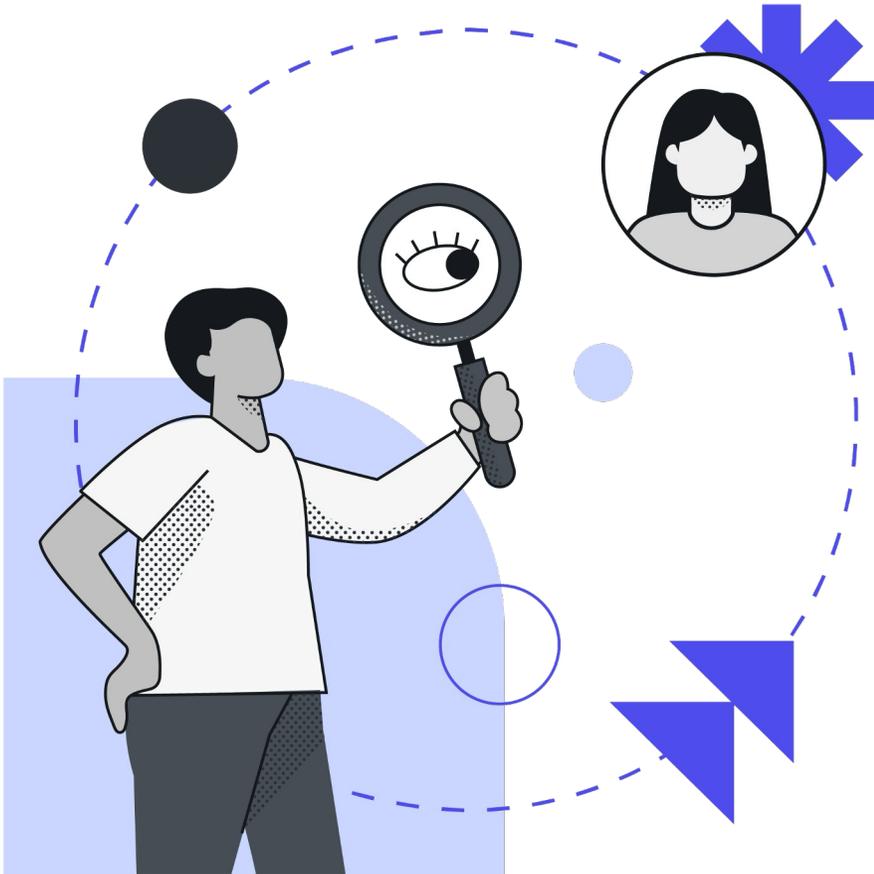




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Powerful presentation
hacks – engaging with
your audience



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Why Communication Style Matters

- Your language sets the tone for the relationship
- Influence outcomes
- The 3-level Model:
 - Position of Power
 - Equal Position
 - Position of Inferiority



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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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Anna:

"I reviewed your draft presentation—it's solid. Would you be open to walking through a few slides together and tightening the flow?"

Daniel:

"Sure, I'm happy to. I wasn't sure about the order of the last three slides anyway."

Anna:

"I suggest we move the case study right after the problem statement. That structure has worked well with past clients."

Daniel:

"Makes sense. And maybe I can rework the visuals to match that flow. What do you think?"

Anna:

"Perfect. Let's finalize by tomorrow so we can test the flow before the client meeting."

Power
Equality
Deference



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Body language



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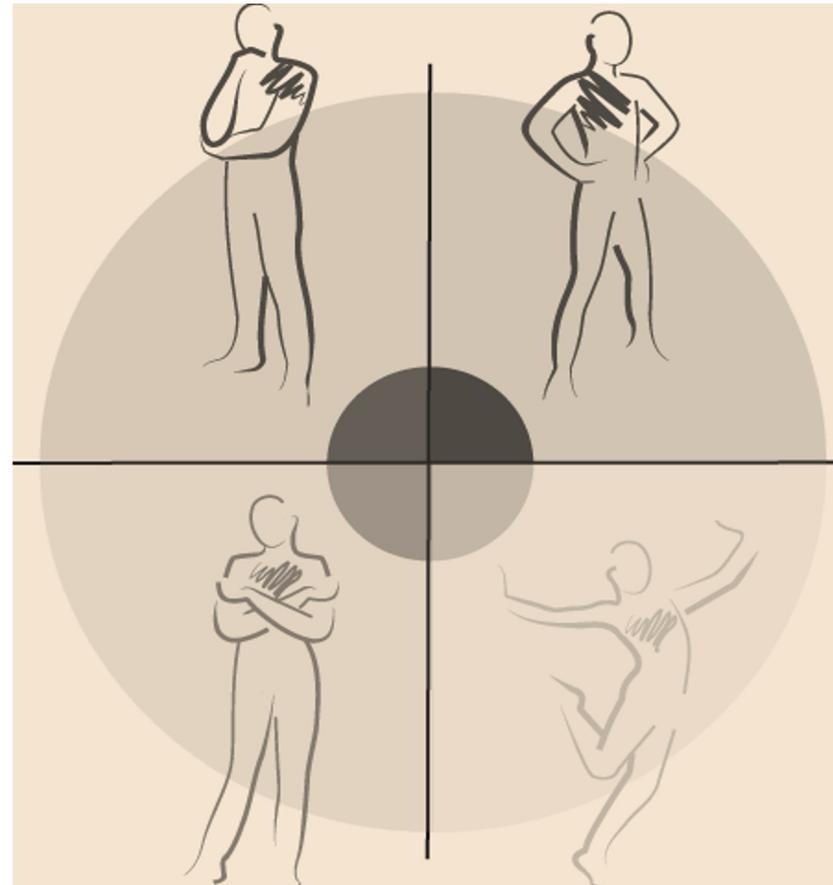
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How to distinguish communication styles in a simplified way

- **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**

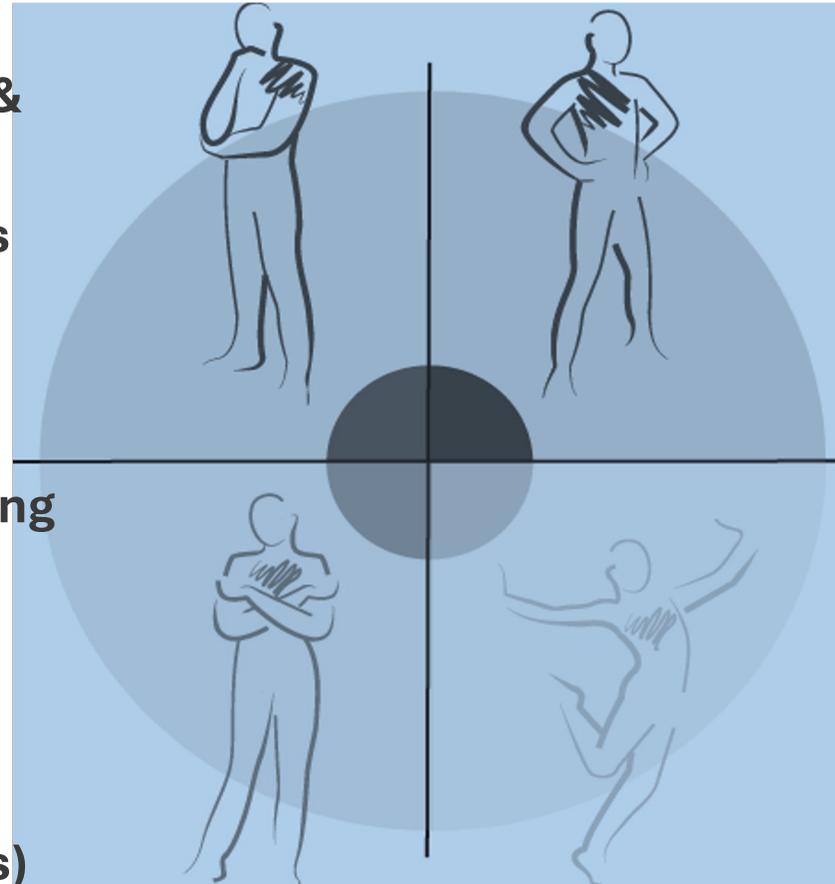


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How to treat them (simplified summary)



- 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”)



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Post workshop exercises to be found in the STARS Portal



Expected Exercises

- Use the SCQA and Pyramid Principle frameworks in at least one presentation, email or oral communication
- Choose an email you sent that you wish to improve for learning purposes. Improve and send both to Lizzie latest
- Meet with your buddy
- Be an active STARS community member

Extended learning resources available in the STARS Portal

- Videos
- Articles
- Audios



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Questions when you meet your buddy



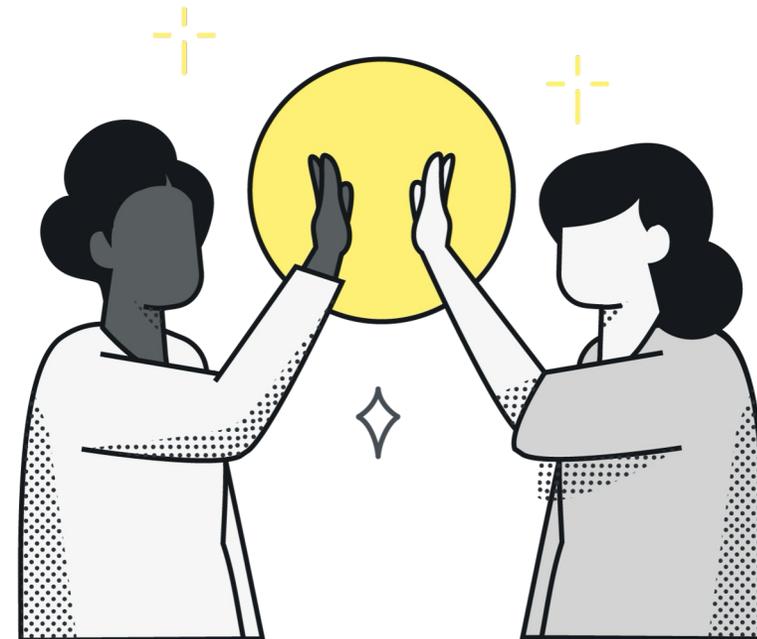
Book a call within the next 2 weeks



When you meet discuss how it went applying today's learnings



Coach each other to overcome obstacles





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Be an active STARS community member

- Give a thumbs up, get points
- Make a comment, get points
- Reply to a comment, get points
- Do the exercises, get points
- Be the first do do the exercises, get points
- Do the post group sessions exercises, get points
- Connect with Lizzie on LinkedIn, get points
- Work with the extra material, get points
- Engagement points
- Initiative points

Your Journey. Your Wins. Your Community.

Engage. Earn. Celebrate your progress with every setep.

[How to Earn Points](#)



145 XP
Level: Bronze

50 points to unlock
bonus worksheet

Leaderboard

Rank	Name	Points	Latest Action
1	Sofia L.	245	Shared Module 3 reflection
2	Amir K.	210	Attended live QA
3	Lena R.	200	Completing quiz 2
4	Ava M.	185	15 memks
5	Ethan G.	170	5 monks

Top 3 this month win a bonus!

Earned by the Community

First Module Done 8 members	Active Contributor 5 members	Live Attendee 6 members	Quiz Master —
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[How to earn these badges](#)