The Credibility Code “Codes of Conduct”

**Posture Codes of Conduct**

- Keep your spine tall and strong
- Stand with your weight balanced equally over both feet
- Keep your head level
- Point your nose directly at the listener
- Command the space around you

**Gesture Codes of Conduct**

- Avoid “masking” your face and hands
- Engage your gestures from the beginning of the conversation
- Reach out to your listener
- Keep gestures in the “gesture box”

**Vocal Codes of Conduct**

- Speak with optimal volume
- Articulate clearly
- Keep your pacing relaxed
- Highlight your message with expression
- Engage your diaphragm for resonance

Vocal Drill: “Whether the weather is cold or whether the weather is hot, we’ll be together whatever the weather, whether we like it or not.”

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The Credibility Code “Codes of Conduct”

**Derailer Codes of Conduct**
- Eliminate fillers
- Avoid misplaced upward inflections
- Avoid extraneous movement
- Eliminate self-commenting

**Eye Contact Codes of Conduct**
- Hold eye contact for three to five seconds per person
- Engage the entire room
- Keep your focus up
- Be interactive

**Focus Codes of Conduct**
- Project your energy: Meet them in their seats
- Elicit a response: Get their heads to nod
- Actively listen: Participate even when listening

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*SPEECHSKILLS*
Looking Your Best on Webcam

**Goal:** Look as if you are sitting across the table.
The more invisible the medium, the easier it is to create an authentic connection.

**Posture**
- Keep head and shoulders level
- Minimize head bobbing and swiveling
- Engage your hands even if they are not in view
- Follow FLAB guidelines

**Voice**
- Project voice to 5 feet away
- Invest in a good microphone or headset
- Put noise absorbers on walls and desktop
- Adjust microphone *input* volume if necessary
- Stay unmuted for small group meetings

**Eye Contact**
- Look at the camera to give the impression of eye contact
- In Speaker view, scale the speaker’s image and move it directly under the camera
- In Gallery view, actively maneuver the current speaker under the camera
- Keep a steady focus with the 80/20 rule
- Move notes as close to the camera as possible
- Limit screen share time (or use “side-by-side” view)
- Use self-view mindfully

**Notes**

__________________________________________________________________________________________
__________________________________________________________________________________________
__________________________________________________________________________________________
__________________________________________________________________________________________
Looking Your Best on Webcam

**FLAB Guidelines**

**Framing**
- Show yourself from “head to heart”
- Avoid empty space above your head

**Angle**
- Adjust the video camera to eye level
- Raise your laptop with books, blocks, or boxes
- Use an external keyboard for typing

**Lighting**
- Face the brightest light source in the room
- Compensate for back, side, or overhead lighting
- Use cross lighting to eliminate shadows

**Background**
- Avoid distractions, especially movement
- Use virtual backgrounds as needed

**Why do we get virtual meeting fatigue?**
- Your brain must work harder to decipher nonverbal signals
- Exposure to consistent “staring” may increase stress hormones
- When people invade our space, we turn off interactive communication
- The void of audience reactions curtails group synergy

**What are the benefits to meeting with your camera on versus off?**
- Camera on is a service to others by adding more context
- Camera off helps you conserve energy
- In mixed mediums, the person using the richest medium has the relationship-building advantage

**Notes**

__________________________________________________________________________________________
__________________________________________________________________________________________
__________________________________________________________________________________________
__________________________________________________________________________________________
__________________________________________________________________________________________

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Balancing Authority and Approachability

Positive Behaviors

Authority

To cultivate an authoritative image . . .
- Take up space
- Maintain strong eye contact
- Keep head and shoulders level
- Be still
- Use strong volume and resonance
- Use downward inflections

Approachability

To cultivate an approachable image . . .
- Maintain strong eye contact
- Use fluid, interactive gestures
- Use fluid, interactive facial expressions
- Use a wide range of vocal variety
- Elicit a response verbally and nonverbally

Negative Behaviors

Authority

Signals that can lead to a “too authoritative” image:
- Emphatic gestures (hands or head)
- Sharp vocal attack on words
- Asymmetrical posture (chin up, leaning in, looking out the corner of the eye)
- Lack of facial fluidity (poker face or locked-on smile)
- Lack of vocal variety
- Poor attentive listening skills
- Lack of eye contact while listening
- Tendency to interrupt

Approachability

Signals that can lead to a “too approachable” image:
- Excessive smiling (or “tailwagging”)
- Weak posture (rounded spine or shoulders, chin down, head tilted, small stance)
- Excessive head movement (bobbing or nodding)
- Weak volume or breath support
- Soft vocal approach on words
- Verbal hedges (apologies and fillers)
- Misplaced upward inflections
- Lack of eye contact while speaking
- Conceding too quickly when interrupted

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# The Credibility Code

## Self-evaluation Checklist

<table>
<thead>
<tr>
<th>POSTURE</th>
<th>YES</th>
<th>NO</th>
</tr>
</thead>
<tbody>
<tr>
<td>Spine is tall and strong</td>
<td>O O</td>
<td></td>
</tr>
<tr>
<td>Weight is balanced equally over both feet</td>
<td>O O</td>
<td></td>
</tr>
<tr>
<td>Head is level</td>
<td>O O</td>
<td></td>
</tr>
<tr>
<td>Nose is pointed directly at listener</td>
<td>O O</td>
<td></td>
</tr>
<tr>
<td>Head and arms move freely in space</td>
<td>O O</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>GESTURES</th>
<th>YES</th>
<th>NO</th>
</tr>
</thead>
<tbody>
<tr>
<td>Face and hands are relaxed (no “masking”)</td>
<td>O O</td>
<td></td>
</tr>
<tr>
<td>Gestures are engaged from beginning of conversation</td>
<td>O O</td>
<td></td>
</tr>
<tr>
<td>Hands consistently reach out</td>
<td>O O</td>
<td></td>
</tr>
<tr>
<td>Gestures stay primarily within gesture box</td>
<td>O O</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>DERAILERS</th>
<th>YES</th>
<th>NO</th>
</tr>
</thead>
<tbody>
<tr>
<td>Free of uses of filler words</td>
<td>O O</td>
<td></td>
</tr>
<tr>
<td>Statements end in downward inflections</td>
<td>O O</td>
<td></td>
</tr>
<tr>
<td>Free of extraneous movement</td>
<td>O O</td>
<td></td>
</tr>
<tr>
<td>Free of “self-commenting” and apologies</td>
<td>O O</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>VOICE</th>
<th>ABSENT</th>
<th>BELOW AVERAGE</th>
<th>ADEQUATE</th>
<th>OPTIMAL</th>
<th>TOO MUCH</th>
</tr>
</thead>
<tbody>
<tr>
<td>Volume is full and consistent</td>
<td>O O</td>
<td>O O</td>
<td>O O</td>
<td>O</td>
<td>O</td>
</tr>
<tr>
<td>Articulation is crisp and clear</td>
<td>O O</td>
<td>O O</td>
<td>O O</td>
<td>O</td>
<td>O</td>
</tr>
<tr>
<td>Pacing is relaxed</td>
<td>O O</td>
<td>O O</td>
<td>O O</td>
<td>O</td>
<td>O</td>
</tr>
<tr>
<td>Message is highlighted with expression</td>
<td>O O</td>
<td>O O</td>
<td>O O</td>
<td>O</td>
<td>O</td>
</tr>
<tr>
<td>Vocal quality is supported and resonant</td>
<td>O O</td>
<td>O O</td>
<td>O O</td>
<td>O</td>
<td>O</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>EYE CONTACT</th>
<th>ABSENT</th>
<th>BELOW AVERAGE</th>
<th>ADEQUATE</th>
<th>OPTIMAL</th>
<th>TOO MUCH</th>
</tr>
</thead>
<tbody>
<tr>
<td>Contact is held for three to five seconds per person</td>
<td>O O</td>
<td>O O</td>
<td>O O</td>
<td>O</td>
<td>O</td>
</tr>
<tr>
<td>Eyes engage everyone in the room</td>
<td>O O</td>
<td>O O</td>
<td>O O</td>
<td>O</td>
<td>O</td>
</tr>
<tr>
<td>Focus is consistently up</td>
<td>O O</td>
<td>O O</td>
<td>O O</td>
<td>O</td>
<td>O</td>
</tr>
<tr>
<td>Eyes, hands, and face interact with listener</td>
<td>O O</td>
<td>O O</td>
<td>O O</td>
<td>O</td>
<td>O</td>
</tr>
</tbody>
</table>

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