

# LEADERSHIP IN TESTIFYING™

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## OVERVIEW

Leadership in Testifying is a comprehensive program that shows participants how to move beyond the “expert” role and reinforce arguments by delivering clear, compelling messages when testifying as a witness. The program introduces each witness to a structured methodology they can use to respond effectively to questions.

At the core of this program is The Humphrey Group’s Leadership Model®. This approach teaches participants to adopt the mindset of a leader, to script themselves as a leader, to use the language of leadership, and to speak with a dynamic presence.

## TARGET AUDIENCE

Leadership in Testifying is designed for anyone who will be called upon to testify as a witness.

## POWERFUL LEARNING OUTCOMES

Those who attend this course will learn to:

- Prepare for oral hearings the right way by developing a list of key messages that are drawn from the application and information request (IR) responses.
- Approach witness testimony as a positive opportunity.
- Listen effectively to questions – particularly to the challenges or “traps” that can underpin questions from opposing counsel.
- Use the Leadership Model to construct compelling responses by:
  - (1) building a bridge to the question,
  - (2) providing a succinct answer,
  - (3) moving to a key message,
  - (4) supporting that message, and
  - (5) closing with a call to action.
- Operate effectively as part of a panel.
- Speak with a confident and relaxed presence.

## LEARNING EXPERIENCE

Leadership in Testifying combines practical learning with extensive personal feedback. Participants prepare for and practice testifying and receive videotaped feedback.

# DAY ONE

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## I. TESTIFY AS A LEADER

- Prepare to testify confidently on behalf of your organization.
- Approach questions as opportunities to inspire conviction.
- Adopt the right mindset: from information to persuasion.

## II. UNDERSTAND HEARING BASICS

- Learn the landscape from the roles of participants, to room setup, to formalities, to legal considerations and implications.

## III. PREPARE FOR SUCCESS

- Know your section of the filing and know your information requests (IRs).
- Prepare your key messages.
- Organize your witness binder.

## IV. MASTER Q&A

- Begin by listening – to the question and the opportunity!
- Construct your answer so you reinforce your organization's arguments by:
  - Dealing with traps.
  - Answering the question.
  - Delivering a message.
- **WORKSHOP:** Participants will practice answering questions they may face while testifying.

## V. MASTER PANEL DYNAMICS

- Present a unified front!
- Understand why clarity of roles is important for panel success.
- Learn how to transfer questions and how to build on the answers of others.

## VI. TESTIFY WITH PRESENCE

- Project a confident, genuine presence through body language, eye contact and voice.
- **WORKSHOP:** Participants will practice handling questions, using the approach they have been shown in a mock testimony. They will receive videotaped feedback.

## VII. CONCLUSION

- Next steps to prepare for the hearing.