

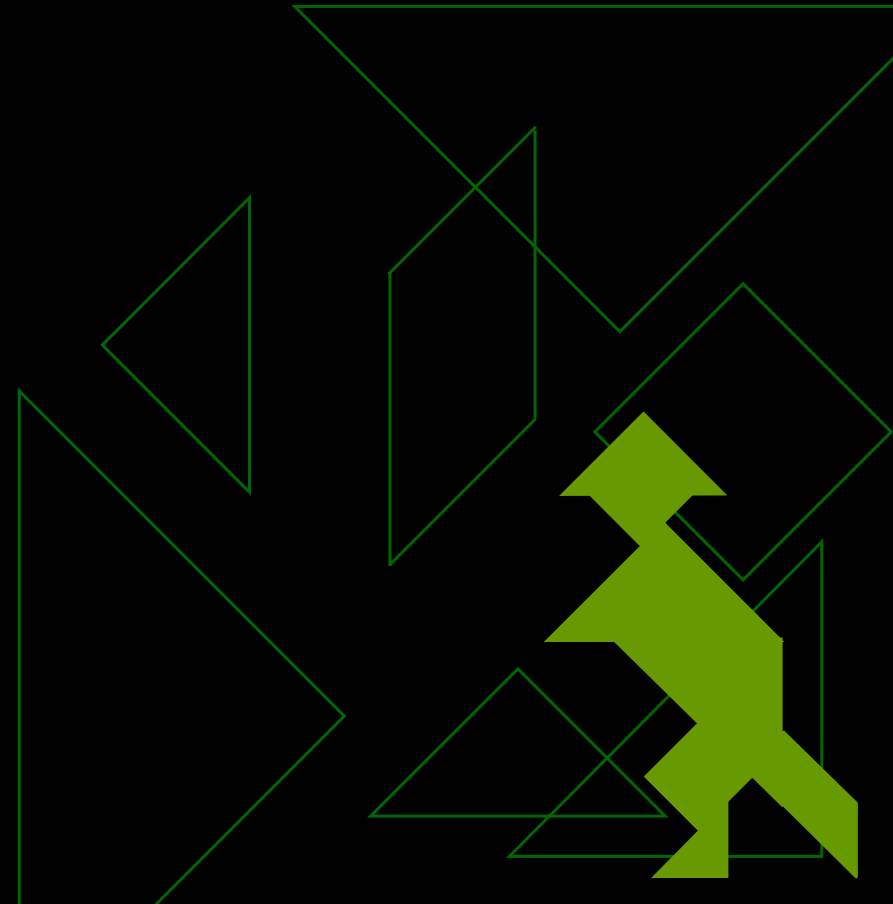
# Exceptional Presentations

NextLevel Business Development

Version 6.9

# AGENDA

- ◆ Overview
- ◆ Preparation
- ◆ Delivery Skills
- ◆ Development
- ◆ Summarize
- ◆ Next steps

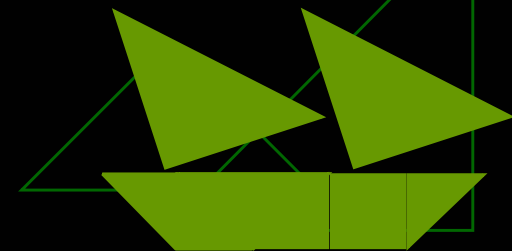


# OVERVIEW

- ◆ In this seminar you will learn, step-by-step techniques that will enable you to:
  - Plan
  - Prepare
  - Deliver a truly exceptional presentation

# WHAT WILL THE "PAY OFF" BE?

- ◆ YOUR ORGANIZATION BENEFITS. BECAUSE YOU GET YOUR IDEAS ACROSS MORE EFFECTIVELY, THEY WILL BE UNDERSTOOD MORE CLEARLY. AS A RESULT, YOUR SUBBORDINATES, PEERS AND SUPERIORS WILL BE BASING THEIR DECISIONS, ACTIONS AND COMMUNICATIONS ON BETTER INFORMATION.
- ◆ YOU BENEFIT. BEING A PERSUASIVE COMMUNICATOR BRINGS SATISFACTION. IT WILL HELP YOU ACHIEVE YOUR PERSONAL AND BUSINESS GOALS.



# PREPARATION

- ◆ AUDIENCE MEMBERS WILL ACTIVELY LISTEN ONLY WHEN THEY SEE A DIRECT BENEFIT THAT ADDRESSES ONE OR MORE OF THEIR IMMEDIATE OR LONG TERM NEEDS. RESEARCHERS CALL THIS AUDIENCE-CENTERED. AUDIENCE CENTERED PRESENTERS ARE SUCCESSFUL PRESENTERS.
- ◆ MOST PRESENTERS BEGIN WITH THE ASSUMPTION THAT SIMPLY SHARING INFORMATION WITH THE AUDIENCE IS ENOUGH. THEY MAKE A CRITICAL ERROR IN BELIEVING THAT LISTENERS SOMEHOW WILL INTUITIVELY MAKE THE CONNECTION BETWEEN THEIR NEEDS AND WHAT IS BEING PRESENTED.
- ◆ AUDIENCE DO NOT MAKE THIS CONNECTION AUTOMATICALLY. THIS PREPARATION SECTION PROVIDES GUIDELINES FOR ORGANIZING AN *AUDIENCE-ORIENTED* PRESENTATION. IT WILL CONNECT WITH YOUR AUDIENCE AND STIMULATE ACTION FROM THEM.

# PREPARATION

## ◆ PREPARATION CONSISTS OF TWO STEPS:

- ANALYZING AUDIENCE NEEDS
- STRUCTURING THE OPENING AND THE CLOSING

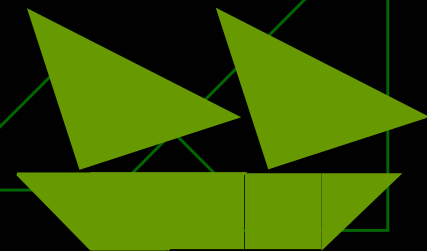
# PREPARATION

- ◆ THE FIRST STEP IN ANALYZING YOUR AUDIENCE'S NEEDS. TWO TYPES OF NEEDS, PERSONAL AND BUSINESS, AFFECT HOW YOUR AUDIENCE LISTENS. TO BE SUCCESSFUL WITH YOUR PRESENTATION, YOU MUST UNDERSTAND AND ACCOMMODATE BOTH KINDS OF NEEDS



# PERSONAL NEEDS

- ◆ THE PERSONAL NEEDS OF MEMBERS OF THE AUDIENCE AFFECT HOW THEY LISTEN FOR INFORMATION.
- ◆ YOUR TASK IS COMPLICATED BY THE FACT THAT THESE NEEDS VARY GREATLY WITH INDIVIDUALS' SOCIAL STYLES. TO SOME EXTENT YOUR PRESENTATION WILL HAVE TO BE A COMPROMISE, AN ATTEMPT TO REACH A HAPPY MEDIUM THAT MEETS MOST OF THE NEEDS OF MOST OF YOUR LISTENERS.
- ◆ IN MANY SITUATIONS – ESPECIALLY BUSINESS PRESENTATIONS – IT WILL BE POSSIBLE TO IDENTIFY THE KEY DECISION-MAKERS YOU MOST WANT TO INFLUENCE. YOU CAN TAILOR THE PRESENTATION TO THEIR PARTICULAR STYLES.

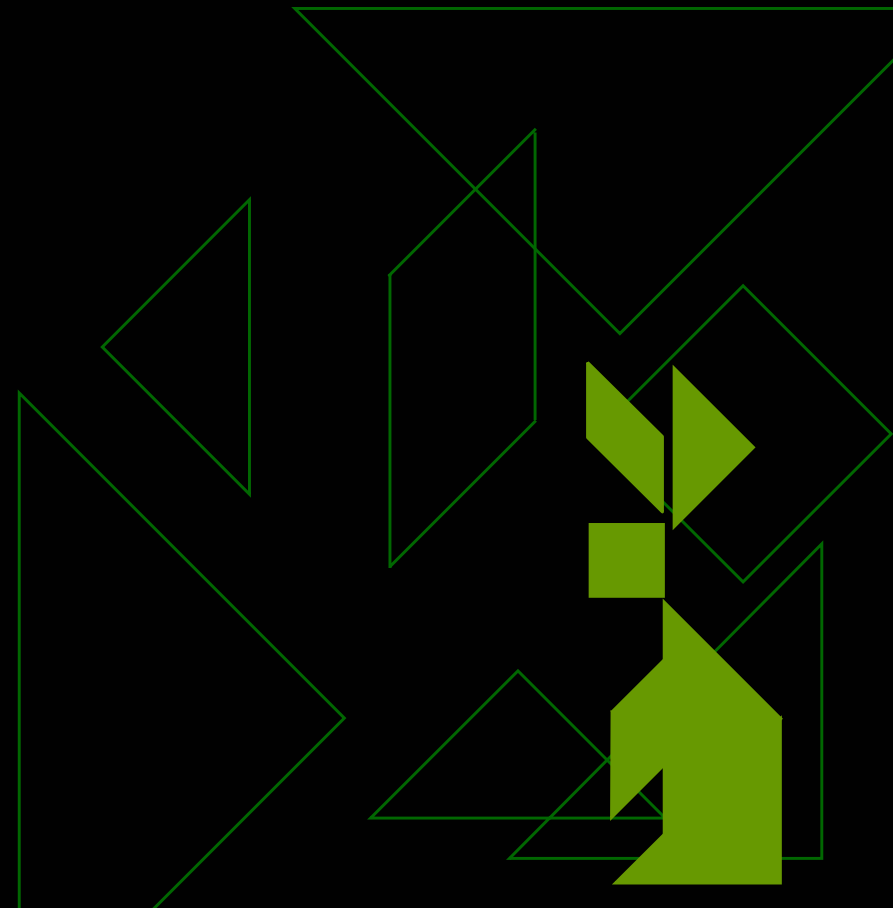




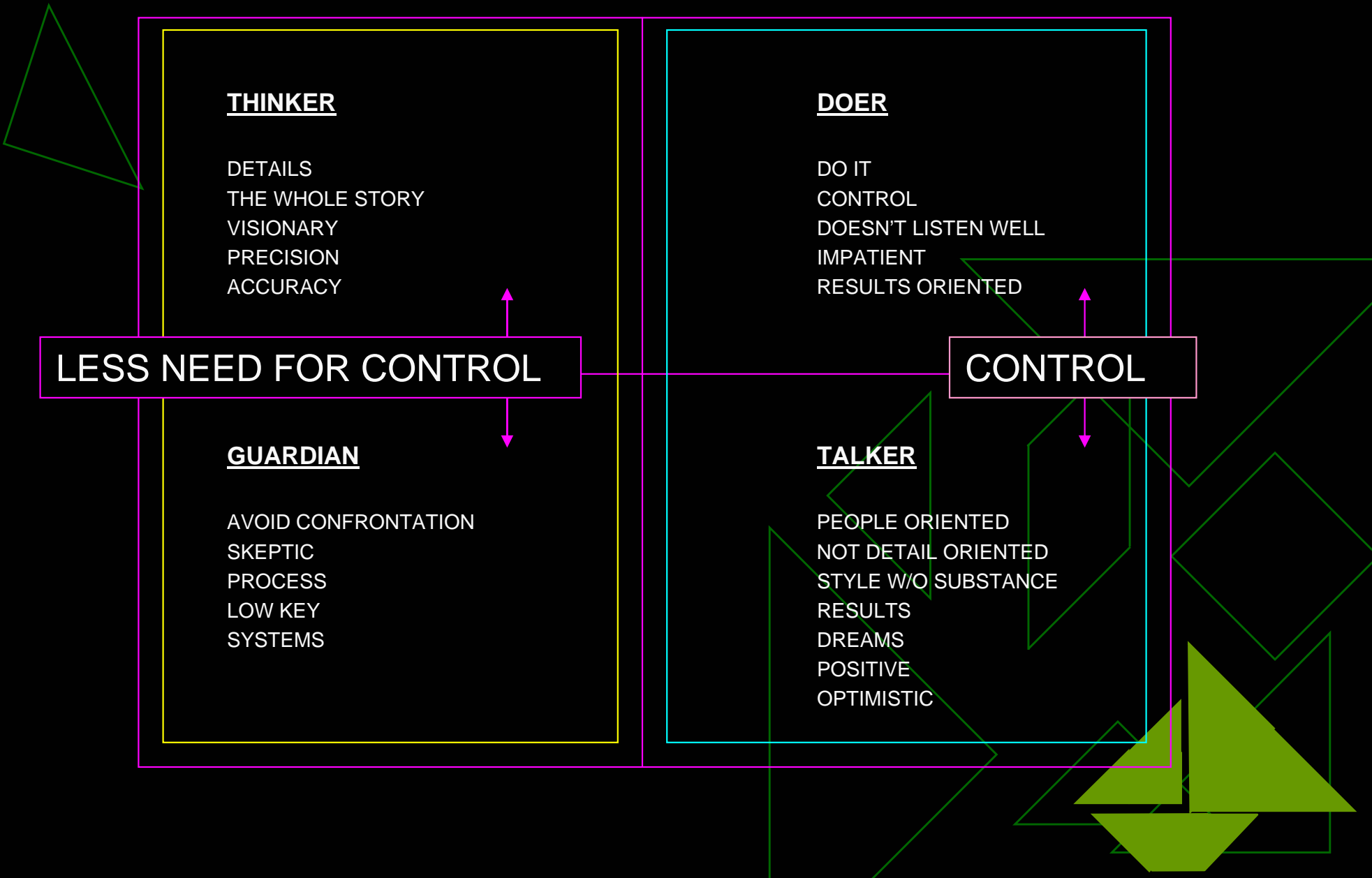
# INDIVIDUALS' SOCIAL STYLES

THE MEMBERS OF YOUR AUDIENCE SOCIAL STYLES  
CAN BE CATEGORIZED AS THOSE OF THE:

- ◆ THE THINKER
- ◆ THE DOER
- ◆ THE TALKER
- ◆ THE GUARDIAN



# THE BOX



# EXERCISE

TAKE THE NEXT 10 MINUTES AND WRITE DOWN  
ON YOUR PAPER:

- WHAT SOCIAL TYPE ARE YOU
- WHAT SOCIAL TYPE IS YOUR BOSS
- WHAT SOCIAL TYPES ARE 3-4 OF YOUR FRIENDS OR COLLEAGUES

KEEP THE LIST AND COMPARE WITH THE NEXT SECTION OF THE SEMINAR 😊

# THINKER NEEDS


## THINKER CHARACTERISTICS:

- ◆ TENDS TO NEED A GREAT DEAL OF TIME TO MAKE DECISIONS
- ◆ LIKES TO AVOID PERSONAL CONFRONTATIONS
- ◆ WANTS DETAILED EXPLANATIONS
- ◆ RESPONDS TO TECHNICAL EXPERTISE IN ANALYZING PROBLEMS
- ◆ REQUIRES PRECISION AND ACCURACY
- ◆ LOOKS FOR LONG-TERM BENEFITS AND STABILITY

# THINKER NEEDS



## THEIR EXPECTATIONS OF ME:

- ◆ THAT I WILL BE SPECIFIC AND THOROUGH
  - ◆ THAT I AM AN EXPERT IN THE FIELD
  - ◆ THAT MY PERSONAL WORK IS THOROUGH, PRECISE, AND BASED UPON ACCURATE FACTS
- 

# THINKER NEEDS

## THINKERS TEND TO RESPOND TO:

- ◆ PUNCTUALITY, PRECISION, AND ACCURACY OF PRESENTATION
- ◆ DETAILED AND PRECISE EXPLANATION OF QUESTIONS
- ◆ A WRITTEN ANALYSIS WITH DOCUMENTED EVIDENCE WHICH SUPPORTS THEIR PRINCIPLES AND LOGIC

# THINKER NEEDS

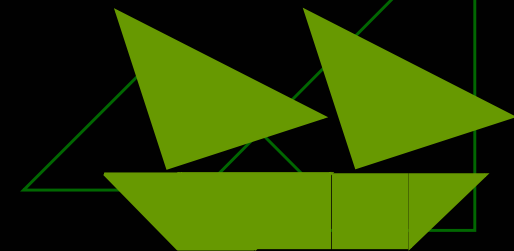
## IN MAKING DECISION THE THINKER WILL:

- ◆ NEED TO SEE EVIDENCE OF EXPERTISE
- ◆ REQUIRE A SIGNIFICANT AMOUNT OF TIME TO MAKE A DECISION
- ◆ EXPECT ACCURATE ANSWERS TO QUESTIONS AND ACCEPT A DELAY FOR THE SAKE OF PRECISION
- ◆ WANT TO KNOW HOW THIS SOLUTION WILL WORK IN THIS SITUATION
- ◆ WANT DETAILS AND DOCUMENTATION
- ◆ DISLIKE EMOTIONAL APPEALS
- ◆ PREFER A DIRECT BUT LOW-PRESSURE REQUEST FOR THE ORDER—BUT ONLY AFTER THEY STOP ASKING QUESTIONS

# GUARDIAN NEEDS

## GUARDIAN CHARACTERISTICS:

- ◆ LIKES DEVELOPING AND MAINTAINING TEAMS
- ◆ LIKES SUPPORT AND SERVICE AFTER THE SALE
- ◆ WANTS CONFLICT-FREE DECISIONS AND IMPLEMENTATION
- ◆ RESPONDS TO DEPENDABILITY AND RELIABILITY
- ◆ REQUIRES ASSURANCE AND GUARANTEES
- ◆ PREFERS A LOW-KEY, LOW-PRESSURE RELATIONSHIP

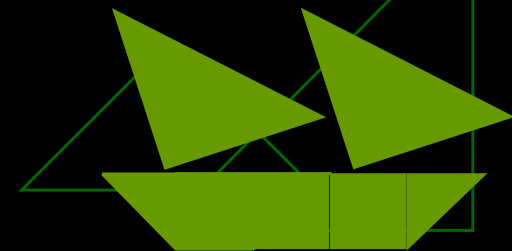




# GUARDIAN NEEDS

## THEIR EXPECTATION OF ME:

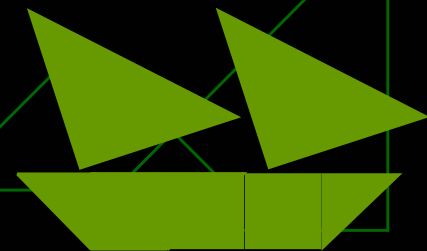
- ◆ THAT I WILL DO WHAT I SAY
- ◆ THERE WILL BE SUPPORT AND A CONTINUED RELATIONSHIP AFTER THE SALE
- ◆ PATIENT AND THOROUGH EXPLANATIONS



# GUARDIAN NEEDS

## GUARDIANS TEND TO RESPOND TO:

- ◆ TRUST AND DEPENDABILITY
- ◆ SOMEONE WHO TAKES THE TIME TO KNOW HIM, HIS SPECIFIC SITUATION, AND HIS PERSONAL CONCERNS
- ◆ PERSONAL ASSURANCES AND GUARANTEES, ESPECIALLY IN WRITING



# GUARDIAN NEEDS

## IN MAKING DECISIONS THE GUARDIAN WILL:

- ◆ NEED AGREEMENT OF OTHERS BEFORE DECIDING
- ◆ NEED TO SEE EVIDENCE THAT I AM TRUSTWORTHY
- ◆ WANT TO BE COMFORTABLE WITH ME PERSONALLY
- ◆ EXPECT ME TO UNDERSTAND HIS PERSONAL SITUATION
- ◆ NOT WANT TO FEEL PRESSURED OR THREATENED
- ◆ WANT ASSURANCE THAT THIS DECISION IS THE BEST AVAILABLE TO SOLVE HIS PROBLEM; NOW AND IN THE FUTURE
- ◆ WANT TO HAVE MY ASSURANCES IN WRITING
- ◆ PREFER A LOW-PRESSURE, INDIRECT REQUEST FOR THE ORDER
- ◆ BE INCLINED TO SEEK ADVICE FROM OTHERS BEFORE DECIDING
- ◆ ATTEMPT TO MAKE PROVISIONS FOR A WAY OUT SHOULD THINGS GO WRONG



# DOER NEEDS

## DOER CHARACTERISTICS:

- ◆ TENDS TO BE DECISIVE
- ◆ WANTS CONCISE, DOCUMENTED EVIDENCE OF YOUR COMPETENCY, QUALIFICATIONS, AND TRACK RECORD
- ◆ RESPONDS TO THINGS THAT GET RESULTS
- ◆ DOESN'T LISTEN WELL
- ◆ NEEDS TO HAVE CONTROL

# DOER NEEDS

## THEIR EXPECTATION OF ME:

- ◆ TO BE ON TIME, BUSINESSLIKE, AND TO THE POINT
- ◆ TO PROVIDE SUPPORT FOR THEIR IDEAS, OBJECTIVES, AND CONCLUSIONS
- ◆ THEY WANT COMPETENCE AND EFFICIENCY

# DOER NEEDS

## DOER TEND TO RESPOND TO:

- ◆ YOUR COMPETENCE AND TRACK RECORD
- ◆ YOUR EFFECTIVENESS IN GETTING THE JOB DONE
- ◆ ADAPTABILITY IN DEALING WITH CHANGES

# DOER NEEDS

## IN MAKING DECISIONS THE DOER WILL:

- ◆ REQUIRE IMMEDIATE RESULTS
- ◆ WANT TO REMAIN IN CONTROL
- ◆ WANT OPTIONS AND THE POTENTIAL BENEFITS OF EACH OPTION
- ◆ EXPECT DOCUMENTED EVIDENCE
- ◆ NEGOTIATE
- ◆ PREFER AN ANSWER NOW, NOT LATER
- ◆ EXPECT YOU TO BE ON TIME AND TO MAKE EFFICIENT USE OF TIME
- ◆ WANT SUPPORT FOR HIS IDEAS, OPINIONS, AND CONCLUSIONS
- ◆ EXPECT A PROPOSAL TO INCLUDE SPECIFIC DATES, TERMS, AND PRICES

# TALKER NEEDS

## TALKER CHARACTERISTICS:

- ◆ TENDS TO BE IMPULSIVE
- ◆ LIKES INCENTIVES AND WILL TAKE RISKS FOR THEM
- ◆ WANTS PERSONAL ATTENTION AND TO LOOK GOOD
- ◆ RESPONDS TO TESTIMONIES OF IMPORTANT PEOPLE
- ◆ FORGETS TO CHECK DETAILS
- ◆ DREAMS AND USES INTUITION





# TALKER NEEDS

## THEIR EXPECTATION OF ME:

- ◆ TO BE OPEN, FRIENDLY, AND ENTHUSIASTIC
- ◆ THEY WANT TO KNOW WHO I AM, WHAT I THINK, WHO I KNOW, AND WHO ARE MY CLIENTS
- ◆ THEY WANT RECOGNITION AND APPROVAL OF THEIR IDEAS, OPINIONS, AND BELIEFS
- ◆ THAT ACTION WILL TAKE PLACE IMMEDIATELY



# TALKER NEEDS

## TALKER TEND TO RESPOND TO:

- ◆ A PERSONAL CALL
- ◆ TAKING TIME TO KNOW THEM
- ◆ POSITIVE IDEAS AND RESPONSES
- ◆ PERSONAL RECOGNITION



# TALKER NEEDS

## IN MAKING DECISIONS THE TALKER WILL:

- ◆ NEED TO MAKE OWN DECISIONS
- ◆ LIKE PERSONAL CREDIT FOR HIS IDEAS
- ◆ WANT TO KNOW THE OPINIONS OF PEOPLE THEY PERCEIVE AS IMPORTANT OR SUCCESSFUL
- ◆ APPRECIATE YOUR WORKING OUT THE DETAILS AND PROVIDING A WRITTEN SUMMARY
- ◆ TEND TO RESPOND TO INCENTIVE IF ACTION OR RISK IS INVOLVED (PRICE BREAK, ADDED VALUE, ETC..)
- ◆ EXPECT IMMEDIATE ACTION
- ◆ SOMETIMES CHANGE THEIR MIND — GETTING WRITTEN ORDER OR DOWN PAYMENT CAN PREVENT THIS
- ◆ APPRECIATE AN INFORMAL LETTER OR PHONE CALL AFTER THE BUSINESS IS COMPLETED

# EXERCISE

TAKE THE NEXT 10 MINUTES AND ANALYZE AND WRITE ON YOUR PAPER:

- IS YOUR SOCIAL TYPE CORRECT?
- IS YOUR BOSS SOCIAL TYPE IS CORRECT?
- 3-4 OF YOUR FRIENDS OR COLLEAGUES SOCIAL TYPES ARE CORRECT?

IF NOT PLEASE CORRECT THEM ACCORDING TO THE INFO GIVEN. A PERSON MAY HAVE MORE THAN ONE SOCIAL TYPES BUT ONE WILL BE DOMINANCE 😊

# WORKING WITH THINKER

## THINKER:

- ◆ PREPARE YOUR “CASE” IN ADVANCE. TAKING TIME TO BE ACCURATE
- ◆ APPROACH THEM IN A STRAIGHT-FORWARD, DIRECT WAY AND STICK TO BUSINESS
- ◆ SUPPORT THEIR PRINCIPLE AND THOUGHT APPROACH. BUILD YOUR CREDIBILITY BY LISTING PROS AND CONS TO ANY SUGGESTIONS YOU MAKE
- ◆ MAKE AN ORGANIZED CONTRIBUTION TO THEIR EFFORTS. PRESENT SPECIFICS AND DO WHAT YOU SAY YOU CAN DO. TAKE YOUR TIME, BUT BE PERSISTENT
- ◆ DRAW UP A SCHEDULED APPROACH TO IMPLEMENTING ACTION WITH A STEP-BY-STEP TIMETABLE
- ◆ ASSURE THEM THERE WON'T BE SURPRISES
- ◆ IF THERE IS MUTUAL AGREEMENT, FOLLOW THROUGH
- ◆ IF YOU AGREE, MAKE AN ORGANIZED PRESENTATION OF YOUR POSITION
- ◆ PROVIDE SOLID, TANGIBLE, PRACTICAL EVIDENCE
- ◆ INDICATE GUARANTEES OVER LONG PERIOD; BUT PROVIDE OPTIONS
- ◆ GIVE THEM TIME TO VERIFY RELIABILITY OF YOUR ACTIONS. BE ACCURATE AND REALISTIC



# WORKING WITH GUARDIAN

## GUARDIAN:

- ◆ START (BRIEFLY) WITH A PERSONAL COMMITMENT. BREAK THE ICE. USE TIME TO BE AGREEABLE. SHOW SINCERE INTEREST IN THEM AS PEOPLE. FIND AREAS OF COMMON INVOLVEMENT. BE CANDID AND OPEN
- ◆ PATIENTLY DRAW OUT PERSONAL GOALS AND WORK WITH THEM TO HELP ACHIEVE THESE GOALS. LISTEN AND BE RESPONSIVE
- ◆ IF YOU AGREE EASILY, LOOK FOR POSSIBLE AREAS OF EARLY DISAGREEMENT OR DISSATISFACTION
- ◆ IF YOU DISAGREE, LOOK FOR HURT FEELINGS, PERSONAL REASON. MOVE CASUALLY AND INFORMALLY
- ◆ DEFINE CLEARLY (PREFERABLY IN WRITING) INDIVIDUAL CONTRIBUTION
- ◆ PROVIDE GUARANTEES THAT THEIR DECISION WILL MINIMIZE RISKS. PROVIDE ASSURANCES OF BENEFITS
- ◆ PROVIDE PERSONAL ASSURANCES AND CLEAR, SPECIFIC SOLUTIONS WITH MAXIMUM GUARANTEES



# WORKING WITH DOER

## DOER:

- ◆ BE CLEAR, SPECIFIC, BRIEF AND TO THE POINT. USE TIME TO BE EFFICIENT
- ◆ STICK TO BUSINESS. COME PREPARED WITH ALL REQUIREMENTS, OBJECTIVES, SUPPORT MATERIAL IN A WELL-ORGANIZED “PACKAGE”
- ◆ PRESENT THE FACTS LOGICALLY; PLAN YOUR PRESENTATION EFFICIENTLY. ASK SPECIFIC “WHAT” QUESTIONS
- ◆ PROVIDE ALTERNATIVES AND CHOICES FOR MAKING DECISIONS
- ◆ PROVIDE FACTS AND FIGURES ABOUT PROBABILITY OF SUCCESS OR EFFECTIVENESS OF OPTIONS
- ◆ IF YOU DISAGREE, TAKE ISSUE WITH FACTS, NOT THE PERSON. MOTIVATE AND PERSUADE BY REFERRING TO OBJECTIVES AND RESULTS
- ◆ SUPPORT, MAINTAIN, USE DISCRETION. AFTER TALKING BUSINESS, DEPART

# WORKING WITH TALKER

## TALKER:

- ◆ PLAN INTERACTION THAT SUPPORTS THEIR DREAMS AND INTUITIONS. USE ENOUGH TIME TO BE STIMULATING, FUN-LOVING, FAST MOVING
- ◆ LEAVE TIME FOR RELATING, SOCIALIZING. TALK ABOUT PEOPLE AND THEIR GOALS; OPINIONS THEY FIND STIMULATING
- ◆ DON'T DEAL WITH DETAILS; PUT THEM IN WRITING OR PIN THEM TO MODES OF ACTION
- ◆ ASK FOR THEIR OPINIONS AND IDEAS REGARDING PEOPLE. PROVIDE IDEAS FOR IMPLEMENTING ACTION
- ◆ PROVIDE TESTIMONIALS FROM PEOPLE THEY SEE AS IMPORTANT OR PROMINENT
- ◆ CONTINUE SUPPORTING THE RELATIONSHIP

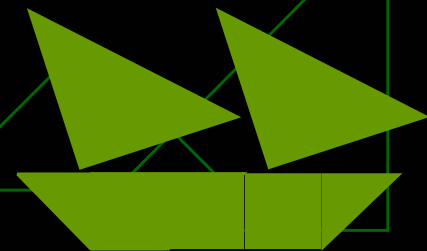


# STRUCTURING THE OPENING AND CLOSING

LISTENERS CAN EASILY LOSE THE FLOW OF A PRESENTATION JAMPACKED WITH RAW DATA. FOR CLEAR UNDERSTANDING, THE DATA SHOULD BE ORGANIZED INTO A LOGICAL FORMAT WITH AN *OPENING*, A *BODY*, AND A *CLOSING*.

- ◆ THE OPENING GIVES AN OVERVIEW
- ◆ THE BODY ELABORATES
- ◆ THE CLOSING HIGHLIGHTS THE KEY POINTS AND SEEKS ACTION

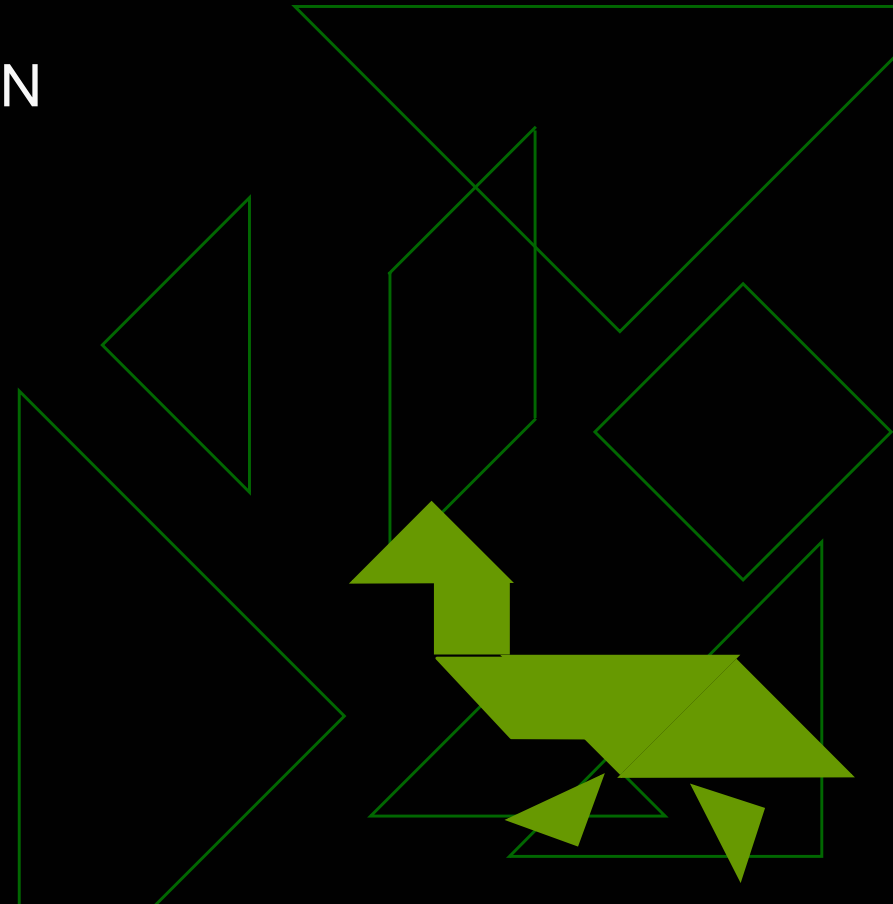
THIS REPETITIVE APPROACH IS NEEDED BECAUSE AUDIENCES LEARN MORE VISUALLY, THEN AUDIBLY. (ABOUT 80% OF WHAT PEOPLE KNOW HAS BEEN LEARNED VISUALLY, MOSTLY THROUGH READING. WHEN LISTENING, PEOPLE TYPICALLY RETAIN LESS THAN 50% OF WHAT IS SAID SO IT IS NECESSARY TO REPEAT THE INFORMATION. THEY ARE DISTRACTED BY OTHER THOUGHTS)



# ASIA

THE OPENING AND CLOSING EACH CONSIST OF  
FOUR PARTS:

- AUDIENCE GOAL OR CONCERN
- SOLUTION
- IDEAS
- ACTION REQUEST

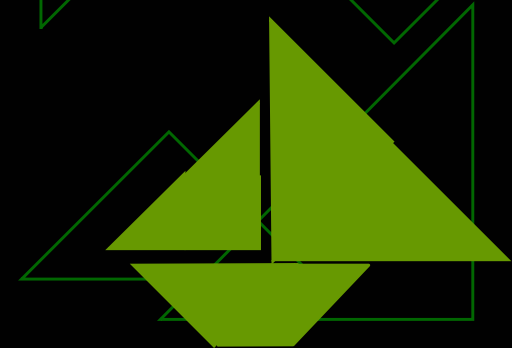


# ORGANIZING THE OPENING

- ◆ THE OPENING OF A PRESENTATION ALERTS THE AUDIENCE TO ITS SCOPE AND SEQUENCE. A GOOD OPENING WILL CAPTURE THE LISTENERS' INTEREST WITH A CONCISE STATEMENT OF THEIR CONCERN AND YOUR OBJECTIVE. THE OPENING SHOULD GIVE MEMBERS OF THE AUDIENCE A CLEAR SENSE OF WHAT YOU ARE GOING TO SAY AND WHAT YOU EXPECT FROM THEM

# ORGANIZING THE OPENING - ASIA

- ◆ **AUDIENCE GOAL OR CONCERN** – STATES AN OBJECTIVE, NEED, OR PROBLEM THAT IS OF INTEREST TO THE AUDIENCE
- ◆ **SOLUTION** - IDENTIFIES A WAY TO SOLVE THE PROBLEM, ACHIEVE THE OBJECTIVE OR MEET THE NEED INTRODUCED IN THE AUDIENCE CONCERN STATEMENT. THIS SOLUTION IS THE SUBJECT OF YOUR PRESENTATION. THIS PART OF THE OPENING IS ALSO WHERE YOU INTRODUCE YOURSELF AND GIVE YOUR CREDENTIALS (WHICH QUALIFY YOU TO SPEAK ON THE SUBJECT) AND THE CREDENTIALS (CONFIDENCE-BUILDING FACTS) OF THE IDEA, PRODUCT OR SERVICE YOU ARE PROPOSING AS THE SOLUTION

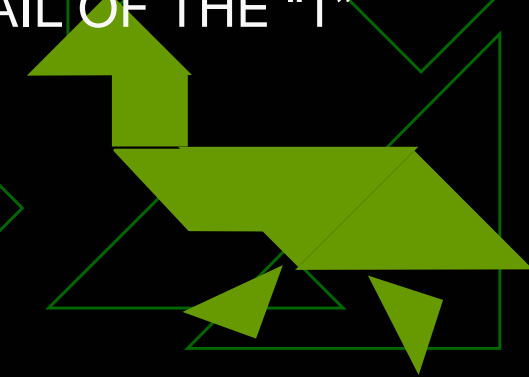


# ORGANIZING THE OPENING - ASIA

- ◆ **IDEAS** – IDENTIFIES KEY THOUGHTS THAT EXPLAIN THE SUBJECT YOU ARE RECOMMENDING AND SUPPORTS THE SOLUTION YOU ARE RECOMMENDING. IN THE OPENING, YOU WILL MAKE ONLY AN ABBREVIATED MENTION OF THE MOST IMPORTANT IDEAS. YOU WILL ELABORATE ON THEM IN THE BODY OF THE TALK
- ◆ **ACTION REQUEST** - TELLS YOUR AUDIENCE MEMBERS SPECIFICALLY WHAT YOU PROPOSE THEY DO, AND WHEN

# ASIA

- EVERY ELEMENTS OF THE ASIA OPENING APPEALS TO ***THE DOER*** PERSONALITY
- ***THE TALKER*** WILL BE PARTICULAR INTEREST IN THE FIRST “A” (AUDIENCE), AND THE “S” (SOLUTION), AS WELL AS THE FINAL “A” (ACTION)
- ***THE THINKER*** IS INTERESTED IN THE ENTIRE A-S-I-A AND MORE SPECIFICALLY THE “I” (IDEAS).
- ***THE GUARDIAN*** IS INTERESTED IN THE “S” (PARTICULARLY IN THE CREDENTIALS OF THE PRESENTER), EVERY DETAIL OF THE “T” (IDEAS), AND THE FINAL “A” (ACTION)



# SAMPLE OPENING OUTLINE

## PRESENTATION TO ENVIRONMENTAL ENGINEERS – OPENING

- **AUDIENCE GOAL OR CONCERN** - Satisfying the Environmental Protection Agency requirements. We are all concerned with reducing liability and achieving effective nuclear waste treatment
- **SOLUTION** – ST Production’s nuclear waste treatment program cuts hassles, liability, and conforms to EPA guidelines
- **IDEAS** -
  1. Results from other users
  2. How the system works
  3. System Implementation
- **ACTION REQUEST** – We are asking for your favorable recommendations, no later than (a date), to purchasing and plant managers at each ST Production manufacturing facility.

# ORGANIZING THE CLOSING

THE CLOSING, AGAIN FOLLOWING THE A-S-I-A APPROACH, SUMMARIZES THE MAIN IDEAS YOU HAVE PRESENTED AND REQUESTS AUDIENCE ACTION. A GOOD CLOSING WILL RESTATE CONSIDERABLY YOUR PRESENTATION OBJECTIVE. IT WILL REPEAT KEY WORDS TO GIVE MEMBERS OF THE AUDIENCE A CLEAR SENSE OF WHAT YOU SAID AND WHY THEY SHOULD TAKE ACTION

CLOSING INCLUDES:

- ◆ A RESTATEMENT OF THE **AUDIENCE CONCERN**
- ◆ A RESTATEMENT OF THE **SOLUTION**, EXCLUDING YOUR NAME AND CREDENTIAL STATEMENT
- ◆ A RESTATEMENT AND REVIEW OF THE MAIN **IDEAS**
- ◆ A RESTATEMENT OF THE **REQUEST FOR ACTION**



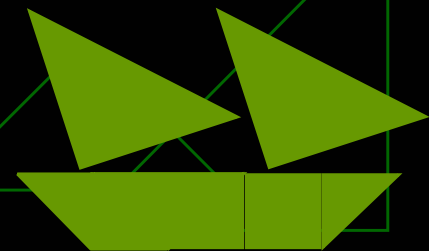


# DELIVERING SKILLS

ANXIETY LEADS MANY PRESENTERS TO CONCENTRATE THEIR PREPARATIONS ON GETTING THE WORDS RIGHT. BUT RESEARCHERS HAVE DEMONSTRATED THAT MOST OF THE IMPACT OF YOUR MESSAGE COMES FROM YOUR DELIVERY.

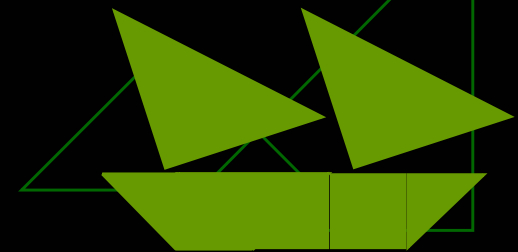
*ALBERT MERABIAN*, IN HIS BOOK *SILENT MESSAGES*, ASSERTS THAT 90% OF A PRESENTER'S BELIEVABILITY IS DETERMINED BY VISUAL APPEARANCE AND VOCAL TONE

YOUR AUDIENCE'S ACCEPTANCE OF YOUR MESSAGE WILL BE HEAVILY INFLUENCED BY YOUR VOCAL TONE AND VISUAL APPEARANCE. TOGETHER THESE MAKE UP DELIVERY SKILLS



# DELIVERY TECHNIQUE - VOCAL

BY SKILLFULLY CONTROLLING AND VARYING YOUR VOICE, YOU CAN ATTRACT AND HOLD INTEREST, COMBAT MONOTONY, AND EMPHASIS, CLARIFY MEANING AND CONVEY ENTHUSIASM, WARMTH, CONCERN, CONVICTION AND STRENGTH—ALL ATTRIBUTES OF THE POLISHED PRESENTER



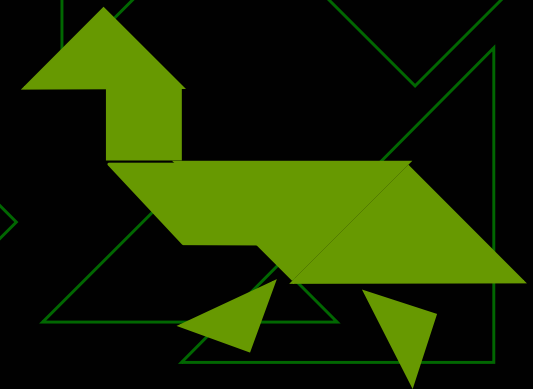
# DELIVERY TECHNIQUE - VOCAL

YOUR GOAL IS TO SKILLFULLY USE THE (4) FOUR P's OF VOCAL QUALITY:

- PROJECTION – BREATHING FROM YOUR DIAPHRAGM, YOU WANT TO KEEP YOUR SPEECH VOLUME LOUD ENOUGH TO BE EASILY HEARD THROUGHOUT THE ROOM. OCCASIONALLY YOU MAY SPEAK LOUDER FOR EMPHASIS AND EMOTIONAL IMPACT
- PAUSING – PAUSE BEFORE AND ON IMPORTANT POINTS, FOR EMPHASIS AND TO GIVE THE AUDIENCE TIME TO UNDERSTAND AND ABSORB THEM
- PACE – SLOWING DOWN THE SPEED OF YOUR SPEAKING CAN EMPHASIZE KEY POINTS OR HELP BUILD DRAMA. OCCASIONALLY SPEEDING UP CAN HELP CREATE EXCITEMENT
- PITCH – RAISING OR LOWERING YOUR TONE OF VOICE CAN CHANGE THE EMOTIONAL MOOD OF THE PRESENTATION

# DELIVERY TECHNIQUE - VOCAL

BY VARYING YOUR VOCAL VOLUME, INFLECTION, AND PACE - - AND BY SKILLFUL USING PAUSES - - YOU AVOID A DULL MONOTONE AND KEEP YOUR AUDIENCE'S ATTENTION



# DELIVERING TECHNIQUES - VISUAL

## THE LITANY

- ◆ ACCORDING TO THE BOOK OF LISTS, THE NUMBER ONE FEAR OF PEOPLE IN THE USA IS THAT OF SPEAKING IN PUBLIC; THE FEAR OF DELIVERY.
- ◆ OVERCOMING THIS FEAR INVOLVES A RELAXATION TECHNIQUE CALLED THE LITANY. ORIGINALLY TESTED AT THE HARVARD MEDICAL SCHOOL FOR USE WITH TERMINALLY ILL PATIENTS, THIS TECHNIQUE HAS BEEN WIDELY USED IN OTHER SETTINGS.



# DELIVERING TECHNIQUES - VISUAL

THE LITANY TECHNIQUE HELPS US RELAX IN THE FACE OF STRESS. IN A STRESSFUL SITUATION, OUR INNATE FIGHT OR FLIGHT REACTION TAKES OVER. OUR BODIES ACT ON REFLEX. WE TENSE UP. WE GO INTO OVERDRIVE. WE ARE NOT RELAXED. THE LITANY ENABLES A PRESENTER TO BRING THIS STRESS REACTION UNDER CONTROL. THE LITANY TECHNIQUE CAN BE USED WHILE SEATED, BEFORE THE PRESENTATION, OR WHILE WALKING UP TO GIVE YOUR PRESENTATION.

## PROCEDURE:

TAKE A DEEP BREATH. CONCENTRATE ON EACH PART OF YOUR BODY, BEGINNING WITH YOUR HEAD AND ENDING WITH YOUR TOES.

DESCRIBE TO YOURSELF EACH BODY SENSATION YOU ARE EXPERIENCING. FOR EXAMPLE: MY HEAD IS POUNDING, MY NECK IS TENSE, MY KNEES ARE WEAK, ETC..

# DELIVERING TECHNIQUES - VISUAL

## EXECUTIVE STROLL

THE EXECUTIVE STROLL GETS YOU FROM YOUR SEAT THE FRONT OF THE ROOM DISPLAYING CONFIDENCE THE WHOLE WAY.

### PROCEDURE:

- ◆ STAND UP AND PUSH YOUR CHAIR IN
- ◆ MAKE ANY CLOTHING ADJUSTMENT BEHIND YOUR CHAIR BEFORE YOU WALK TO THE FRONT OF THE ROOM
- ◆ WALK TO THE FRONT OF THE ROOM
  - WALK AT A MEASURED PACE
  - KEEP YOUR HEAD UP AND SHOULDERS BACK
  - HAVE A PLEASANT LOOK ON YOUR FACE
- ◆ DO NOT TALK ON YOUR WAY
- ◆ TURN, FACE THE AUDIENCE, ASSUME THE POWER POSITION AND PAUSE

# DELIVERING TECHNIQUES - VISUAL

## THE POWER POSITION

THE POWER POSITION COMMUNICATES CONFIDENCE AND STRENGTH. POSTURE GOVERNS BODY LANGUAGE, AND CORRECT POSTURE AFFECTS GOOD VOICE PROJECTION.

### PROCEDURE:

- ◆ STAND WITH YOUR SHOULDERS BACK AND YOUR FEET APART THE WIDTH OF YOUR SHOULDERS (MEN) WIDTH OF YOUR HIPS (WOMEN). DISTRIBUTE YOUR WEIGHT EQUALLY OVER BOTH FEET, WITH YOUR WEIGHT ON THE BALLS OF YOUR FEET. THIS POSTURE: PROJECTS A SENSE OF COMMAND, IMPROVES YOUR APPEARANCE, HELPS FREE AIR PASSAGES FOR VOCAL DELIVERY.
- ◆ AVOID MOVEMENTS THAT CONVEY UNCERTAINTY AND LACK OF CONTROL BY: STAND ERECT; KEEP YOUR SPINAL COLUMN VERTICAL, DON'T SHIFT YOUR WEIGHT FROM FOOT TO FOOT, DON'T ROCK YOUR HEELS, DON'T TWIST YOUR BODY.
- ◆ WALK TOWARD THE AUDIENCE TO CREATE INTEREST. WHEN YOU CHANGE YOUR LOCATION, DO SO DELIBERATELY. RETURN TO YOUR ORIGINAL POSITION AFTER MAKING YOUR POINT. AVOID TURNING YOUR BACK TO AN AUDIENCE OR WALKING AWAY FROM THEM.
- ◆ KEEP YOUR ARMS DOWN AT YOUR SIDES. DON'T FIDGET WITH YOUR HANDS.



# DELIVERING TECHNIQUES - VISUAL

## THE PAUSE

PAUSES CAN BE USED IN MANY WAYS TO ADD EMPHASIS AND CLARITY TO A PRESENTATION. THE FIRST THING A PAUSE CAN EMPHASIZE IS YOU.

### PROCEDURE:

- ◆ PAUSE BEFORE BEGINNING THE PRESENTATION TO GAIN ATTENTION
- ◆ PAUSE BEFORE MAKING ANY IMPORTANT KEY POINT
- ◆ PAUSE AFTER MAKING YOUR POINT. THIS ALLOWS TIME FOR THE AUDIENCE TO DIGEST THE POINT AND DRAMATIZES YOUR PRESENTATION
- ◆ PAUSE TO REGAIN COMPOSURE WHEN YOU HAVE LOST YOUR TRAIN OF THOUGHT
- ◆ PAUSE AFTER DELIVERING YOUR CLOSING, BEFORE ENTERTAINING QUESTIONS FROM THE AUDIENCE

# DELIVERING TECHNIQUES - VISUAL

## USE OF FACIAL EXPRESSIONS

AUDIENCES MIRROR YOUR BEHAVIOR. FACIAL EXPRESSIONS TELEGRAPH YOUR MOOD. POSITIVE FACIAL EXPRESSIONS, LIKE SMILES, BUILD RAPPORT. NEGATIVE EXPRESSIONS, LIKE FROWNS, TURN OFF AN AUDIENCE.

### PROCEDURE:

- ◆ SMILE TO: GENERATE WARMTH AND FRIENDLINESS. RADIATE CREDIBILITY AND CONFIDENCE. CREATE RAPPORT AND INSPIRATION. OVERCOME AN AUDIENCE'S NEGATIVE REACTIONS.
- ◆ DO NOT TILT YOUR HEAD TO ONE SIDE. IT GIVES THE IMPRESSION YOU ARE SEEKING APPROVAL.
- ◆ IF YOU WEAR GLASSES, DO NOT: FIDGET WITH THEM OR PEER OVER THEM, SINCE THAT APPEARS PATRONIZING.



# DELIVERING TECHNIQUES - VISUAL

## MAKING EYE CONTACT

AUDIENCES FEEL MORE COMFORTABLE IF YOU SPEAK TO THEM AS INDIVIDUALS RATHER THAN AS A MASS OF FACELESS, ANONYMOUS PEOPLE. ESTABLISHING EYE CONTACT HELPS DEVELOP ONE-ON-ONE RAPPORT WITH MEMBERS OF YOUR AUDIENCE. IT HELPS YOU MONITOR AUDIENCE REACTIONS AND ADJUST YOUR PRESENTATION WHEN NECESSARY. EYE CONTACT ALSO GIVES YOU GREATER CONFIDENCE AND CONTROL. IT BREAKS THE AUDIENCE DOWN INTO SMALLER, MORE MANAGEABLE UNITS.



# DELIVERING TECHNIQUES - VISUAL

## MAKING EYE CONTACT

### PROCEDURE:

- ◆ LOOK AT EACH AUDIENCE MEMBER FOR FIVE SECONDS
  - ADDRESS YOUR PRESENTATION TO ONE INDIVIDUAL AT A TIME
  - BREAK EYE CONTACT DURING VERBAL TRANSITIONS
  - AVOID EYE CONTACT WITH ONE INDIVIDUAL (STARING) FOR TOO LONG
- ◆ AVOID A REPETITIOUS TRIANGLE. LOOK AT DIFFERENT SECTIONS OF THE AUDIENCE, BUT NOT IN THE SAME SEQUENCE (E.G. LEFT, MIDDLE, RIGHT; LEFT, MIDDLE, RIGHT, ETC..)
- ◆ SPREAD YOUR EYE CONTACT AROUND TO ALL AUDIENCE MEMBERS. IGNORE NO ONE. WATCH FOR POSITIVE FEEDBACK.
- ◆ IF YOU LOSE YOUR TRAIN OF THOUGHTS, DO NOT AVERT YOUR EYES. DO NOT LOOK AT THE FLOOR, THE CEILING, OR AT THE WALLS. INSTEAD, LOOK INTO THE EYES OF INDIVIDUAL MEMBERS OF THE AUDIENCE WHILE GATHERING YOUR THOUGHTS. THE AUDIENCE WILL NOT BE ABLE TO DETERMINE WHETHER YOUR PAUSE IS DELIBERATE OR NOT. MEANWHILE, USE THE LITANY TO REGAIN CONTROL.

# SUMMARY OF VISUAL DELIVERY SKILLS

## CONTROL:

- ◆ LITANY – SCAN YOUR BODY AND CONSCIOUSLY IDENTIFY THE SYMPTOMS OF YOUR STRESS.
- ◆ EXECUTIVE STROLL – WALK AT A MEASURED PACE WITH YOUR HEAD UP.
- ◆ POWER POSITION – STAND WITH YOUR FEET SHOULDER – OR HIP-WIDTH APART, WEIGHT ON THE BALLS OF YOUR FEET, HANDS BY YOUR SIDES.
- ◆ PAUSE – AT THE BEGINNING OF YOUR SPEECH, PAUSE FOUR TO FIVE SECONDS TO GET ATTENTION.
- ◆ FACIAL EXPRESSIONS – WEAR A PLEASANT LOOK. A SMILE IS AN ICEBREAKER.
- ◆ EYE CONTACT – MAINTAINING EYE CONTACT FOR 4-5 SECONDS WITH EACH PERSON.

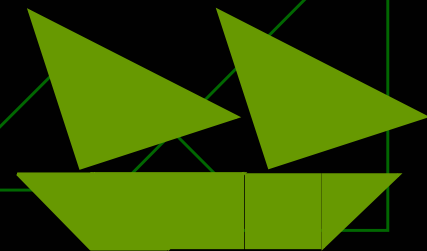


# DELIVERY TECHNIQUES - MOVEMENT AND GESTURES

AUDIENCE ACCEPTANCE IS ENHANCED BY A NATURAL DELIVERY. NATURAL DELIVERY IS CHARACTERIZED BY CONSISTENCY BETWEEN YOUR VERBAL AND NONVERBAL MESSAGES.

WHEN POSITIVE BODY LANGUAGE REINFORCES A POSITIVE VERBAL MESSAGE, AUDIENCES RECEIVE THE SAME, CLEAR SIGNAL. IF YOUR NONVERBAL BEHAVIOR SHOWS DISCOMFORT OR LACK OF CONFIDENCE, YOUR AUDIENCE TENDS TO DOUBT YOUR CREDIBILITY AND QUESTION OR REJECT WHAT YOU PROPOSE.

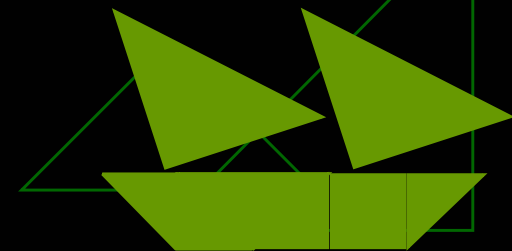
THE KEY TO NATURALNESS IN YOUR DELIVERY STYLE IS PRACTICE. BY PRACTICING YOUR NONVERBAL COMMUNICATION SKILLS, YOU WILL DEVELOP CONSISTENCY.



# DELIVERY TECHNIQUES – MOVEMENT AND GESTURES

## PROCEDURE:

- ◆ USE GESTURES GENEROUSLY TO – ILLUSTRATE SIZE, SHAPE, DIRECTION, INTENSITY, SEQUENCE, AND EMPHASIZE POINTS.
- ◆ REMAIN OPEN BY KEEPING YOUR HANDS AT YOUR SIDES UNTIL YOU USE THEM.
- ◆ AVIOD BROKEN ARMS BY – EXTENDING YOUR ARM FULLY, NOT TYING YOUR ELBOWS TO YOUR SIDES AND MOVING YOUR ARMS OUT, AWAY FROM YOUR BODY TO EMPHASIZE IMPORTANT POINTS.
- ◆ WHEN YOU EMPHASIZE A POINT – GESTURE AND HOLD IT FOR FIVE SECONDS, THEN LOWER YOUR HANDS SMOOTHLY BACK TO YOUR SIDE.
- ◆ USE EXPANSIVE GESTURES TO – INCREASE LUNG CAPACITY AND INCREASE VOICE PROJECTION.
- ◆ KEEP YOUR HANDS AWAY FROM CLOSED POSITIONS, SUCH AS – AROUND YOUR FACE, HEAD, IN YOUR POCKETS, FIDDLING WITH YOUR CLOTHING OR CLASPED OVER YOUR ABDOMEN OR CHEST.



# DEVELOPMENT

IN THE BODY OF YOUR PRESENTATION, THE AUDIENCE WILL BE LISTENING FOR LOGIC AND PROOF TO SUPPORT YOUR SOLUTION/RECOMMENDATION. A CLOSELY-REASONED ARGUMENT, SUBSTANTIATING YOUR POSITION AND RESOLVING YOUR AUDIENCE'S CONCERNS, WILL REDUCE THE POTENTIAL FOR CONFLICT IN QUESTION AND ANSWER SESSIONS.

DEVELOPMENT CONSISTS OF:

- STRUCTURING THE CONTENT
- ILLUSTRATING THE CONTENT
- HANDLING AUDIENCE QUESTIONS





# STRUCTURING THE CONTENT

THE BODY OF THE PRESENTATION INCLUDES: MAIN IDEAS (THE I OF ASIA), SUPPORTING DATA AND INFORMATION

THE FIRST STEP IS DETERMINING THE SEQUENCE IN WHICH YOU WILL PRESENT THE IDEAS. NEXT IS DECIDING WHAT SUPPORTING DATA WILL CLARIFY OR SUBSTANTIATE THE IDEAS, AND HOW MUCH DETAIL IS APPROPRIATE.

ASK THE FOLLOWING QUESTIONS:

- “IN WHAT ORDER SHOULD THE MAIN IDEAS BE PRESENTED TO MEET AUDIENCE’S NEEDS?”
- “WHAT INFORMATION WILL CLARIFY, SUBSTANTIATE, OR EXPAND THE MAIN IDEAS?”
- “HOW MUCH DETAIL WILL MY AUDIENCE WANT?”

# ILLUSTRATING CONTENT-VISUAL AIDS

VISUAL AIDS REINFORCE AND CLARIFY KEY POINTS. RESEARCH VERIFIES THAT ENGAGING BOTH THE EYES AND THE EARS OF AUDIENCE MEMBERS IMPROVES THEIR RETENTION. GOOD VISUALS CREATE CONSISTENCY AND BALANCE, INSPIRING GREATER CONFIDENCE IN THE MESSAGE.

IT IS IMPORTANT TO USE A VISUAL THAT IS APPROPRIATE FOR THE INFORMATION BEING PRESENTED. INFORMATION FALLS INTO TWO CATEGORIES:

- STATISTICAL. TO HELP THE AUDIENCE VISUALIZE RELATIONSHIP BETWEEN NUMBERS, USE PIE CHARTS, LINE CHARTS, AND BAR CHARTS, ETC...
- ILLUSTRATIVE. TO VISUALLY DESCRIBE AN IDEA OR CONCEPT, USE PICTURES OR SYMBOLS.



# ILLUSTRATING CONTENT-VISUAL AIDS

## SELECT THE RIGHT VISUAL AID

### TO SELECT A VISUAL AID, ASK YOURSELF:

- “WHAT SIZE IS MY AUDIENCE?”
- “HOW WILL A VISUAL AID HELP SUPPORT MY SOLUTION?”
- “WHAT VISUAL AID WILL WORK BEST?”

### FOR LARGE AUDIENCE (80 OR MORE) USE:

- SLIDES
- OVERHEADS
- BEAMER/PROJECTOR
- FILM

### FOR SMALLER AUDIENCE (20 OR LESS) USE:

- VIDEOS
- FLIP CHARTS
- BEAMER/PROJECTOR
- OVERHEADS



# PREPARATION GUIDELINES

TO REINFORCE YOUR MESSAGE AND CLARIFY POINTS, VISUALS SHOULD:

- BE SIMPLE – ONE IDEA PER VISUAL
- HAVE A TITLE AT THE TOP
- USE KEY PHRASES (BULLET POINTS) INSTEAD OF SENTENCES
- HAVE NO MORE THAN SIX LINES EACH, WITH NO MORE THAN SIX WORDS PER LINE
- BE LEGIBLE FROM A DISTANCE
- USE COLOR FOR ADDED IMPACT
- USE MIX OF GRAPHICS AND WORDS
- LEAVE ONE THIRD MARGIN AT THE BOTTOM OF THE VISUAL; EQUAL MARGINS AT THE SIDES FOR BALANCE



# DELIVERY TECHNIQUES FOR VISUAL AIDS

USE THE THREE T'S WHEN DISPLAYING VISUALS:

- ***TOUCH*** (OR AT LEAST GESTURE FORWARD) AND LOOK AT THE CHART OR SCREEN. READ IT SILENTLY TO YOURSELF, TO GIVE THE AUDIENCE TO TO READ IT.
- ***TURN*** BACK TOWARD THE AUDIENCE
- ***TALK*** TO THE AUDIENCE, NOT TO YOUR VISUAL



# ILLUSTRATING CONTENT-RHETORICAL DEVICES

RHETORICAL DEVICES ARE VERBAL ENHANCERS THAT CAPTURE A LISTENER'S ATTENTION.

PEOPLE ARE MORE INFLUENCED BY STORIES THAN BY PURE DATA. PRESENTERS WILL BE MORE SUCCESSFUL WHEN THEY SUPPLEMENT IMPERSONAL FACTS AND STATISTICS WITH EXAMPLES TO WHICH AUDIENCES CAN RELATE PERSONALLY.

THE BEST RHETORICAL DEVICES DRIVE THE POINT HOME SIMPLY. FOR TECHNICAL PRESENTATIONS, REMEMBER THE UP/DOWN RULE. FOR EVERY UP, OR COMPLEX PIECE OF INFORMATION, GO DOWN TO RELATE THE INFORMATION TO SIMPLE, EVERYDAY SITUATIONS.

RHETORICAL DEVICES CAN BE THOUGHT OF AS VERBAL PICTURES. THEY HELP THE AUDIENCE QUICKLY AND EASILY CAPTURE A CONCEPT.

# PREPARATION GUIDELINES

RHETORICAL DEVICES INCLUDE THE FOLLOWING:

- **EXAMPLES** – REFERENCES TO SPECIFIC SITUATIONS SIMILAR TO THOSE YOU ARE PROPOSING.
- **COMPARISONS AND CONTRASTS** – COMPARISONS DESCRIBES SIMILARITIES BETWEEN TWO SETS OF CIRCUMSTANCES. CONTRASTS DESCRIBE THE DIFFERENCES BETWEEN TWO SETS OF CIRCUMSTANCES.
- **ANALOGIES** – AN ANALOGY COMPARES PARTIAL SIMILARITIES OF TWO DIFFERENT THINGS. A HEART, FOR EXAMPLE, CAN BE LIKENED TO A PUMP.
- **QUOTATIONS** – USE NOTES FROM WELL-KNOWN SOURCES TO ARTICULATE A THOUGHT, GAIN AUDIENCE INTEREST, AND INCREASE YOUR CREDIBILITY.
- **RHETORICAL QUESTIONS** – ASK SOMETHING WITH AN ANSWER SO OBVIOUS IT NEED NOT BE EXPRESSED.
- **TESTIMONY** – OFFER A SPECIFIC, FIRSTHAND SITUATION IN WHICH YOU PARTICIPATED, TO SUPPORT OR CLARIFY YOUR POINT.
- **STATISTICS** – USE STATISTICS TO PROVIDE QUANTITATIVE DATA THAT SUPPORTS YOUR SOLUTION.
- **JOKES** – “WHAT DO YOU GET WHEN YOU CROSS A TOMATO WITH A ZEBRA?”
- **STORIES** – “THE OTHER DAY, WHEN I WAS AT THE HOCKEY GAME, A...”

# PREPARATION GUIDELINES

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- HAVE A TITLE AT THE TOP
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- BE LEGIBLE FROM A DISTANCE
- USE COLOR FOR ADDED IMPACT
- USE MIX OF GRAPHICS AND WORDS
- LEAVE ONE THIRD MARGIN AT THE BOTTOM OF THE VISUAL; EQUAL MARGINS AT THE SIDES FOR BALANCE



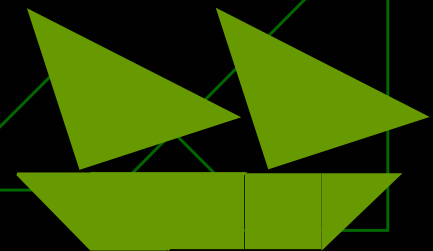
# HANDLING AUDIENCE QUESTIONS

QUESTIONS REFLECT THE UNCERTAINTY OR ANXIETY OF THE AUDIENCE AND CAN CREATE ANXIETY IN THE PRESENTER. QUESTIONS CAN ARISE WHEN MEMBERS OF YOUR AUDIENCE DISAGREE WITH PART OF THE PRESENTATION. OR, THEY MAY NOT CLEARLY UNDERSTAND YOUR POINTS AND WANT A MORE ADEQUATE EXPLANATION.

QUESTIONS REFLECT THE AUDIENCE'S ATTITUDE TOWARD YOUR PRESENTATION. PEOPLE CAN BE:

- ◆ LACK OF INTEREST (DOESN'T CARE)
- ◆ DOUBT (UNCERTAINTY)
- ◆ OBJECTING (DISAGREE)

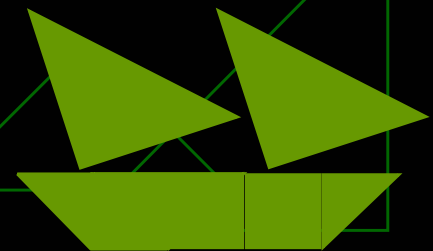
BY USING APPROPRIATE RESPONSES, PRESENTERS CAN TURN QUESTIONS INTO OPPORTUNITIES TO BUILD RAPPORT, REINFORCE KEY POINTS, AND DEFUSE CONFLICT. IN ADDITION TO VERBAL RESPONSES, YOUR BODY LANGUAGE AND VOCAL SKILLS CAN BE CRITICAL TOOLS FOR TURNING THE SITUATION AROUND.



# HANDLING AUDIENCE QUESTIONS

***LACK OF INTEREST (DOESN'T CARE)*** – THE INDIFFERENT AUDIENCE MEMBER IS JUST NOT AFFECTED BY YOUR PRESENTATION. THIS PERSON SEES NO REASON TO CHANGE. GUARDIANS ARE OFTEN INDIFFERENT AND RESISTANCE TO CHANGE. IF YOU OVERCOME INDIFFERENCE, THE ATTITUDE OFTEN SHIFTS TO DOUBT OR AN OBJECTION.

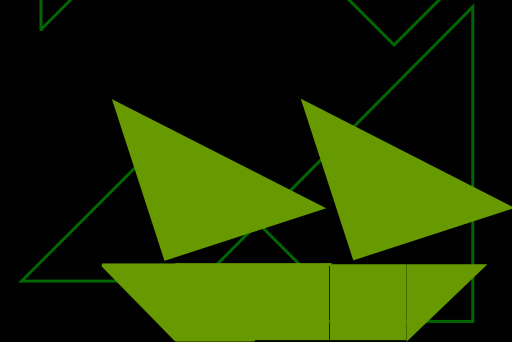
WHAT TO DO? - USE LEADING QUESTIONS PEOPLE CAN ANSWER, "YES". YOU WANT TO GET THEM OFF NEUTRAL. YOU'VE GOT TO FIND OUT WHAT THEY ARE NOT INDIFFERENT ABOUT.



# HANDLING AUDIENCE QUESTIONS

***DOUBT (UNCERTAINTY)*** – DOUBTFUL AUDIENCE MEMBERS EXPRESS UNCERTAINTY. SKEPTICAL PEOPLE ARE JUST NOT SURE THEY BELIEVE IN YOUR SOLUTION. THIS ATTITUDE SOMETIMES SOUNDS LIKE AN OBJECTION, BUT IS REALLY AN EXPRESSION OF UNCERTAINTY. IT REQUIRES A RESPONSE, FOR UNANSWERED DOUBT FREQUENTLY ESCALATES TO A FULL-BLOWN OBJECTION. DOUBT OFTEN DEVELOPS WHEN THE DATA PROVIDED APPEARS TO BE UNSUBSTANTIATED OPINION. THEREFORE, HANDLE DOUBT IMMEDIATELY.

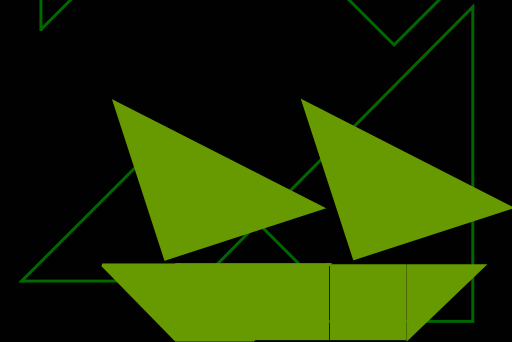
WHAT TO DO? - CLARIFY THE QUESTION OR PARAPHRASE TO FIND OUT WHY THE DOUBT. ASK PROOF YOU CAN GIVE TO SATISFY THE DOUBT.



# HANDLING AUDIENCE QUESTIONS

***OBJECTION (DISAGREE)*** – AN OBJECTING AUDIENCE MEMBER TAKES ISSUE WITH WHAT YOU HAVE SAID AND DISAGREES DIRECTLY.

WHAT TO DO? - CLARIFY WITH QUESTIONS TO FIND OUT WHY. REFOCUS ON AN OFFSETTING BENEFIT. REFOCUS ON THE A STRENGTH. KEEP THE REPLY BRIEF (ONE MINUTE OR LESS).



# PROCEDURE FOR HANDLING AUDIENCE QUESTIONS

BEGIN →

RAISE ARM, LEAN IN, SMILE, AND ASK IF THERE ARE QUESTIONS →

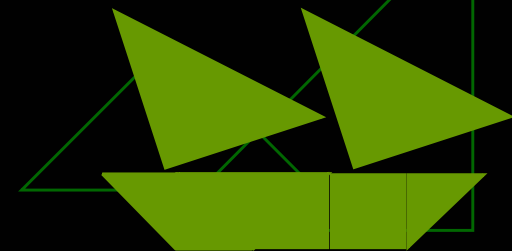
HANDLE SKEPTICISM, INDIFFERENCE, OBJECTIONS APPROPRIATELY →

GIVE ONE-MINUTE ANSWER →

END WITH EYE CONTACT TO A PERSON OTHER THAN QUESTIONER  
(*DON'T LOOK BACK AT QUESTIONER*) →

CLOSING STATEMENT →

END



# DOs FOR QUESTION & ANSWER SESSIONS

## DO:

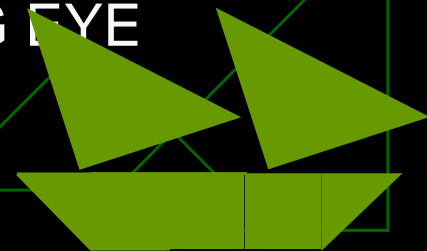
- ◆ STATE AT THE BEGINNING THAT THERE WILL BE TIME FOR QUESTIONS AT THE END OF THE PRESENTATION.
- ◆ AFTER YOUR CLOSING, GIVE THE AUDIENCE 10-15 SECONDS TO THINK ABOUT YOUR MESSAGE BEFORE ASKING FOR QUESTIONS.
- ◆ RAISE YOUR HAND TO SEEK QUESTIONS.
- ◆ CLARIFY/RESTATE THE QUESTION SO ALL CAN HEAR.
- ◆ USE SHORT, ONE-MINUTE ANSWERS.
- ◆ PARAPHRASE AN UNCLEAR QUESTION TO THE INDIVIDUAL, TO MAKE SURE YOU UNDERSTAND IT CORRECTLY.
- ◆ APPROACH Q&A SESSIONS WITH THE IDEA THAT PEOPLE ARE PAYING YOU A COMPLIMENT BY ASKING YOU A QUESTIONS. THEY ARE INTERESTED IN GAINING INFORMATION THAT ONLY YOU CAN PROVIDE.
- ◆ INVOLVE ALL MEMBERS OF YOUR AUDIENCE BY MOVING EYE CONTACT AS YOU ANSWER QUESTIONS.



# DON'Ts FOR QUESTION & ANSWER SESSIONS

## DON'T:

- ◆ LOCK EYES WITH A QUESTIONER.
- ◆ AGREE AND THEN CONTRADICT YOURSELF – “YES, THAT’S TRUE, BUT..”
- ◆ TAKE NEGATIVE QUESTIONS PERSONALLY AND GET DEFENSIVE.
- ◆ INTERRUPT QUESTIONERS. (PAUSE; COUNT TO FIVE; LET THEM FINISH)
- ◆ ANSWER A QUESTION TO WHICH YOU DON’T KNOW THE ANSWER. INSTEAD, ADMIT YOU DON’T KNOW AND REFER THE QUESTION TO SOMEONE WHO DOES.
- ◆ GRADE QUESTIONS BY TELLING A QUESTIONER, “THAT IS A GOOD QUESTION.”
- ◆ SEEK APPROVAL FROM QUESTIONERS BY GIVING EYE CONTACT AS YOU FINISH THE ANSWER.



# ENDING YOUR PRESENTATION

WHEN YOU HAVE CONCLUDED A PRESENTATION, USE VISUAL COMMUNICATION TECHNIQUES TO REINFORCE AND SET YOUR IDEAS WITH THE AUDIENCE:

- MAINTAIN THE POWER POSITION
- KEEP YOUR HANDS AT YOUR SIDES
- PAUSE
- SMILE
- MAINTAIN FIVE SECONDS OF EYE CONTACT WITH KEY DECISION MAKERS
- THANK THE AUDIENCE
- WALK CONFIDENTLY AND SLOWLY BACK TO YOUR SEAT





