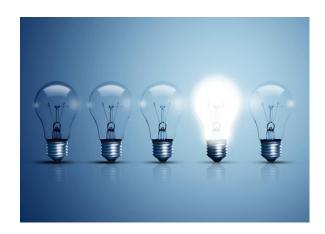
POWERFUL PRESENTATIONS



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Meet Your Facilitator

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Pat's prime area of focus is effective communication, leadership, conflict resolution and negotiation skills. She believes that development of these skills will help us in every aspect of our lives – particularly in the workplace.

Her career has spanned roles across sectors including Director, Customer Service -Port of Vancouver, Leadership Development – Wawanesa, Practice Leader- People First HR. She is currently the Senior Manager of Training & Development at MacDon Industries. She is a frequent speaker at conferences and seminars and a contributor to CBC and CJOB radio programs.

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Pat is the author of In a Perfect World: Interpersonal Skills for Life.

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Powerful Presentations

Introduction

Being an engaging presenter is a critical skill in today's workplace. Most individuals have hectic lives and information overload. Effective presenters have an advantage over less skilled communicators because they can hold people's attention and relate important information quickly and succinctly to their audience. The best presenters can make even the most complex information simple, engaging and even entertaining. Presentation skills help to influence and persuade others to help you achieve your goals.

Learning Objectives

Active participants will:

- use tools to prepare thoroughly for presentations including understanding the audience, the use of great beginnings and endings,
- use a preparation form to take the "guess work" out of preparation,
- organize presentations with a logical structure, effective transitions and delineation,
- make effective use of PowerPoint slides and other audio-visual devices,
- understand and use methods to make presentations more powerful, including word choice, voice power and gestures/body language, and
- consider strategies to prepare for questions, co-presenting and challenging situations when presenting.



Presentation Survey

1. I feel comfortable making presentations.

1.		Itable Inaking	presentation	5.			
			True	False	-		
	a) The situa	tions I feel me	ost comfortab	le in when pre	esenting are:		
	b) The situa	tions I feel m	ost uncomfort	able when pre	esenting are:		
2.		effectiveness s to your skill		ed presenter	by circling	the number	that
	Not Effecti	ve				Highly Effec	tive
	1	2	3	4	5	6	7

3. Rate your level of confidence that you have when you are presenting by circling the number that corresponds to how confident making presentations:

Not Co	nfident				Highly C	onfident
1	2	3	4	5	6	7

4. What is one goal that you have for this workshop?



MODULE ONE

Preparation





Presentation Defined

A manner or style of speaking, instructing, or putting oneself forward.

It is a distinct form of communication with its own psychology and form.

Basic Assumptions

- You are a SME at what you do
- Slight edge technique not an overhaul
- Get over yourself you are not perfect
- You are an instrument to help the audience get what they need

Exercise: Introductions



Find a partner. You are going to introduce each other to the rest of the class.

Interview each other and write some notes in the space provided below. Once you have completed this task, draw images and a few words on a flip chart so that you are prepared to introduce your partner.



If You Fail To Plan – You Plan To Fail W5 – Presentation Checklist

Event:
1) Who:
Audience description:
Number of people in attendance:
2) What:
Topic/Theme:
3) Where:
What location will you be at?
What type of room set-up would you like in the room?
Are there restrictions on set up?
4) When:
What is the date?
What is the time?How long do you have? Is there a speaker before or after you?
5) Why:
What is the purpose of your session?



6) How:

Do you need PowerPoint?

Do you need a handout?

What supplies are needed?

- Projector
- Screen
- Flipcharts
- Computer
- Microphone/stand or lapel
- Security to get into building
- Parking
- Other A/V or handouts

Other:



Audience

Knowing your audience is crucial. You must be aware of their:

- Role and point of view
- Knowledge level
- Expectations

Techniques for learning about your audience:

- In person/phone interviews/site visit
- Visit website
- Twitter or Facebook
- Ask colleagues
- Review past presentations
- Pre-course surveys
- Have a conversation with the person who has invited you to speak or has agreed to your offer of a presentation

Four Learning Styles

In 1984, Kolb developed an experiential learning cycle, a model for learning and highlighted four types of learners. Later, Honey & Mumford did a variation on the styles as related below:

Activist – Having an experience; here and now, gregarious, seek challenge and immediate experience, open-minded, bored with implementation.

Reflector – Reviewing the experience – stands back, gathers data, ponders and analyses, delays reaching conclusions, listens before speaking, thoughtful.

Theorist – Concluding from the experience; thinks things through in logical steps, assimilates disparate facts into coherent theories, rationally objective, rejects subjectivity and flippancy

Pragmatist – Planning the next steps; seeks and tries out new ideas, practical, down to earth, enjoys problem solving and decision making quickly, and is bored with long discussions.



Knowing The Purpose Of Your Presentation

When you are preparing your presentation, you must "begin with the end in mind". In other words, it is imperative that you know what goal you are trying to achieve with the audience before you make the presentation.

Possible Goals:

1. Inform the audience of information

- Explain changes in procedures, process, services or products
- Explain new services
- Share your point of view or experience

2. To touch the audience's emotions

- Make them laugh, or feel other emotions
- Make them uncomfortable with status quo so that they are more inclined to embrace a change

3. To entertain

- To amuse the audience and make them feel good
- To provide visual, auditory, linguistic, emotional, creative stimulation

4. To persuade and move the audience to a preferred course of action

- To use your product or service
- To approve a proposal, option or course of action
- WIIFM (What's In It For Me?)
- You must quickly relate to the audience the benefit that they will receive by listening to you



Exercise: Impromptu Speeches



You will be given a topic. Your objective is to prepare a two-minute presentation on your subject. Use the space provided below to prepare or the form provided.

Opening:

Main Points:

Close:



Your Presentation – "Take One!"

When you finish making your first presentation, please complete the following:

What did you like about what you did?

What opportunities for improvement do you have?

What will you continue to do because it works?



Tempting Titles

The title that you use for your presentation is important. Like the title of a book, your presentation title is usually the first thing that an audience member may see. Your title provides a first impression (good or bad) before they even experience your presentation. Based on your title, audience members will determine whether spending time in your presentation may be beneficial for them or not.

Tips for appealing titles include:

- Use words that indicate the content of the presentation
- WIIFM Factor help people understand the benefit
- Humour sometimes humours titles or a clever "turn of a phrase" can evoke interest (i.e., (Insert your title) The Gift that Keeps on Giving, Recipe for Success...)
- Numbers "Six Ways to (Insert your subject), 12 Mistakes..., The Top 10...
- (Insert your subject): Back to basics, Advanced

Exercise: Terrific Titles



With your partner – review the title from your presentation. What ideas can you generate to improve your title?



Create A Method For Developing Content

If you present regularly, it is important to find a way to develop your content. There are various methods. How you do it is up to you. The intent is to find a method for developing your presentations quickly and efficiently. Here are a few suggestions:

- 1. **Preparation Form** Use the form to allow you to develop ideas before you work in PowerPoint.
- 2. **Mind Map** Develop a diagram with a topic in the centre. Use lines diverging from the central them to build topic ideas and content.
- 3. **Outlining** Simply write down or type a file that outlines your presentation and key ideas (i.e., opening, main points, close, facts/data).
- 4. **PowerPoint** Some presenters open a PowerPoint file and capture their thoughts and ideas on slides.

The sooner you chose a process for developing your presentations, the more effective and efficient you will become at creating presentations.





Considerations To Persuade and Influence Others

- Explain What, Why, How Make your information make sense to others.
- ✓ WIIFM People are busy. They want to know asap WIIFM (What Is In It For Me)?
- Be sincere Your conviction is part of the audience's buyin. If you don't believe it, it shows!
- ✓ Your believability Are you making statements that others can relate to? Conceivable leads to believable.
- ✓ Your questioning skills Questioning skills help you elicit information from others. Don't just tell. Inquire. Ask their opinion. Solicit their expertise. Ask about their experience.
- Make people laugh Humour engages people. (It needs to be appropriate.)





MODULE TWO

Structure





Structure

The presentation that you make needs to have a structure. Effective presentations have an architecture that makes it easy for the audience to understand what you are trying to communicate. An excellent structure also helps you as a presenter put the facts, ideas and issues that you have together in a way that helps you communicate to your intended audience. When presenting, your message must be placed into an organizing framework that puts the content squarely before the audience. The tool for making that happen is structure.

At its simplest, structure is defined as being "The Three Tell 'Ems":

- Tell 'em what you're going to tell 'em
- Tell 'em
- Tell 'em what you told 'em

This is achieved by:

An **opening** that provides a clear overview of the presentation:

- what you are going to say
- the sequence in which you are going to say it
- why you are going to say it
- how long it's going to take you (optional)
- you need to establish a great rapport with audience (first impression)
- you want to engage them immediately

A **middle** section puts flesh on that skeleton while delivering the information you promised to deliver and in the sequence in which you promised to deliver it.

A close (conclusion) re-emphasizing the key points that have shaped your message.



Think of the importance of each part of your presentation:

Opening – 25% of the impact of your presentation

Middle – 50% of the impact is in the body

Close – 25% of the impact is in your powerful ending

Each of these three phases of structure has its own subtleties, not just in terms of the information to be included, but also the best way in which to express that information.





Openings

This is the most important part of the presentation and serves three main purposes:

- 1. To act as an attention grabber for the audience.
- 2. To let your elevated levels of adrenaline racing through your blood stream settle down, so that you can relax into your presentation.
- 3. To create a connection to the audience (people form an opinion in 30 seconds to two minutes).

Examples of ways that you can open include but are not limited to:

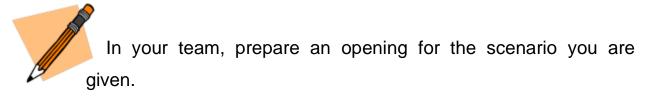
- A funny story (if humour is your thing but avoid humour that may offend others)
- A video clip (try to keep it under 60 seconds when possible)
- Unusual/interesting statistics about your industry or about your audience
- A cartoon (ensure you have copyright)
- Suspense (e.g., walk on with a cardboard box and place it in the middle of the stage – but don't tell people what it is there for)
- Current event of the day
- Quote
- Quiz or Question (game show)
- Poll the audience
- Pictures (ensure you have copyright)

Opening Don'ts:

Don't thank people at the beginning or apologize for anything.



Opening Exercise





Working with a partner – brainstorm ideas for an interesting opening.



The Body of A Presentation

A good presentation technique is the rule of three to five.

Most people tend to remember hierarchically five, plus or minus two, pieces of information. That means that having middle content highlighting between three to seven points is within the audience's reach.

Think about it – if there are only three to five points that you would like to leave your audience with, what would they be? These points give you have the middle of the presentation. Then all you now have to do is to develop a structure to logically cover these points and you have your presentation.

Organizational Structures

- 1. **Chronologica**l moves through time
- 2. **Geographical** uses geographical area as a structure
- 3. **Analytical** breaks down the content into pieces that can be examined, (i.e., options, pros, cons, etc.)
- 4. **Functional** explains how something works
- 5. **Contrasts/Comparisons** compares one item with another
- 6. **Metaphorical** uses a metaphor to provide structure
- 7. **W5** simply covers the Who, What, Where, When, Why and How
- 8. Your own structure 5 S's
- 9. **Mixe**d uses a combination of the above

NOTE! Once you determine your structure – ensure that you have a slide after the opening that outlines your structure and what you will take the audience through.



Exercise: Improve Your Structure



Working with a partner, think of a structure that can help you communicate your presentation more clearly.



Transitioning Techniques

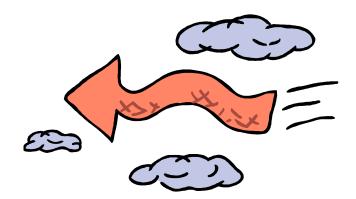
Once you have developed a structure, it is imperative that you communicate the different points throughout your presentation and transition smoothly from one area to the other. Therefore, you need to develop some method of distinguishing one idea from the next. This is known as transitioning.

Techniques to separate ideas:

- 1. **Delineation** (With numbers, letters, etc.) (1, 2, 3, or A, B, C,)
- 2. **Pictures** Show a different picture for each new idea
- 3. **Functional** W5 or Functional titles (Who, What, Why...) or (Option One, Pros, Cons, Option Two, Pros, Cons)
- 4. **Metaphorical** Use the components of your metaphor to structure your presentation

Example: Project Management – The Recipe for Success

- A) The Recipe
- B) The Ingredients
- C) The Soufflé





The Close

The end is more important than the beginning. There is a psychological factor called recency. This is the condition where people tend to remember the last thing that they are told. This particularly applies to lists.

The ending of the presentation is key.

There are a number of techniques that can work well, but they should be all related to the main structure of the presentation.

Ideas include:

- 1. A call to action, "Change your life", "Boost your sales"
- 2. A high energy video clip
- 3. Relieving the suspense (you may be wondering why I brought this cardboard box onto the stage...)
- 4. Quote
- 5. Linking back to opening

If you are really struggling for ideas, and want to play it safe, you could simply recap the main concepts that you have put forward in the middle section.



Exercise: Improving Your Close



With a partner, develop ideas to improve your close.

Why Use PowerPoint?

- ✓ Focuses audience's attention
- ✓ Prompts your speaking points
- ✓ Reinforces ideas





PowerPoint Do's and Don'ts

Do:

- ✓ Use appropriate graphics and photographs
- ✓ Use colour
- ✓ Simplify complex data
- ✓ Limit amount of words on each slide
- ✓ Make sure slides are readable at the back of the room
- ✓ Create a separate file from your handouts (if handouts are very detailed)
- ✓ Use a white background



Don't:

- Put a word document on the screen
- * Put too much information on a slide
- * Use a graphic/table/chart that people can't read
- Use too much animation
- Ever say, "this one is a little hard to read"



MODULE THREE





Creating Interest

Nothing is as boring as listening to someone read directly from their PowerPoint slides or from a document. It gets even worse when the presenter uses a monotone voice and weak or uninteresting words. This type of experience makes the audience feel like prisoners. There are several things that you can do to create an interesting presentation. First and foremost is being prepared and using your voice.

Your Voice as An Instrument

PROJECTION – This refers to how audible you are to the audience. You need to project your voice to the last row of people seated in the room. The audience needs to be able to hear your message. If you cannot project that far – make sure you have a microphone.

PACE – This refers to how fast or slow you speak. A comfortable pace gives your audience comfort. A fast pace will make people nervous and wonder where things are going.

PITCH – This is how high or low your voice goes. It refers to the tonal variation that you use when you are presenting to create emphasis and interest. Monotone occurs when you do not vary your pitch. It can engage the audience when you whisper an important "secret" or loudly state a fact for emphasis. Use a wide range for interest.

PAUSE – This refers to actually stopping, pausing and saying nothing. Pauses emphasize points and allow the audience to HUD (Hear, Understand and Digest) the information. If you actually quit talking every once and a while and think, you will reduce your "um" factor.

Approximately 75% of verbal communication is misunderstood, ignored or forgotten.

We can think about five times faster than someone can speak.



What Do We Listen To?

- Words = 7% content of what is being said
- **Voice tone** = 38% the clues for feelings & emotions listen for emphasis, speed, pitch, volume
- Body Language = 55% observe hands, arms, legs, face, fidgeting

Specific figures vary, according to the research you read. Commonly used average is that upward of 50% of what we communicate is through our body language.

We have over 60 facial gestures as part of our non-verbal communication.



Exercises: Voice



What did you learn from these voice exercises?



Body Language – Common Meanings

What You See	Common Meanings
FACIAL EXPRESSIONS Frown Smile Raised Eyebrows Narrow eyes, pursed lips Biting lip	Displeasure, unhappiness Friendliness, happiness Disbelief, amazement Anger Nervousness
GESTURES Pointing finger Folded arms Hands on hips Fist Open hand	Authority, displeasure, lecturing Not open to change or to listen Anger, defensiveness Power Honesty
VOICE Shaky Broken speech Strong and clear	Nervous Unprepared, unsure, hesitant, fearful Confident and sure
BODY POSTURES Fidgeting, doodling Shrugging shoulders Sitting on edge of chair Slouching Shifting	Bored or nervous Don't care Listening, very interested Bored Nervous
EYE CONTACT Sideways glance Steady No eye contact	Suspicion Listening and interested Not interested, fearful, doesn't care

Note!

These meanings are only possible meanings. People doing these things may have other reasons.



Notes On Gestures for Presentations



Making Statistics Interesting

- Use graphs, charts or pictures
- Compare numbers to things people can relate to

TESS Is Best!

Testimonials – a person's statement or declaration of what they believe or assert to be true (12 %).

Examples – an example is an explanation or model that demonstrates or illustrates a point (23%).

Statistics – are facts and figures (18%).

Stories – a story is a description of something that happened. The most powerful stories are yours and they work best when the audience can relate to them (47%).

Source: Persuasion IQ 2008

Facts and figures are forgotten – stories are retold.

Source: Jeffrey Gitomer – Little Green Book of Getting Your Way



Using Props

Props are objects that you bring into your presentation to create interest. Larry McIntosh from Peak of the Market often speaks with a carrot. It reminds everyone what he is representing and it brings comic relief. You need to be comfortable with your prop and ensure that the prop will be appropriate for your audience.

Tips for using props

- Keep your special props hidden until you are ready to use them. That way you will not distract the audience from what you are saying.
- Make sure the prop can be seen from every part of the room.
- Make sure the audience is focused on surprise props before you unleash the surprise. (For example, if using a fake peanut can with pop out snakes, hold the can in full view for an extra second before you open it so the audience does not miss it). In other words, let the prop have its full effect.
- Make sure you tie the prop and its meaning to the content of your presentation. Sometimes people will not always see how the prop fits with your talk.

Retention

Whatever you are saying to your audience, you want them to remember it for as long as possible. There are three types of memory; immediate, short-term and long-term. We want to create a presentation that keeps in the audience's long term memory as much as possible.

Mnemonics are devices that help people remember things. Rhymes, refrains and props are all ways to help your audience retain information.



Powerful Phraseology

The words we choose will either help us or hurt us by pulling in the audience or alienating them. Don't talk over the audience's head or talk down to them. Also be careful about using TLA's (Three Letter Acronyms) as often the audience may not know what you are referring to. You also want to use words that are powerful and persuade people. No one is persuaded by someone who is not confident. Also, people do not like to hear someone who they feel is arrogant.

Words that "suck the life" out of your presentations:

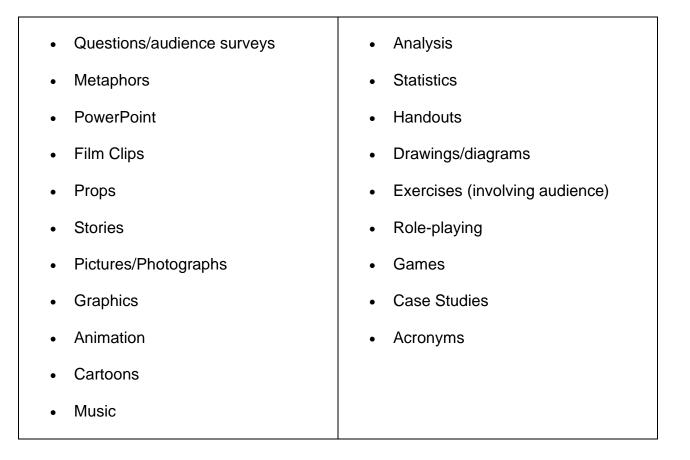
I guess... I hope... Hopefully... I think... Considerable Basic Main Some A lot of... Things Really Hard Believe

Focused - Impactful Words

Goal Principle Key Challenge Guideline Primary Gap Opportunity Estimate Critical Calculate Important Confident **Direction Setting Decisions** Analysis Legacy Benefit



Presentation Tools



Which of these tools may help your presentation?



MODULE FOUR

Managing Yourself and the Situation





Managing Yourself And The Situation

So much of your success in making presentations begins with you and your willingness to prepare and get ready to be your best. Remember that you are a SME and that you can do a lot with a little (slight edge). The best way to manage yourself and your nervous energy is to follow these tips.

If your self-belief is not strong enough to evoke and emote your passion, then others will not catch it, nor be convinced or persuaded that your idea, or your product or your ways is best for them.

Source: The Little Green Book

1. Rehearse & Refine

By rehearsing your presentation you will become more comfortable with content, find more effective phraseology and cut down talking time by being more succinct.

2. Time Your Presentation

How much time do you have for your presentation? The answer to this question will be instrumental when you are deciding how much content you can put in, and how much to leave out.

When using PowerPoint or other similar presentation software an average of 2 minutes per slide is not uncommon. So a 45 minute presentation could include 20 slides or so. If you have 50 slides there is little chance that you will finish on time.

Running though a set of slides and voicing your presentation out loud to yourself, will usually only take about 80% of the time that it will take to cover the same content in front of an audience. Maybe even less! (Because the audience will laugh, applaud and respond in real time – taking more time.

Always aim to finish well inside your allotted time to allow for any questions and answers. Audience members do not like going overtime.



3. Get Feedback

Rehearse in front of a group or video tape yourself and share the footage.

4. Prepare for Difficult Questions You May be Asked

Ask others and brainstorm a list of difficult questions. Prepare to answer these.

Tips For Overcoming The Fear of Making A Presentation

- 1. Know your material well (You are a SME)
- 2. Practice your presentation
- 3. Dress appropriately (always equal to the audience or one "notch" above)
- 4. Check with the hosting facility to ensure that you have proper AV equipment
- 5. Get into the room before the presentation to test your equipment
- 6. Make sure you know about your audience well in advance
- 7. Use involvement techniques to engage the audience
- 8. Learn participants' names and use them
- 9. Try to meet as many people and shake hands before the presentation
- 10. Establish your credibility early
- 11. Use eye contact to establish rapport
- 12. Anticipate questions. If you don't know the answer make a commitment to get back to people and follow through
- 13. Listen to what people are saying during the presentation so you can respond appropriately and ask questions to gauge and engage the audience and learn
- 14. Practice relaxation techniques like deep breathing and visualization prior to the session
- 15. Rest up so that you are physically and mentally alert
- 16. Use your own style
- 17. Use your own words
- 18. Ensure that you are bringing value to the audience
- 19. Practice the tough questions
- 20. Admire your eggs!
- 21. Direct attention where you want it to be
- 22. Let your audience know if you would like them to hold questions until the end or if you will take questions throughout
- 23. Notes print out your PowerPoint slides and print notes on each slide as one option



Preparing For Joint Presentations

- Talk to your presentation partner early on and develop an outline, agreeing who will do which part.
- Share slides as soon as possible.
- Schedule a meeting to talk through the slides and agree on transition or pass off points.
- Agree on how you will handle questions.





Tips For Smooth PowerPoint Slides

- Always print out a hard copy of your slides and ensure they are numbered. This way you know what slides you need to cover. (A quick and slick way to go to a particular slide without paging through all slides is to type in the slide number and press enter while in presentation mode and it will take you to that slide).
 Always have a structure slide at the beginning of your presentation. Then, if you are cut short on your time you can make your presentation from that slide.
- 3. If you are told right before your presentation that you have to cut it short take a minute if you can and HIDE SLIDE in your presentation.
- 4. You can blank out your screen by hitting "B" and bring back your screen in the same way (Sometimes you want people to focus on what you are saying instead of the screen).



Dealing With Challenges

1. Audio Visual – If the AV equipment fails, a hand out is a great back up.

2. **Talkers** – Remain silent and look in anticipation at them, or ask them if they have a question or comment.

3. Know it Alls – Balance their input.

4. Diverters – Let them know about timing – Do we need to set up another meeting?

5. **Prisoners** – Let people know they can leave.

6. What other issues/challenges surprises have you dealt with?



Self-Directed Action Plan: Presentation Skills Worksheet

What do you want to improve or change?	Implementation: Examples of situations in which I can practice this behaviour/skill.
 What one strategy, skill or technique will you start practicing consciously over the next three weeks? 	
2. What aspect of your presentation skills or style do you need to stop doing because it gets in the way?	
3. What one thing do you do well that you need to make sure that you continue to do well when you are presenting?	



Learning Journal And Action Plan



What have I learned



What action will I take,>



Recommended Readings

- Bolton, Robert. *People Skills How to Assert Yourself, Listen to Others and Resolve Conflict.* New York: Simon & Schuster Inc., 1986.
- Cargnegie, Dale. *How to Win Friends & Influence People*. New York: Simon & Schuster, 1981.
- Dimitrius, Jo-Ellan. Reading People. New York: Random House, 1998.
- Gitomer, Jeffrey. *Little Green Book of Getting Your Way*. New Jersey: Pearson Education Inc. Publishing, 2007.
- Hirst, Pat. In a Perfect World: Interpersonal Skills for Life. Victoria, BC: Friesen Press, 2015.
- McRae, Brad and David Brooks. Seven Strategies of Master Presenters. Career Press, New Jersey, 2004.
- Mortensen, Kurt W. *Persuasion IQ The 10 Skills You Need to Get Exactly What You Want.* American Management Association, 2008.



APPENDIX





Presentation Planning Form

Event Date:	
Location: Address:	Room:
Number of participants:	
Contact:	Phone Number:
Parking:	Security:
Who or what is the presentation for: Co	nference, new client, etc.
Theme:	
Participants Description: (What do you know a	about them?)
Audio Visual:	
Computer: (Do you need to bring your own or	is there computer in the room?
Lapel Microphone	
Remote control for PowerPoint	
Printed materials	
Room set-up	
Handouts	
Print a copy of the slides (6 to a page)	
Other:	



Presentation Title:	
Length:	
Time:	
Speaker before me:	
What is the purpose of your presentation? What would you like to see happen as a result of your presentation?	
Presentation Title: (What ideas do you have for a captivating title?)	
Opening: What is an interesting way to introduce your presentation?	
Structure: What are the main points that you need to relate in your presentation?	



Close: What close will move your audience to your intended result? How can you link it with your opening?

What are the top five tough questions that you may be asked?

What did you learn from rehearsing?

Time it took to go through presentation: _____



Other:



Types of Learners

ACTIVISTS

Activists involve themselves fully. They enjoy the here and now and are happy to be dominated by immediate experiences. They are open-minded and enthusiastic. Their philosophy is "I'll try anything once." Their days are filled with activity and love short-term crisis firefighting.

Activists tend to tackle problems by brainstorming. As soon as the excitement from one activity has died down they are looking for the next. They tend to thrive on challenge and new experiences but are bored with implementation and longer-term consolidation. They tend to be the life and soul of the party and seek to be the center of attention.

REFLECTORS

Reflectors like to stand back to ponder experience and observe it from many different perspectives. They collect data, both first hand and from others, and prefer to considering it thoroughly before coming to any conclusions. Their philosophy is to be cautious, to leave no stone unturned, to "look before you leap" and "to leave no stone unturned."

Reflectors prefer to take a back seat in meetings and discussions. They observe and listen to others and get the drift of the discussion before making their own points. They tend to adopt a low profile and have a slightly distant, tolerant, unruffled air about them. When they act it is as part of a wide picture which includes the past, as well as the present and others' observations as well as their own.



THEORISTS

Theorists adapt and integrate their observations into complex but logically sound theories. They think problems through in a vertical, step by step logical way. They assimilate disparate facts into coherent theories. They tend to be perfectionists who won't rest until things are tidy. They like to analyze and synthesize.

Theorists are keen on basic assumptions, principles, theories, models and systems thinking. Questions they frequently ask are: "Does it make sense? "How does this fit with that?" They tend to be detached, analytical and dedicated to rational objectivity rather than anything subjective or ambiguous. They prefer to maximize certainty and feel uncomfortable with the subjective.

PRAGMATISTS

Pragmatists are keen on trying out ideas, theories and techniques to see if they work in practice. They search out new ideas and take the first opportunity to experiment with applications. They return from courses brimming with new ideas that they want to try out in practice.

Pragmatists like to get on with things and act quickly and confidently on ideas that attract them. They don't like 'beating around the bush' and tend to be impatient with ruminating and open-ended discussions. They are practical, down to earth people who like making practical decisions and solving problems. They respond to problems as opportunities. Their philosophy is: "There is always a better way" and "If it works, it's good."