

# ***PERSUASION***

# ***and***

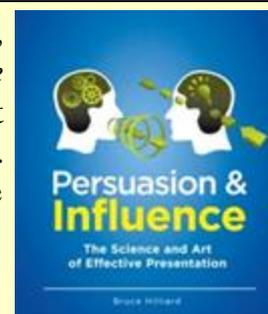
# ***INFLUENCE***

***(The Science and Art of Effective Presentation)***

## ***PRACTICAL EXERCISE***

This handout should be read in conjunction with the book, *Persuasion and Influence, the Science and Art of Effective Presentation*. Therefore, some aspects discussed here will not make sense unless you read the related Chapter in the book first. If you do not already possess a copy of the book, it can be purchased online at the following web site:

<http://www.amazon.com/gp/product/B00GWC00AA>



This document also refers to the related *Seahorses Website*, which provides a range of supporting files and documents. The web page that contains these links is at:

[http://www.seahorses-consulting.com/persuasion\\_influence.html](http://www.seahorses-consulting.com/persuasion_influence.html)

## Background

The solutions provided in this book can be applied readily to almost any situation in which you want to successfully deliver information to other people. We could actually demonstrate this through a wide range of scenarios. However, the practical approach that you can use to implement the methodologies described in the Field Guide (*Chapters 7 to 16*), can all be shown through the creation of a sales presentation.

The following sections give you an overview of the straightforward step-by-step approach, which you can use to rapidly develop a truly persuasive sales presentation. However, you can just as easily apply the same techniques to the creation of any other type of message. Just pick the elements of this approach that suit your needs.

Each of these following sections aligns to the specific Chapters within the Field Guide, so you can go through this scenario all at once, or you can read the book and look at the practical implications chapter-by-chapter.

## The Scenario

Let's begin by looking at our scenario. In this case, you are working for a company called Buildem, Usem and Fixem (*or BUF for short*), which makes a variety of different building support and repair products. The flagship of this range of products is the **Super Widget**, which is fitted into older buildings, to stop them collapsing due to faults in their original construction.



BUF has identified that a global organisation known as Big Co may be an ideal candidate to buy Super Widgets, because their buildings are now getting old. More importantly, these buildings may have the types of structural flaws that can be readily fixed by Super Widgets.

Your mission (*should you decide to accept it*) is to persuade Big Co to purchase \$1 Million worth of Super Widgets this year, and ideally make them an ongoing BUF customer.

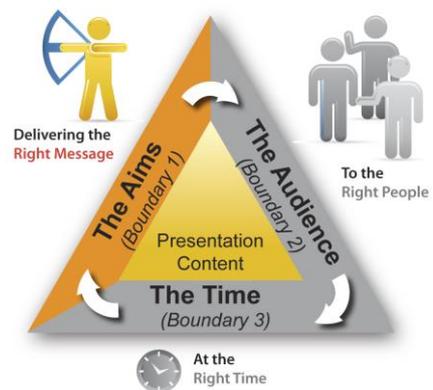
Here is what you know about the situation so far:

- ✓ They don't appear to know about the possible structural flaws, and the risks that these present.
- ✓ Two companies make products that could fix the type of structural problems that may affect Big Co's buildings (*one is BUF, and the other is our prime competitor*).
- ✓ Big Co probably doesn't know anything about Super Widgets or our competitor's product.
- ✓ Because of their internal regulations, Big Co will invariably need to formally evaluate the problem and go to tender. Ideally, they should conduct this evaluation using the criteria that will show the Super Widgets in the best light.

So let's see how we can use this very broad outline and the streamlined approach provided in this book to quickly develop a highly persuasive message.

# Chapter 8 DEFINING THE AIMS

The first part of this process entails two very straightforward tasks. Firstly, you will identify the aims you want to achieve from your presentation. Next, you will quickly work out what your audience will need to believe, before they will support your aims.



## The Process of Defining the Aims

As described in Chapter 8, the first task involves defining your aims through five simple steps. To help you collate the information that you need to collect in this process, you can use the form provided on the Seahorses website (*Aims-Beliefs.doc*). Figure 8.1 provides an excerpt, which illustrates this form filled out with key information given in the scenario.

<b>Overall Goal</b>		Get them to buy at least \$1 Million worth of Super Widgets this year, and keep them as an ongoing account				
<b>Current Decision Stage</b>	<i>Tick the Appropriate Box</i>	<input checked="" type="checkbox"/> Identify problem or opportunity	<input type="checkbox"/> Develop Alternatives	<input type="checkbox"/> Select Best Alternative	Other: (Please Specify)	
	<i>Insert General Comment</i>	They do not know that they have a problem yet.				
<b>Target Decision Stage</b>	<i>Tick the Appropriate Box</i>	<input type="checkbox"/> Identify problem or opportunity	<input checked="" type="checkbox"/> Develop Alternatives	<input type="checkbox"/> Select Best Alternative	Other: (Please Specify)	
	<i>Insert General Comment</i>	Once they know that a problem exists they will use a formal evaluation process to select a supplier.				
<b>AIMS</b>			<b>BELIEFS</b>			
Action No.	Pri/Sec	Your Audience is to take the following Actions			Action Reference	Your Audience must Believe the following to support the Actions
1	P	We <b>must</b> persuade them to commence evaluation of alternatives as soon as possible				
2	S	Big Co <b>should</b> use evaluation benchmarks based on the standards we provide				
3	S	Big Co <b>must</b> get an immediate independent engineering report to confirm that their buildings are likely to fall down				

Figure 8.1: Selecting the Actions/aims by Filling Out the Form

The information presented in this form includes:

- ✓ **Step 1 - Overall Goal.** As illustrated at the top of Figure 8.1, the first thing to write on the page is the overall goal. This goal covers all of the key issues mandated in Step 1 of the Aim Definition Process, because it provides a clear outcome and a period for achieving the goal.
- ✓ **Step 2 - Current Decision Stage.** As explained in the scenario, Big Co have not even identified that they may have a problem with their buildings. You would therefore need to start them out on the decision making process, by explaining that their office blocks may be at risk. This information is reflected in the second row of the form.

Below the check boxes for the decision phase, a comment has been added to explain the situation.

- ✓ **Step 3 - Target Decision Stage.** Because Big Co will need to go through a formal tender evaluation process, your presentation will not be able to take them beyond Stage 2 of the standard decision process (*Develop Alternatives*). You would therefore typically begin by setting this as your target, so you can give them enough information to focus their analysis. This approach is reflected in the third group of rows in the Aims and Beliefs form.
- ✓ **Step 4 – The Required Actions.** The left hand column for the aims section of the form is used to sequentially number your aims. You will use this number later on, to link the aims to the points you want your audience to believe. The third column is used to list the actions that you want your audience to take. Some general guidelines for developing these actions are:
  - **Use Action Words.** You will need to ensure that each sentence talks about an action and not a belief. The simple tests are; ‘*can anyone do or coordinate this*’ and ‘*does this involve change, even if it is just changing their mind*’? If the answer is ‘no’ to both of these questions, then this is not an action, and it is probably better defined as a belief (*which is described later*). Where you can answer ‘yes’ to either of these tests, then couch your aim in terms of the specific actions or changes that you are seeking.
  - **Use Imperative Levels.** When working out the action, think about how important it is. In each sentence, you should then insert one of the following two words:
    - **Must.** Make sure that your sentence contains the word ‘*must*’ if the action is essential to achieving your goal. Typically, you will pick the most important of these ‘*must*’ actions for your primary aim (*as discussed in Step 5*), and all appropriate ‘*must*’ actions need to be addressed in the presentation.
    - **Should.** If the action will assist in achieving your goal, but it is not essential, then use the term ‘*should*’ in the sentence. These actions would then become secondary aims.
- ✓ **Step 5 – Assign Priorities (Pri/Sec).** By assigning the imperative levels, it becomes much easier to recognise the primary aim. The process for determining this prioritisation entails highlighting the ‘*musts*’ and ‘*shoulds*’, and then selecting the most important ‘*must*’ as the primary aim. This information is then listed in the second column (*Pri/Sec*). In this case, the primary aim has been allocated to Action Number 1 (*Must persuade them to commence evaluation of alternatives as soon as possible*), which has been marked with a ‘P’. Once the primary aim has been set, each of the other actions is marked with an ‘S’, to indicate that they may act as secondary objectives for the presentation.

You will find that it will normally take you less than 10 minutes to work out the actions/aims, even for complex presentations. In some cases, you may also want to identify the actions/aims using a small group, who understand the issues. This approach can take a bit

longer, but it often brings out many more actions, and produces more accurate prioritisation of the aims for really complex messages.

Once you complete this stage, you are ready to identify what the audience will need to believe if they are going to take each action.

### What Does the Audience Need to Believe

Understanding what an audience needs to believe is generally very straightforward. Just begin by putting yourself in the audience’s position and ask yourself this question: ‘*What would I have to believe to take that action?*’ To show you how simple this is; go to Figure 8.1 (on Page 3), and think about the issues Big Co would need to believe, to take each action, **before you continue to read this section.**

As I’m sure this small exercise showed you, many ideas jumped into your head when you started to work out what your audience would need to believe. In most cases, the major problem that arises in developing beliefs is making sure that they are all collated appropriately. This is where the Aims and Beliefs form comes in handy. The right hand side of this form allows you to identify the audience beliefs you will need to generate in the presentation, and link them directly to the aims. As an example, Figure 8.2 gives just three beliefs, which are linked to the identified actions in Figure 8.1 (above).

<b>Overall Goal</b>		Get them to buy at least \$1 Million worth of Super Widgets this year, and keep them as an ongoing account			
<b>Current Decision Stage</b>	<i>Tick the Appropriate Box</i>	<input checked="" type="checkbox"/> Identify problem or opportunity	<input type="checkbox"/> Develop Alternatives	<input type="checkbox"/> Select Best Alternative	Other: (Please Specify)
	<i>Insert General Comment</i>	They do not know that they have a problem yet.			
<b>Target Decision Stage</b>	<i>Tick the Appropriate Box</i>	<input type="checkbox"/> Identify problem or opportunity	<input checked="" type="checkbox"/> Develop Alternatives	<input type="checkbox"/> Select Best Alternative	Other: (Please Specify)
	<i>Insert General Comment</i>	Once they know that a problem exists they will use a formal evaluation process to select a supplier.			
<b>AIMS</b>			<b>BELIEFS</b>		
Action No.	Pri/Sec	Your Audience is to take the following Actions	Action Reference	Your Audience must Believe the following to support the Actions	
1	P	We <b>must</b> persuade them to commence evaluation of alternatives as soon as possible	1	Big Co probably has an urgent problem, because research has shown that their buildings may collapse.	
2	S	Big Co <b>should</b> use evaluation benchmarks based on the standards we provide	1	Super Widgets can be installed quickly and would be in place in about one month, which would fix their problem fast.	
3	S	Big Co <b>must</b> get an immediate independent engineering report to confirm that their buildings are likely to fall down	2	There are two benchmarks that can be used for evaluation. The most important and useful is the one that we are using.	

Figure 8.2: Putting the Beliefs Down on Paper

As shown in this diagram, the fourth column (Action Reference) is used to insert a reference to each action, and the last column contains a synopsis of the point that your audience will need to believe. This is a very useful format, because it supports you to quickly collate the beliefs against each action.

In most cases, it takes less than 30 minutes to comprehensively work out the aims and beliefs, even for very complex messages. In many cases, you can achieve this step in much less time. At the end of this process, you will have a good outline of the issues that need to be addressed during the presentation.

### HINT



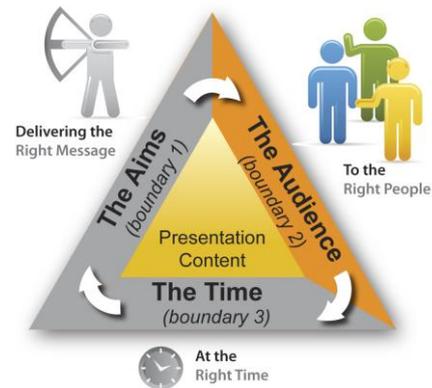
If you use this method with a group analysis, load the Microsoft® Word® template provided on the Seahorses web site, and then link the computer to a data projector, so everyone can see the screen. You can then workshop the aims and beliefs, and enter the data directly into the Word form. This makes it very simple for all participants to see the content, and to collate the data on completion (*just get the computer to sort the data in the Beliefs columns in relation to the Action Reference column*).

# Chapter 9

## PROFILING THE AUDIENCE

### Applying the Six Steps

As described in Chapter 9, you can rapidly gain very useful insights into your audience, by applying six easy steps. Although each of these steps is described in Chapter 9 in a sequential fashion, many of these typically take place in parallel. For example, as discussed shortly, Steps 3 and 4 typically happen together. Just as importantly, you will often begin collecting detailed information (*Step 5*), while conducting the activities mandated in Step 2 (*collecting basic information*). By carrying out these activities in parallel, you can typically achieve your objectives more rapidly, and create a much more influential message.



Each of the steps in this process is covered in the following sections.



### Step 1 – Scope the Information Required

As this is a very important presentation, you have decided to put some real effort into identifying the audience. This activity will then allow you to develop the most influential message.

To support the first step, you would contact Big Co and identify an appropriate sponsor. In this case, we have found that Ms Dee Bunk (*Big Co’s Quality Assurance Officer*) is interested in the problem, and is willing to assist in setting up the presentation. She has recommended a relatively small group of personnel to attend, and this allows you to move on to Step 2, so you can begin collecting the information you need.



### Step 2 – Collect and Collate Basic Information

By working with your sponsor, you have identified that the people listed in Table 9.1 will be attending. This has given you some basic insights into the roles of the first three attendees, and you have their names. However, Dee Bunk is unable to give you any real information on the Accounting and Finance Department personnel.

Name of Person/Group	Business Role
Ben Dover	Administrator and Asset Manager ( <i>including buildings</i> )
Phillip McCavity	Senior Civil Engineer
Patrick Fitzgerald	Civil Engineer ( <i>Phillip McCavity’s trusted Assistant</i> )
Accounting & Finance Department (3 People)	CFO and 2 Accountants
Dee Bunk	Quality Assurance

Table 9.1: *Basic Information Collected on the Big Co Audience*

I will grant that this is not a lot to go on. However, in practice, this amount of information is often more than enough to move through to the next step.



### Steps 3 & 4 - Identify and Prioritise Clusters

Although Chapter 9 treats steps three and four separately (*to simplify the description of the process*), you often need to carry out these two steps in parallel to get the best results. So let's see how this works in practice.

As an extension to our scenario, further discussions with Dee Bunk have allowed you to get the information you need in relation to developing an understanding of the clusters. For instance, you have used the information gained from her to identify each person's likely role in the decision process. These roles are:

- ✓ **Deciders.** There are two deciders in this situation. One is Ben Dover (*the Asset Manager*) and the other is Phillip McCavity (*the Senior Civil Engineer for the business*).
- ✓ **Accounting Influence.** The three accountants include the CFO and two of his senior finance managers. Because Big Co's corporate culture focuses on the bottom line, this group will play an important role. This is particularly true, as Dee Bunk has indicated that Ben Dover is also clearly focussed on financial issues.
- ✓ **Other Direct Influencers.** Patrick Fitzgerald is Phillip McCavity's trusted assistant. Patrick may therefore have a strong influence on his boss. This is particularly true as he is also likely to be the implementer of the project to fit the Super-Widgets. Additionally, Dee Bunk may also be influential in the final decision, due to her Quality Assurance role.

You can therefore identify the roles, as shown in Table 9.2.

Name of Person/Group	Business Role	Role in Decision Process
Ben Dover	Admin: Asset Manager	Decider
Phillip McCavity	Senior Civil Engineer	Decider
Patrick Fitzgerald	Civil Engineer <i>(Phillip McCavity's trusted Assistant)</i>	Direct Influencer & Possibly Implementer
Accounting & Finance Department <i>(3 People)</i>	CFO and 2 Accountants <i>(Senior Finance Managers)</i>	Direct Influencers
Dee Bunk <i>(Sponsor)</i>	Quality Assurance	Initiator, Direct Influencer

Table 9.2: *Identifying the Roles in the Decision Process*

As you start to collate the information in this way, you will often begin to see natural clusters within the target audience. For example, you could cluster this target audience as shown in Table 9.3.

Cluster Number	Members	Roles in Decision Process	Clustered by
1	Ben Dover & 3 Accountants	Decider & Direct Influencers	Knowledge ( <i>Business/Finance focus</i> ), Agenda ( <i>Bottom Line focus</i> )
2	Phillip McCavity & Patrick Fitzgerald	Decider & Direct Influencer	Knowledge ( <i>Civil Engineering</i> ), Agenda ( <i>Strong relationship between the two</i> )
3	Dee Bunk	Direct Influencer	She does not fit into the other clusters directly.

Table 9.3: *Identified Clusters*

In this case, you have applied the available knowledge within the profiling pyramid shown in Chapter 9 (e.g. looking at human nature, culture, knowledge, agendas and personality type), to identify the following clusters:

- ✓ **Cluster 1.** Cluster 1 includes Ben Dover and the three accountants/finance people. In this case, the accountants were clustered with Ben, because they are likely to have a common business perspective, with a focus on administration and financial issues. We could be relatively confident about this grouping, because of the information provided by Dee.
- ✓ **Cluster 2.** The second cluster contains both of the engineers. This cluster is quite natural, because both of these people are bound by their relationship, and by their common knowledge and experience. It would therefore be logical to group these personnel into a single cluster.
- ✓ **Cluster 3.** The final cluster consists of Dee Bunk, because she does not appear to fit into any of the other groups.

Having identified the likely clusters, you can now work out the importance of each one. This next step is very useful, because it allows you to identify the most important content to be included in the message. You can achieve this objective quickly by using the approach described in Step 4 within Chapter 9. The outcomes from this approach are illustrated in Figure 9.1.

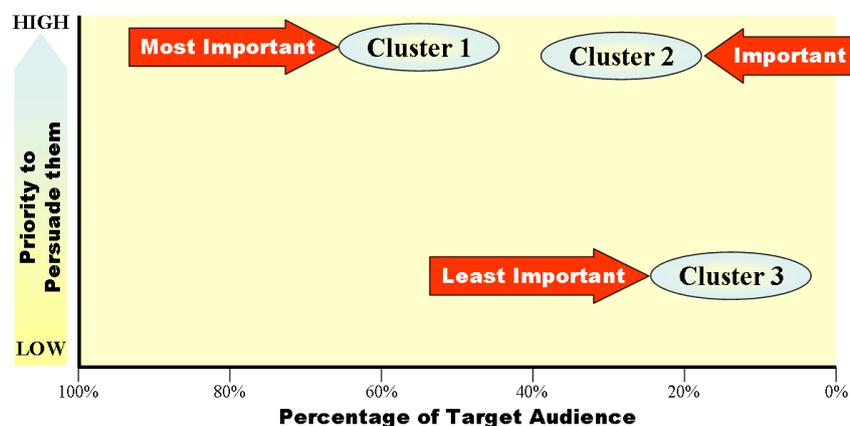


Figure 9.1: *The Graph Showing the Importance of Different Clusters*

We have aligned each Cluster in this way for the following reasons:

- ✓ **Cluster 1.** Cluster 1 contains Ben Dover, who is one of the two deciders. Additionally, the accountants in this cluster will have an important influence on the decision, because Big Co focuses on financial issues. I have therefore placed Cluster 1 near the top of the vertical scale. The horizontal location of this cluster is shown in relation to the number of people in the cluster (*e.g. Cluster 1 contains four people, which forms about 58% of the total target audience of seven people*).
- ✓ **Cluster 2.** Cluster 2 is almost as important, because it comprises two of the company's civil engineers. These people will undoubtedly be responsible for making the technical decision. However, there are fewer people in this influential cluster, so the horizontal position is further to the right than shown for Cluster 1. This position aligns to the fact that Cluster 2 makes up only about 28 percent of the audience.
- ✓ **Cluster 3.** It is unclear how much influence Dee Bunk will have on the final decision, but it is apparent that she is not a decider, so we have placed this cluster lower on the vertical scale. Additionally, because there is only one person in this cluster (*about 14% of the total audience*) it is positioned to the right of the other two clusters.

Once you have plotted these clusters, you can determine the overall importance of each grouping, by simply looking at their position. For example, Clusters that are higher and further to the left will be more important than those that are lower and to the right. From this information, you can:

- ✓ identify the groups on which you will need to focus, while collecting the more detailed information (*in Step 5*); and
- ✓ tailor the message to best fit with the needs of the most important clusters (*e.g. focussing on risk and cost issues in your presentation, because this is such an important factor for the key Cluster*).



## Step 5 - Collect and Collate Detailed Information

Although you will typically begin collecting information in Step 2, it is often not worth putting substantial effort into this aspect until you have identified the most important Clusters. To achieve this objective, you can apply the very practical information collection techniques described through Step 5 in Chapter 9.

To help you to collate the information, an Audience Profiling Form (*ProfilingForm.doc*) has been provided on the Seahorses web site. All you need to do is follow the prompts in this form, and add any information you collect. For example, Figure 9.2 (*overleaf*) shows the data collected for Ben Dover.

**AUDIENCE PROFILING FORM**

<b>Name:</b> <i>(Of Individual or Group)</i> Ben Dover		<b>Role in Decision Process:</b> <i>(Initiator, Decider, Implementer, User, Influencer)</i> Decider		
<b>Analysis</b> <i>(Insert the information you have available)</i>		<b>Assumptions</b> <i>(List the assumptions you can make for each tier of the Pyramid, based on the information you have)</i>		
<b>Human Nature</b>	<b>Age:</b> <i>(Insert the age of the individual or the average age of the group)</i>	58		
	<b>Gender:</b> <i>(Tick the box for the gender of the individual or a percentage of the audience of each gender)</i>	Male <input checked="" type="checkbox"/> %	Female <input type="checkbox"/> %	
	<b>Health Issues:</b> <i>(List any health issues that may affect them)</i>	Arthritis discomfort		
	<b>Other Issues:</b> <i>(List any other human nature issues that you have identified)</i>	Finds it difficult to concentrate		
<b>Name:</b> <i>(Of Individual or Group)</i> Ben Dover		<b>Role in Decision Process:</b> <i>(Initiator, Decider, Implementer, User, Influencer)</i> Decider		
<b>Analysis</b> <i>(Insert the information you have available)</i>		<b>Assumptions</b> <i>(List the assumptions you can make for each tier of the Pyramid, based on the information you have)</i>		
<b>Organisational Culture</b>				
<b>Organisational Values:</b>		Risk Averse	Show that the proposal is very low risk!	
<b>Societal C...</b> <i>(Of Individual or Group)</i> Ben Dover		<b>Role in Decision Process:</b> <i>(Initiator, Decider, Implementer, User, Influencer)</i> Decider		
<b>Analysis</b> <i>(Insert the information you have available)</i>		<b>Assumptions</b> <i>(List the assumptions you can make for each tier of the Pyramid, based on the information you have)</i>		
<b>Culture</b>	<b>Internal Agendas:</b> <i>(Insert any internal agendas that this individual may have)</i>	Self Preservation Agenda	This proposal must involve no extra effort from Ben and no professional risk!	
	<b>External Agendas:</b> <i>(Insert any external agendas that may be applicable to the individual or group)</i>	Bottom Line Focus for the company	Make sure that the proposal focuses on financial risks/benefits	
	<b>Assessed MBTI Type:</b> <i>(Insert the assessed MBTI of the individual or group - e.g. ST or INTJ)</i>		ISTJ	<b>Assessed By:</b> <i>(Tick the box to show the method used to make the assessment)</i>
	<b>Personality Type Assumptions</b>		(1) provide a concise plan of action with clearly defined goals and sub-goals, which will act as milestones within a project plan; (2) give him clear and tangible information on the reasons for change, and why this forms an evolutionary (not revolutionary) progression from the status quo; (3) use clarity and precision to describe the structure of the process for achieving the change; (4) provide concrete facts and data, which are delivered through a process of sequential logic (e.g. build up the logic by adding each new fact in a concise sequential process). The information should then be delivered in a practical and matter-of-fact manner, which includes the use of non-personal analysis.	

Figure 9.2: An Example of the Audience Profiling Form Filled Out

As you can see, there are three sheets in this form. The left hand side of each sheet is aligned to the Profiling Pyramid, so there is a place to annotate any information you can collect. The right hand side of these forms allows you to flesh out any assumptions you can make from the available profiling data.

For the sake of this practical example, let's say that you have been able to collect the information shown in the following Table.

Name of Person/Group	Role in Decision Process	Business Role	Baseline Profile Information
Ben Dover	Decider	Admin: Asset Manager	<b>Human Nature:</b> 58/Male/He has arthritis <b>Culture:</b> Australian/Risk Averse organisational culture <b>Knowledge:</b> Business Background – No knowledge of the situation <b>Agenda:</b> Bottom Line Focus/Self Preservation Agenda <b>Personality Type:</b> ISTJ ( <i>Emblematic Analysis</i> )
Phillip McCavity	Decider	Senior Civil Engineer	<b>Human Nature:</b> Mid 30s/Male <b>Culture:</b> Educated in the US - In this country for two years <b>Knowledge:</b> Civil Engineering, no knowledge of the situation <b>Agenda:</b> Very ambitious <b>Type:</b> INTJ ( <i>Emblematic Analysis</i> )

Name of Person/Group	Role in Decision Process	Business Role	Baseline Profile Information
Patrick Fitzgerald	Direct Influencer & Possibly Implementer	Civil Engineer (Phillip McCavity's trusted Assistant)	<i>Human Nature:</i> Male <i>Culture:</i> ?? <i>Knowledge:</i> Civil Engineering, no knowledge of the situation <i>Agenda:</i> ?? <i>Type:</i> Probable NT ( <i>Statistical/Profession Analysis</i> )
Accounting & Finance Department (3 People)	Direct Influencers	CFO and 2 Senior Accountants	<i>Human Nature:</i> Various Ages 20's to 40's/ 2 male/1 female <i>Culture:</i> Very strong bottom line culture in the organisation <i>Knowledge:</i> Accounting & Finance focus, No knowledge of the situation <i>Agenda:</i> Cost minimisation <i>Type:</i> Possible ST ( <i>Statistical/Profession Analysis</i> )
Dee Bunk	Initiator, Direct Influencer ( <i>Organising Presentation</i> )	Quality Assurance	<i>Human Nature:</i> Late 30s/Female <i>Culture:</i> Risk averse organisational culture <i>Knowledge:</i> Previously employed in the healthcare industry. She knows there may be a problem, because of our preliminary discussions. <i>Agenda:</i> Wants to help ( <i>Sponsor for change</i> ) <i>Type:</i> ISFP ( <i>Emblematic Analysis</i> )

Table 9.4: Information Collected by Profiling the Big Co Audience

As you can see from the details shown at Table 9.4, you have not been able to collect a lot of information. However, this is not particularly unusual, and the insights collected in this case reflect what you could typically gather fairly quickly. However, as you will see in the next step, this data will be very useful in defining the content of your presentation.



## Step 6 – Using the Profile Information

By linking the information that you collected in Steps 4 and 5, you can develop some really useful insights in relation to each of the Clusters. For example:

- ✓ **Cluster 1.** You should use this profile information as the primary factor in developing your content, so you can influence this cluster by:
  - keeping the presentation short, to take into account Ben Dover's rheumatism problems (*as he clearly won't want to sit still for a long period*);
  - focussing on the financial risk, and financial benefits, inherent in this proposal, to align to this cluster's knowledge and beliefs;
  - explaining the problem in detail, as none of the people in this cluster have any knowledge of the situation;
  - showing that the implementation will be low risk, which aligns to their organisational culture and agendas;

- making sure that the audience knows that fitting the Super-Widgets will actually minimise their work (*let's face it, agreeing to fit the Super-Widgets will require less work than explaining why their buildings fell down*), which aligns to Ben Dover's self preservation agenda; and
  - tailoring the primary structure and communications approach, to align to the ST personality type, by taking into account the information provided in the latter part of Chapter 9.
- ✓ **Cluster 2.** Although the primary cluster will be used to focus the content for the message, you would also need to build attention, desire, belief, and understanding in the second cluster as follows:
- ensure that the presentation contains enough technical information to explain and substantiate the problem (Note: as these are NTs you will not have to give a large amount of detail, simply provide the framework and enough information to let them flesh out their own mental model);
  - make sure that Phillip McCavity can take the kudos for implementing the decision, so this proposal supports his ambition for promotion; and
  - allow time to explain the strategic benefits of the proposal, so these NTs see how it all fits into the big picture.
- ✓ **Cluster 3.** To ensure that you do not alienate Dee Bunk, you should also ideally provide a very short values statement in the introduction and conclusion. This will help to align elements of your message to her SF personality type. Additionally, you should spend a short time highlighting the quality aspects of the proposal, so the message matches her expectations.

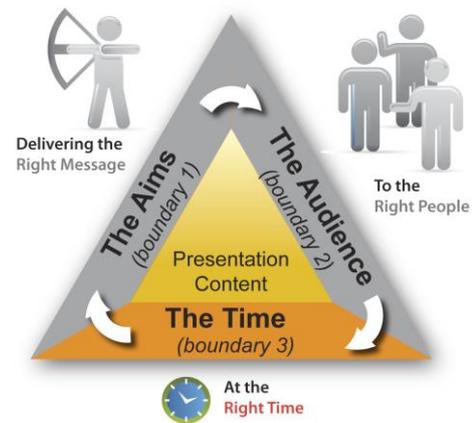
As you can see from this example, even a small amount of audience profile information can help you to work out the content for your presentation. Typically, this bounding activity does not take long, but you will be surprised how persuasive your presenting becomes when you consider this type of information.

# Chapter 10

## ACCOUNTING FOR TIME

The final element in the bounding process relates to the time of day, and the amount of time that has been made available for the presentation. So let's look at both of these aspects in turn.

Firstly, your presentation has been set for 10:00AM. This is a good time to deliver your message, because *(as explained in Chapter 10)* the audience's circadian rhythm will normally be rising, and they will typically be quite alert at this time of day. On the other hand, if the presentation had been set for 2:00PM *(and you can't change this)* then you may need to really simplify the message and change the structure, as described in Chapter 14.



Next, you have only been allocated 30 minutes for the presentation. You should therefore treat the presentation as a short speech, which means that you should:

- ✓ ***Limit the Number of Points.*** Because you only have 30 minutes for the presentation, you need to limit the content. So avoid being too ambitious with the message, and just focus on keeping your information relatively uncomplicated and highly focussed (*you simply don't have the time to cover a wide-ranging topic*).
- ✓ ***Just Provide the Evidence Required.*** Only include the evidence that the audience needs to believe, so they will support your objectives. In real terms, this means that you will probably need to limit the actions that you want to cover.

Once you get used to applying this approach, you will often be able to move quickly back through the aims and audience profile information, and rapidly cull out the content that can't be readily delivered. For instance, you might start crossing out aims and beliefs if you don't think they are essential, and you don't think it is possible to deliver them in the timeframe. This means that you can save yourself a lot of time and effort, because you avoid developing content that can't be delivered successfully in the available time.

However, don't worry too much if you don't completely rationalise your information at this stage. All you need to do at this point is to roughly limit your content, so you aren't wasting time creating the unnecessary elements of the message in the following steps.

# Chapter 11

## FOCUSSING THE PRESENTATION

Having set a rough boundary around the content for your presentation, you are now ready to begin focussing your message. As described in Chapter 11, this entails identifying a theme, a title, and the points that you want to cover.



### The Theme

The following focus box shows the theme selected for this presentation.

***THE THEME OF THE PRESENTATION***  
***Saving Big Co’s aging buildings from collapsing, by fitting proven low-cost Super-Widgets.***

This theme meets the requirements specified in Chapter 11 for the following reasons:

- ✓ ***The Theme Meets the Primary Aim.*** The primary aim of this presentation is to ‘*persuade the audience to commence evaluation of alternatives as soon as possible*’ (as specified in Figure 8.1 on Page 3). Because they currently know nothing about the problem, we also need to begin by identifying the problem for them, as shown in Figure 11.1. The proposed theme therefore provides a roadmap for this journey, because:

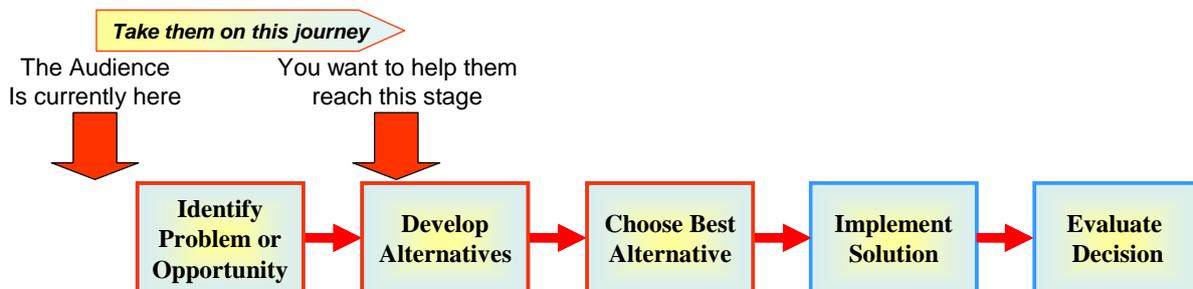


Figure 11.1: *The Journey in Relation to the Standard Decision Process*

- ***The Theme Identifies the Problem.*** The first part of the theme states that the presentation will be about ‘*saving Big Co’s aging buildings from collapsing*’. This statement focuses on showing the target audience that they may have a problem, which starts them on the decision process.
- ***The Theme Alludes to the Best Alternative.*** The second phrase in the theme gives the audience a solution. By explaining the key message that Big Co can fix their problem by ‘*fitting proven, low-cost Super-Widgets*’, you are helping the audience to identify your product as a viable alternative (*which can move them on to Step 2 in the Decision Process*).

- ✓ **The Theme Relates to the Audience.** The theme relates to the audience, because it addresses issues identified through the profiling process. For instance, the people in Cluster 1 will be looking for a low risk solution that minimises costs. You have addressed these issues in your theme by using words like ‘proven’ (*which alludes to it being low risk, and this is also a Hot Word for the STs in this Cluster*), and ‘low-cost’ (*which will get the finance people interested*). 
- ✓ **The Theme can be supported in the Time Available.** The general scope of the journey illustrated by this theme is achievable in the 30 minutes set aside for the presentation. 
- ✓ **The Theme Conforms to the General Rules.** We have also achieved the General Rules for selecting a theme, because it is clear and concise, and it is likely to be of real interest to the audience. Just as importantly, the theme is achievable, because the Super-Widgets can fix the problem. 

You will want to mention the entire theme, or elements of it, consistently throughout the presentation, so your audience is most likely to understand and remember this key part of your message (*due to the effects of repetition*).

## The Title

From this theme, the title in the following focus box was developed.

**THE TITLE OF THE PRESENTATION**

*Saving Money, Lives and Assets with* **SWIFTSURE**

This title was selected for the following reasons:

**S**UPER  
**W**IDGET  
**I**NTEGRAL  
**F**ASTENING  
**T**ECHNOLOGY for  
**S**TRUCTURAL  
**U**PKEEP  
**R**EPAIR and  
**E**MERGENCIES

- ✓ **It Should Capture their Attention and Interest.** Undoubtedly, the first thing you noticed when you read the title was the term SwiftSure. This is likely to have caught your attention, because on first reading this word, you do not know what SwiftSure is. However, the word is both intriguing, and it has positive connotations. As shown to the left, the word SwiftSure is an acrostic. Each letter therefore has a meaning. More importantly, each element in this word can have another meaning for the audience (*e.g. SWIFT-Rapid resolution of their problem and SURE-Reliable/Proven*). Every time you use the term SwiftSure, you will therefore be reinforcing a positive image\*. The first part of the title (*Saving Money, Lives and Assets*) should also positively motivate your target audience. This title is therefore likely to get the audience's 

\* The BuildingAcrostics.pdf file on the Seahorses web site provides a straightforward process for developing powerful Acrostics.

attention and interest.

- ✓ ***It is Positive.*** This title generates a positive feeling, because it is all about ‘Saving’ things. The title therefore avoids falling into a trap, by using negative words. Because of this approach, you are more likely to build desire through transference.
- ✓ ***It Suggests Action.*** You will note that the sentence used in the title focuses on action. This works from the first word, because ‘Saving’ is an active verb. Additionally the first part of the acrostic ‘Swift’ also infers activity, which reinforces the action orientation of the title.
- ✓ ***It is Catchy and Easy to Remember.*** The title is relatively catchy and quite memorable. For example, most people will tend to remember the term SwiftSure, particularly after the acrostic is explained to them.
- ✓ ***It is Short and Simple.*** The title contains only seven words, and the message is simple to understand and remember. In particular, the acrostic greatly simplifies the title, while still giving the audience a great deal of underlying meaning.



#### HINT

In many cases, you will not need to develop an acrostic to make the idea or concept more appealing. This step was added to give you an example of what can be done quickly, to spice up your presentation title and make it more memorable and interesting.

When applying this approach within a marketing context you will need to be sure that you are not creating another product name, which could confuse the organisation’s marketing strategy. Additionally, you need to be careful that you are not going to be breaching a specifically trademarked name.

Within these limitations, techniques such as acrostics and acronyms can often be useful when you are trying to encapsulate a concept, so it becomes more persuasive.

None of the steps taken to create the title was particularly difficult, and the whole process actually took less than 26 minutes, including the development of the acrostic. However, I think you will agree that it is worth the effort, because this title can help to interest and persuade the audience.

## The Points

Having created the theme and title, you are now ready to develop the points. The first step entails going back to the aims and beliefs sheet developed in Chapter 8. The following Table gives a listing of the aims and beliefs identified for this presentation\*.

AIMS			BELIEFS	
Action No.	Pri/Sec	Your Audience is to take the following Actions	Action Reference	Your Audience must Believe the following to support the Actions
1	P	We <b>must</b> persuade them to commence evaluation of alternatives as soon as possible	1 ①	Big Co probably has an urgent problem, because research has shown that their buildings may collapse.
2	S	Big Co <b>should</b> use evaluation benchmarks based on the standards we provide	1 ②	SwiftSure can be installed quickly and would be in place in about one month, which would fix their problem fast
3	S	Big Co <b>must</b> get an immediate independent engineering report to confirm that their buildings are likely to fall down	2 ③	There are two benchmarks that can be used for evaluation. The most important and useful is the one that we are using.
			2 ④	SwiftSure is a better product than the competitor's offering.
			2 ⑤	SwiftSure is a proven product that will resolve their problem.
			3 ⑥	Big Co must believe that the problem is real and urgent
			3 ⑦	Big Co must believe that having the independent engineering report carried out is cost effective

Figure 11.2: *The Aims & Beliefs Form – This is a more detailed version of the form illustrated in Figure 8.2 (on Page 5).*

You will notice that I have added some sequential numbers in the Action Reference column of each of the beliefs (*the numbers in the red squares, which are referred to as Belief Numbers in the following discussion*). These Belief Numbers are not normally required, but they were added so the following description of the process for developing points is easier to follow.

**Please note that the following content is quite detailed, to explain the concepts rigorously. In most cases, this process is much simpler than it looks on paper below.**

\* Please note that in most cases you will end up with more aims and beliefs than shown in this example. In this case, it has been kept short, so it is easier to describe the process. Additionally, I have already changed the term Super-Widgets to SwiftSure to reflect the title.

I began this process by assessing each of these beliefs using the six questions described in Chapter 11. At the end of this process, I was able to develop three groups of points, which addressed all of the issues we want the audience to believe. This approach has also addressed other factors, such as the audience's expectations, and their issues and knowledge. The three groups of points developed in this scenario are:

- ✓ **Points Group 1.** As indicated in Figure 11.2 (*above*), we want Big Co to believe that they probably have an urgent problem, because research has shown that their buildings may collapse (*Belief 1*). Additionally, Big Co must believe that the problem is real and urgent, so they will get an immediate independent engineering report (*Belief 6*). However, before they commission this independent engineering report, it is likely that they will want to believe that doing so would be cost effective (*Belief 7*). Each of these three points fit together quite well, because the aims/actions they support (*Aims 1 and 3*) are closely related. By grouping the points in this way, you can minimise the amount of time needed to get the message across. To support this point, the following evidence should be included:



### ***Focussing the Points (Points Group 1)***

The first group of points focuses on getting Big Co to commence the evaluation quickly (*Aim 1*). However, it is unlikely they will commence the evaluation until an engineering analysis is conducted (*Aim 3*). Aim 1 is therefore dependent on Aim 3, so it is logical to group these issues.

- ***(Belief 1) Explain the Problem.*** When explaining the problem to this audience you will need to:
  - ***Provide Specific Facts.*** The STs in Cluster 1 will need to receive concrete facts, before they believe that they have a problem. Additionally, the engineers in Cluster 2 will require clear technical information, to support their decision making process. If time is available, you could also include some evidence that comes from a respected person, because Dee Bunk (*an SF type*) may be swayed by the opinions of other people.
  - ***Explain the Implications.*** The NTs in Cluster 2 are likely to understand the implications very quickly (*because they will typically assess the consequences against their mental model*). You should therefore not need to cover the implications for this group in too much detail. However, you may want to explain the repercussions to the members of Cluster 1 in terms of risk (*in particular financial risk*), so they can link to their knowledge and paradigm more effectively.
- ***(Belief 6) Explain the Urgency.*** You have already shown that the problem is very real, so the next step is to explain the urgency of the problem and describe the implications if they do nothing. Remember, the very real risk of the roof landing on their heads soon (*if no action is taken*), can be a strong motivator.
- ***(Belief 7) The Next Step can be Low Risk & Cost Effective.*** Although there is a chance that Big Co's buildings might be at risk, there will be no direct evidence until an engineering survey is conducted. You can therefore explain to the target audience that getting the engineering report first is a low risk and low cost

approach, because they can quickly determine their exposure to this problem. This conforms to the audience's paradigm (*particularly in regard to the risk averse approach that characterise the Cluster 1 personnel*), which means that they are more likely to directly supports your aims.

- ✓ **Points Group 2.** The second grouping of points is designed to explain that SwiftSure is a proven product that will help to resolve their problem (*Belief 5*). Just as importantly, SwiftSure can be installed quickly, which could fix Big Co's predicament fast (*Belief 2*). Both of these points focus on showing SwiftSure as a viable alternative for assessment. To persuade the audience, the following supporting evidence should be included:



### ***Focussing the Points (Points Group 2)***

The first group of points explained that there was a problem that needed to be addressed (*Step 1 in the standard decision process*). The second group of points will help the audience to understand that SwiftSure is a viable solution, so you are helping them develop alternatives (*Step 2 in the standard decision process*).

- **(Belief 5) SwiftSure is Proven.** To demonstrate that SwiftSure is a proven product, you firstly need to show that the Super-Widgets have already been effective when used in similar circumstances. You will then need to:
  - **Provide Data.** You will need to provide factual evidence that SwiftSure is a proven solution to both the Cluster 1 (ST) and Cluster 2 (NT) personnel. This will allow you to leverage the Thinking (T) preferences of these two groups, to aid acceptance of your message.
  - **Deliver Testimonials.** Additionally, testimonials from trusted people are likely to have a persuasive effect, particularly on Dee Bunk, because she is an SF type.
  - **Link to Audience Knowledge.** When discussing SwiftSure as a proven product, you would typically need to play up specific factors such as; low initial and ongoing costs (*targeting Cluster 1*), well engineered design and the use of titanium to increase strength (*targeting Cluster 2*), and the application of integrated quality assurance to guarantee superior construction and fitment (*targeting Cluster 3*). In each case, you are leveraging the audience knowledge to help ensure that they accept your information more readily.
- **(Belief 2) Quick Implementation.** When explaining the proven qualities of SwiftSure, you should also explain to the audience that the products can be fitted quickly. In covering this issue you will need to:
  - **Explain the Fitment Approach.** You will typically only need to provide a high-level description of the fitment process. This need stems from the fact that the NTs (*in Cluster 2*) are less likely to be interested in the low-level detail during this presentation. Additionally, Clusters 1 and 3 may feel that this detailed description is beyond the scope of their roles.

However, you would need to be ready to answer specific questions at the end of the presentation, to give details of the systematic process.

- **Use an Implementation Example.** When describing the fitment approach, you should ideally do this by explaining it in terms of a completed project. This will give the ST members of Cluster 1 the feeling that the rapid fitment approach you are describing is concrete, so they will be more willing to accept the information.
- **Explain the Work they would Need to do.** The key decider in Cluster 1 (*Ben Dover*) is likely to be averse to a proposal that indicated that they would have to do extra work. When describing the implementation process you would therefore want to emphasise the fact that this recommended approach will actually minimise their workload.
- **Explain that they could get the Kudos.** It was clear from the audience profiling that Phillip McCavity (*the senior engineer in Cluster 2*) was ambitious, and would be more willing to support your recommendations if he was going to get the kudos. You would therefore want to allude to this during the presentation.

- ✓ **Points Group 3.** There are two remaining beliefs identified in Figure 11.2 (*on Page 18*), which should be covered if time is available. Firstly, you want the audience to believe that there are two benchmarks applicable to their evaluation. The most suitable and useful is the one that we are using (*Belief 3*). Finally, SwiftSure is a better product than the competitor's offering (*Belief 4*). To get the audience to believe these two points, the following supporting evidence should be provided:



### **Focussing the Points (Points Group 3)**

The final group of points aims to shape the evaluation criteria that Big Co will use to assess the alternatives. Additionally, by assessing SwiftSure in relation to the recommended benchmarks, you are helping Big Co understand the best alternative, thereby setting them up to move quickly through to Step 3 of the standard decision process.

- (*Belief 3*) **Explain the Benchmarks.** In this situation, you would need to explain the two benchmarks that Big Co could use to assess the alternatives. In explaining the benchmarks, you would want the audience to reach the conclusion that there is really only one suitable solution for their case (*and this benchmark is the one that will show SwiftSure in the best light*). In particular, you would want to target the Cluster 2 engineers, by providing key technical information (*as this group is most likely to be interested in this aspect*). You can also optimise acceptance by Clusters 1 and 3, by showing that the recommended benchmark would pose the least risk.
- (*Belief 4 – Part 1*) **Identify the Alternatives for Big Co.** For the audience to effectively assess the SwiftSure product, you would first have to explain the alternative product. You would therefore need to provide a dispassionate and matter-of-fact explanation of the two available solutions.

- **(Belief 4 – Part 2) SwiftSure is a Better Product.** This point is dependent on firstly describing the two alternatives (*otherwise, they can't put your information into context*). You can then show that SwiftSure is the best solution for Big Co, by giving the following additional evidence:
  - **Assess the Two Products Against the Recommended Benchmark.** You can quickly show the audience how the two alternate products stack up against the recommended benchmark. This type of information should be delivered in a practical and matter-of fact way, so it conforms to the way the Thinking (T) types (ST/NT) will want the data delivered.
  - **Highlight SwiftSure's Use of Advanced Innovation.** Finally, the NT engineers are likely to look positively at a product that is highly innovative and ingenious. You would therefore need to highlight this aspect when comparing the two products against the benchmarks.

You typically would **not** need to define the points using the level of detail shown in the preceding discussion. I included this detail so you can get a feel for the thought processes involved. **In most cases, you will be able to bypass this step entirely and simply fit your points (as defined in the Aims and Beliefs form) into the dominant Template that you select using the approach described in the following Chapter.**

However, for more complex presentations you can use the Logic Selection Table, which is shown in Figure 11.3. The *LogicSelectionTable.doc* file on the Seahorses web site provides a soft copy of this form.

LOGIC SELECTION TABLE						
Theme	<i>Saving Big Co's aging buildings from collapsing, by fitting proven low-cost Super-Widgets.</i>					
Title	<i>Saving Money, Lives and Assets with SwiftSure</i>					
Types of Logic	Problem/Solution (PS)	Analytical (A)	Sequential (S)	Relational (R)		
Dominant Logic (As Required to Support the Primary Aim):						
Insert a synopsis of the points you need to make to prove the theme and support your case. Then tick the appropriate box to describe the logic you need to apply for each of these points.			PS	A	S	R
ID	Subordinate Logic (As Required to Support the Points)		✓	✓	✓	✓
1	<b>Group 1.</b> Ensure they know they may have a real and urgent problem, because their buildings may collapse. A cost-effective independent engineering report should therefore be commissioned.					
1A	<b>Explain the Problem:</b> Specific Facts ( <i>Concrete &amp; Technical</i> ) and Respected Sources. Explain the implications in terms of their knowledge ( <i>e.g. technical/financial</i> ).					
1B	<b>Explain the Urgency:</b> Implications of doing nothing.					
1C	<b>Next Step can be Low Risk and Cost Effective:</b> Getting an Engineer's Report is low risk/cost effective and they should do this quickly.					
2	<b>Group 2.</b> SwiftSure is a proven solution that will fix their problem					

LOGIC SELECTION TABLE							
Theme	<i>Saving Big Co's aging buildings from collapsing, by fitting proven low-cost Super-Widgets.</i>						
Title	<i>Saving Money, Lives and Assets with SwiftSure</i>						
Types of Logic	Problem/Solution (PS)	Analytical (A)	Sequential (S)	Relational (R)			
<b>Dominant Logic (As Required to Support the Primary Aim):</b>							
Insert a synopsis of the points you need to make to prove the theme and support your case. Then tick the appropriate box to describe the logic you need to apply for each of these points.			PS	A	S	R	
ID	Subordinate Logic (As Required to Support the Points)			✓	✓	✓	✓
	quickly						
2A	<b>SwiftSure is Proven:</b> Provide data, examples and testimonials to show that SwiftSure is proven and widely used. Link to audience paradigms – Low Cost, Superior construction (e.g. titanium) and full Quality Assurance.						
2B	<b>Quick Implementation:</b> Explain fitment rationale and process (Use Implementation example, explain they have little to do themselves, and make sure they know they will get the kudos)						
3	<b>Group 3.</b> There are only two benchmarks and they should use the recommended version, which will show that SwiftSure is a better product than the competitor's						
3A	<b>Explain the Benchmarks:</b> Explain the underlying assumptions used to develop the two benchmarks Explain the technical benefits related to each benchmark. Show that the recommended benchmark is low risk.						
3B	<b>Identify the Alternatives:</b> Identify the alternative products (Only 2).						
3C	<b>SwiftSure is a Better Product:</b> Better Product for all the benefits listed above. Assess the two products against the recommended benchmark. Highlight Innovation.						

Figure 11.3: *The SwiftSure Points provided as a Synopsis in the Logic Selection Table*

In this form, your use of the rows covering the theme and title are self evident, and this information is included so you can assess each point against this focus. The column entitled Subordinate Logic shows each of the groups of points discussed earlier. These groups have been given a sequential number (e.g. 1, 2, 3), and each point and the supporting evidence is allocated a sequence of letters (e.g. A, B, C, etc.), as shown in the column marked ID (Identification Number). Where you decide to use this form, the following stages use this ID to match up content development. For instance, Chapter 13 describes the remaining parts of this form, and shows how you assign specific types of logic to make each of these points more persuasive.

# Chapter 12

## SETTING THE STRUCTURE

Now that you have an outline of the points you want to make, you can begin to look at the high-level structure of your message. As discussed in Chapter 12, this entails setting the broad outline of the content for the Preliminaries, Introduction, Body, Conclusion, Question Answer and Discussion (QA&D) period, and Follow-Up.



This approach uses the checklist shown in Table 12.1, to identify the type of content that you would include in each part of the presentation.

Preliminaries	Introduction	Body
<ul style="list-style-type: none"> <li><input checked="" type="checkbox"/> Create an impression</li> <li><input checked="" type="checkbox"/> Build desire &amp; create interest</li> <li><input checked="" type="checkbox"/> Improve retention &amp; understanding</li> </ul>	<ul style="list-style-type: none"> <li><input checked="" type="checkbox"/> Gain attention and interest <i>(Generate desire &amp; Get audience involvement)</i></li> <li><input checked="" type="checkbox"/> State the theme</li> <li><input checked="" type="checkbox"/> Generate belief</li> <li><input checked="" type="checkbox"/> Explain the structure</li> <li><input checked="" type="checkbox"/> Lay down ground rules</li> </ul>	<ul style="list-style-type: none"> <li><input checked="" type="checkbox"/> Deliver the identified points to prove the theme</li> <li><input checked="" type="checkbox"/> Generate interest and desire</li> <li><input checked="" type="checkbox"/> Stimulate further discussion</li> </ul>
Conclusion	Question Answer and Discussion	Follow Up
<ul style="list-style-type: none"> <li><input checked="" type="checkbox"/> Reinforce the theme and title</li> <li><input checked="" type="checkbox"/> Summarise the content</li> <li><input checked="" type="checkbox"/> Reinforce desire</li> <li><input checked="" type="checkbox"/> Make clear recommendations</li> <li><input checked="" type="checkbox"/> Keep closing statements focussed</li> </ul>	<ul style="list-style-type: none"> <li><input checked="" type="checkbox"/> Support open discussion</li> <li><input checked="" type="checkbox"/> Explore issues and sort out misunderstandings</li> <li><input checked="" type="checkbox"/> Provide active involvement</li> <li><input checked="" type="checkbox"/> Reinforce the theme</li> <li><input checked="" type="checkbox"/> Get feedback</li> <li><input checked="" type="checkbox"/> Stimulate discussion <i>(with your own questions if necessary)</i></li> <li><input checked="" type="checkbox"/> Finish with a concise closing statement</li> </ul>	<ul style="list-style-type: none"> <li><input checked="" type="checkbox"/> Keep lines of Communication open</li> <li><input checked="" type="checkbox"/> Learn more about the audience</li> <li><input checked="" type="checkbox"/> Continue educating and motivating the target audience</li> </ul>

Table 12.1: *A Checklist of the Objectives for Each Part*

For the purpose of this case, we will not cover the Preliminaries, Follow-Up or Q,A&D elements, as these are quite straightforward. Additionally, the body of the presentation is developed using the Templates described in the following Chapter. However, this section will focus on the development of the Introduction and Conclusion, because this gives you a good example of the way in which the checklists can be used to rapidly develop the content.

For example, Figure 12.1 (*overleaf*) shows the content developed in the Introduction and Conclusion for the SwiftSure presentation. This information is provided in the TABLE format (*TABLE stands for Template Applying Building-blocks for Logical Explanations*). The following Chapters describe the use of these TABLEs in more detail.

Part	<b>Introduction</b>	Allocated Time <i>(Insert the time allocated for this Part in Minutes – Enter this figure manually)</i>		Actual Time <i>(This shows the calculated total of the time you allocated to make each point)</i>	
<b>CONTENT/POINTS</b>					<b>Time (Minutes)</b>
<p><b>1. Get attention and interest (Generate desire &amp; Get audience involvement)</b></p> <p>A. Show a picture/movie of a collapsed building. Ideally with ambulances in vicinity showing people being removed.</p> <p>B. Explain that this building collapsed just last year causing over 10 million dollars worth of damage and injuring 75 people.</p> <p>C. Research conducted after this catastrophe has shown that many other buildings constructed at around the same time, using similar methods of construction may also be in danger of collapsing.</p> <p>D. Many of Big Co’s buildings <i>(including the one we are in now – if appropriate)</i> were constructed at about the same time using similar methods of construction.</p> <p><b>2. State the Theme</b></p> <p>A. This presentation will demonstrate that Big Co’s aging buildings may be in danger of collapsing. More importantly, however, I will explain how you can save money, lives and assets by reviving your buildings with SwiftSure, which is a proven, low-cost solution.</p> <p><b>3. Generate Belief (Done in 1)</b></p> <p>A. By beginning with a picture in 1, you have shown the reality of your point, so they should immediately begin to believe. You therefore probably won’t need to do anything more to generate belief at this stage.</p> <p><b>4. Explain the structure</b></p> <p>A. This presentation will describe the reason for this danger and then detail a low risk approach to remove this risk quickly and efficiently.</p> <p><b>5. Lay Down Ground Rules</b></p> <p>A. I understand that many of you have other appointments, so I will be very careful not to exceed the time available for the presentation. To help me do this, could you please hold all of your queries until the allocated question time, unless you have a pressing question. I appreciate your assistance in this matter.</p>					

Part	<b>Conclusion</b>	Allocated Time		Actual Time	
<b>CONTENT/POINTS</b>					<b>Time (Minutes)</b>
<p><b>1. Reinforce the theme and title</b></p> <p>A. As the facts have shown, there is a very real danger that Big Co’s aging buildings may collapse.</p> <p><b>2. Summarise the Content</b></p> <p>A. For instance, the investigation has shown that buildings of similar age and construction to Big Co’s buildings are collapsing. This problem may therefore need to be addressed as a matter of urgency.</p> <p>B. The engineering report can be conducted quickly and this will help Big Co to quickly identify their risks cost effectively.</p> <p>C. Tender: If the engineering report shows a problem, then Big Co can go to tender</p>					

Part	Conclusion	Allocated Time		Actual Time	
<b>CONTENT/POINTS</b>					<b>Time (Minutes)</b>
	<p>and assess the two companies using the appropriate benchmark.</p> <p>D. Implement Solution. If Big Co selects BUF (<i>our company</i>) to rectify these problems, then SwiftSure can be used. This is a proven product, which is widely used, is a low-cost solution, and uses superior materials and construction techniques. Construction and fitment will also leverage excellent quality control, to minimise risks.</p> <p>E. Emphasise that this approach is: Low Risk Solution, Low Cost, Little Work</p> <p><b>3. Reinforce desire (Flow on from Point 2)</b></p> <p>A. By implementing this solution quickly, you can save money, lives and your key assets.</p> <p>B. Reemphasise low risk, low cost, there is little work to be done, and they can save Big Co a great deal of time and effort by quickly implementing the following recommendation.</p> <p>C. Big Co’s senior management would look on this favourably, because it saves them time, money and risk (<a href="#">Link to WIIFMs for Phillip McCavity</a>)</p> <p><b>4. Make clear recommendations (Flow on from Point 2)</b></p> <p>A. I would therefore like to recommend that Big Co get engineering report as soon as possible.</p> <p><b>5. Thank the Audience for their attention and open the floor to Q,A&amp;D.</b></p>				

Figure 12.1: *Points to be covered in the Introduction and Conclusion of the SwiftSure Presentation*

This example illustrates how you can take the information that you have already developed and rapidly create the content of the Introduction and Conclusion by adding appropriate points under the right headings in the checklist. The following Chapter shows how you can then quickly develop the body of the presentation.

# Chapter 13

## SELECTING THE TEMPLATES

### Typical Approach

For the vast majority of your presentations you would simply use the following Table to select the right Template for the body of the presentation.



Template Number	Template Name	When to Use this Template
1	Options Template	Use this template when you want your audience to reach a decision, by selecting from a set of options.
2	Proposal Template	You will use this template when you want an audience to agree with just one recommended approach.
3	Analytical Template	Apply this template when you want to give your audience information that will help them to reach a specific conclusion.
4	Sequential Template	A Sequential template is used whenever you want to explain a series of events in any form of chronological order.
5	Relational Template	Use this template for any other form of message, because it allows you to link any type of information together into a coherent structure.

Table 13.1: *The Five Types of Template*

By using the Templates described in Chapter 13, you can then quickly develop the content that you need to cover. All you have to do is add your points (*from your listing of Aims and Beliefs*) into the appropriate elements within the selected Template. To help you lay out this information, you can use either the STUBB or TABLE formats (*which are described later in this Chapter*). The approach is therefore typically very simple, and you can develop your content quickly by inserting the points into the appropriate template elements.

However, for very complex hybrid presentations, you might want to follow the process described in the following section. This methodical approach helps to ensure that you can readily and quickly lay out complicated content, so it is most persuasive. To achieve this outcome, you would begin by identifying the type of logic you need to deliver each point. You can then use these logics to select the dominant and subordinate templates.

You can apply these two steps quickly by using the Logic Selection Table, which was developed during the focussing process (*in Chapter 11*).

### Selecting the Logics

Although there are many differences in the way in which we will assess information, you can typically rely on the fact that most people will expect to receive the message in fairly standard formats, so their logic process is supported. In other words, you can provide the

information in the order needed by the audience to support their logical analysis. If you provide the information in this way, it makes it easier for your audience to accept, understand and believe your message.

To simplify your selection of the right types of logic, you can pick from the following Table.

Logic Number	Logic Type	When to Select this Type of Logic
1	Problem/Solution Logic	Problem/Solution logic equates to situations in which we want to support the audience in their standard decision process. In other words, we apply this logic once we need the audience to make a decision and take action.
2	Analytical Logic	Most people apply this type of logic to reach a conclusion. You would therefore use this logic when you want your audience to make an assumption from the information you provide.
3	Sequential Logic	When you want to describe a sequence or process, then you should select this form of logic.
4	Relational Logic	Research shows that people tend to try to relate information to create coherence. If you have a point that does not fit in with the preceding logic types, you should select the Relational logic.

Table 13.2: *The Four Types of Logic*

With this in mind, your first step entails identifying the dominant logic for the body of the presentation. If you will recall, the primary aim of the presentation was that; *‘we must persuade them to commence evaluation of alternatives as soon as possible’*. If we are going to achieve this aim, we clearly need Big Co to make a decision to go ahead with the evaluation. As a decision is required, the Problem/Solution logic will be the most appropriate for putting across the information.

The fifth row of the following Logic Selection Table (*as shown by the red arrow*) shows how this information has been included.

**Please remember that for the most part you will not need to go into this much detail. The following content is provided to explain the thought processes that you can apply, and you would typically only need this level of detail for extremely complex and important presentations.**

LOGIC SELECTION TABLE						
<b>Theme</b>	<i>Saving Big Co's aging buildings from collapsing, by fitting proven low-cost Super-Widgets.</i>					
<b>Title</b>	<i>Saving Money, Lives and Assets with SwiftSure</i>					
<b>Types of Logic</b>	Problem/Solution <b>(PS)</b>	Analytical <b>(A)</b>	Sequential <b>(S)</b>	Relational <b>(R)</b>		
<b>Dominant Logic</b> (As Required to Support the Primary Aim): We <b>must</b> persuade them to commence evaluation of alternatives as soon as possible			<b>Problem/Solution (PS)</b>			
Insert a synopsis of the points you need to make to prove the theme and support your case. Then tick the appropriate box to describe the logic you need to apply for each of these points.			<b>PS</b>	<b>A</b>	<b>S</b>	<b>R</b>
<b>ID</b>	<b>Subordinate Logic</b> (As Required to Support the Points)	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	
1	<b>Group 1.</b> Ensure they know they may have a real and urgent problem, because their buildings may collapse. A cost-effective independent engineering report should therefore be commissioned.					
1A	<b>Explain the Problem:</b> Specific Facts ( <i>Concrete &amp; Technical</i> ) and Respected Sources. Explain the implications in terms of their knowledge (e.g. <i>technical/financial</i> ).		<input checked="" type="checkbox"/>			
1B	<b>Explain the Urgency:</b> Implications of doing nothing.				<input checked="" type="checkbox"/>	
1C	<b>The Next Step can be Low Risk and Cost Effective:</b> Getting an Engineer's Report is low risk/cost effective and they should do this quickly.		<input checked="" type="checkbox"/>			
2	<b>Group 2.</b> SwiftSure is a proven solution that will fix their problem quickly					
2A	<b>SwiftSure is Proven:</b> Provide data, examples and testimonials to show that SwiftSure is proven and widely used. Link to audience paradigms – Low Cost, Superior construction (e.g. titanium) and full Quality Assurance.		<input checked="" type="checkbox"/>			
2B	<b>Quick Implementation:</b> Explain fitment rationale and process (Use Implementation example, explain they have little to do themselves, and make sure they know they will get the kudos)			<input checked="" type="checkbox"/>		
3	<b>Group 3.</b> There are only two benchmarks and they should use the recommended version, which will show that SwiftSure is a better product than the competitors					
3A	<b>Explain the Benchmarks:</b> Explain the underlying assumptions used to develop the two benchmarks Explain the technical benefits related to each benchmark. Show the recommended benchmark is low risk.		<input checked="" type="checkbox"/>			
3B	<b>Identify the Alternatives:</b> Identify the alternative products (Only 2).				<input checked="" type="checkbox"/>	
3C	<b>SwiftSure is a Better Product:</b> Better Product for all the benefits listed above. Assess the two products against the recommended benchmark. Highlight Innovation.		<input checked="" type="checkbox"/>			

Figure 13.1: *Selecting the Most Appropriate Logic for Each Point using the Logic Selection Table*

You will also have noted that we placed a tick into the appropriate column alongside each point, to identify the most appropriate logic. In some cases, you could deliver these points

using other types of logic, so this is not the only solution. However, the selections applied in this Logic Selection Table were made for the following reasons.

ID	Logic Selected	Reason for Selection
1A	Analytical	<b><i>Explain the Problem.</i></b> In this point, we need to give the audience a set of facts, so they can reach the conclusion that there is a real risk to their buildings. Because you want the audience to reach a conclusion, you would use Analytical logic to make this point.
1B	Relational	<b><i>Explain the Urgency.</i></b> This point is closely related to point 1A. In fact, point 1A is partly dependent on this point, because the audience is unlikely to think they have a problem, unless they feel there is a clear and present danger. The facts in this point are therefore simply aiming to educate the audience by relating pieces of information. Relational logic is therefore going to be most applicable when making this point.
1C	Analytical	<b><i>Next Step can be Low Risk and Cost Effective.</i></b> In point 1C you will need to provide appropriate evidence, so your audience concludes that getting the engineers report will be both a low risk and cost-effective approach. Because a conclusion is required, an Analytical logic will normally be most appropriate.
2A	Analytical	<b><i>SwiftSure is Proven.</i></b> This is pretty much a stand-alone point, where we want the audience to reach the conclusion that SwiftSure is a proven product. Analytical logic is therefore going to be the most suitable way to deliver the information.
2B	Sequential	<b><i>Quick Implementation.</i></b> The best way to explain that Big Co can implement this solution quickly is to describe the process that is used to fit the Super Widgets. The use of Sequential logic will therefore be the most effective way to deliver this point.
3A	Analytical	<b><i>Explain the Benchmarks.</i></b> This point focuses on educating the audience, so they will conclude that the benchmark we are recommending is most appropriate for their analysis of the two alternative products. Because a conclusion is needed, you should apply an Analytical logic.
3B	Relational	<b><i>Identify the Alternatives.</i></b> This will be a dependent point for 3C, so the audience will be able to conclude that SwiftSure is the best product. The aim of this point will therefore be to educate the audience, by providing information on the two alternatives. You can therefore apply a Relational logic here.
3C	Analytical	<b><i>SwiftSure is a Better Product.</i></b> In delivering this point, we are aiming to give the audience enough information for them to conclude that SwiftSure is the best product for their situation. Because a conclusion is required, an Analytical logic will be most appropriate to make this point.

Table 13.3: *Reasons for Selecting the Logic Required to Support each Point*

As illustrated by this example, the selection of the most appropriate logic to make each point is quite simple, and generally takes less than 5 minutes. However, for complex presentations, this step can be really important; because it lets you quickly develop your persuasive message by selecting the right Templates in your Hybrid structure.

## Selecting the Templates

Having filled out your Logic Selection Table you can then use the information in this form to quickly select the most appropriate Templates to deliver your message. This is actually very simple, because *(as I'm sure you've already noticed)* each type of logic maps to a particular Template. For instance, the Analytical, Sequential, and Relational logics are directly linked to the Templates of the same name. The only real difference comes with the Problem/Solution logic. For this type of logic, you can either apply the Proposal (*when presenting a single solution*), or an Options (*for situations in which you want to deliver a range of alternatives*) Template.

You can then use your Logic Selection Table to quickly define the structure for the body of the presentation, as shown in Figure 13.2.

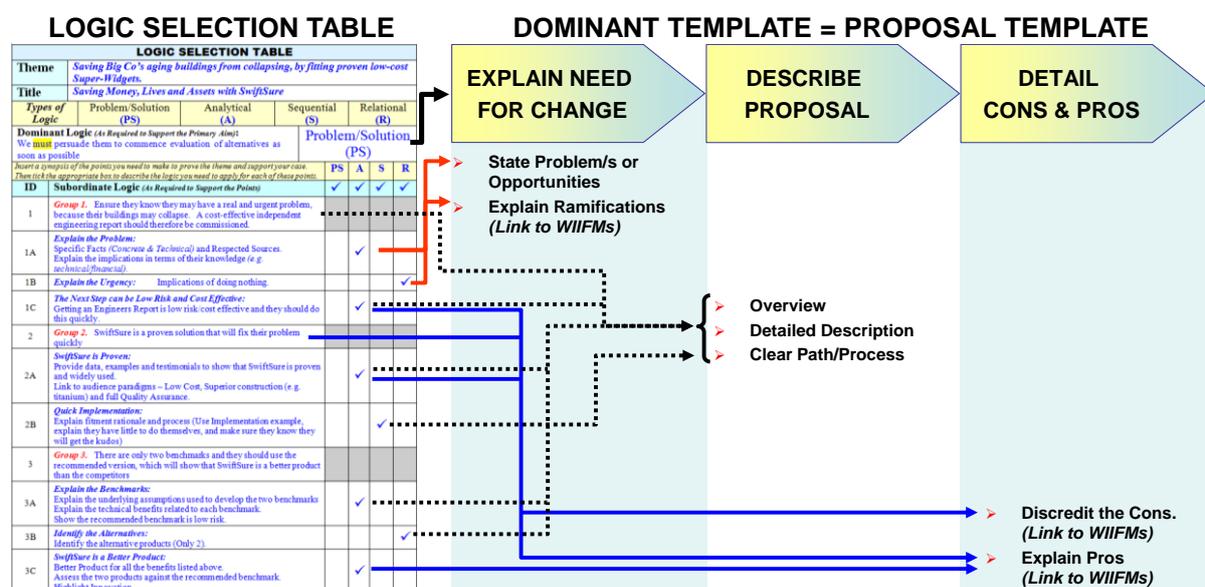


Figure 13.2: Selecting the Right Templates in a Hybrid Structure

The two steps taken to develop this hybrid structure were:

- ✓ **Step 1 – Select the Dominant Template.** As you will recall, we selected Problem/Solution as the dominant logic, as this conforms to the aim of the presentation. This means that we could select either the Options or Proposal template to get the point across. Because we do not want to explain a variety of different options, we have therefore selected the Proposal template. The structure of the body of the presentation therefore includes three parts, which are; Explain Need for Change, Describe Proposal, and Detail Cons and Pros. To make our case successfully, we then need to cover each of the recommended elements of this template. Figure 13.2 (above) shows these elements below the three dominant template parts (e.g. State Problem or Opportunity, Explain Ramifications, etc.).
- ✓ **Step 2 – Insert the Appropriate Subordinate Templates.** As shown in Figure 13.2, each of the subordinate templates has been placed into appropriate elements of the dominant template. This is by no means the only solution available for fitting the subordinate templates into the structure, but the following Table explains why the decisions were made in this case.

ID	Template to be inserted in Each Element	Reason for Placement of this Template into Each Element
1	<b>Group 1</b>	<b>Explain the Problem and Urgency.</b> The key points within this group are focussed on Explaining the Need for Change ( <i>Part 1 of the Proposal Template</i> ), as discussed in the following two rows of this table.
1A	Analytical	<b>Explain the Problem.</b> This template will clearly fit into the elements required to Explain the Need for Change.
1B	Relational	<b>Explain the Urgency.</b> This Template and content are being used to state the problems and explain the ramifications.
1C	Analytical	<b>Next Step can be Low Risk and Cost Effective.</b> This template was integrated into the description of the proposal, by showing that an engineer's report is a low risk first stage. We can then cover the issue as a part of the Clear Path/Process ( <i>in Part 2 of the Proposal Template</i> ).
2	<b>Group 2</b>	<b>SwiftSure is a proven/appropriate Solution.</b> This is really all about getting the audience to believe that SwiftSure is a credible solution, and it is therefore an important issue in the presentation. For this reason, you should reinforce this point when you Detail the Cons and Pros. Additionally, you will need to cover these matters in detail while describing the proposal ( <i>in Part 2 of the Proposal Template</i> ).
2A	Analytical	<b>SwiftSure is Proven.</b> As already discussed, this is a key conclusion we want the audience to reach, so it should be reinforced in the third part of the dominant template, as one of the Pros for SwiftSure. We can also back this up by using a real example when describing the Clear Path/Process ( <i>in Part 2 of the Proposal Template</i> ).
2B	Sequential	<b>Quick Implementation.</b> This point will best be made by explaining the approach as a part of the proposal. The most effective way to do this would be to demonstrate the short timeline needed for fitment, by describing the installation process in an example. We can therefore make this point by describing the Clear Path/Process ( <i>in Part 2 of the Proposal Template</i> ).
3	<b>Group 3</b>	<b>Describe Recommended Benchmark.</b> Noting that we don't need to take the audience to the third step in the standard decision process ( <i>e.g. Identify Best Alternative</i> ), this Group is the least important for coverage in the presentation. However, if the time is available, this information can be included as a part of the proposal.
3A	Analytical	<b>Explain the Benchmarks.</b> If the time is available, this aspect can be included as a part of the description of the recommended assessment process. This process can be covered when you are explaining the Clear Path/Process for overcoming their problem.
3B	Relational	<b>Identify the Alternatives.</b> This information could be included as a part of the discussion about the tender assessment process. Point 3B can therefore be included in the description of the Clear Path/Process for implementing the proposal.
3C	Analytical	<b>SwiftSure is a Better Product.</b> At the end of the presentation, you want the audience to believe that SwiftSure is a better product. You will be building up this perception while describing the proposal, but you will need to focus on it when you are explaining the Pros for your proposal. You would therefore want to insert this information into the third part of the Proposal template.

Table 13.4: *Reasons for Inserting the Templates into Each Element of the Dominant Template*

## Practical Approach to Laying Out Your Structure

The preceding Table explains how you would build up your hybrid structure, but this tabular format it is not a really practical approach to laying out your content. In fact, the only reason it is included is to explain the reasoning behind the structure developed in this case. To help you fast track the collation of this information you can use two different types of form, which are provided on the Seahorses web site. These forms are:

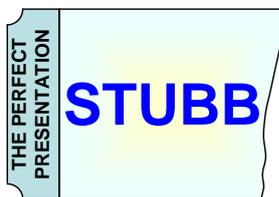
- ✓ **STUBB.** The first method is the simplest and fastest approach, because it provides a high-level outline of the content you want to include. This type of outline is called a STUBB, which stands for a *Short Template Using Building Blocks* (*I think you will agree it sounds much better when you call it a STUBB*).



- ✓ **TABLE.** I call the alternative approach a TABLE outline (*TABLE stands for Template Applying Building-blocks for Logical Explanations*). The TABLE approach is far more detailed, and therefore somewhat more time consuming than creating a STUBB. However, it does provide a very comprehensive outline, which can greatly simplify script development for very complicated presentations.

T A B L E		

The following subsections describe the use of a STUBB or TABLE, to quickly develop a coherent and logical presentation.



### STUBB

It is possible to build a STUBB by starting with a blank piece of paper. However, it is often easier to use the STUBB form provided on the Seahorses web site (*STUBB.doc*). Additionally, you can build your STUBB by simply filling in the appropriate elements from your selected Template. However, the STUBB is particularly

useful for complex messages (*e.g. for hybrid or mandated structures*), such as the one you are developing in this example.

As illustrated in Figure 13.3 (*overleaf*), there are places set aside at the top of the STUBB form, where you can write the theme, title, dominant template, and the time allocated for the presentation. Below the top two rows, the form is delineated into three groups of columns, covering the Introduction, Body and Conclusion. Each of these groups of columns contains a space to insert an outline of the content. Another column in each part can be used to record the time allocated to make each point. Chapter 14 discusses the time columns in more detail.

# Persuasion and Influence

Theme		Saving Big Co's aging buildings from collapsing by fitting proven low-cost Super Widgets (SwiftSure)		Title		Saving Money, Lives and Assets with SwiftSure	
Dominant Template		Proposal		Total Time for Presentation		30 min	
INTRODUCTION		Time (Mins)		BODY		Time (Mins)	
CONTENT		CONTENT		CONCLUSION		Time (Mins)	
(1) Gain Attention and Interest (Film intro)		(1) Explain Need for Change		(1) Reinforce Theme and Title			
Explain that their buildings may be at risk of collapsing		State Problem/Ramifications (1A & 1B)		(2) Summarise the Content			
(2) State the Theme		(2) Describe Proposal		(3) Reinforce Desire			
(3) Generate Belief (Already done in 1)		Overview of Proposal (Groups 1, 2 & 3)		Save Money, Lives and Assets			
(4) Explain the Structure		Detailed Description (Use Path/Process)		Low Risk, Low Cost, Little Workload			
(5) Lay Down the Ground Rules		Clear Path/Process (2B)		Well Received by Senior Management			
		Outline Sequence (Overview)		(4) Make Clear Recommendations			
		Describe Detailed Stages		Get Engineering Report &			
		Phase 1 – Engineering Report (1C)		Tender & Fix the Problem			
		Phase 2 – Tender Analysis		(5) Closing Statement, Thank Audience			
		Two Products (3B)		Open for Q&A			
		Two Benchmarks (3A)					
		Phase 3 – Implement Solution (2B)					
		Summarise Sequence					
		(3) Detail Cons & Pros					
		Discredit Cons (Cost, Risk, Workload)					
		Explain Pros					
		Quick to Implement					
		Tendering Process will be easy					
		Proven Reliable Product (2A)					
		SwiftSure is a better Product (3C)					
<b>TOTAL TIME</b>		<b>TOTAL TIME</b>		<b>TOTAL TIME</b>			

Figure 13.3: Using the STUBB Form to Develop the SwiftSure Presentation

Each of the key points for the SwiftSure presentation is listed in the appropriate column, as follows:

✓ **Introduction.** Each item specified in the Introduction checklist (as described in Chapter 12) is reflected in this outline. You can put in as much detail as you want to describe each point. As you can see, this structure covers all of the detail identified in the Introduction TABLE in Figure 12.1 (on Page 26), so this is simply a synopsis of the complete content.

INTRODUCTION	
CONTENT	
(1)	Gain Attention and Interest (Film intro)
	Explain that their buildings may be at risk of collapsing
(2)	State the Theme
(3)	Generate Belief (Already done in 1)
(4)	Explain the Structure
(5)	Lay Down the Ground Rules

✓ **Body.** In this STUBB, we have also used the Proposal template to structure the body of our message. This template includes sections for; explaining the need for change, describing the proposal, and detailing the Cons and Pros. The elements in each part of this template are then reflected in the underlying sub-points. Behind some of these sub-points, the IDs for specific points raised in the Logic Selection Table have been included in brackets. For example, after the element for Clear Path/Process, the ID ‘(2B)’ has been included. This refers to the point about ‘Quick Implementation’, as specified in Figure 13.1 (on Page 29), and it is included in this part, to conform to the reasoning explained earlier. As this point requires a Sequential template, the

Clear Path/Process (2B)
Outline Sequence (Overview)
Describe Detailed Stages
Phase 1 – Engineering Report (1C)
Phase 2 – Tender Analysis
Two Products (3B)
Two Benchmarks (3A)
Phase 3 – Implement Solution (2B)
Summarise Sequence

subsidiary points reflect the need to include information so we can; Outline the Sequence, Describe the Detailed Stages, and Summarise the Sequence. We have therefore linked each point in the templates in this manner.

- ✓ **Conclusion.** The Conclusion column reflects the points you need to make to conform to the guidelines detailed in Chapter 12. We have therefore been able to cover all of the key points within this STUBB.

CONCLUSION	
CONTENT	
(1)	Reinforce Theme and Title
(2)	Summarise the Content
(3)	Reinforce Desire
	Save Money, Lives and Assets
	Low Risk, Low Cost, Little Workload
	Well Received by Senior Management
(4)	Make Clear Recommendations
	Get Engineering Report &
	Tender & Fix the Problem
(5)	Closing Statement, Thank Audience
	Open for Q&A

As you can see from this example, the STUBB lets you readily lay out your structure by fitting together the Templates. You can add as much, or as little, detail as you think is appropriate for the situation. The information on this form then evolves as you progress through the next steps in the presentation development. At the end of the process, you will have created a highly focussed outline that allows you to develop a concise script quickly.

**HINT**



Generally, I end up with little comments and information all over the STUBB form. I have kept this example neat and simple, so the discussion of its use is uncomplicated, but in the real world, it doesn't need to be all that tidy. In most cases, the finished STUBB will tend to look more like the example shown in Figure 15.3 (on Page 50), and it is often much messier. You can literally do anything you like with the STUBB. The only criterion for filling out the form is to ensure that it is legible.

TABLE		

**TABLE**

The TABLE is very similar in intent to the STUBB, but it allows you to include a lot more detail. The TABLE form is also available on the Seahorses web site (*TABLE.doc*).

You can use the TABLE to create the message from a single Template. However, as shown in the following example, you can also use the TABLE to develop much more complex messages by developing hybrid or mandated structures.

For instance, the TABLE that begins on the next page was developed using the process described earlier in this Chapter, so we can create a hybrid structure. It is only covering the body (because the Introduction and Conclusion TABLE are provided in Chapter 12), but you will see that it has the same coverage as the preceding STUBB.

<b>Theme:</b>		<i>Saving Big Co's aging buildings from collapsing, by fitting proven low-cost Super-Widgets.</i>			
<b>Presentation Title:</b>		<i>Saving Money, Lives and Assets with SwiftSure</i>		<b>Dominant Template</b>	
				<b>Proposal</b>	
<b>Part</b>	<b>Body Part 1</b>	<b>Allocated Time</b> <i>(Insert the time allocated for this Part in Minutes – Enter this figure manually)</i>		<b>Actual Time</b> <i>(This shows the calculated total of the time you allocated to make each point)</i>	
<b>Description</b> <i>(Of Part - Optional)</i>	<b>Explain Need for Change</b>				
<b>CONTENT/POINTS</b>					<b>Time</b> <i>(Minutes)</i>
<p><b>1. State Problem (1A – Use the Analytical Template to explain the Problem/Opportunity)</b></p> <p><b>A. Background (Analytical Template Part 1)</b></p> <p>(1) Situation/Issue (Provide background information on the problem – Link to the audience's domain knowledge (e.g. use engineering jargon))</p> <p>(2) Scope the Evidence (Explain where the data is drawn from – As appropriate)</p> <p>(3) Define &amp; Explain Models (Not Required in this case)</p> <p>(4) Methodology for Analysis/Data Collection (Not required in this situation, because the data is coming from a respected organisation – Department of NafAll)</p> <p><b>B. Evidence (Analytical Template Part 2)</b></p> <p>(1) Apply Models (Link to Department of NafAll Report)</p> <p>(2) Provide Appropriate Detail (provide concrete &amp; technical information with emphasis on patterns, and cite respected sources)</p> <p>(2) Show Links/dependencies (As above)</p> <p><b>C. Interpretation (Analytical Template Part 3) (1B – Using the Relational Template)</b></p> <p>(1) Whole Picture View (Give an overview of the interpretation)</p> <p>(2) Describe Issues (Link to the data and to the audience's situation)</p> <p>(3) Reinforce Whole Picture (Provide a short synopsis statement describing the interpretation in relation to their outcomes)</p> <p><b>2. Explain Ramifications (1A continued)</b></p> <p>Already covered in first section of the template, but just touch on it with one sentence.</p>					
<b>Part</b>	<b>Body Part 2</b>	<b>Allocated Time</b> <i>(Insert the time allocated for this Part in Minutes – Enter this figure manually)</i>		<b>Actual Time</b> <i>(This shows the calculated total of the time you allocated to make each point)</i>	
<b>Description</b> <i>(Of Part - Optional)</i>	<b>Describe Proposal</b>				
<b>CONTENT/POINTS</b>					<b>Time</b> <i>(Minutes)</i>
<p><b>1. Overview (1, 2 &amp; 3)</b></p> <p>A. Explain that we want to describe a low risk solution to this problem.</p> <p><b>2. Detailed Description</b></p> <p>A. We are offering a solution that has been used by other organisations in similar situations to Big Co's. <b>As this is a sequence of events that we are recommending, we can make the proposal through the next part, which covers the clear path/process.</b></p> <p><b>3. Clear Path/Process (2B – Using the Sequential Template)</b></p> <p><b>A. Outline Sequence (Sequential Template Part 1)</b></p> <p>(1) Scope Sequence (Now to 2 months from now)</p> <p>(2) Overview of Sequence (Short overview of phases: (1) Engineering Report, (2) Tender, (3) Implement Solution).</p> <p>(3) Overview Outcome (Explain that they can reduce their risk, and save money, lives and assets)</p> <p><b>B. Describe Detailed Phases (Link all template information together by phase) (Sequential Template Part 2)</b></p>					

Part	Body Part 2	Allocated Time <i>(Insert the time allocated for this Part in Minutes – Enter this figure manually)</i>	Actual Time <i>(This shows the calculated total of the time you allocated to make each point)</i>	
Description <i>(Of Part - Optional)</i>	Describe Proposal			
CONTENT/POINTS				Time <i>(Minutes)</i>
<p>(1) <b>Focussed Grouping</b> <i>(Cover each of the phases described above in turn – no content required)</i></p> <p>(2) <b>Phase 1 – Engineering Report.</b> Explain that they can get an independent Engineering Report to assess the risks.</p> <p>(a) <b>Description</b> <i>(Provide a short overview of the process)</i></p> <p>(b) <b>Phase 1 - Outcomes. (IC – Use an Analytical Template):</b> Low Risk/Cost Effective:</p> <p>(I) <b>Background (Analytical Part 1):</b> Situation/Issue <i>(Link to their Knowledge: Cost/Technical issues).</i></p> <p>(II) <b>Evidence: (Analytical Part 2)</b> Provide evidence showing low risk/cost <i>(this should be short &amp; sharp and linked to other customers to reinforce proven track record).</i></p> <p>(III) <b>Interpretation: (Analytical Part 3)</b> Interpret the evidence to show that this is low risk/cost – linked to WIIFMs.</p> <p>(2) <b>Phase 2 - Tender.</b> Explain that if there is a risk identified by the Engineering Report, a tender can be undertaken quickly to assess the two contenders. Help Big Co assess the alternatives, by explaining that there are: (a) two alternative products to be analysed in the tender and (b) there are two alternative benchmarks for assessing the products.</p> <p>(a) <b>Two Products. (3B – Use a Relational Template)</b></p> <p>(I) <b>Whole Picture View: (Relational Part 1)</b> Overview: <i>(Describe the two companies that could solve Big Co’s problems.)</i> Explain Relationships: <i>(Explain that BUF (your organisation) looks more at large buildings, and your competitor focuses on smaller buildings).</i></p> <p>(II) <b>Describe Issues: (Relational Part 2)</b> Appropriate Issues. <i>(Describe each of the products in detail (Do NOT attack the other product – Make the delivery dispassionate)).</i></p> <p>(III) <b>Overview: (Relational Part 3)</b> Reinforce Whole Picture View. <i>(Two organisations/products). Outcome. (This will simplify Big Co’s analysis).</i></p> <p>(b) <b>Analysing the Alternatives: Two Benchmarks (3A – Use an Analytical Template)</b></p> <p>(I) <b>Background: (Analytical Part 1)</b> Situation/Issue. <i>(Discuss two benchmarks and where these came from.)</i> Scope of Evidence. <i>(Explain where the benchmarks were developed and what they align to - Do this by explaining the underlying assumptions used to develop them)</i></p> <p>(II) <b>Evidence: (Analytical Part 2)</b> Provide Appropriate Detail. <i>(Describe the key pros and cons for each benchmark, by explaining the technical benefits (Do NOT attack either benchmark – Make the delivery dispassionate and simply play up the technical pros for the recommended benchmark)).</i></p> <p>(III) <b>Interpretation: (Analytical Part 3)</b> Reinforce the interpretation of benchmarks, so you can lead Big Co into the use of the most appropriate version. Additionally, link the reinforcement to Big Co’s situation/WIIFMs.</p> <p>(c) <b>Outcome.</b> Straightforward process, requiring little work from Big Co and they can apply proven benchmarks. Add a testimonial if possible.</p> <p>(3) <b>Phase 3 – Implement Solution. (2B – Use a Sequential Template).</b> Should they decide to use SwiftSure after completing the tender, the process is quite straightforward, as illustrated by the following example:</p> <p>(a) <b>Outline Sequence. (Sequential Part 1)</b> Scope Sequence. <i>(Explain another company’s situation.)</i> Overview Sequence. <i>(Give a quick overview of the process that the other company followed and the fitment issues. Explain the rationale for the</i></p>				

Part	Body Part 2	Allocated Time <i>(Insert the time allocated for this Part in Minutes – Enter this figure manually)</i>	Actual Time <i>(This shows the calculated total of the time you allocated to make each point)</i>
Description <i>(Of Part - Optional)</i>	Describe Proposal		
<b>CONTENT/POINTS</b>			
<p><i>fitment.) Overview Outcome. (Explain low risk solution with proven system. Raise the point about quality systems and processes).</i></p> <p><b>(b) Describe Detailed Stages. (Sequential Part 2)</b> Describe the detailed stages for fitment (<i>ideally three stages</i>). List any inputs/outputs and the outcomes at each stage. Emphasise Quality Assurance issues.</p> <p><b>(c) Summarise Sequence. (Sequential Part 3)</b> Clear Path/Process. (<i>Give summary of clear path/sequence undertaken.</i>) Final Outcomes (<i>for other Company getting fitment</i>). (<i>Low risk, Low Cost, their buildings did not fall down. Therefore, they were able to Save Money, Lives, and assets. Subtly reinforce that SwiftSure is proven, by using this real example, which sets you up to achieve 2A</i>). <b>This can typically be kept quite short, because the sequence is summarised in the following section.</b></p> <p><b>(4) Summarise Sequence. (Sequential Part 3)</b> Short Summary of the Sequence (<i>Use a slide &amp; keep this short</i>).</p>			
<b>Time (Minutes)</b>			

Part	Body Part 3	Allocated Time <i>(Insert the time allocated for this Part in Minutes – Enter this figure manually)</i>	Actual Time <i>(This shows the calculated total of the time you allocated to make each point)</i>
Description <i>(Of Part - Optional)</i>	Detail Cons and Pros		
<b>CONTENT/POINTS</b>			
<p><b>1. Discredit the Cons</b></p> <p><b>A. High Cost.</b> Explain that there is little cost inherent in doing the first phase and getting an engineering report on their buildings. They then only need to fit the buildings that are at risk. In relation to that; what is the possible cost of them doing nothing?</p> <p><b>B. High Risk.</b> By getting an independent engineering report, they are able to quantify their risk. They can then analyse the two options using a tender process, which reduces their commercial risk. Finally, should they use SwiftSure, this is a proven product, so there is also little implementation risk.</p> <p><b>C. Too Much Work.</b> There will be little work required by Big Co to implement this recommended process. However, if they do nothing they may have a lot more work.</p> <p><b>2. Explain the Pros</b></p> <p><b>A. Quick Process to Implement.</b> As illustrated by the example for the other company that implemented SwiftSure. Additionally, getting the engineering report should be very quick and easy.</p> <p><b>B. Tendering Process will be Quite Easy.</b> There are only two companies that can solve their problem. Big Co can then use the recommended industry standards/benchmarks to assess the two products. BUF (our company) will help Big Co by providing more information on these benchmarks if required.</p> <p><b>C. SwiftSure is a Proven/Reliable Product (2A – Use an Analytical Template)</b></p> <p><b>(1) Background. (Analytical Part 1)</b> Situation/Issue. (<i>Link to Domain Knowledge stating that SwiftSure is the only product recognised by the Department of NafAll.</i>) Scope of Evidence. (<i>Explain that SwiftSure; (a) has been widely used, (b) uses high quality materials (e.g. titanium), (c) uses quality controlled processes, (d) is low cost.</i>)</p> <p><b>(2) Evidence. (Analytical Part 2)</b> Provide appropriate evidence to prove each of the four issues.</p>			
<b>Time (Minutes)</b>			

Part	Body Part 3	Allocated Time <i>(Insert the time allocated for this Part in Minutes – Enter this figure manually)</i>	Actual Time <i>(This shows the calculated total of the time you allocated to make each point)</i>
Description <i>(Of Part - Optional)</i>	Detail Cons and Pros		
<b>CONTENT/POINTS</b>			<b>Time <i>(Minutes)</i></b>
<p><b>(3) Interpretation. (Analytical Part 3)</b> Provide Clear Analysis. <i>(Conclude that each of these issues illustrates that SwiftSure is a proven/reliable product.) Link to Situation/Issue. (Emphasise that this means that SwiftSure is low risk and low cost, which are their key WIIFMs).</i></p> <p><b>D. SwiftSure is the Better Product. (3C – Use an Analytical Template)</b></p> <p><b>(1) Background. (Analytical Part 1)</b> Situation/Issue. <i>(Explain that SwiftSure is better because it is technically better and more cost effective – Link to audience paradigms.)</i> Scope of the Evidence. <i>(The information already provided, and an analysis of the two products against the recommended benchmark).</i></p> <p><b>(2) Evidence. (Analytical Part 2)</b> Provide Appropriate Detail. <i>(Show a side-by-side comparison of the two products against the recommended benchmark).</i></p> <p><b>(3) Interpretation. (Analytical Part 3)</b> Provide Clear Analysis. <i>(Explain that this shows that SwiftSure is the better product for Big Co’s situation, if the Engineering Report shows that they have a problem). Then lead into the conclusion.</i></p>			

Figure 13.4: Using the TABLE Form to Develop the SwiftSure Presentation

As you can see from this TABLE, the structure is the same as that shown in the STUBB. However, there is a substantial amount of information available in this TABLE outline, which is only inferred in the STUBB. The TABLE therefore provides a much clearer synopsis of the presentation content.

Although it typically takes longer to create a TABLE, this layout still provides a relatively quick solution once you get used to the process. For example, this detailed version of the SwiftSure TABLE took just over 48 minutes to create, and this made putting the rest of the presentation together very fast.

# Chapter 14 ALLOCATING TIME

You can now use either the STUBB or TABLE to allocate appropriate timeframes to each topic, by applying the approach discussed in Chapter 14 of the book. This methodology helps you to rationalise the content, so you aren't developing parts of the message that cannot be delivered in the available timeframe



The process is achieved through the four activities described below, and they would be applied to the STUBB, as shown in Figure 14.1.

Theme	Saving Big Co's aging buildings from collapsing by fitting proven low-cost Super Widgets (SwiftSure)		Title	Saving Money, Lives and Assets with SwiftSure		
Dominant Template	Proposal		Total Time for Presentation	30 min	Time for Q,A&D	<del>9 min</del> 8 min
INTRODUCTION	Time (Mins)	BODY		Time (Mins)	CONCLUSION	Time (Mins)
CONTENT	3	CONTENT		16	CONTENT	3
(1) Gain Attention and Interest (Film intro)	1.5	(1) Explain Need for Change ( <del>5 min</del> 6 min)		(1) Reinforce Theme and Title	0.1	
Explain that their buildings may be at risk of collapsing		State Problem/Ramifications (1A & 1B)	<del>6</del> 6	(2) Summarise the Content	1.5	
(2) State the Theme	0.4	(2) Describe Proposal ( <del>5 min</del> 7 min)		(3) Reinforce Desire	1	
(3) Generate Belief (Already done in 1)		Overview of Proposal (Groups 1, 2 & 3)	0.3	Save Money, Lives and Assets		
(4) Explain the Structure	0.5	Detailed Description (Use Path/Process)		Low Risk, Low Cost, Little Workload		
(5) Lay Down the Ground Rules	0.6	Clear Path/Process (2B)		Well Received by Senior Management		
		Outline Sequence (Overview)	1	(4) Make Clear Recommendations	0.2	
		Describe Detailed Stages		Get Engineering Report &		
		Phase 1 – Engineering Report (1C)	1.5	Tender & Fix the Problem		
		Phase 2 – Tender Analysis	<del>1</del> 1	(5) Closing Statement, Thank Audience	0.2	
		Two Products (3B)		Open for Q&A		
		Two Benchmarks (3A)		Just mention these two issues. Cover in Q&A or Follow Up		
		Phase 3 – Implement Solution (2C)	2.5			
		Summarise Sequence	0.7			
		(3) Detail Cons & Pros ( <del>5 min</del> 3 min)				
		Discredit Cons (Cost, Risk, Workload)	1			
		Explain Pros	1			
		Quick to Implement				
		Tendering Process will be easy				
		Proven Reliable Product (2A)	1			
		<del>SwiftSure is a better Product (2C)</del>				
<b>TOTAL TIME</b>	<b>3</b>	<b>TOTAL TIME</b>	<b>16</b>	<b>TOTAL TIME</b>	<b>3</b>	

Figure 14.1: The SwiftSure Presentation STUBB after completing the Time Allocation

The following subsections describe the steps used to make these time allocations.



## Activity 1 – Allocate Timings for Each Part

The SwiftSure presentation is a Short Speech of 30 minutes duration. Therefore, by using the graphs in Chapter 14 we know that we need to roughly allocate the time as follows: 10% for the Introduction (3 minutes), 50% to the Body (15 minutes), 10% for the Conclusion (3 minutes), and 30% for Q,A&D (9 minutes). These time allocations were then entered into the STUBB as shown in Figure 14.2 (overleaf).

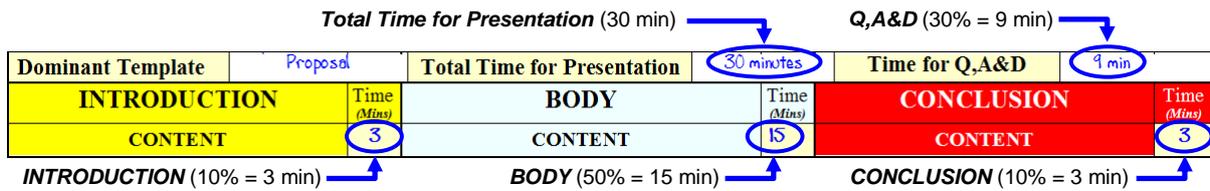


Figure 14.2: Inserting the Time Allocations for Each Part into the STUBB

## 2

### Activity 2 – Allocate Timings for Dominant Template Parts

Each of the three dominant Template parts has initially been allocated five minutes, because at this early stage it was difficult to discriminate between the importance of each part. For example:

- ✓ **Part 1 is Critical.** Explaining the need for change will be critical, because the target audience does not know they have a problem. It is therefore unlikely that they will proceed to the target stage of the standard decision process, unless they accept that there is a real risk.
- ✓ **Part 2 Contains a Lot of Important Points.** There is a substantial amount of information to cover in the second part of the dominant template. In particular, the description of the sequence of events will be a very important part of the proposal, because it will give the audience the clear path/process they need to proceed.
- ✓ **Part 3 Creates a Strong Impression.** By effectively detailing the Cons and Pros, we can create a strong impression that will shape the audience’s perception of the proposal.

BODY	
CONTENT	
(1) Explain Need for Change (5 min)	5 MINUTES ALLOCATED TO EACH OF THE DOMINANT TEMPLATE PARTS
State Problem/Ramifications (1A & 1B)	
(2) Describe Proposal (5 min)	
Overview of Proposal (Groups 1, 2 & 3)	
Detailed Description (Use Path/Process)	
Clear Path/Process (2B)	
Outline Sequence (Overview)	
Describe Detailed Stages	
Phase 1 – Engineering Report (1C)	
Phase 2 – Tender Analysis	
Two Products (3B)	
Two Benchmarks (3A)	
Phase 3 – Implement Solution (2B)	
Summarise Sequence	
(3) Detail Cons & Pros (5 min)	
Discredit Cons (Cost, Risk, Workload)	
Explain Pros	
Quick to Implement	
Tendering Process will be easy	
Proven Reliable Product (2A)	
SwiftSure is a better Product (3C)	
TOTAL TIME	

## 3

### Activity 3 – Allocate Time to Make Each Point

Having finished Activity 2, we can quickly move on to allocating the appropriate amount of time to make each point. When sharing out time for each point you should look at each of the aspects detailed in Chapter 14.

#### HINT



Generally, I tend to work through the Introduction and Conclusion first, as these are often the simplest parts to analyse. Additionally, by doing these parts first, you can identify if there is any spare time available for use in the body of the presentation.

Therefore, as shown in Figure 14.3, we allocated appropriate amounts of time to make each point in the Introduction and Conclusion. You will note that the Time columns include integer and decimal values for each minute. Each 0.1 of a minute equates to six seconds, which would typically allow you to speak about 13 to 18 words. This information will become quite important later on, when you are developing the script.

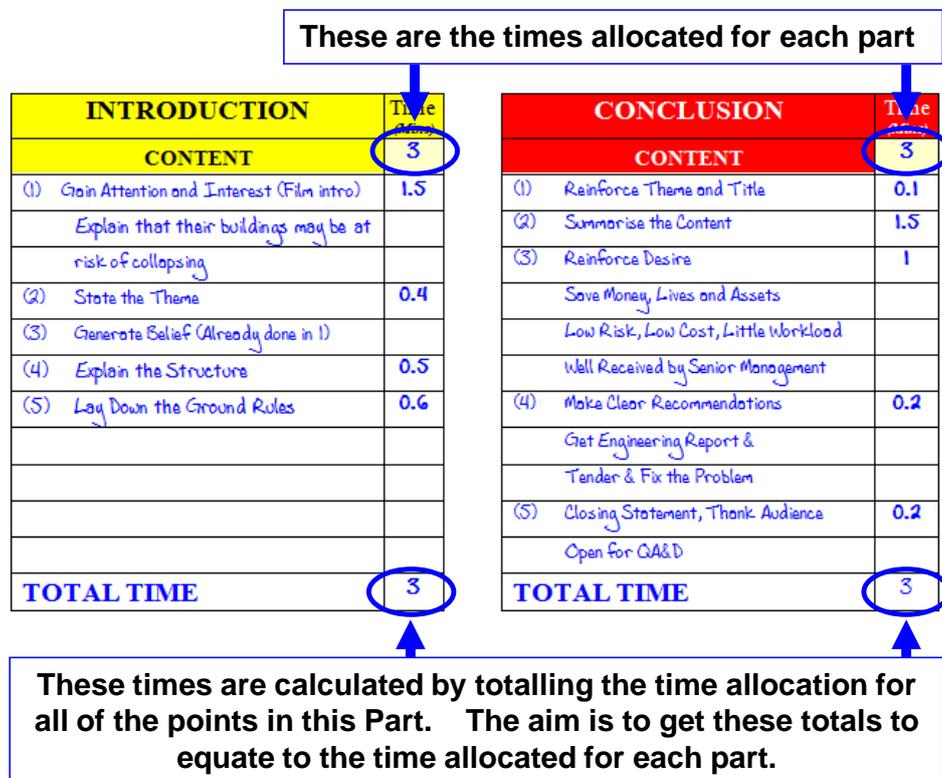


Figure 14.3: Allocating Time to Make the Points in the Introduction and Conclusion

The small amount of time allocated for some of these points is achievable, because only a few words will be used. For example, point (1) in the Conclusion was allocated 0.1 of a minute. You can deliver this point in the allocated timeframe, because the content will be limited to the following statement. *‘As the facts have shown, there is a very real danger that Big Co’s aging buildings may collapse’\**. Try reading out this quote for yourself, and you will see that it takes around six seconds (which is 0.1 of a minute).

As you can see from Figure 14.3 (above), we have been able to fit each point for the Introduction and Conclusion into the time allocated. The same cannot be said for the Body of the presentation.

\* As shown in the TABLE at Figure 12.1 (on Page 26).

As shown in the Figure to the right, there is a clear problem in the Body of the presentation, because we have around 22.7 minutes of content, but only 15 minutes to deliver the message. Clearly, we would need to cut about seven to eight minutes of content from this part.

Even at first glance, there is one glaring issue. There will not be enough time to include the detailed description of the two products and benchmarks, so this will give us a good starting point for the analysis in Activity 4.

As you can see this is a pretty simple process and the most common problem with this activity is that some people try to get too accurate at this stage. Remember, the objective here is to give yourself some guidelines, so you develop the right content for the time you have allocated.

You therefore do not need to write a script at this stage to work out the timings. I know this is how many people do it, but as you will see in the following Activity, doing the planning in this way helps to ensure that you don't waste time developing unusable content.

BODY		Time (Mins)
CONTENT		15
(1) Explain Need for Change (5 min)		
State Problem/Ramifications (1A & 1B)		5
(2) Describe Proposal (5 min)		
Overview of Proposal (Groups 1, 2 & 3)		1
Detailed Description (Use Path/Process)		1
Clear Path/Process (2B)		
Outline Sequence (Overview)		1
Describe Detailed Stages		
Phase 1 – Engineering Report (1C)		1
Phase 2 – Tender Analysis		6
Two Products (3B)		
Two Benchmarks (3A)		
Phase 3 – Implement Solution (2B)		2.2
Summarise Sequence		0.5
(3) Detail Cons & Pros (5 min)		
Discredit Cons (Cost, Risk, Workload)		2
Explain Pros		3
Quick to Implement		
Tendering Process will be easy		
Proven Reliable Product (2A)		
SwiftSure is a better Product (3C)		
<b>TOTAL TIME</b>		<b>22.7</b>

This requires too much time to cover

Too Much Time Needed Must Cut Back Content

#### 4

### Activity 4 – Assess the Content

There is clearly a problem with the Body of the SwiftSure presentation. You would therefore quickly move through the assessment questions described in Chapter 14 to tailor the content, so it matches the time available. These questions are:

- ✓ **Question 1 - Is There Enough Content?** There is more than enough content for the allocated time, so you can move on quickly to the next question.
- ✓ **Question 2 - Is There Enough Time?** As already discussed, there will simply not be enough time to deliver all of the points that we have identified in the body of the presentation. To overcome this problem, we can apply the following strategies:

➤ **Option 1 - Exchanging Time Allocation between the Parts.** In this case, we utilised two approaches to shift the time between different parts. This includes:

- **Moving Time from the Q,A&D.** As shown in Figure 14.4, we have decided that it will be worthwhile to take one minute from the Q,A&D and shift it into the body of the presentation. This gives us 16 minutes for the body, and still enough time to cover core issues in the Q,A&D session. This extra minute was then allocated to the first part of the body (*Explain the Need for Change*), which means we now have six minutes to cover this content.

Move one minute allocated to the Q,A&D to the Body

Dominant Template	Proposal	Total Time for Presentation	30 minutes	Time for Q,A&D	<del>9 min</del> 8 min
<b>INTRODUCTION</b>	Time (Mins)	<b>BODY</b>	Time (Mins)	<b>CONCLUSION</b>	Time (Mins)
<b>CONTENT</b>	3	<b>CONTENT</b>	<del>18</del> 16	<b>CONTENT</b>	3

Figure 14.4: *Exchanging Time Between the Q,A&D and the Body*

- **Moving Time from the Cons and Pros to the Detailed Proposal.** We clearly need more time to explain the detailed timeline in our proposal. It was therefore decided to remove two minutes from the Detailed Cons and Pros (*Template Part 3*), and move this up to the second part of the Template (*Describe Proposal*), as shown in ❶ and ❷ at Figure 14.5.

BODY		Time (Mins)
<b>CONTENT</b>		<del>16</del> 16
❶	Explain Need for Change ( <del>5 min</del> 6 min) State Problem/Ramifications (1A & 1B)	6
❷	Describe Proposal ( <del>5 min</del> 7 min) Overview of Proposal (Groups 1, 2 & 3)	0.3
3	Detailed Description (Use Path/Process) Clear Path/Process (2B) Outline Sequence (Overview) Describe Detailed Stages	1
	Phase 1 – Engineering Report (1C)	1.5
	Phase 2 – Tender Analysis	1
4	Two Products (3B) Two Benchmarks (3A)	2.5
	Phase 3 – Implement Solution (2B) Summarise Sequence	0.7
❸	Detail Cons & Pros ( <del>6 min</del> 3 min) Discredit Cons (Cost, Risk, Workload) Explain Pros Quick to Implement Tendering Process will be easy Proven Reliable Product (2A)	1
5	<del>Summarise to a better Product (3C)</del>	
<b>TOTAL TIME</b>		<del>16</del> 16

Extra minute added to state the problem.  
 Take two minutes from Detail Cons & Pros as Part 2 of this template would almost certainly be the biggest section in this case.  
 Merge these two points, and keep this really short and to the point.  
 Cover these issues quickly, to scope the solution for them.  
 As the note suggests, you will not have time to cover these in detail, so just mention them and cover this in the Q,A&D or Follow Up.  
 Add a bit more time here to handle these issues more effectively.  
 Delete this dependent point, because we don't have the time to discuss the two products and benchmarks (*This information is required if the audience are going to believe this issue*). Additionally, this point is not required to reach the aim of the presentation.  
 After making these adjustments the Body fits into the allocated timeframe

Figure 14.5: *Tailoring the Content, so it can be Delivered in the Time Available*

- **Option 2 - Trimming the Content.** However, this does not resolve the entire problem, so some of the content will need to be trimmed and re-formed. For example, as shown at **3** at Figure 14.5 (*above*), we have decided to merge the Overview and the Detailed Description introduction and then trim this down. As a result of this decision, we have kept this section very short, so it simply acts as a lead-in for the more detailed information that follows (*e.g. keeping this to about 45-50 words*). This approach will save over a minute and a half.
- **Option 3 - Transfer Content.** It is clear that we can't cover the detailed discussion of the two products and two benchmarks in the timeframe available. However, it will be important to give the audience this information, so we can shape their evaluation. It will be worthwhile to transfer this content to another part of the presentation. We have therefore decided to just mention the issues in the body and prepare to cover it in detail during the Q,A&D and/or Follow Up as shown in **4** at Figure 14.5 (*above*).
- **Option 4 - Cutting Out Content.** Because you won't be covering the two products and the benchmarks in detail, you won't be giving the audience the information they need to believe and understand point 3C. This point should therefore be cut out, as shown at **5** at Figure 14.5 (*above*), so some of the other positive aspects of the proposal can be described in more detail.
- ✓ **Question 3 - Is There Enough Diversity in Content?** In this case, we will be changing topics at intervals of seven minutes or less. For this reason, we would not need to tailor the content further to generate diversity.

As shown in Figure 14.5 (*above*) these changes have allowed us to tailor the message so it can successfully be delivered in the time available. You can then use these timing guidelines to develop your script, and deliver your persuasive message in the period available.

# Chapter 15

## OVERLAYING STYLES

Now that you have settled on the structure of your message, you can now apply styles, as described in Chapter 15.

This section explains how you can apply the styles practically. It begins by explaining the way in which you would select the appropriate styles, and then shows how these can be applied to the STUBB or TABLE that you have developed.



Which Style Should I Use?

### Practical Selection of the Styles

You need to begin by selecting the primary and secondary styles, and then overlaying these on the content that you have developed. To understand this easy-to-use procedure, let's look at how we would select the styles for this SwiftSure presentation.

#### Primary Style

The first step mandates the selection of the most appropriate primary style, so the presentation delivery matches the following issues:

- ✓ **Issue 1 - Audience.** The audience is fairly senior, so they will expect to be spoken to as superiors or peers. You would therefore need to select a relatively informal style, which treats them as though they are your equals or superiors. This objective is achievable by using a Directive style, which applies techniques from the lower end of the range (*e.g. basing the style on the dominated discussion techniques*).
- ✓ **Issue 2 - Situation and Objectives.** The primary objective of this presentation is to give the audience information, so they can learn about the problem and then take action. We would therefore need to spend more time controlling the communications process, so you can effectively teach the audience. The Directive style typically works best in this type of situation.
- ✓ **Issue 3 - Content.** There is a great deal of information to deliver in this presentation. You would therefore need to deliver the content in a straightforward and no-nonsense fashion. The Directive techniques are therefore going to be the most applicable, to ensure that the information is delivered effectively in the time available.

- ✓ **Issue 4 - Constraints.** The following constraints should also be taken into account when determining the primary style:
  - **Time.** The time available to deliver this message is quite limited. We will therefore not have much time to apply Supportive techniques, because these can impose substantial time overheads, as shown in Figure 15.1<sup>(1)</sup>.

AIM OF SUPPORTIVE STYLE SEGMENT	TIME REQUIRED
Ask a simple question and get the right response/s.	5 seconds to 1 Minute
Ask a more complex question that will generate some discussion.	Minimum 1-3 Minutes
Investigate a topic through general group discussion.	Minimum 3-10 Minutes
Workshop a topic by forming sub-groups and then discussing the issues.	Minimum 10 Minutes

**Note:** *The duration will typically increase if the topic is complex, or the audience is passionate about the subject. Additionally, the mechanics of the situation will change the amount of time required. For example, if you need to move your audience to other rooms to form sub-groups then add an additional 5 to 10 minutes.*

Figure 15.1: *Typical Time Overheads for the use of the Supportive Style*

- **Venue.** In this scenario, the audience is small, and the venue is likely to be a boardroom. You would therefore be able to use a relatively intimate style, and there will be no need to accentuate your body language. A fairly low-key Directive style will therefore be applicable in this situation.

From this information, it is clear that the primary style should use relatively low-key Directive techniques. You would then tailor this approach to suit your own preferences. For example, you might naturally be a passionate speaker, so you would probably tend to be a little more fervent in your delivery.

### Secondary Styles

To select the secondary styles you need to decide which techniques are most appropriate for different elements in the presentation. Once again, you would use the four issues to determine the most appropriate styles to get the message across.

In particular, you can achieve the best match between the style and content elements by applying the guidelines provided in the following Focus Box.

**GUIDELINES FOR APPLYING STYLES TO POINTS/ELEMENTS**



✓ **Guideline 1 – Use of Impact Style.** Generally, only use the Impact style in situations where you need to deliver a hook or reinvigorate interest in the audience. This normally means that you would use Impact techniques to introduce an element, or to deliver an important summary of the information.



✓ **Guideline 2 – Use of Directive Style.** In most situations, the Directive techniques are best used as the prime method for delivering the bulk of the points. This style is particularly good for showing your professionalism, because you are delivering the points in a relatively matter-of-fact way.



✓ **Guideline 3 – Use of Supportive Style.** When aligning a style to a particular element or point, the Supportive techniques are predominantly used to engage the audience. For example, when asking a question of the audience you would use a Supportive technique to transfer control and get them to participate.

By using these guidelines, you can quickly assign styles to each element in the templates that you have selected. For example, Figure 15.2 shows how we are planning to apply appropriate styles within the Analytical template used to develop Point 2A.

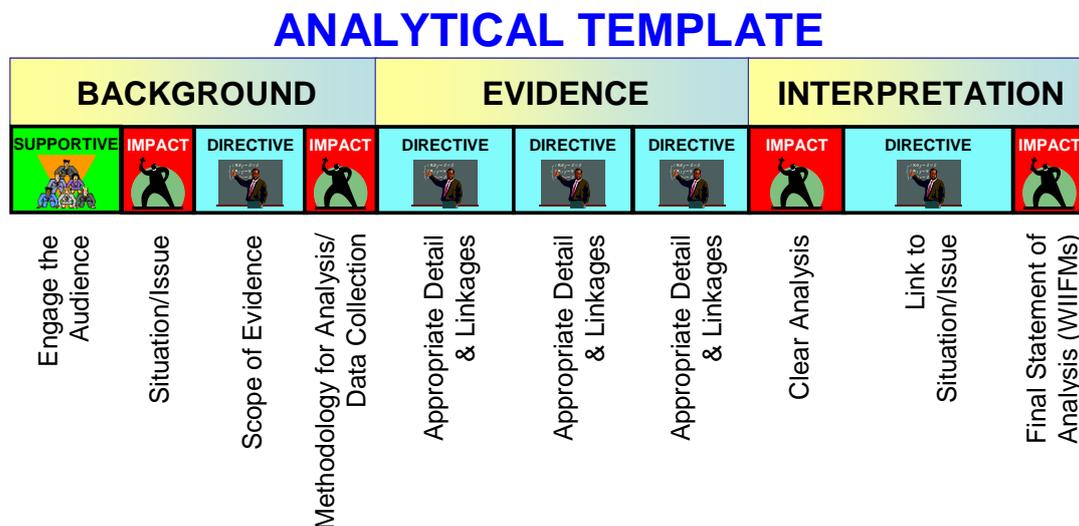


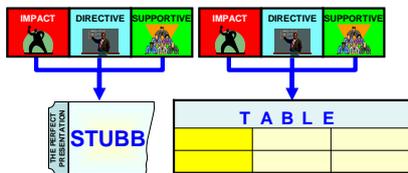
Figure 15.2: *Styles Applied to an Analytical Template*

As illustrated in this diagram, we have used the styles to reinforce the message as follows:

- ✓ **Directive Style.** The Directive style is used for most of the template, so you conform to the primary style, and deliver the information in a professional and matter-of-fact manner. However, you would not just use the one monotonous approach. You should ideally vary your delivery style slightly within the Directive range, so you keep the audience more interested (*e.g. by employing Diversity*).
- ✓ **Supportive Style.** In this case, it has also been decided to engage the audience at the beginning of the Template, by asking them a question. We will therefore use Supportive techniques to pose a question, and field the answers.
- ✓ **Impact Style.** The Impact style has been used sparingly in this template, and it has only been applied to the following elements of the template:
  - **Situation/Issue.** You will note that you have followed the Supportive style with a short period of Impact technique. This is quite a powerful combination, because you engage the audience in the first step, and then hammer home your point straight afterward.
  - **Methodology for Analysis/Data Collection.** This element focuses on showing the audience why the data is so important to their situation. In this case, you can reinforce the importance by using a low level Impact technique. Additionally, this style highlights the transition between the parts of the template. In real terms, this links change in intensity to variation in the content, so greater levels of attention can be generated.
  - **Clear Analysis.** Once again, we have aimed to use the Impact style to reinforce the transition between parts of the template, by changing the intensity of the

delivery. In this case, we would also use the Impact technique to reinforce the analysis that we are providing.

- **Final Statement of Analysis (WIIFMs).** We have planned to use the Impact style at the end of the template to reinforce the analysis, and link it clearly to the audience WIIFMs. This use of the Impact technique at the very end, also allows you to deliver concise hooks, so the audience has a better chance of remembering the key elements of the message.



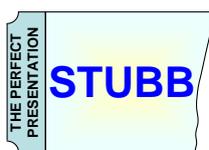
### Using the Forms to Overlay Styles

You can apply these style selections to both a STUBB and TABLE, as discussed in the following subsections. The mark-ups in these examples conform to the conventions in the following focus box.

<b>HIGHLIGHTING SPECIFIC STYLES</b>	
<b>STUBB</b>	<b>TABLE</b>
<b>Impact Style</b> (Highlight with Yellow Highlighter)	<b>Impact Style</b> (Change to Blue Font)
<b>Directive Style</b> (Leave this Unchanged)	<b>Directive Style</b> (Leave this Unchanged)
<b>Supportive Style</b> (Highlight with Green Highlighter)	<b>Supportive Style</b> (Change to Dark Green Font)
<b>Notes</b> (Use a Red Pen)	<b>Notes</b> (Use a Red Font)

You can use the formats illustrated in the table to the left to provide consistent highlighting of styles in a STUBB or TABLE. In the STUBB, you can use a yellow or green highlighter to indicate styles for different elements. In a TABLE, you simply need to change the colour of the font, so you can see which style is applicable for each element and point.

Additionally, you can use red ink or fonts to indicate that the text is a note, and not content. This same convention is also applied in the Scripts, as discussed in Chapter 16, so you can maintain consistency.



### STUBB

Figure 15.3 (*overleaf*) shows the SwiftSure STUBB, after allocating the timings and styles. You will note that the form looks a little different from the last time we examined it in Figure 14.1 (*on Page 40*). In particular, you will observe that I have included a number of additional notes enclosed in freehand circles. Most of these additional notes reflect the underlying structure of the points. For example, the point that requires us to ‘State Problem/Ramifications (1A/1B)’ mandates an Analytical template. Therefore, the associated note lists the structure as; Background, Evidence and Interpretation in conformance with the parts of the Analytical template. As explained in the Focus Box on Page 35, these additional notes were previously left off the STUBB, to make it easier to describe the concepts associated with the use of the form.

Theme	Saving Big Co's aging buildings from collapsing by fitting proven low-cost Super Widgets (SwiftSure)		Title	Saving Money, Lives and Assets with SwiftSure	
Dominant Template	Proposal		Total Time for Presentation	30 min	
INTRODUCTION		BODY		CONCLUSION	
CONTENT		CONTENT		CONTENT	
Time (Mins)	3	Time (Mins)	16	Time (Mins)	3
(1) Gain Attention and Interest (Film intro)	1.5	(1) Explain Need for Change (5 min) (6 min)		(1) Reinforce Theme and Title	0.1
Explain that their buildings may be at risk of collapsing		State Problem/Ramifications (1A & 1B)	8.6	(2) Summarise the Content	1.5
(2) State the Theme	0.4	(2) Describe Proposal (5 min) (7 min)		(3) Reinforce Desire	1
(3) Generate Belief (Already done in 1)		Overview of Proposal (Groups 1, 2 & 3)	0.3	Save Money, Lives and Assets	
(4) Explain the Structure	0.5	Detailed Description (Use Path/Process)		Low Risk, Low Cost, Little Workload	
(5) Lay Down the Ground Rules	0.6	Clear Path/Process (2B)		Well Received by Senior Management	
		Outline Sequence (Overview)	1	(4) Make Clear Recommendations	0.2
		Describe Detailed Stages		Get Engineering Report & Tender & Fix the Problem	
		Phase 1 – Engineering Report (1C)	1.5	(5) Closing Statement, Thank Audience	0.2
		Phase 2 – Tender Analysis	1		
		Two Products (3B)			
		Two Benchmarks (3A)			
		Phase 3 – Implement Solution (2B)	2.5		
		Summarise Sequence	0.7		
		(3) Detail Cons & Pros (5 min) (3 min)			
		Discredit Cons (Cost, Risk, Workload)	1		
		Explain Pros	1		
		Quick to Implement			
		Tendering Process will be easy			
		Proven Reliable Product (2A)	1		
		SwiftSure is a better Product (2C)			
<b>TOTAL TIME</b>	<b>3</b>	<b>TOTAL TIME</b>	<b>16</b>	<b>TOTAL TIME</b>	<b>3</b>

Figure 15.3: The Completed STUBB (Warts and All)

We have also added extra information in the text, where short introductions, transitions and engagements are required to provide clear linkages, and engage the audience.

In addition to the inclusion of this information, you will see that specific points are highlighted in yellow or green. This highlighting conforms to the standard explained earlier. For instance, a period of Supportive style will be used to engage the audience, when making the point about providing a ‘Proven Reliable Product (2A)’, so it is highlighted in green. Finally, as shown in this example, notes and general comments are shown in red.

TABLE		

**TABLE**

You can also use the same approach to develop your TABLE. In fact, in some ways it is much easier using a TABLE, because there is more detail available in this

format. This additional detail allows you to be more succinct about allocating styles to specific elements in the presentation.

As an example, the following TABLE covers the third part of the dominant template for the SwiftSure presentation.

<b>Theme:</b>	<i>Saving Big Co's aging Buildings from collapsing by fitting proven low cost Super-Widgets</i>				
<b>Presentation Title:</b>	<i>Saving Money Lives and Assets with SwiftSure</i>			<b>Dominant Logic</b>	
				Proposal	
<b>Part</b>	<b>Body Part 3</b>	<b>Allocated Time</b> <i>(Insert the time allocated for this Part in Minutes – Enter this figure manually)</i>	<b>3 min</b>	<b>Actual Time</b> <i>(This shows the calculated total of the time you allocated to make each point)</i>	<b>3 min</b>
<b>Description</b> <i>(Of Part - Optional)</i>	<b>Detail Cons and Pros</b>				
<b>CONTENT/POINTS</b>					<b>Time</b> <i>(Minutes)</i>
<p><b>1. Discredit the Cons (1.3 min)</b></p> <p><b>A. Introduction/Transition.</b></p> <p><b>B. High Cost.</b> Explain that there is little cost inherent in doing the first phase and getting an engineering report on their buildings. They then only need to fit the buildings that are at risk. In relation to that; what is the possible cost of them doing nothing?</p> <p><b>C. High Risk.</b> By getting an independent engineering report, they are able to quantify their risk. They can then analyse the two options using a tender process, which reduces their commercial risk. Finally, should they use SwiftSure; this is a proven product, so there is also little implementation risk.</p> <p><b>D. Too Much Work.</b> There will be little work required by Big Co to implement this recommended process. However, if they do nothing they may have a lot more work. Big Co can then use the recommended industry standards/benchmarks to assess the two products. BUF (our company) will help Big Co by providing more information on these benchmarks if required.</p>					0.1 0.4 0.4 0.4
<p><b>2. Explain the Pros (1.7 min)</b></p> <p><b>A. Introduction/Transition.</b></p> <p><b>B. Quick Process to Implement.</b> As illustrated by the example that implemented SwiftSure. Additionally, getting the engineering report should be very quick and easy.</p> <p><b>C. Tendering Process will be Easy.</b> There are only two companies that can solve their problem.</p> <p><b>D. SwiftSure is a Proven/Reliable Product (2A – Analytical)</b></p> <p><b>(1) Engagement.</b> <i>'Would you agree that the provision of a proven/reliable system was a critical factor in risk reduction?'</i></p> <p><b>(2) Background.</b> Situation/Issue. <i>(Link to Domain Knowledge)</i> Scope of Evidence. <i>(Explain that SwiftSure; (a) has been widely used, (b) uses high quality materials (e.g. titanium), (c) uses quality controlled processes, (d) is low cost.) (Merge Background and Evidence to Save Time)</i></p> <p><b>(3) Evidence.</b> Provide appropriate evidence to prove each of the four issues <i>(Merge Background and Evidence to Save Time)</i>.</p> <p><b>(4) Interpretation.</b> Provide Clear Analysis. <i>(Conclude that each of these issues illustrates that SwiftSure is a proven/reliable product.) Link to Situation/Issue. (Emphasise that this means that SwiftSure is low risk and low cost, which reflects their key WIIFMs).</i></p>					0.7
<p><b>E. SwiftSure is the Better Product. (3C – Analytical)</b></p> <p><b>(1) Background.</b> <del>Situation/Issue. (Explain that SwiftSure is better because it is technically better and more cost effective – Link to audience paradigms.)</del> Scope of the Evidence. <del>(The information already provided and an analysis of the two products against the recommended benchmark).</del></p> <p><b>(2) Evidence.</b> <del>Provide Appropriate Detail. (Show a side-by-side comparison of the two products against the recommended benchmark).</del></p> <p><b>(3) Interpretation.</b> <del>Provide Clear Analysis. (Explain that this shows that SwiftSure is the</del></p>					1

<b>Theme:</b>	<i>Saving Big Co's aging Buildings from collapsing by fitting proven low cost Super-Widgets</i>				
<b>Presentation Title:</b>	<i>Saving Money Lives and Assets with SwiftSure</i>			<b>Dominant Logic</b> Proposal	
<b>Part</b>	<b>Body Part 3</b>	<b>Allocated Time</b> <i>(Insert the time allocated for this Part in Minutes – Enter this figure manually)</i>	<b>3 min</b>	<b>Actual Time</b> <i>(This shows the calculated total of the time you allocated to make each point)</i>	<b>3 min</b>
<b>Description</b> <i>(Of Part - Optional)</i>	<b>Detail Cons and Pros</b>				
<b>CONTENT/POINTS</b>					<b>Time</b> <i>(Minutes)</i>
<i>better product for Big Co's situation, if the Engineering Report shows that they have a problem).</i>					

Figure 15.4: An example from the Completed TABLE – Showing Time Allocations and Overlaid Styles\*

This completed TABLE illustrates the following:

- ✓ **Time Allocation.** As shown in the TABLE extract in Figure 15.5, we have allocated times to each element and topic. These times provide an excellent guide to the amount of content that you can include in the script and presentation aids. This allocation would take place when conducting the tasks described in the previous Chapter.

<b>CONTENT/POINTS</b>		<b>Time</b> <i>(Minutes)</i>
<b>TOTAL TIME ALLOCATED TO EACH ELEMENT</b>	<b>1. Discredit the Cons (1.3 min)</b> ← The figures in the time column must add up to the total time allocated for the element	
	A. Introduction/Transition	0.1
	B. High Cost. Explain that there is little cost inherent in doing the first phase and getting an engineering report on their buildings. They then only need to fit the buildings that are at risk. In relation to that; what is the possible cost of them doing nothing?	0.4
	C. High Risk. By getting an independent engineering report, they are able to quantify their risk. They can then analyse the two options using a tender process, which reduces their commercial risk. Finally, should they use SwiftSure; this is a proven product, so there is also little implementation risk.	0.4
	D. Too Much Work. There will be little work required by Big Co to implement this recommended process. However, if they do nothing they may have a lot more work. Big Co can then use the recommended industry standards/benchmarks to assess the two products. BUF (our company) will help Big Co by providing more information on these benchmarks if required.	0.4
	<b>2. Explain the Pros (1.7 min)</b>	0.7
A. Introduction/Transition.		
B. Quick Process to Implement. As illustrated by the example that implemented SwiftSure.		

Figure 15.5: Time Allocation in the Table

- ✓ **Deletion of Points.** You will note that point 3C was deleted, for the reasons discussed earlier.

\* You will notice that the timings here are a little different from those listed in the STUBB. This reflects the typical situation, because you will invariably develop more accurate timings in the TABLE (because the TABLE holds more detailed information). However, this is not a real problem. Remember that the key here is to use the timings as a guide only; so many of these will change slightly anyway, once you start developing your script. The important part is to keep these rough timings in mind while you are drafting, so you keep your message focussed, and you avoid wasting time developing content that cannot be delivered in the available timeframe.

- ✓ **Addition of Introduction/Transition/Engagement Points.** Introduction, transition and engagement points have been included in these elements, so time can be allocated to these. These allocations are shown in Figure 15.6 and Figure 15.7.

CONTENT/POINTS		Time (Minutes)
INTRODUCTIONS/TRANSITIONS	<b>1. Discredit the Cons (1.3 min)</b>	
	<b>A. Introduction/Transition.</b>	0.1
	<b>B. High Cost.</b> Explain that there is little cost inherent in doing the first phase and getting an engineering report on their buildings. They then only need to fit the buildings that are at risk. In relation to that; what is the possible cost of them doing nothing?	0.4
	<b>C. High Risk.</b> By getting an independent engineering report, they are able to quantify their risk. They can then analyse the two options using a tender process, which reduces their commercial risk. Finally, should they use SwiftSure; this is a proven product, so there is also little implementation risk.	0.4
	<b>D. Too Much Work.</b> There will be little work required by Big Co to implement this recommended process. However, if they do nothing they may have a lot more work. Big Co can then use the recommended industry standards/benchmarks to assess the two products. BUF (our company) will help Big Co by providing more information on these benchmarks if required.	0.4
	<b>2. Explain the Pros (1.7 min)</b>	0.7
	<b>A. Introduction/Transition.</b>	
	<b>B. Quick Process to Implement.</b> As illustrated by the example that implemented SwiftSure.	

Figure 15.6: Allocating Periods for Introduction/Transition

- ✓ **Inclusion of Notes.** Notes in red font explain your ideas and thought processes, as shown in Figure 15.7.

Supportive Style	<p><b>D. SwiftSure is a Proven/Reliable Product (2A – Analytical)</b></p> <p><b>(1) Engagement.</b> <i>‘Would you agree that the provision of a proven/reliable system was a critical factor in risk reduction?’</i></p> <p><b>(2) Background.</b> Situation/Issue. <i>(Link to Domain Knowledge) Scope of Evidence. (Explain that SwiftSure; (a) has been widely used, (b) uses high quality materials (e.g. titanium), (c) uses quality controlled processes, (d) is low cost.) (Merge Background and Evidence to Save Time)</i></p> <p><b>(3) Evidence.</b> Provide appropriate evidence to prove each of the four issues <i>(Merge Background and Evidence to Save Time).</i></p> <p><b>(4) Interpretation.</b> Provide Clear Analysis. <i>(Conclude that each of these issues illustrates that SwiftSure is a proven/reliable product.) Link to Situation/Issue. (Emphasise that this means that SwiftSure is low risk and low cost, which reflects their key WIIFMs).</i></p>	1
Notes		
Impact Style		

Figure 15.7: Inserting Notes and Allocating Styles

- ✓ **Style Highlights.** The styles that are proposed for each point have also been highlighted using the recommended colour coding. Therefore, issues that are in blue font will use the Impact technique, while points in green will apply Supportive styles. Information shown with a black font will be delivered using the Directive techniques.

# Chapter 16 SCRIPTING

Having completed either your STUBB or TABLE, you are now well positioned to develop your script.



The following subsections show the scripts that could have been developed. This begins with the full script, and then includes examples for an Outline and Notes. A verbal script provided by a PowerPoint® presentation is delivered through the SwiftSurePresentation.ppt file on the Seahorses web site.

## Full Script

### Developing the Full Script

The development of a full script is generally quite easy, once you have created a clear summary of the content in the STUBB or TABLE. The process of full script development includes the following three steps:

- ✓ **Step 1 - Set the Structure in the Script.** Transfer the outline information from the STUBB or TABLE into the left column of the full script template you are going to use, as shown in Figure 16.1.

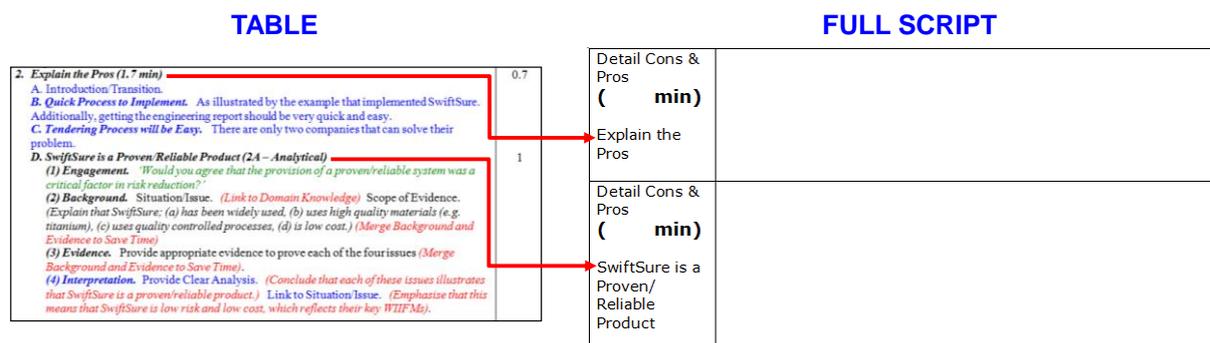


Figure 16.1: Setting the Structure in the Script

- ✓ **Step 2 - Insert Synopsis Information.** After setting the outline in the left column of the full script form, insert the synopsis of the information that you need to cover in that part of the script. This is very simple if you have created a TABLE, because you just cut and paste the information into the appropriate section. Alternatively, if you are using a STUBB, you just need to flesh out the outline information that you have already developed.
- ✓ **Step 3 – Draft the Text.** You are now ready to start fleshing out the points you want to make, so you create a full script. This full script will reflect the synopsis information, as illustrated in Figure 16.2 (*overleaf*). The trick to scripting is to write the text as though you were speaking. This avoids the situation that I am sure you have seen, where the text reads like an essay. When this happens, the delivery often feels stilted, because the way we talk is typically quite different from the way we write. Additionally, while drafting the script you should undertake the following:

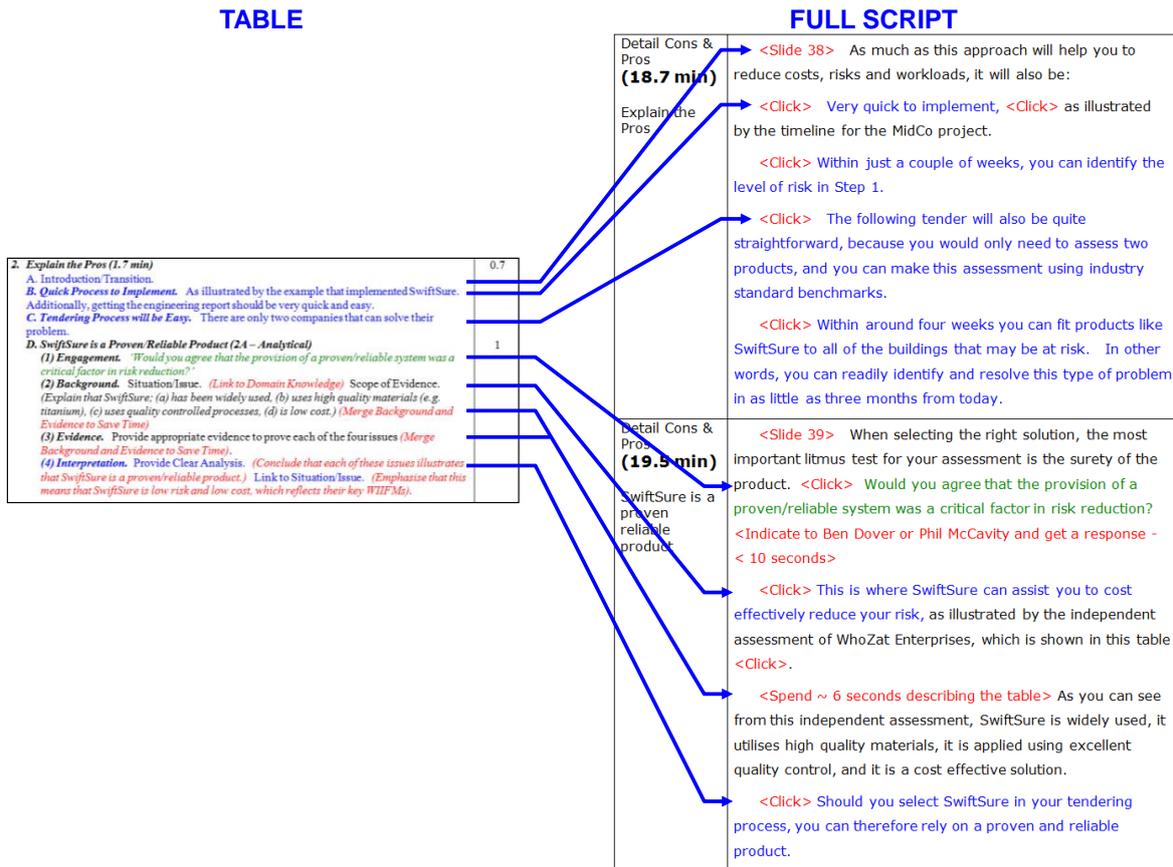


Figure 16.2: Writing the Text, so the Full Script Reflects the Synopsis Information

- **Tailor the Text to the Time Available.** While you are developing the script, regularly check the amount of time you need to deliver the point, against the time you have allocated. You can do this quickly, using the process described in the following focus box.

**TAILORING THE SCRIPT TO THE TIME AVAILABLE**



At regular intervals while developing the script, select the text in the point you are developing, and then use the word count capabilities of your word processor. Once you have the number of words in the highlighted area, divide that number by your normal speaking speed, or 130 words per minute, if you don't know your normal speed of delivery. For example, if you had 256 words, it would take you about 2 minutes to read that part of the text.

Additionally, take into account any time that you want to allocate to the use of presentation aids, discussions, or in-depth descriptions. For example, as shown in the introduction of the SwiftSure presentation (*as illustrated below*), we have allocated 15 seconds to play a short video.

Add the two figures you deduced from the process this far. This will give you the rough amount of time it would take you to read that part of the full script.

Consider this information, and tailor the script to the time you allocated to make the point. Where you need to exceed the time you allocated, remember that you will need to take time from somewhere else.

- ***Insert Cues and Comments.*** Insert cues and comments as necessary. In particular, make sure that you integrate your use of aids into the presentation using appropriate notes.
- ***Account for the Styles.*** As you write the text, make sure that you take the styles you assigned into account, and highlight the text using the appropriate convention.

As you can see, this is a very straightforward procedure and it generally takes much less time than starting script development from scratch. Additionally, by using this procedure you can ensure that the script is highly focussed and persuasive. Most importantly, by adopting this approach you avoid spending time developing script elements that cannot be delivered in the time available.

### **The SwiftSure Full Script**

So let's now look at what the full script for our SwiftSure presentation would look like. The accompanying PowerPoint presentation is provided in the SwiftSurePresentation.ppt file on the Seahorses web site.

As you can see, this maps closely to the STUBB and TABLE that we created, so you can see how the resulting script is simply the next logical step from the work carried out to this point.

#### **A NOTE ABOUT THE SWIFTSURE SCENARIO**

Before you begin reading this script, I just want to point out that the engineering behind this scenario is purely fictional. Additionally, for those engineers who may be reading this scenario, I have taken some liberties in relation to the science here, because I have little or no knowledge in relation to this subject.

This example is simply designed to show how you can build a very potent message very quickly even if you know very little about the topic.

<b>TITLE</b>	Saving Money, Lives and Assets with SwiftSure
<b>Aim</b>	We <b>must</b> persuade them to commence evaluation of alternatives as soon as possible
<b>Theme</b>	Saving Big Co's aging buildings from collapsing, by fitting proven low-cost Super Widgets
<b>WIIFM</b>	High Risk of Doing Nothing, Low Risk Solution, Low Cost Solution, Quick Implementation Innovative & Proven Solution, Small effort required on their part

<b>Point</b>	<b>Text</b>
<p><b>Introduction</b>  <b>Get attention and interest</b>            (Build desire &amp; Get audience involvement)  <b>(10:00 AM)</b>            *</p>	<p>&lt;Slide 2&gt; Good morning<sup>†</sup>. I'd like to begin by showing you a short movie, which you may recognise from the news.</p> <p>&lt;click&gt; &lt;Show movie of collapsed building 15 seconds – embedded in Slide 2&gt; &lt;halfway through the video go to next paragraph&gt;</p> <p>This is the aftermath of the Narfarkle Building catastrophe. This building collapsed earlier this year causing &lt;click&gt; over 10 million dollars worth of damage, and &lt;click&gt; seriously injuring 75 people.</p> <p>&lt;Slide 3&gt; The Department of NafAll conducted an immediate investigation to determine why this building collapsed. &lt;click&gt; The results of this research &lt;hold up report from Dept of NafAll&gt; showed that the Narfarkle building collapsed due to construction flaws, which may be widespread in other similar buildings.<sup>‡</sup></p>

\* Each of these timings is based on a speaking speed of about 150 words per minute (*which is the normal speed at which I would deliver this type of content to an audience with a good grasp of the English language*). Some of these timings also provide a little bit to spare. It is always useful to leave a little bit of fat like this in your schedule, in case you start slightly late, or there are questions or interruptions.

† No detailed introduction has been included, because it has been planned to meet and greet the attendees as they arrive.

‡ If you do not have a colour printer, so you can print these in blue, red and green, then this is not a problem. The comments (in red) are contained in < > brackets, so they stand out in black and white print. For the other style notations, just use the STUBB conventions described earlier, with yellow or green highlighting pens.

Point	Text
	<p><b>&lt;Slide 4&gt;</b> This report also forecasts that the incidence of this problem may rise as shown in this graph, as the buildings constructed using this flawed technique get older. <i>&lt;Explain the graph ~ 5 seconds &amp; point out the Narfarkle building&gt;</i></p> <p><b>&lt;click&gt;</b> This part of the graph shows the age of Big Co’s buildings, which are of similar construction. <i>&lt;spend ~ 10 seconds explaining this graph&gt;</i></p> <p>As you can see from this graph, many of Big Co’s buildings are well into the danger zone, <b>&lt;click&gt;</b> ... including this one.</p>
<p>State the Theme <b>(1.9 min)*</b></p>	<p><b>&lt;Slide 5&gt;</b> This presentation will <b>&lt;click&gt;</b> therefore demonstrate that Big Co’s aging buildings may be in danger of collapsing. More importantly, however, I will <b>&lt;click&gt;</b> explain how you can save money, lives and assets by reviving your buildings with SwiftSure, which is a proven, low-cost solution.</p>
<p>Explain the structure <b>(2.2 min)</b></p>	<p><b>&lt;Slide 6&gt;</b> In particular, this presentation will explain the reason for this danger, and then describe a low risk approach, which you can use to identify and alleviate this problem quickly and efficiently.</p> <p><b>&lt;click&gt;</b> This information will be covered in the following sections:</p> <p><b>&lt;click&gt;</b> I will begin by explaining the reason for the problem, and how it might affect you.</p>

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\* You will notice that this is a little longer than the specified period allocated in the STUBB and TABLE. This is quite common as you build the script (*which is why this is included in the scenario*). However, because we were aware of the time limits beforehand, we have been able to cut down on other elements so we won’t go over time for this Part.

Point	Text
	<p><b>&lt;click&gt;</b> To overcome this problem, I would then like to recommend a straightforward approach, which you can implement quickly to control your risk.</p> <p><b>&lt;click&gt;</b> This will be followed by an open discussion, in which I will be happy to cover any of these issues in more detail.</p>
<p>Lay down ground rules <b>(2.9 min)</b></p>	<p><b>&lt;click&gt;</b> I understand that many of you have other appointments, so I will be very careful not to exceed the time available for the presentation. To help me do this, could you please hold all of your queries until the allocated question time, unless you have a really pressing query. I appreciate your assistance.</p>
<p><b>Body Part 1</b> State Problem /Ramifications <b>(10:03 AM)</b></p> <p><b>Background</b></p>	<p><b>&lt;Slide 7&gt;</b> <b>&lt;Slide Separator for Background&gt;</b></p> <p><b>&lt;Slide 8&gt;</b> Let's begin by showing what the Department of NafAll identified as the reason for this problem.</p> <p><b>&lt;click&gt;</b> It stems from the construction methods used during the 1970s to the 90s when many of your buildings were first erected. As you would be aware, back in this period, the 'slump' requirements for reinforced concrete required lower specifications than those imposed nowadays. In practice, this meant that the concrete used back then was easier to work, but it was not as strong.</p> <p><b>&lt;click&gt;</b> According to the research conducted by the Department of NafAll; in some cases, the concrete has become more porous over time, and this has led to the build up of moisture, and the corrosion of the stirrups and rebar applied within the foundations and floors of many buildings.</p>

Point	Text
	<p><b>&lt;Slide 9&gt;</b> So how does this happen? Let's look at the construction method that was applied to the concrete in your buildings. <b>&lt;Spend ~5 seconds pointing to and explaining the stirrup and rebar configuration&gt;</b>.</p> <p><b>&lt;click&gt;</b> Over time, the moisture can build up in the porous heart of the concrete.</p> <p><b>&lt;click&gt;</b> this corrodes the rebar and stirrups, which</p> <p><b>&lt;click&gt;</b> can lead directly to structural failure.</p>
<p><b>Evidence (4.7 min)</b></p>	<p><b>&lt;Slide 10&gt;</b> The Department of NafAll reached this conclusion after studying the internal structures within the Narfarkle building after it collapsed, and then testing a wide range of other office blocks to validate their findings. <b>&lt;click&gt;</b> As discussed shortly, they found that this problem may be widespread.</p> <p><b>&lt;click&gt;</b> For example, this picture shows just one of the joists that failed within the Narfarkle building.</p> <p><b>&lt;click&gt;</b> As you can see the joist literally shattered due to the severe internal wastage. <b>Quite literally, it was only a matter of time until this tragedy took place.</b></p> <p>What's perhaps more worrying, is the sheer lack of external signs that this problem was growing inside the structure.</p> <p><b>&lt;click&gt;</b> For example, this magnified photograph was taken of the beam on the left, just three months before it collapsed. As you can see, there is virtually no external indicators that the problem is this severe, apart from the light marking and some minor cracking on the surfaces.</p>

Point	Text
	<p data-bbox="411 327 1422 651">&lt;Slide 11&gt; As discussed earlier, the Department of NafAll identified three key reasons for these failures, which were all linked to the type of concrete used, and the standard construction methods that were applied. Of particular note, many of your buildings use this construction standard, and may therefore be suffering from the same problems.</p> <p data-bbox="411 689 1422 779">&lt;click&gt; Let's look at the reasons for this problem in more detail.</p>
<p data-bbox="148 819 347 936">Evidence Reason 1 <b>(6.2 min)</b></p>	<p data-bbox="411 831 1445 1211">&lt;Slide 12&gt; The first of these relates to the porous nature of the aging concrete. For example, the picture to the right shows the porous nature of the cement in the Narfarkle building. This reduction in density is also demonstrated in this &lt;click&gt; graph, which is drawn directly from Page 7 of the NafAll report. As you can see, this graph shows that the density of the concrete becomes progressively lower over time.</p> <p data-bbox="411 1234 1445 1503">&lt;click&gt; To put the level of risk into perspective, the graph on the right shows that about 27 percent of the buildings constructed around this period are considered to be at high or elevated risk of the concrete becoming more porous, and just over 31 percent are shown to be at moderate risk.</p> <p data-bbox="411 1541 1406 1697">&lt;click&gt; In other words, you have more than a 50/50 chance that the concrete used in many of your buildings may become porous, which means that ...</p>
<p data-bbox="148 1738 347 1854">Evidence Reason 2 <b>(7.2 min)</b></p>	<p data-bbox="411 1738 1422 2007">&lt;Slide 13&gt; The level of moisture in the concrete can rise quite rapidly. &lt;click&gt; As shown in this graph, the Department of NafAll modelling showed that moisture at the core of the concrete was able to build up at around 6.5% per annum.</p>

Point	Text
	<p><a href="#">&lt;click&gt;</a> This means that after 30 years, the concrete can hold nearly seven times as much moisture as it should have.</p>
<p>Evidence Reason 3 <b>(7.6 min)</b></p>	<p><a href="#">&lt;Slide 14&gt;</a> Because of the build up of this moisture, the reinforcing bars and stirrups are more likely to corrode. According to the model shown on Page 18 of the NafAll report, <a href="#">&lt;click&gt;</a> which is shown in this graph, the level of corrosion for key structural elements may take a few years to start.</p> <p>However, there is a continual wasting of the steel reinforcement during the ensuing years, because the extra moisture held in the core of the concrete has caused them to corrode.</p> <p>In fact, the mass of the reinforcement in the concrete of the Narfarkle building <a href="#">&lt;click&gt;</a> had fallen to less than 60% of its original dimensions, by the time the structure failed, <a href="#">and the building collapsed. It is noteworthy that some of your buildings may be even more at risk. &lt;click&gt;</a> For example, this could be the level of reinforcement corrosion in this building.</p>
<p>Interpretation <b>(8.5 min)</b></p>	<p><a href="#">&lt;Slide 15&gt;</a> The buildings owned by many organisations... <a href="#">including many of Big Co's buildings,</a> may therefore be suffering from an insidious cancer. This corrosion may literally be eating away the reinforcement as we speak. <a href="#">&lt;click&gt;</a> In real terms, this means that the risk of these buildings collapsing may be rising, because:</p> <p><a href="#">&lt;click&gt;</a> a previously unknown problem with early standards for concrete, means that they may become more porous;</p>

Point	Text
	<p><b>&lt;click&gt;</b> which means that the core of the concrete may be holding too much moisture; and</p> <p><b>&lt;click&gt;</b> this moisture is corroding the rebar and stirrups, so the buildings are becoming weaker, and more likely to collapse.</p> <p><b>&lt;click&gt;</b> Noting that many of your office blocks fit into the same profile as the Narfarkle building, there is a very real risk that this office, and many others used by Big Co, may be on the verge of failure, and nobody knows.</p>
<p><b>Body Part 2</b> Describe Proposal <b>(10:09 AM)</b> Overview &amp; Intro to Detailed Description</p>	<p><b>&lt;Slide 16&gt;</b> <b>&lt;Slide Separator for Solution&gt;</b></p> <p>I think you would agree that this is a worrying situation.</p> <p><b>&lt;Slide 17&gt;</b> However, there is a simple solution that you can apply quickly, to identify the level of risk, and then take action to resolve this problem.</p>
<p>Clear Path/ Process <b>(9.9 min)</b> Outline Sequence</p>	<p><b>&lt;click&gt;</b> In fact, you could initiate the resolution activities almost immediately, and implement a proven solution within about three months.</p> <p><b>&lt;click&gt;</b> This is achievable through three straightforward steps.</p> <p><b>&lt;click&gt;</b> The first step entails carrying out an engineering survey, and report on your buildings. This can be achieved using independent organisations, or BUF has the proven skills to do this work for you.</p> <p><b>&lt;click&gt;</b> Should the engineering report indicate that any of your buildings are at risk, then you can rapidly go to tender to find the best solution to fix this type of problem.</p>

Point	Text
	<p><a href="#">&lt;click&gt;</a> Once you've completed the tender process, the solution can be implemented within a very short timeframe. As we'll discuss shortly, we can typically fit products like SwiftSure in around four weeks.</p> <p><a href="#">&lt;click&gt;</a> You can therefore rapidly reduce your risks, so you can save money lives and assets.</p>
<p>Clear Path/ Process <b>(10.8 min)</b> Detailed Description Phase 1</p>	<p><a href="#">&lt;Slide 18&gt;</a> <a href="#">&lt;Slide Separator for Step 1 – Engineering Survey &amp; Report&gt;</a> So let's look at each of these three steps in more detail, beginning with the Engineering Survey and Report.</p> <p><a href="#">&lt;Slide 19&gt;</a> This first step allows you to readily scope your risks by getting a detailed engineering report. <a href="#">&lt;click&gt;</a> There are three phases in this process.</p> <p><a href="#">&lt;click&gt;</a> Firstly, the organisation developing this report should utilise the latest structural hydrometers to check for the level of moisture within the load bearing structures in your buildings.</p> <p><a href="#">&lt;click&gt;</a> Where the level of moisture is high, your engineering contractor should then use the latest generation of structural scanning, to assess the amount of corrosion.</p> <p><a href="#">&lt;click&gt;</a> In our experience, this typically takes about half a day per floor within the average office structure, and it can normally be done without unduly disrupting your staff. For example, this work can be done at night time.</p> <p><a href="#">&lt;Slide 20&gt;</a> A detailed report can then be created and delivered within a few days.</p> <p><a href="#">&lt;click&gt;</a> Getting this report can therefore be very quick.</p>

Point	Text
	<p><b>&lt;click&gt;</b> By taking this action, you can rapidly assess the extent of your risk, before you commit to any additional expense. Most importantly, this approach has been used by many other customers around the world, so you can be sure that it works.</p>
<p>Clear Path/ Process <b>(12.2 min)</b></p> <p>Detailed Description Phase 2</p>	<p><b>&lt;Slide 21&gt;</b> <b>&lt;Slide Separator for Step 2 – Go to Tender&gt;</b></p> <p><b>&lt;Slide 22&gt;</b> Where the engineering report identifies that a building is at risk, then you can go out to tender, so you can engage an appropriate organisation to fix the problem.</p> <p><b>&lt;click&gt;</b> Your streamlined tendering processes should be able to cope with this fairly quickly because:</p> <p><b>&lt;click&gt;</b> There are only two companies in the world that make products that can rectify this type of problem. <b>&lt;click&gt;</b> The first is BUF, which makes the SwiftSure product. <b>&lt;click&gt;</b> The second option is provided by FlakeCo, which makes the 'Crappolo' widgets.</p> <p><b>&lt;Slide 23&gt;</b> We can also assist your team to fast track their analysis, by providing information on the two available industry benchmarks that are applicable to your assessment.</p> <p><b>&lt;click&gt;</b> Unfortunately, we don't have the time to go into the products and benchmarks during this presentation, but I will be happy to cover them in more detail afterwards.</p>
<p>Clear Path/ Process <b>(13.2 min)</b></p> <p>Detailed Description Phase 3</p>	<p><b>&lt;Slide 24&gt;</b> <b>&lt;Slide Separator for Step 3 – Implement Solution&gt;</b> The tendering process will allow you to quickly determine the most appropriate and cost effective product to meet your needs.</p>

Point	Text
	<p data-bbox="411 253 1433 517">&lt;Slide 25&gt; You can then initiate quick rectification for any buildings that are at risk. &lt;Click&gt; To explain the approach that could be applied, I will use the timeline that was successfully implemented for MidCo, just a couple of months ago.</p> <p data-bbox="411 555 1433 651">&lt;Click&gt; In this case, 8 of MidCo’s buildings were suffering from advanced structural decay, and a further 20 were at risk.</p> <p data-bbox="411 689 1433 842">&lt;Click&gt; We were selected through a tender process, and then rapidly fitted SwiftSure to stabilise and strengthen their buildings.</p> <p data-bbox="411 880 1433 976">&lt;Slide 26&gt; The process we used to do this quickly, entailed:</p> <p data-bbox="411 1014 1433 1111">&lt;Click&gt; prioritising the work, so we could focus on the office blocks that were most at risk;</p> <p data-bbox="411 1149 1433 1301">&lt;Click&gt; fitting SwiftSure using the process that I will describe in a moment, which is based on the application of proven high quality systems, products and processes; and</p> <p data-bbox="411 1339 1433 1547">&lt;Click&gt; because of the low cost of fitment, we were also asked by MidCo to fit this system to buildings that were currently not at risk, so they could achieve a longer life for these buildings as well.</p> <p data-bbox="411 1585 1433 1682">&lt;Slide 27&gt; &lt;Slide Separator for SwiftSure Fitment Process&gt; So how does the SwiftSure system get fitted?</p> <p data-bbox="411 1720 1433 1984">&lt;Slide 28&gt; There are five fitment stages. The first involves &lt;Click&gt; drilling the holes into the right locations. This is achieved through advanced, robotic, computer controlled, precision drilling techniques, using the equipment shown in the picture to the right.</p>

Point	Text
	<p><b>&lt;Slide 29&gt;</b> Fitting the SwiftSure Super Widgets into the holes, and testing them;</p> <p><b>&lt;Slide 30&gt;</b> then backfilling the holes with a special resin, which strengthens the structure, and allows the moisture collected by the SwiftSure Super Widget to be channelled away from the cement structure. <b>&lt;Click&gt;</b> We then fit the cap shown in the picture to the right over the end of the Super Widget,</p> <p><b>&lt;Slide 31&gt;</b> and power up the SwiftSure elements. This draws the moisture from the concrete, so this can then be removed, and</p> <p><b>&lt;Slide 32&gt;</b> leaches a new form of polymer into the porous structures within the concrete to: <b>&lt;Click&gt;</b> <b>&lt;Wait for animations to finish&gt;</b></p> <p><b>&lt;Click&gt;</b> make the concrete more impervious to future moisture build up;</p> <p><b>&lt;Click&gt;</b> bond with the reinforcement and stirrups to improve their strength; and</p> <p><b>&lt;Slide 33&gt;</b> increase the load bearing strength substantially, by improving the strength of the concrete and reinforcement, <b>&lt;Click&gt;</b> as shown in this graph. <b>&lt;explain the graph in time with the animations ~ 5 Seconds&gt;</b></p> <p><b>&lt;Click&gt;</b> The SwiftSure process therefore makes the building stronger than the original specifications, even when the corrosion is severe. These results were identified by WhoZat Enterprises, which is an independent engineering organisation.</p>
Clear Path/ Process	<b>&lt;Slide 34&gt;</b> We can therefore readily implement a solution

Point	Text
<p><b>(16.4 min)</b></p> <p>Summarise Sequence</p>	<p>that will assist Big Co to repair the buildings that may be at risk, <b>&lt;Click&gt;</b> by fitting the SwiftSure system to:</p> <p style="padding-left: 40px;">remove the moisture; and</p> <p style="padding-left: 40px;">refurbish the structural integrity.</p> <p><b>&lt;Click&gt;</b> BUF can even fit this system to buildings at lower risk, to help improve the life span of all of Big Co’s buildings.</p> <p><b>&lt;Click&gt;</b> Which can deliver very real benefits...</p> <p><b>&lt;Slide 35&gt;</b> as illustrated in this quote from the CEO of MidCo. <b>&lt;Wait about 15 seconds to allow the audience to read the quote&gt;</b> This system has therefore been very successful and cost effective. More importantly, it has allowed them to reduce their risk, while markedly extending the lives of their buildings, <b>which will save them billions of dollars.</b></p>
<p>Detail Cons &amp; Pros</p> <p><b>(10:17 AM)</b></p> <p>Discredit the Cons</p>	<p><b>&lt;Slide 36&gt;</b> <b>&lt;Slide Separator for So What Does this Mean for You?&gt;</b> Should you implement this approach you can:</p> <p><b>&lt;Slide 37&gt;</b> <b>Minimise your costs</b>, because the first step - which is the engineering report - will not cost a lot. Once you have done this, you can scope your risk and only go out to tender for the work that you think needs to be done. This means you won’t waste money fixing buildings that you don’t think need to be fitted with this type of system.</p> <p>Just as importantly, you can then use your tendering system to identify the best and most cost effective solution for your needs.</p>

Point	Text
	<p><b>&lt;Click&gt;</b> This solution will also <b>minimise your risks, by identifying any problems, before a catastrophe occurs.</b> This recommended process can apply your proven tendering methods to rapidly identify the most effective technical solution. In this case, your tendering is greatly simplified, because you only need to assess two products. Additionally, we will be happy to provide industry standard and benchmark related information if required. You can then use this data to conduct your analysis quickly and effectively.</p>
<p>Detail Cons &amp; Pros <b>(18.7 min)</b></p> <p>Explain the Pros</p>	<p><b>&lt;Slide 38&gt;</b> As much as this approach will help you to reduce costs, risks and workloads, it will also be:</p> <p><b>&lt;Click&gt;</b> <b>Very quick to implement, &lt;Click&gt;</b> as illustrated by the timeline for the MidCo project.</p> <p><b>&lt;Click&gt;</b> <b>Within just a couple of weeks, you can identify the level of risk in Step 1.</b></p> <p><b>&lt;Click&gt;</b> <b>The following tender will also be quite straightforward, because you would only need to assess two products, and you can make this assessment using industry standard benchmarks.</b></p> <p><b>&lt;Click&gt;</b> <b>Within around four weeks you can fit products like SwiftSure to all of the buildings that may be at risk. In other words, you can readily identify and resolve this type of problem in about three months from today.</b></p>

<b>Point</b>	<b>Text</b>
<p>Detail Cons &amp; Pros <b>(19.5 min)</b></p> <p>SwiftSure is a proven reliable product</p>	<p>&lt;Slide 39&gt; When selecting the right solution, the most important litmus test for your assessment is the surety of the product. &lt;Click&gt; Would you agree that the provision of a proven/reliable system was a critical factor in risk reduction?*</p> <p>&lt;Indicate to Ben Dover or Phil McCavity and get a response - 10 seconds&gt;</p> <p>&lt;Click&gt; This is where SwiftSure can assist you to cost effectively reduce your risk, as illustrated by the independent assessment of WhoZat Enterprises, which is shown in this table &lt;Click&gt;.</p> <p>&lt;Spend ~ 6 seconds describing the table&gt; As you can see from this independent assessment, SwiftSure is widely used, it utilises high quality materials, it is applied using excellent quality control, and it is a cost effective solution.</p> <p>&lt;Click&gt; Should you select SwiftSure in your tendering process, you can therefore rely on a proven and reliable product.</p>
<p><b>Conclusion Reinforce Theme &amp; Title</b> <b>(10:20 AM)</b></p>	<p>&lt;Slide 40&gt; &lt;Slide Separator for Conclusion&gt;</p> <p>&lt;Slide 41&gt; As the facts in this presentation have shown, there is a very real danger that Big Co's buildings may collapse.</p>
<p><b>Summarise the Content</b> <b>(20.6 min)</b></p>	<p>&lt;click&gt; For example, the Department of NafAll investigation has shown that buildings of similar age and construction to many of your office blocks may be at risk of collapsing.</p>

\* In practice, I probably would not bother with this type of Dorothy Dix question during this type of presentation. It has been included here, to demonstrate the application of the Supportive technique within the Script.

Point	Text
	<p><b>&lt;click&gt;</b> Fortunately, you can rapidly reduce your risks by:</p> <p><b>&lt;click&gt;</b> engaging an appropriate organisation to conduct an assessment of your buildings, and provide an engineering report, so you can identify your level of risk rapidly. This should typically take about two weeks, if you engage a suitable organisation to carry out this task.</p> <p><b>&lt;click&gt;</b> You can then go out to tender, should you find that any of your buildings are at risk of failure. Because there are only two products to assess, and the benchmarks for analysis are quite straightforward, it should be relatively quick and easy to conduct this tendering process.</p> <p><b>&lt;click&gt;</b> Finally, you can implement your selected solution quite quickly, using advanced technologies.</p> <p><b>&lt;Slide 42&gt;</b> Should you select the SwiftSure system for Step 3 <b>&lt;click&gt;</b> this solution can be fitted in most buildings in as little as four weeks. <b>&lt;click&gt;</b> This will actually make your office blocks stronger than they were originally, even if their structural degradation is quite severe.</p> <p><b>&lt;click&gt;</b> Additionally, SwiftSure, is a low cost and low risk solution.</p> <p><b>&lt;click&gt;</b> Just as importantly, once you engage BUF, there will be little work required from your team, and you can just leave it up to us to fix your problems for you.</p>
<p><b>Reinforce Desire</b> <b>(22.2 min)</b></p>	<p><b>&lt;Slide 43&gt;</b> By implementing this solution quickly, you can save money, lives and your key assets, such as your buildings and their contents.</p>

Point	Text
	<p><b>&lt;click&gt;</b> More importantly, you can achieve these outcomes quickly through, a low risk and low cost approach, which can also save your organisation a great deal of time and effort.</p> <p>Additionally, the implementation of this approach is likely to be seen as highly beneficial by Big Co’s senior management, as it will help to avoid risks and costs for your organisation.</p>
<p><b>Recommend (22.8 min)</b></p>	<p><b>&lt;Slide 44&gt;</b> I would therefore like to recommend that Big Co take early action to:</p> <p><b>&lt;click&gt;</b> get an engineering survey conducted as soon as possible, so you can assess your risks; and</p> <p><b>&lt;click&gt;</b> then go to tender quickly, if you identify any buildings that are at risk;</p> <p><b>&lt;click&gt;</b> so you can get any identifiable problems addressed within a suitably short timeframe.</p> <p><b>&lt;click&gt;</b> This means that you can avoid the same fate as the people in the Narfarkle building.</p>
<p><b>Closure (10:23 AM)</b></p>	<p><b>&lt;Slide 45&gt;</b> That completes the formal part of this presentation. <b>Firstly, I would like to thank you for your attention, and I will now be very happy to answer any questions that you may have.</b></p>

Table 16.1: *An Example Full Script Layout for the SwiftSure Presentation*

As you can see in this example, we have converted the outline in the STUBB/TABLE into a concise message that would be highly persuasive. You will note, however, that:

- ✓ ***The Timings are Slightly Different.*** As you will have seen, there are some differences between the timings set in the STUBB/TABLE, and the resulting script. This is very common. Invariably, as you flesh out the content in your script, you will see that there is a need to make variations to the timetable. The real advantage in this approach is that this change becomes apparent early in the script development, so you can take appropriate action to juggle around the timings (*e.g. using the four activities*

*described in Chapter 14, while developing your script*). This approach is very different from traditional presentation development methods, where you typically don't find out that your timings are wrong until you start to practice the delivery. By that time, you have often wasted a lot of time and effort creating content that can't be presented in the allocated period. You then end up wasting even more time trimming the message back and making it coherent.

- ✓ ***Slight Changes in Content have been Applied.*** Some subtle changes have been applied in the development of this script. For example, some points have been merged, modified, or simply removed, as the script evolved. Once again, this type of change is quite common. The advantage with this approach stems from the fact that you can easily make a reasoned decision on the content, because you already have a clear outline of the script beforehand. However, when using traditional presentation development approaches, people like me typically sat down and wrote the script from front to back, and then spent a lot of time trimming and modifying the content. In almost every case, the resulting message was not clear and succinct, and I had wasted a lot of time and effort. This approach gets around these problems, so you can quickly develop a properly focussed and persuasive script.

As a direct result of this approach, you can therefore rapidly create a properly focussed and highly influential message, which can be properly delivered in the agreed time. Even more importantly, because you avoid time wasting, you can typically cut the presentation creation time substantially. To put this into perspective, I can now reduce my message creation time by nearly a half, by simply using this methodology.

## Outline

### Developing the Outline

You can create an outline directly from the STUBB or TABLE in pretty much the same way as you created your Full Script. The only real differences stem from the fact that:

- ✓ you will not expand the text as you did for the Full Script, and you will predominantly leave it as short notes, which will provide the landmarks for your presentation content; and
- ✓ you have to work out the timings through practicing the presentation, because you cannot do it by word counts.

The three steps in this process are:

- ✓ ***Step 1 - Insert Synopsis Information.*** You should begin by inserting a synopsis of the information that you need to cover in each part of the outline. If you are using a TABLE this is as simple as cutting and pasting the information between the TABLE and the outline file (*in much the same way as you did for the Full Script*). Alternatively, if you are using a STUBB, put in the dot points required for each element in the templates you are using.
- ✓ ***Step 2 - Create the Dot Points.*** From this outline information, create the dot points. Each dot point should act as a landmark, and you can add as much, or as little, information as you need, to ensure that you can remember all the associated content. While creating these dot points make sure you include cues and comments and

highlight the use of styles using similar conventions to those described for the Full Script.

- ✓ **Step 3 – Rehearse and Revise the Outline.** Once you complete your first draft of the outline, you should then rehearse and revise the content. As you practice each section assess this timing in relation to the period you allocated in the STUBB or TABLE. You can then tailor your outline as appropriate, so you can deliver your message within the available timeframe.

This approach helps to ensure that you quickly develop a highly focussed persuasive presentation.

### The SwiftSure Outline

So let’s now see what the Outline for our SwiftSure presentation would look like. Once again, this maps closely to the STUBB and TABLE that we created, so you can see how the resulting Outline is simply the next logical step from the work carried out in the preceding Chapters.

This means that it is very similar in content to the Full Script that we developed, but it does not provide a word-for-word description of the presentation. The accompanying PowerPoint presentation is provided in the SwiftSurePresentation.ppt file on the Seahorses web site.

<b>TITLE</b>	Saving Money, Lives and Assets with SwiftSure
<b>Aim</b>	We <b>must</b> persuade them to commence evaluation of alternatives as soon as possible
<b>Theme</b>	Saving Big Co’s aging buildings from collapsing, by fitting proven low-cost Super Widgets
<b>WIIFM</b>	High Risk of Doing Nothing, Low Risk Solution, Low Cost Solution, Quick Implementation, Innovative System, Proven Solution, Small effort required on their part, Good Quality Control

Point	Time
<p><b>Introduction</b></p> <ul style="list-style-type: none"> <li>✓ <b>&lt;Slide 2&gt;</b> Engagement. Show movie – recognise from news.                             <ul style="list-style-type: none"> <li>➤ <b>&lt;click&gt;</b> <b>&lt;Show movie&gt;</b> <b>&lt;start talking half way through&gt;</b></li> <li>➤ Aftermath of the Narfarkle Building catastrophe:                                     <ul style="list-style-type: none"> <li>▫ <b>&lt;click&gt;</b> &gt; \$10 Million damage; and</li> <li>▫ <b>&lt;click&gt;</b> seriously injuring 75 people.</li> </ul> </li> </ul> </li> </ul>	<b>10:00 AM</b>

Point	Time
<ul style="list-style-type: none"> <li>➤ &lt;Slide 3&gt; Department of NafAll study into collapse &lt;Show Report&gt;. &lt;click&gt; Results: <ul style="list-style-type: none"> <li>▫ collapse due to construction flaws; and</li> <li>▫ may be a widespread problem affecting other similar buildings.</li> </ul> </li> <li>➤ &lt;Slide 4&gt; NafAll forecasts increasing incidence of problem as buildings get older &lt;Explain Graph&gt; <ul style="list-style-type: none"> <li>▫ &lt;click&gt; Big Co's buildings are similar in construction and age &lt;Explain Graph&gt;;</li> <li>▫ Big Co's buildings may be in danger &lt;click&gt; including this one.</li> </ul> </li> </ul>	
<p><b>Theme</b></p> <ul style="list-style-type: none"> <li>➤ &lt;Slide 5&gt; This presentation will &lt;click&gt; therefore demonstrate that Big Co's aging buildings may be in danger of collapsing. More importantly, however, I will &lt;click&gt; explain how you can save money, lives and assets by reviving your buildings with SwiftSure, which is a proven, low-cost solution.</li> </ul>	<b>1.9 min</b>
<p><b>Explain the Structure</b></p> <ul style="list-style-type: none"> <li>✓ &lt;Slide 6 - Step Through&gt; Explain the danger &amp; provide a low risk approach to alleviate the problem.</li> <li>➤ &lt;click&gt; This information will be covered as: <ul style="list-style-type: none"> <li>▫ &lt;click&gt; Reason for problem &amp; how it might affect you;</li> <li>▫ &lt;click&gt; How to quickly identify and overcome the problem to control your risk; and</li> <li>▫ &lt;click&gt; Open discussion on completion.</li> </ul> </li> </ul>	<b>2.2 min</b>

Point	Time
✓ <click> <b>Ground Rules</b> – hold questions until end unless really pressing.	<b>2.9 min</b>
<p><b>Body Part 1 - Background</b></p> ✓ <Slide 7 – Background> ✓ <Slide 8 – Step Through>* Begin by showing what the Department of NafAll identified as the reasons. ✓ Construction methods 70s to 90s – when many of your buildings were constructed. <ul style="list-style-type: none"> <li>➤ Slump requirements lower – easier to work, but not as strong;</li> <li>➤ Concrete has become porous – build up of moisture &amp; corrosion of stirrups and rebar.</li> </ul> ✓ <Slide 9 – Step Through> So how does this happen? <Explain slide & follow animation>†	<b>10:03AM</b>

\* I am using two different conventions in this Outline to show the synchronisation of the presentation aids. For the Introduction, I provided the prompts as a ‘click script’. In other words, it gives you clear timings for when to advance the presentation. In the following sections, I am using another convention, which just flags the key elements and slide changes. This approach takes into account the fact that you can see the presentation on the screen. In this case, you don’t need the detailed ‘click script’. You may find this approach easier to use, where you are advancing the presentation directly, and can see the slides building, so you can achieve synchronisation by just looking at the screen quickly.

† In this case, we are intending to use the presentation aids as a verbal script. This means that you can actually point to things directly on the screen. In a very practical sense this shows how you can move directly between an Outline and Verbal Script to make the best use of the landmarks that are available. More importantly, by using this technique you can actually move away from your script and properly interact with the presentation aids, without losing the flow.

Point	Time
<p><b>Evidence (Overview)</b></p> <ul style="list-style-type: none"> <li>✓ <b>&lt;Slide 10 – Step Through&gt;</b> Department of NafAll conducted a study of the Narfarkle Building &amp; a wide range of other offices to validate their findings. <ul style="list-style-type: none"> <li>➤ As discussed shortly this problem may be widespread;</li> <li>➤ Failed joist – severe wastage – <b>only a matter of time</b>;</li> <li>➤ No real external sign of the problem – very worrying.</li> </ul> </li> <li>✓ <b>&lt;Slide 11 – Step Through&gt;</b> Department of NafAll – three key reasons for failures – all linked to the type of concrete &amp; construction methods.</li> <li>✓ Many of your buildings use this construction method.</li> <li>✓ Let’s look at reasons in more detail.</li> </ul>	<p><b>4.7 min</b></p>
<p><b>Evidence Reason 1 – Porous Concrete</b></p> <ul style="list-style-type: none"> <li>✓ <b>&lt;Slide 12 – Step Through&gt;</b> Porous nature of aging concrete. Leads to reduced density <b>&lt;Graph&gt;</b> <ul style="list-style-type: none"> <li>➤ Level of risk <b>&lt;Graph&gt;</b> <ul style="list-style-type: none"> <li>▫ 27% High or Elevated Risk, 31% at Moderate Risk;</li> <li>▫ More than 50/50 chance of concrete being porous.</li> </ul> </li> </ul> </li> </ul>	<p><b>6.2 min</b></p>
<p><b>Evidence Reason 2 – Moisture Build-up</b></p> <ul style="list-style-type: none"> <li>✓ <b>&lt;Slide 13 – Step Through&gt;</b> Moisture levels can rise quite rapidly <b>&lt;Graph&gt;</b> <ul style="list-style-type: none"> <li>➤ ~ 6.5% per annum;</li> <li>➤ After 30 years – nearly 7 times as much moisture.</li> </ul> </li> </ul>	<p><b>7.2 min</b></p>

Point	Time
<p><b>Evidence Reason 3 – Corrosion of Structural Elements</b></p> <ul style="list-style-type: none"> <li>✓ <b>&lt;Slide 14 – Step Through&gt;</b> Because of moisture – rebar &amp; stirrups more likely to corrode <b>&lt;Graph&gt;</b> <ul style="list-style-type: none"> <li>➤ Continual wasting of reinforcement over the years;</li> <li>➤ Narfarkle building &lt;60% of original dimensions; and</li> <li>➤ Some of your buildings may be at even more risk (including this one).</li> </ul> </li> </ul>	<p><b>7.6 min</b></p>
<p><b>Interpretation</b></p> <ul style="list-style-type: none"> <li>✓ <b>&lt;Slide 15 – Step Through&gt;</b> Many buildings at risk (insidious cancer) – <b>including many of Big Co’s.</b> <ul style="list-style-type: none"> <li>➤ Risk is rising.</li> <li>➤ Previously unknown problem caused by early standards of concrete;</li> <li>➤ Core of concrete may be holding too much moisture;</li> <li>➤ Moisture is corroding rebar &amp; stirrups – buildings weaker;</li> <li>➤ Many of your offices have the same profile as the Narfarkle building – some of your buildings may therefore be on the verge of failure &amp; nobody knows.</li> </ul> </li> </ul>	<p><b>8.5 min</b></p>
<p><b>Body Part 2 – Describe Proposal</b></p> <ul style="list-style-type: none"> <li>✓ <b>&lt;Slide 16 – Slide Separator - Solution&gt;</b> <b>I think you would agree this is a worrying situation.</b></li> <li>✓ <b>&lt;Slide 17 – Step Through&gt;</b> There is a simple solution that you can apply quickly to resolve this problem.</li> </ul>	<p><b>10:09 AM</b></p>

Point	Time
<p><b>Outline Sequence</b></p> <ul style="list-style-type: none"> <li>➤ Initiate almost immediately &amp; implement a proven solution in around three months;</li> <li>➤ Three straightforward steps: <ul style="list-style-type: none"> <li>▫ Engineering Survey and Report on your buildings. BUF can help with this – we have proven skills.</li> <li>▫ Go out to Tender if any of your buildings are at risk. Find the best solution.</li> <li>▫ Implement Solution quickly if required – Products like SwiftSure fitted in around 4 weeks.</li> </ul> </li> <li>➤ You can rapidly reduce your risks, so you can save money lives and assets.</li> </ul>	<p><b>9.9 min</b></p>
<p><b>Detailed Description – Phase 1 – Engineering Survey &amp; Report</b></p> <ul style="list-style-type: none"> <li>✓ <b>&lt;Slide 18 – Slide Separator&gt;</b> Let’s look at the three steps in detail, beginning with the Engineering Survey &amp; Report.</li> <li>✓ <b>&lt;Slide 19 – Step Through&gt;</b> First step – scope risk by getting Engineering report – Three Phases: <ul style="list-style-type: none"> <li>➤ Use latest structural hydrometers – Check for level of moisture in load bearing structures; and</li> <li>➤ Where level of moisture is high – use latest generation structural scanner to assess corrosion.</li> <li>➤ This typically takes about half a day per floor.</li> <li>➤ We can minimise disruptions to your staff (e.g. do it at night time).</li> </ul> </li> </ul>	<p><b>10.8 min</b></p>

Point	Time
<ul style="list-style-type: none"> <li>✓ <b>&lt;Slide 20 – Step Through&gt;</b> Create a detailed report in a few days:               <ul style="list-style-type: none"> <li>➤ This can therefore be very quick;</li> <li>➤ Rapidly assess the extent of your risk;</li> <li>➤ Proven approach – used by many customers – you can therefore be sure that it works.</li> </ul> </li> </ul>	
<p><b>Detailed Description – Phase 2 – Go to Tender</b></p> <ul style="list-style-type: none"> <li>✓ <b>&lt;Slide 21 – Separator&gt;</b></li> <li>✓ <b>&lt;Slide 22 – Step Through&gt;</b> Where buildings are at risk – engage an appropriate organisation to fix the problem.               <ul style="list-style-type: none"> <li>➤ Use your streamlined tendering processes – readily able to cope.</li> <li>➤ Fairly quick because:                   <ul style="list-style-type: none"> <li>▫ Only two companies that make products - BUF makes SwiftSure – FlakeCo makes Crappolo widgets; and</li> <li>▫ <b>&lt;Slide 23 – Step Through&gt;</b> We can provide information on the two available industry benchmarks – aid your assessment.</li> <li>▫ I will be happy to provide information on these industry benchmarks afterwards.</li> </ul> </li> </ul> </li> </ul>	<b>12.2 min</b>
<p><b>Detailed Description – Phase 3 – Implement Solution</b></p> <ul style="list-style-type: none"> <li>✓ <b>&lt;Slide 24 – Separator&gt;</b> Tendering will allow you to quickly determine the most appropriate &amp; cost effective solution.</li> <li>✓ <b>&lt;Slide 25 – Step Through&gt;</b> Initiate rapid rectification for buildings at risk. MidCo example – couple of months ago.               <ul style="list-style-type: none"> <li>➤ 8 Buildings – Advanced Structural Decay &amp; 20 at risk.</li> <li>➤ BUF selected by tender – rapidly fitted SwiftSure – to stabilise &amp; strengthen.</li> </ul> </li> </ul>	<b>13.2 min</b>

Point	Time
<p>✓ <b>&lt;Slide 26 – Step Through&gt;</b> Our quick process entailed:</p> <ul style="list-style-type: none"> <li>➤ Prioritising – to focus on offices most at risk;</li> <li>➤ Fitting SwiftSure – I will explain the process in a moment – based on high quality systems, products &amp; processes.</li> <li>➤ Because of low fitment costs – MidCo got us to fit SwiftSure into other buildings not already at risk – to provide longer life.</li> </ul> <p>✓ <b>&lt;Slide 27 – Separator&gt;</b> So how does SwiftSure get fitted?</p> <p>✓ <b>&lt;Slides 28-33 – Step Through&gt;</b> Five fitment stages:</p> <ul style="list-style-type: none"> <li>➤ Drilling the holes – using Advanced, Robotic, Computer Controlled, precision drilling <b>&lt;shown in picture&gt;</b>;</li> <li>➤ Fitting the SwiftSure Super Widgets &amp; testing them;</li> <li>➤ Backfilling the holes with special resin – this strengthens structure, &amp; allows moisture to be channelled away;</li> <li>➤ Fit a cap <b>&lt;shown in picture&gt;</b>;</li> <li>➤ Power up the SwiftSure elements – draws moisture from concrete;</li> <li>➤ Leaches a new form of polymer into the porous structures in the concrete to <b>&lt;wait for animation&gt;</b>: <ul style="list-style-type: none"> <li>▫ Make the concrete more impervious to moisture;</li> <li>▫ Bond with the reinforcement &amp; stirrups to improve strength;</li> <li>▫ Increase the load bearing strength <b>&lt;explain graph&gt;</b>.</li> <li>▫ <b>SwiftSure makes buildings stronger – even when there is severe corrosion – as identified by WhoZat Enterprises (independent engineering organisation).</b></li> </ul> </li> </ul>	

Point	Time
<p><b>Detailed Description – Summarise Sequence</b></p> <ul style="list-style-type: none"> <li>✓ <b>&lt;Slide 34 – Step Through&gt;</b> We can readily implement a solution to: <ul style="list-style-type: none"> <li>➤ remove the moisture &amp; refurbish structural integrity.</li> <li>➤ BUF can also fit SwiftSure into other buildings not at risk to increase their life span.</li> <li>➤ Which can deliver very real benefits...</li> </ul> </li> <li>✓ <b>&lt;Slide 35 – Step Through&gt;</b> as illustrated by this quote from the CEO of MidCo <b>&lt;wait 15 sec to let people read&gt;</b>. Our system has therefore: <ul style="list-style-type: none"> <li>➤ Been very successful and cost effective;</li> <li>➤ Reduced their risks markedly; and</li> <li>➤ Extended the lives of their buildings.</li> <li>➤ Which will save them billions of dollars.</li> </ul> </li> </ul>	<p><b>16.4 min</b></p>
<p><b>Discredit the Cons – So What Does this Mean for You?</b></p> <ul style="list-style-type: none"> <li>✓ <b>&lt;Slide 36 – Separator&gt;</b> Should you implement this approach you can:</li> <li>✓ <b>&lt;Slide 37 – Step Through&gt;</b>: <ul style="list-style-type: none"> <li>➤ Minimise your costs. <ul style="list-style-type: none"> <li>▫ Engineering Report will not cost a lot;</li> <li>▫ Allows you to scope your risk, so you only go to tender for work that needs to be done; and</li> <li>▫ You won't waste money.</li> <li>▫ You can then tender to get the best &amp; most cost effective solution to meet your needs.</li> </ul> </li> </ul> </li> </ul>	<p><b>10:17 AM</b></p>

Point	Time
<ul style="list-style-type: none"> <li>➤ Minimise your risks by identifying problems, before a catastrophe occurs. <ul style="list-style-type: none"> <li>▫ Use your proven tendering methods – find the most effective technical solution;</li> <li>▫ Tendering greatly simplified – you only need to assess two products;</li> <li>▫ We can give you the industry benchmark information – so you can conduct the analysis quickly &amp; effectively.</li> </ul> </li> </ul>	
<p><b>Explain the Pros – So What Does this Mean for You?</b></p> <ul style="list-style-type: none"> <li>✓ <b>&lt;Slide 38 – Step Through&gt;</b> This will help you to reduce costs, risks &amp; workloads – It will also: <ul style="list-style-type: none"> <li>➤ Be very quick to implement – As per MidCo Project.</li> <li>➤ Within a couple of weeks you can identify your level of risk – Step 1</li> <li>➤ <b>Tendering will be quite straightforward</b> – only two products to assess &amp; make this assessment using industry standard benchmarks.</li> <li>➤ Fit product like SwiftSure in around 4 weeks – Readily identify &amp; resolve in about 3 months from today.</li> </ul> </li> </ul>	<b>18.7 min</b>
<p><b>SwiftSure Proven – So What Does this Mean for You?</b></p> <ul style="list-style-type: none"> <li>✓ <b>&lt;Slide 39 – Step Through&gt;</b> Most important litmus test is surety of product: <ul style="list-style-type: none"> <li>➤ Would you agree that the provision of a proven/reliable system was a critical factor in risk reduction?</li> </ul> </li> </ul>	<b>19.5 min</b>

Point	Time
<ul style="list-style-type: none"> <li>➤ SwiftSure can assist you to cost effectively reduce your risk – Independent assessment by WhoZat Enterprises. &lt;Show &amp; discuss Table ~ 6 seconds&gt; <ul style="list-style-type: none"> <li>▫ SwiftSure is widely used;</li> <li>▫ Utilises high quality materials;</li> <li>▫ Uses excellent Quality Control; and</li> <li>▫ Very cost effective solution.</li> </ul> </li> <li>➤ Should you select SwiftSure – you can rely on a proven &amp; reliable product.</li> </ul>	
<p><b>Conclusion – Reinforce the Title</b></p> <ul style="list-style-type: none"> <li>✓ &lt;Slide 40 – Separator&gt;</li> <li>✓ &lt;Slide 41 – Step Through&gt; As the facts in this presentation have shown, there is a very real danger that Big Co’s buildings may collapse.</li> </ul>	<b>10:20 AM</b>
<p><b>Conclusion – Summarise Content</b></p> <ul style="list-style-type: none"> <li>➤ Department of NafAll investigation shows – buildings of similar age &amp; construction to Big Co’s may be at risk of collapsing</li> <li>➤ You can rapidly reduce your risks by: <ul style="list-style-type: none"> <li>▫ Providing an Engineering report – to identify your risks rapidly – should take about 2 weeks.</li> <li>▫ Going out to tender – for buildings at risk – Only two products &amp; benchmarks for analysis are straightforward – relatively quick and easy to tender.</li> <li>▫ Implementing Solution quickly using advanced technologies.</li> </ul> </li> </ul>	<b>20.6 min</b>

Point	Time
<ul style="list-style-type: none"> <li>➤ &lt;Slide 42 – Step Through&gt; For example, SwiftSure can be fitted in most buildings in about 4 weeks.</li> <li>➤ Making your office blocks stronger than original, even if structural degradation is quite severe.</li> <li>➤ SwiftSure is a low cost &amp; low risk solution.</li> <li>➤ Just leave it up to BUF to fix your problems for you.</li> </ul>	
<p><b>Conclusion – Reinforce Desire</b></p> <ul style="list-style-type: none"> <li>✓ &lt;Slide 43 – Step Through&gt; By implementing this solution quickly, you can save money, lives &amp; your key assets (buildings &amp; contents).</li> <li>➤ Achieve outcomes quickly – low risk &amp; low cost approach – save your organisation time &amp; effort.</li> <li>➤ Big Co’s Senior Management will see this as beneficial – helps to avoid risks &amp; costs.</li> </ul>	<b>22.2 min</b>
<p><b>Conclusion – Recommendations</b></p> <ul style="list-style-type: none"> <li>✓ &lt;Slide 44 – Step Through&gt; I would therefore recommend that Big Co take early action to: <ul style="list-style-type: none"> <li>➤ Get an engineering survey – assess your risks.</li> <li>➤ Go to tender quickly – if any of your buildings are at risk.</li> <li>➤ Get identifiable problems addressed soon.</li> <li>➤ So you avoid the same fate as the people in the Narfarkle building.</li> </ul> </li> </ul>	<b>22.8 min</b>
<p><b>Conclusion – Closure</b></p> <ul style="list-style-type: none"> <li>✓ &lt;Slide 45 &gt; Completes formal part of the presentation. <ul style="list-style-type: none"> <li>➤ Thank you for your attention.</li> <li>➤ Happy to answer your questions.</li> </ul> </li> </ul>	<b>10:23 AM</b>

Table 16.2: *An Example of an Outline for the SwiftSure Presentation*

As you can see in this example, the content here is virtually the same as the Full Script. However, in this case you have trimmed down the information, so you just have the key points laid out in the Outline. You can then use this information to jog your memory on the points you need to raise and speak to the audience about them.

### Script 3 – Notes

#### Developing the Notes

Note development effectively uses the same process already discussed for creating an Outline. Most people find that it is relatively simple to build their notes directly from the STUBB or TABLE, but others find that they prefer to develop an Outline or Full Script first. I personally recommend developing the notes directly from the STUBB or TABLE, because it is much quicker.

Once you get used to developing Notes in this way, it becomes quite a simple process. The hardest part is trimming each point, so you can fit each part, or group of points, onto individual cards. Remember, that it is also much easier to use these notes if you can avoid having to change cards in the middle of your point.

#### The SwiftSure Notes

The following Notes (*overleaf*) reflect the STUBB and TABLE defined for the SwiftSure presentation. This content is therefore very similar to the preceding Outline, but it is much more succinct.

● 10:00AM 1	● 10:00AM 2
<p><b>TITLE:</b> Saving Money, Lives and Assets with SwiftSure.</p> <p><b>AIM:</b> We <b>must</b> persuade them to commence evaluation of alternatives as soon as possible.</p> <p><b>THEME:</b> Saving Big Co’s aging buildings from collapsing, by fitting proven low-cost Super Widgets.</p> <p><b>WIIFM:</b> High risk of doing nothing, low risk solution, low cost solution, quick implementation, small effort required on their part.</p>	<ul style="list-style-type: none"> <li>✓ &lt;2&gt; <b>Introduction</b> &lt;c&gt;&lt;Movie&gt;             <ul style="list-style-type: none"> <li>➤ &lt;c&gt;* &gt;\$10M damage</li> <li>➤ &lt;c&gt; injuring 75 people.</li> </ul> </li> <li>✓ &lt;3&gt; Dept of NafAll study &lt;Show&gt;             <ul style="list-style-type: none"> <li>➤ &lt;c&gt; construction flaws;</li> <li>➤ may be a widespread problem.</li> </ul> </li> <li>✓ &lt;4&gt; Increasing incidence &lt;Graph&gt;             <ul style="list-style-type: none"> <li>➤ &lt;c&gt; similar buildings &lt;Graph&gt;;</li> <li>➤ Big Co in danger &lt;c&gt; this one.</li> </ul> </li> <li>✓ &lt;5&gt; Big Co Danger – save money lives &amp; assets – proven low-cost.</li> <li>✓ &lt;6&gt; Problem,solution, QA&amp;D, Rules</li> </ul>

\* I have shown here how you can include a ‘click script’ for slides 2 to 4. However, for the most part, it is not worth doing this for Notes, because you won’t be looking down at them all the time. Remember, your Notes are there just to give you a quick reminder of the next point if you need a landmark. Additionally, if you are developing a comprehensive presentation like the one provided in this example, you are better to create this as a Verbal Script, and forget about the Notes (*because they are effectively redundant*). For this reason, you will typically create Notes where you don’t have a

<ul style="list-style-type: none"> <li>● <b>10:03AM</b> 3</li> <li>✓ <b>&lt;7-8&gt; Background – Reasons:</b> <ul style="list-style-type: none"> <li>➤ Construction 70s-90s – slump;</li> <li>➤ Porous–moisture-corrosion.</li> </ul> </li> <li>✓ <b>&lt;9&gt; How happen? &lt;Explain slide&gt;</b></li> <li>✓ <b>&lt;10&gt; NafAll wide ranging study.</b> <ul style="list-style-type: none"> <li>➤ Widespread, failed joist, No sign</li> </ul> </li> <li>✓ <b>&lt;11&gt; 3 key reasons – linked to concrete &amp; construction methods.</b></li> <li>✓ <b>&lt;12&gt; Porous Concrete &lt;Graph&gt;</b> <ul style="list-style-type: none"> <li>➤ Risk - 27% high, 31% Moderate.</li> <li>➤ &gt; 50/50 chance of risk.</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>● <b>7.2 min</b> 4</li> <li>✓ <b>&lt;13&gt; Moisture Buildup &lt;Graph&gt;</b> <ul style="list-style-type: none"> <li>➤ 6.5% PA – 30yrs: 7 x moisture.</li> </ul> </li> <li>✓ <b>&lt;14&gt; Corrosion &lt;Graph&gt;</b> <ul style="list-style-type: none"> <li>➤ Continual wasting: Narfarkle &lt;60%: This building at risk</li> </ul> </li> <li>✓ <b>&lt;15&gt; Risk – Some of Big Co’s – Rising – previously unknown – moisture buildup – corrosion/weaker – some possibly on verge of failure &amp; no one knows.</b></li> </ul>
<ul style="list-style-type: none"> <li>● <b>10:09AM</b> 5</li> <li>✓ <b>&lt;16-17&gt; Simple solution – quick:</b> <ul style="list-style-type: none"> <li>➤ Immediate &amp; ~ 3 mths solved.</li> <li>➤ 3 Steps: Survey &amp; Report, Go out to Tender (if at risk), Implement Solution (~4 wks).</li> </ul> </li> <li>✓ <b>&lt;18-19&gt; 1 – Survey &amp; Report – 3 Phases:</b> <ul style="list-style-type: none"> <li>➤ 1-Hydrometer – moisture level;</li> <li>➤ 2-Structural scanner (if high);</li> <li>➤ ½ day per floor &amp; minimise disruption (night).</li> </ul> </li> <li>✓ <b>&lt;20&gt; 3-Develop &amp; Deliver Report - Quick, Assess risks, proven &amp; works</b></li> </ul>	<ul style="list-style-type: none"> <li>● <b>12.2 min</b> 6</li> <li>✓ <b>&lt;21-22&gt; 2 – Go to Tender</b> for at risk buildings: <ul style="list-style-type: none"> <li>➤ Use your tendering system-quick</li> <li>➤ Two companies: BUF–SwiftSure : FlakeCo-Crappolo.</li> </ul> </li> <li>✓ <b>&lt;23&gt; Fast track Analysis – we provide industry benchmarks – happy to cover this later.</b></li> <li>✓ <b>&lt;24-25&gt; 3 – Implement Solution</b> <ul style="list-style-type: none"> <li>➤ Quick rectification – MidCo...</li> <li>➤ 8-Advanced decay, 20 at risk</li> <li>➤ Selected (by tender)–rapidly fitted–stabilised &amp; strengthened.</li> </ul> </li> </ul>

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comprehensive presentation, and in this case, the ‘click script’ would not be required anyway.

<p>● <b>~14 min</b> 7</p> <ul style="list-style-type: none"> <li>✓ <b>&lt;26&gt; Process entailed:</b> <ul style="list-style-type: none"> <li>➤ Prioritising.</li> <li>➤ Fitting - Process discussed soon.</li> <li>➤ Fit to others – extend life.</li> </ul> </li> <li>✓ <b>&lt;27-33&gt; SwiftSure Fitment:</b> <ul style="list-style-type: none"> <li>➤ Drill holes-advanced tools;</li> <li>➤ Fitting &amp; testing;</li> <li>➤ Backfilling – strengthen/drain.</li> <li>➤ Fit a cap</li> <li>➤ Power Up – draw moisture.</li> <li>➤ Leach polymer – impervious to moisture &amp; bond to reo to <b>improve strength &lt;graph&gt;</b></li> </ul> </li> </ul>	<p>● <b>16.4 min</b> 8</p> <ul style="list-style-type: none"> <li>✓ <b>&lt;34&gt; Summary.</b> We can: <ul style="list-style-type: none"> <li>➤ Remove moisture &amp; refurbish;</li> <li>➤ Fit in other buildings - more life.</li> <li>➤ Deliver real benefits...</li> </ul> </li> <li>✓ <b>&lt;35&gt; Quote from MidCo &lt;15s&gt;.</b> <ul style="list-style-type: none"> <li>➤ Successful &amp; Cost effective;</li> <li>➤ Reduced risk markedly; &amp;</li> <li>➤ Extended building life.</li> <li>➤ <b>Save them \$ billions.</b></li> </ul> </li> <li>✓ <b>&lt;36&gt; What does this mean?</b></li> </ul>
<p>● <b>10:17AM</b> 9</p> <ul style="list-style-type: none"> <li>✓ <b>&lt;37&gt; Discredit Cons:</b> <ul style="list-style-type: none"> <li>➤ <b>Minimise Costs</b> – Report (low cost), scope risk (align to costs), Won't waste money, tender (best, cost effective solution).</li> <li>➤ <b>Minimise Risks (B4 catastrophe)</b> – tendering (best solution), tendering simplified (2 products) , BUF give Industry Benchmarks (assist in analysis &amp; reduce workload).</li> </ul> </li> </ul>	<p>● <b>18.7 min</b> 10</p> <ul style="list-style-type: none"> <li>✓ <b>&lt;38&gt; Pros:</b> <ul style="list-style-type: none"> <li>➤ <b>Quick</b> – e.g. MidCo Project</li> <li>➤ Step 1 – <b>2 weeks (identify risk);</b></li> <li>➤ Step 2 – <b>Tendering simple</b> (2 products &amp; benchmarks).</li> <li>➤ Step 3 – <b>Fit (SwiftSure ~ 4 wks) – complete in ~ 3 mnths.</b></li> </ul> </li> <li>✓ <b>&lt;39&gt; SwiftSure Proven-litmus test.</b> <ul style="list-style-type: none"> <li>➤ <b>Proven/Reliable critical factor?</b></li> <li>➤ <b>SwiftSure reduce risk &lt;Table&gt;.</b></li> <li>➤ Widely used–high quality materials–Quality Control–Cost effective–<b>Proven &amp; Reliable.</b></li> </ul> </li> </ul>
<p>● <b>10:20AM</b> 11</p> <ul style="list-style-type: none"> <li>✓ <b>&lt;40-41&gt; Conclusion:</b> <ul style="list-style-type: none"> <li>➤ <b>As the facts have shown there is a very real danger that Big Co's buildings may collapse.</b></li> <li>➤ Dept of NafAll investigation – risk for similar construction/age.</li> <li>➤ Reduce risks by: getting an Engineering Report (2 wks), Going out to tender (2 products, benchmarks), Implementing solution (quickly).</li> </ul> </li> </ul>	<p>● <b>~ 22 min</b> 12</p> <ul style="list-style-type: none"> <li>✓ <b>&lt;42&gt; SwiftSure - fitted 4 wks-make Offices Stronger, Low cost &amp; low risk, BUF can fix your problems.</b></li> <li>✓ <b>&lt;43&gt; Save money, lives &amp; assets.</b> <ul style="list-style-type: none"> <li>➤ Quickly-save time/money/effort.</li> <li>➤ Seniors see as beneficial.</li> </ul> </li> <li>✓ <b>&lt;44&gt; Recommendations.</b> Early action: Survey &amp; Report-Tender-address problems-Avoid Narfarkle.</li> <li>✓ <b>&lt;45&gt; Closure.</b> Thanks. Happy to answer questions.</li> </ul>

Table 16.3: *An Example of Notes for the SwiftSure Presentation*

As you can see from this example, the Notes are must smaller than the Full Script and Outline, and you can put these directly into your hand on just 12 cards. Most importantly, after you have practiced a few times, you will find that the landmarks on these Note cards provide more than enough information to deliver the presentation successfully.

## Script 4 - Verbal Script

As much as the Notes are small and compact, the Verbal Script is even less intrusive, because you will simply be using your presentation aids.

### Developing a Verbal Script

The steps you take to develop a Verbal Script will be dependent on the presentation aids you are going to use. However, the following generic steps will normally be applicable:

- ✓ **Step 1 – Develop Aids that Show Transition Between Parts.** The first stage entails creating presentation aids that allow you to show the transitions between the various parts of the presentation. For instance, this can be as simple as creating a PowerPoint® slide with a darker background than the rest of your slides, and putting in words like Introduction and Conclusion, which conform to the parts or elements of your presentation. When these slides come up they will act as your landmark, and they will also help to program your audience.
- ✓ **Step 2 – Determine and Develop the Aids to Show Each Group of Points.** Once you have the transition aids in place, look at the groups of points you want to deliver in each part. Then work out how you will get each group of points across, and build or apply the appropriate presentation aids. For example, you might decide that you want to explain a group of points using a prop. In this case, you would set it up with the appropriate markings on it (*as shown in the example in Figure 16.3, which would be used for describing a fax machine*). This gives you the right prompts to discuss the key issues in the right order.



Figure 16.3: *Tagging Equipment and Props to provide a Verbal Script*

- ✓ **Step 3 – Create some way to show each of the Individual Points and Evidence.** Once you know how you are going to deliver each group of points, you can then work out the best way to show each piece of information. For instance, when using a computerised slideshow (*e.g. PowerPoint®*) you would move each point from your STUBB or

TABLE into appropriate slides. You should then expand or modify them as necessary, to build up your message.

- ✓ **Step 4 - Rehearse and Revise.** As you develop each section, you should rehearse and revise your presentation, so you can refine your verbal script. This activity is normally used to both flesh out your content and work out your timings.
- ✓ **Step 5 – Create a Time Management System.** Make sure that you have some way of managing the timings for your content delivery. This can be a simple table like the one shown in Table 16.4. You will notice that this only contains the key timings, and it is not as detailed as the timing information in the other types of script. This is intentional, because you will not want to be looking at this all the time. Additionally, do not put the timings into presentation slides, as this can distract your audience from the message.

Landmark	Time
Introduction	10:00AM
Background	10:03AM
Solution	10:09AM
What does this mean for you?	10:17AM
Conclusion	10:20AM
QA&D	10:23AM

Table 16.4: *A Table Showing the Key Timings for your Verbal Script*

By carrying out these activities, you can quickly create an effective Verbal Script, as a part of your presentation aid development.

### The SwiftSure Verbal Script

The Verbal Script for this presentation is provided in the SwiftSurePresentation.ppt file on the Seahorses web site. You will notice that it conforms to the standards discussed in Chapter 16. More importantly, if you run this as an animated presentation, you can see how this would readily prompt you to deliver the message in the specified timeframes. However, please be aware that you would typically have much less text on the screen. The idea is to trim down the points to key headings that will:

- ✓ provide the milestones you are seeking, and
- ✓ prime your audience to improve retention and understanding.

### Conclusion

As illustrated in this example, you can readily create a very powerful message, by following the step-by-step approach described in this book’s field guide. For example, I think you

would agree that Big Co is very likely to be persuaded by this presentation. Just as importantly, by using this approach, you can:

- ✓ develop the message much more quickly, because this methodology takes away the guesswork; and
- ✓ avoid wasting time developing content that cannot be delivered in the available timeframe.

**Finally, remember that the techniques covered in this document are more verbose than you would typically need to implement to develop your message. I have provided the extra detail to flesh out the thought processes, so you will be able to apply this technique more effectively.**

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## END NOTE

1. These figures have been developed from observations taken over many years. They give a reasonable guide and you should take them into account if you are planning to use Supportive techniques.