



Executive Book Summaries®

www.summary.com

The Power Presenter

Technique, Style, and Strategy from America's Top Speaking Coach

THE SUMMARY IN BRIEF

Presentation coach Jerry Weissman has spent 20 years teaching CEOs and other executives how to deliver successful, profitable IPO road shows. Weissman's strategies have worked for dozens of top business leaders, including Yahoo! founder and CEO Tim Koogle, Intuit founder Scott Cook and Netflix founder and CEO Reed Hastings.

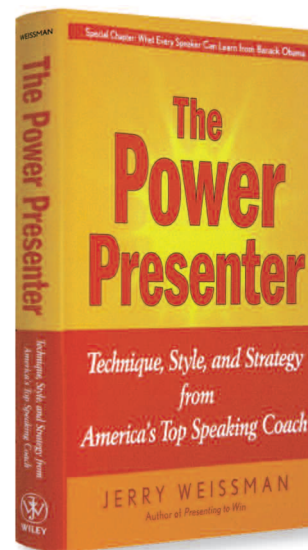
The Power Presenter introduces the same effective technique, style, and strategy that executive teams from more than 1,000 companies have used to raise financing, sell products, propose partnerships or seek approval for projects. Supported by examples of famous presentations, this summary describes how to deliver a winning speech or presentation that will engage your audience from beginning to end.

Weissman offers a seven-step plan for crafting your content into a compelling story as well as advice on how to conquer your fear of public speaking and to present naturally with force and conviction. You'll also learn how to speak with your body language, create empathy with your audience, and integrate your graphics design and animation with your delivery.

For anyone who has to stand up and deliver, *The Power Presenter* is a master resource filled with proven techniques, practical tools, insightful wisdom and inspiring examples.

IN THIS SUMMARY, YOU WILL LEARN:

- How to handle the Moment of Truth: when the presentation begins.
- How to strengthen your presentation with the correct way to organize, develop, and think through your content.
- How to take charge of your content with The Seven Steps of Story Development.
- What every speaker can learn from Barack Obama.
- How to integrate presentation skills, tools and slides with a unique new skill called Graphics Synchronization.
- The five essential elements of every presentation.



by Jerry Weissman

CONTENTS

Your Actions Speak Louder Than Your Words
Page 2

The Butterflies in Your Stomach
Page 3

How to Prepare Your Content
Page 4

The Mental Method of Presenting
Page 4

Learn to Speak With Your Body Language
Page 5

Masters of the Game
Page 7

Graphics Synchronization
Page 8

THE COMPLETE SUMMARY: THE POWER PRESENTER

by Jerry Weissman

The author: Jerry Weissman is America's leading corporate presentations coach with a client list that includes top executives at Yahoo!, Cisco Systems, Microsoft, Intel, Netflix and many others. He is the founder of Power Presentations, Ltd., and has helped over 1000 firms develop and deliver their mission-critical business presentations.

The Power Presenter by Jerry Weissman. Copyright © 2009 by Power Presentations Ltd. Summarized with permission of the publisher, John Wiley & Sons, Inc. 248 pages. \$24.95. ISBN 978-0-470-37648-5.

Summary copyright © 2009 by Soundview Executive Book Summaries, www.summary.com, 1-800-SUMMARY, 1-610-558-9495.

For additional information on the author, go to <http://www.summary.com>. For more information about Power Presentations, visit <http://www.powerltd.com>.

Introduction

Cisco originally expected to get \$13.50 to \$15.50 per share for its stock. But during the road show the company was so well-received that it managed to sell 2.8 million shares at \$18.00 apiece, Don Valentine, chairman of the Board of Cisco Systems, said. He attributed at least \$2 to \$3 of the increase to Weissman's coaching.

— *San Francisco Chronicle, July 9, 1990*

When a business offers shares of its stock to the public for the first time, the company's senior management team develops a presentation that they take to the road to potential investors. It's the most demanding and high-stakes presentation any executive will ever make.

Because only a few hundred companies go public in any given year, you are more likely to win a national lottery than to launch an IPO. But you'll almost certainly have to give a presentation or to make an important speech at some point during your lifetime. And whether you are a businessman or businesswoman or an ordinary citizen, your challenge is to be as "well-received" as the Cisco Systems IPO road show. ●

Your Actions Speak Louder Than Your Words

Audience Advocacy is a viewpoint that asks you, the presenter, to become an advocate for your audience. Put yourself into your audience's place and think about their hopes, fears and passions. Consider what your audience knows about you and your message or cause, and what they need to know in order to respond favorably to you.

Think of the presenter and the audience as the beginning and ending points of all interpersonal communica-

tions; then think of the presenter as a transmitter and the audience as a receiver. The presenter transmits a set of dynamics — human dynamics — that can be summed up in three Vs:

Verbal. The story you tell.

Vocal. Your voice, or how you tell your story.

Visual. Your body language, and what you do when you tell your story.

Your audiences are affected by these dynamics to varying degrees. Interestingly, body language has the greatest impact, the voice next, while the story has the least impact.

Surprised? You're not alone. Given the amount of time and effort that most presenters and speakers expend scribbling on yellow legal pads, pounding away at their computers, or shuffling their slides in preparation for their mission critical presentations, they assume that content is paramount; but at the moment of truth, the story takes third place behind the body language and the voice. ●

The Crucial Task: Creating Audience Empathy

In addition to the Visual, Vocal, and Verbal forces that influence your audience, they are also impacted by another dynamic: empathy. Evolved from the Greek word for emotion or affection, empathy refers to shared or vicarious feelings. In the presentation environment, the empathy is the shared feelings between the audience and the presenter, but the sharing on the audience's part is involuntary.

To illustrate, let's consider the example of the presenter who stands up and freezes like a deer in the headlights.



1-800-SUMMARY
service@summary.com

Published by Soundview Executive Book Summaries (ISSN 0747-2196), P.O. Box 1053, Concordville, PA 19331 USA, a division of Concentrated Knowledge Corp. Published monthly. Subscriptions: \$209 per year in the United States, Canada and Mexico, and \$295 to all other countries. Periodicals postage paid at Concordville, Pa., and additional offices.

Postmaster: Send address changes to Soundview, P.O. Box 1053, Concordville, PA 19331. Copyright © 2009 by Soundview Executive Book Summaries.

Available formats: Summaries are available in print, audio and electronic formats. To subscribe, call us at 1-800-SUMMARY (610-558-9495 outside the United States and Canada), or order on the Internet at www.summary.com. Multiple-subscription discounts and corporate site licenses are also available.

Rebecca S. Clement, Publisher; Sarah T. Dayton, Editor in Chief; Andrew Clancy, Senior Editor; Edward O'Neill, Graphic Designer; Paula Ezop, Contributing Editor

Summary: THE POWER PRESENTER

Although you may not know this stressed presenter, when you are in the audience and see that person's nervousness, you are most likely to feel similar, vicarious feelings. That is the power of empathy.

Empathy also works positively. For a case in point, let's go back to July 27, 2004, at the Democratic National Convention. Barack Obama, a then-unknown, 42-year-old state legislator from Illinois, stood and delivered a stirring keynote speech. Obama spoke of the energy, urgency, and passion that he felt for America, and he expressed it with great energy, urgency, and passion in his voice and body. What was the result?

- The delivery system lifted the payload into orbit and the convention delegates at the packed Fleet Center in Boston rose in unison to give Obama an enthusiastic ovation.
- Three months later, he swept into office as a first-term U.S. senator by 70 percent, the widest margin ever in an Illinois Senate race.
- Four years later, his momentum unabated, Barack Obama became, the 44th President of the United States — all launched by just one 16-minute, 25-second speech. ●

The Butterflies in Your Stomach

Every living being on the planet, from one-celled organisms to four-legged animals to two-legged humans, responds to imminent danger by standing its ground and fighting or fleeing for its life. To enable either of these reactions, the body releases a sudden spurt of adrenaline and activates the sympathetic nervous system. This vast internal emergency network then sets many parts of the body into accelerated motion:

- **Eyes:** Pupils dilate to increase the field of vision.
- **Heart:** Pumps faster to send blood to the extremities to flail in defense or to run to safety.
- **Blood pressure:** Elevates due to increased blood flow.
- **Blood sugar levels:** Elevate to generate more energy.
- **Lungs:** Increase respiration rate to put more oxygen into the blood.
- **Sweat glands:** Activate to avoid overheating.
- **Salivary glands:** Shut down to suspend digestion.
- **Limbs:** Primed to Fight-or-Flight.

When a two-legged presenting animal is faced with the daunting task of standing exposed before an audience, the solitary focus of attention for dozens, if not hundreds or thousands of watchful eyes, it responds with the flight reaction: pacing the platform like a caged tiger.

1. The eyes sweep the room frantically in search of escape routes.
2. The heart pumps faster to rush blood to the extremities.
3. The hydraulic system screeches into reverse: The palms, usually dry, get clammy from perspiration, cooling the rush of warm blood, and the mouth, usually moistened by the salivary glands, goes bone dry.
4. The nerve synapses fire off more rapidly to heighten alertness.

Audience Perception

All of the preceding involuntary presenter behavior gathers momentum in a rolling chain action that impacts audience perception.

Rapid eye movement makes you as the presenter appear shifty-eyed or furtive. Sweeping your head back and forth makes you appear harried. Wrapping your body with your hands and arms appears defensive.

The defensiveness immobilizes your features, which makes you look fearful and also makes your posture rigid. Moreover, by pressing your arms against your rib cage, the air supply in your lungs is constricted, which in turn impacts your voice creating low volume, which sounds weak, and narrow inflection, which sounds monotonous.

Your vital organs, also impacted by adrenaline-driven behavior, can affect audience perception. The heart, lungs, and synapses accelerate into time warp, which impacts your cadence so that the tempo of your presentation sounds rushed. Words are crammed into a steady flat line pattern, which results in a data dump that makes it difficult for the audience to separate the ideas you are presenting. And the steady pattern also causes the repetition of unwords, such as “um” or “ah,” which makes you sound uncertain.

The Moment of Truth

All these powerful forces surging around inside your body and your mind — and reverberating throughout your audience — occur at the critical juncture of the Moment of Truth. But that moment is preceded by many other moments that stretch all the way back to another important moment: when the date and time for your mission-critical presentation is set.

As the clock starts ticking down to D-day, you think, “How will I ever find the time to get it done?” Suddenly, you ignite a state of high anticipation that builds in intensity until the Moment of Truth; and then the sight of your live audience kicks your adrena-

Summary: THE POWER PRESENTER

line flow even higher.

Diminish your anxiety by taking charge of your content in its preparation. ●

How to Prepare Your Content

Many presenters and speakers, pressured by the demands of business and daily life, often beg, borrow, or steal a colleague's material or put off their own preparation until the eleventh hour. Your presentation will be much stronger if you spend enough time to organize, develop, and think through your content. During the preparation, clear your mind by eliminating all the superfluous material and identifying the essential.

The Seven Steps of Story Development

1. Establish the framework of your presentation.

Define your objective. What is your call to action? What does your audience need to know in order to respond to your call to action?

2. Brainstorming: Consider all the possibilities. Distill all your ideas into a few main themes.

3. Roman Columns: Find a mnemonic device for your main themes. If you visit Rome today and tour the ruins of the great Forum, you are likely to hear your guide talk about the classic Roman orators who spoke in the Forum for hours on end without any notes. To help them remember what to say, the orators used the stately marble columns of the Forum as prompts. The object of your brainstorming is to develop the Roman columns of your own story; about five or six in all is optimal.

4. Flow Structure: Provide a road map for your audience and for you. Give the individual components of your story a meaningful, orderly flow. Two of the simplest and most common flow structures are *chronological* (track your story along a timeline) and *numerical* (Combine all your Roman columns and assign them a number, then count down for your audience as you discuss each column). Think of David Letterman's Top Ten.

5. Graphics: Use visual aids, but give your graphics their proper role as support for your narrative.

6. Ownership: Take charge of your own presentation. Become a hands-on presenter and supervise your presentation's development at pivotal points.

7. Verbalization: Practice the right way. In your rehearsals, speak the actual words of your presentation or speech aloud, just the way you will do it when you are in front of your intended audience. Verbalization crystallizes ideas. ●

Charisma Not Required

"Good speakers are born, not made," and its extended variation, "That person has natural charisma" are often said about a presenter's delivery skills. The corollary implication of this view is "Change is impossible." You either have it or you do not. For some unearthly reason, many people cling to this preconception, and recite it, almost as a pledge of allegiance. Change is possible for anyone.

A Case in Point — President Bill Clinton

Bill Clinton, with his usual rhetorical flair and an established reputation as a superstar of the keynote circuit, seemingly did not need any makeovers. But Clinton was not born with this capability. He admits as much in his autobiography, calling his first speech effort while in high school "unremarkable." He was still far less than remarkable in 1988 when, as the governor of Arkansas, he gave a nominating speech for Michael Dukakis at the Democratic National Convention in Atlanta. Clinton rambled on for so long that the delegates began to chant, "We want Mike!" And when he finally said, "In closing ..." the crowd roared their approval. In his autobiography, Clinton confessed, "It was 32 minutes of total disaster." ●

The Mental Method of Presenting

Control of the mind, or concentration, is essential in every activity in the human experience. Even relaxation requires you to clear your mind of extraneous thoughts and focus on one tranquil image. Think about your sport of choice, be it skiing, tennis, golf, swimming, basketball, or soccer; in each of them, concentration is fundamental. Well, it happens to be the very same mind and the very same body that you use when you stand in front of an audience to present or to make a speech. Use concentration to conquer your adrenaline rush — and your audience.

What Was Going Through Your Mind?

During coaching sessions at Power Presentations, each participant is asked to stand and deliver a brief presentation to the other participants in the room — their colleagues — while the presentations are recorded on a digital video camera, an intentionally adrenaline-inducing scenario. As each person concludes they are asked, "What were you thinking? What was going through your mind as you were speaking?" All of their responses have a least-common denominator: "How am I doing?" They were thinking, "Uh-oh! They're all looking at

Summary: THE POWER PRESENTER

me!” “I’d better do well!” This mind-set serves only to heighten their — and your — fear of public speaking.

Do a sharp U-turn. Change the mind-set. Think instead, “How are you doing?” How is your audience doing? Shift the focus from yourself to your audience. This shift will not only reduce your anxiety, it will also heighten the effectiveness of your presentation or speech. That is the essence of the Mental Method of Presenting.

Concentration & Conversation

The pivotal factor in this shift is concentration. In sports, concentration ranks higher in importance than conditioning, muscle mass, nutrition, hydration, or stamina. Universally in sports, the mind is used to control the body. It is the very same mind and the very same body that you use in presentations and speeches, so use your mind to control your body when you stand in front of an audience.

The foundation of the Mental Method of Presenting is person-to-person conversation. The challenge when you are in front of an audience is to recreate the conversational mode, the very mode in which most human beings are comfortable. To do this, let’s first analyze the key dynamics of conversation.

In any person-to-person exchange, the two parties:

1. Make eye contact.
2. Use their hands and arms to express themselves.
3. Use their voices to punctuate their words.
4. Interact by asking questions and exchanging ideas.

In presentations and speeches, the adrenaline rush causes drastic changes in each of those core elements. But does the interaction really stop? If you see a person in your audience smiling at you in knowing appreciation, that’s an interaction. So there is indeed interaction with your audience, but at the Moment of Truth, the interaction suddenly switches from verbal to nonverbal. The challenge then is to focus on that pivotal instant, and make the nonverbal interaction work for you, rather than against you. And the way to do this is to shift from presentation mode to person-to-person conversation.

Person-to-Person

Whenever you step up to the front of a room to present or speak, regardless of the size of the audience — four, 40, 400, or 4,000 — pick one person. For an instant in time, set a new default: Presume that you and that individual are the only people present and, for that instant, disregard everyone else in the room. Make that person the object of your concentration. Then, as if the two of you were across

The Four Stages of Learning

If you’ve ever taken up the study of a physical activity, such as a sport, you’ve gone through a process known as the Four Stages of Learning. The stages also hold true for the physical aspect of presenting or speaking before a group.

- Stage One: Unaware of what to do, you perform poorly and are unconscious about your incompetence.
- Stage Two: The instructor tells you what you did wrong and you become conscious about your incompetence.
- Stage Three: The instructor tells you what to do and you become conscious about your competence. But the first time you try to follow the instructor’s advice it feels unnatural. Your Stage Three, then, is actually self-consciousness about your competence.
- Stage Four: You perform your skill without thinking about it; you are unconscious about your competence.

a table or a desk, strike up a conversation. After a moment in time, move to another person and strike up another conversation; after another moment, another person and another conversation. Continue around the room in a series of person-to-person conversations. ●

Learn to Speak with Your Body Language

Negative behavior, driven by the fear of public speaking and its attendant instinctive reaction, the Fight-or-Flight syndrome, creates negative perceptions in the audience.

How do we change the behavior to create a positive perception? The key is to approach our challenge from the 35,000-foot view. Accept that there is a difference between the way it feels to you as a presenter and the way it looks to your audience.

In the Power Presentations program, participants are asked to stand up in front of the room and gesture with their arms open wide. Because the new behavior feels uncomfortable to them, they inevitably resist. As soon as they are told that their discomfort will diminish over time, they accept and are able to make significant improvements.

Eventually, opening your arms will feel comfortable to you and continue to look comfortable to your audience. You will look poised, confident, and ready to take on the world. Whatever behavior you have been practicing

Summary: THE POWER PRESENTER

until this point in your life is behavior you have been reinforcing. To develop new habits you need repetition. Repetition over time will move you from self-conscious to unconscious competence.

Qualitative vs. Quantitative

Each of the following instructions describes the quality of your engagement with the one person with whom you are having a conversation:

- Your eyes hold until they connect.
- Your features reflect your enthusiasm.
- Your head nods to create involuntary agreement.
- Your balanced posture appears poised.
- Your hand and arm reaching out replicates a handshake.
- Your voice conveys your message with conviction and punctuation.

All of the preceding is summed up by the acronym E.R.A: Eye Connect, Reach out and Animate. This single instruction brings all the elements of your delivery system into play. ERA also happens to be what you do when you have a conversation. So, whenever you step up to the front of the room to present or speak, have a conversation with each person in the audience. As you do, use the Mental Method of Presenting. Read the reaction of each person you address and be prepared to adjust your content. ●

Control Your Cadence

Cadence in speech is the equivalent of rhythm in music. For our speech metric, we turn to our three presentation dynamics and focus now on the Verbal, or the content. In text, the written form of the Verbal, that metric is a sentence. Spoken language, however, is different. When we speak, we don't form full sentences; we speak in partial sentences or phrases. Therefore, use the phrase as the metric for your cadence. This will give your speech a clear rhythm. When you speak in a clear and coherent cadence, you will make it easy for your audience to follow you. Here's how it all works together in a presentation or speech: When you step up to the front of the room, pick one person in your audience, the one with whom you're going to have a conversation. Then:

- Deliver one phrase to that person.
- Pause.
- Move to another person and deliver one phrase to that person.
- Pause.

- Move to another person and deliver one phrase to that person.
- Pause.
- Continue around the room, delivering one phrase to one person at a time.
- Pause between each phrase and each person.

Complete the Arc

Stay with one person for the entire logic of the phrase — regardless of its length — and then drop your voice. Stay with that one person for the full trajectory of meaning. The length of each unit is measured logically rather than numerically. Dropping your voice at the end of every phrase is called Complete the Arc.

1. Stay in Eye Connect all the way through the full phrase, “The key to winning presentations is the Mental Method,” and then drop your voice at the end.
2. If you do not drop your voice at the end of your phrase, if you let it hang in midair, you convert your statement into a question.

The First 10 Seconds

The moment you stand up in front of that room the adrenaline will start coursing through your body. It will cause your eyes to sweep the room in search of escape routes. You will not be able to hold back that sweep. You will barely be able to think of what to say. Your eyes will go into motion, searching for the exits.

- Go with it. Let the sweep happen. Let your eyes take in the entire room; but make the sweep work for you rather than against you.
- Accompany your continuous eye movement by speaking to the entire group, and be gracious about it: “Good morning. Welcome. I appreciate the opportunity to speak with all of you.” These simple amenities will make your rapid eye movement appear sincere rather than frantic.
- Once you have swept the room with your welcoming remarks, stop. Turn to one new person, set on both of that person's eyes, and get ready to speak the first phrase of your presentation. ●

Masters of the Game

The Great Communicator

Ronald Reagan was known as the Great Communicator, and deservedly so. To see what makes him so effective, let's look at his delivery of his final State of the Union message.

Summary: THE POWER PRESENTER

On January 25, 1988, in the House Chamber of the U.S. Capitol Building, Ronald Reagan stood poised on the historic dais, looking out at the sea of faces in a joint session of Congress. He spoke *with* — not *at* — the men and women of the Senate and House of Representatives and he did so as if he was having individual conversations. The warm tone of his voice reflected the intimate human-interest words of the text. The vast, packed chamber watched and listened in hushed awe, drawn in by the hypnotic long, looping rhythms of his cadence.

As the speech reached its climax, Reagan displayed all the dynamics once described by a Pulitzer Prize-winning television critic "... his physical presence begins to eclipse his words... when you begin watching more and hearing less... feeling more and thinking less. Look and mood completely take over. That presence on TV: just the sight of him cocking his head with his sincere grin and lopsided hair, is still worth a thousand words and millions of votes."

Conversation and Empathy

Contrast Ronald Reagan's conversational style to that of Winston Churchill, John F. Kennedy, Martin Luther King and Billy Graham. These orators used their hands and arms with dramatic gestures that approached choreography. They had rich, resonant, nearly operatic voices. Moreover, Churchill and Kennedy were national leaders who spoke from on high, down to their audiences, and asked them to come up to their lofty level. The latter two, King and Graham, were religious leaders who also spoke from on high, and asked their audiences to go up to a higher authority.

Ronald Reagan, on the other hand, spoke to his audiences at their level. The essence of Reagan's style was his uncanny ability to be completely at one with his audience in every setting, across every dimension. He projected his gentle persona into the living rooms of America. ●

What Every Speaker Can Learn from Barack Obama

On October 2, 2002, at the very same time that President George W. Bush and Congress were announcing their joint resolution to authorize the invasion of Iraq, Obama, then an Illinois State senator, spoke at an antiwar rally in Federal Plaza in Chicago. *The New Republic* reported an eyewitness account:

Jesse Jackson was to be the day's marquee speaker. But it was Obama, wearing a war-is-not-an-option lapel pin, who stole the show. Obama's 926-word speech denounced a "dumb war. A rash war. A war based not on reason but on passion, not on principle but on politics." The electrified crowd knew that a political star was born.

Barack Obama is, by any standard, a very good, if not a great speaker. But his talent did not spring from birth or from mystical magical powers. Obama uses a set of accessible techniques that you, too, can use.

1. Verbalization: Obama practices verbalization. In a *Washington Post* story he was quoted as saying, "My general attitude is practice, practice, practice ... Besides campaigning, I have always said that one of the best places for me to learn public speaking was actually teaching — standing in a room full of 30 or 40 kids and keeping them engaged, interested and challenged."

2. Person-to-person, head nods, read the reaction/adjust your content. A *New Yorker* magazine profile of Obama gave an example of his campaign for his Illinois Senate seat. When speaking to a group of AFL-CIO building tradesmen who had supported his opponent in the state primary, Obama adjusted his content to include a pro-labor message. The result: "Heads began nodding slowly, jaws set, as he drove home his points."

3. Think "You." Obama used that persuasive word strategically throughout his campaign for the Democratic nomination: on his Web site and in his speeches.

4. Speak with your body language. *Eye Contact:* Obama's strong eye contact is apparent in every type of speaking situation. *Reach Out: Time* magazine reported, "Physically, he is uncommonly restrained: He keeps his hands close to his head, and his shoulders are always tight and squared." *Animation:* In all settings, large and small, Obama is always animated, his face expressive, breaking into a ready smile or expressing the meaning of his words with passionate emphasis.

5. Control your cadence and complete the arc. Emulating Reagan, Obama rolls out his words in long arcs, like a ship riding the waves on the high seas, completing each arc by dropping his voice, and punctuating each point forcefully. The pauses between the arcs allow his listeners to absorb the meaning of his words, if not to become captivated by his compelling rhythm. ●

Summary: THE POWER PRESENTER

Graphics Synchronization

Graphics Synchronization is a close cousin of graphics design. Design is what you *show*, or what your audience sees displayed by your PowerPoint slideshow; synchronization is what you *do* (your eyes and body language) and *say* (your voice) when you show what you show. Graphics Synchronization is the integration of your slides with your Visual and Vocal components. All these factors exist in a teeterboard relationship. The classic skill set to adapt is: Tell 'em What You're Gonna *Show* 'em; *Show* 'em; and Tell 'em What You've *Shown* 'em.

There are many tools of the presentation trade: screens, microphones, lecterns, projectors, computers, and remote control devices. All six (tools) must be carefully integrated with each presenter's or speaker's Graphics Synchronization skills.

Presenter and Screen

- Present with the screen at your left.
- Present in the screen plane.
- Present at the edge of the screen.
- Avoid the projection beam.

Presenter and Audience

- Face front.
- Illuminate for Eye Connect.
- Present at the eye level of the audience.
- Check sightlines. ●

Graphics and Narrative

Start your discussion of every slide with a Title Plus. (When you look at a new slide, look at it in its entirety. This overview is called Title Plus. The title serves as the headline for the whole slide.) It will make the rest of your narrative flow more smoothly and enable your audience to stay with you. After the Title Plus, however, different types of slides have different narrative follow-throughs.

- Simple slides start with a Title Plus.
- Complex slides also start with a Title Plus, but then you must help your audience understand your slide by guiding them through the image.
- Very complex slides also start with a Title Plus, but then they become the exception to the rule. Certain slides require a level of detail that is irreducible: for example, financial charts, architectural diagrams, or flowcharts. You can build the slide in stages.

Alternatively, you can display all the information

on the screen at once and then, rather than try to make Eye Connect, turn to the screen and become a Voice Over narrator.

All the concepts must work together inseparably. Any one element can impact the others, as well as the fate of your entire presentation.

For example, you can develop a persuasive story, illustrate it with dazzling graphics, present it with poise and confidence in a presentation environment with all the trappings of a first-class, modern theater and have your audience listen to you in hushed awe for the full length of your presentation. But if, when you open the floor to questions, you react to the first tough question defensively, evasively, or contentious-ly, everything that went before will be negated. ●

The Power Presentations Pyramid

The five essential elements of every presentation can be viewed as tiers of a pyramid beginning with the base of the pyramid — story, graphics, delivery, tools, and Q&A. The foundation of the pyramid, as it is for every presentation, is a solid story that is illustrated by the graphics of the slide show. In turn, these elements are delivered by the presenter's body language and voice, all supported by the tools of the presentation trade. The entire presentation is then subject to the scrutiny of the audience's questions, which the presenter must handle with complete assurance and credibility.

The ultimate conclusion is that a presentation does not exist on the screen alone, in the presenter alone, or in the audience alone. A Power Presentation combines all these dynamic elements into a living entity that changes every time you present.

As Cindy Burgdorf, former CFO of SanDisk Corporation, commented after concluding the last of four intensive days of the Power Presentations program, "This isn't just about presentations is it? This is about communicating in any situation. It all applies everywhere." ●

RECOMMENDED READING LIST

If you liked *The Power Presenter*, you'll also like:

1. ***The How of WOW* by Tony Carlson.** Carlson describes experience-tested process for creating and delivering great speeches that get your message heard.
2. ***Sway* by Ori Brafman and Rom Brafman.** The Brafman brothers help executives understand the sway of irrational behavior and how to keep from falling prone to it.
3. ***The Speed of Trust* by Stephen M.R. Covey.** While many threats have caused low trust in society, Covey shows you how to rise above.