giving presentations

The persuasive presentation

|	
A	Preparation
B	What to say	Building arguments
C	How to organise the information	Talking through options
D	How to create interest	Emphasising and highlighting key points
E	Activities	

A Preparation

Three months ago an American company, Marcon Chemicals, asked the LX Consulting Group to look at their computer activity in Europe.

At the moment Marcon has ten data centres in Europe, with a total staff of 60.

Seven of these data centres are at the head offices of their European subsidiaries, and run administrative systems. The other three are at various European plants and run manufacturing systems.

Marcon Chemicals

Key
factory building ■
head office ▲
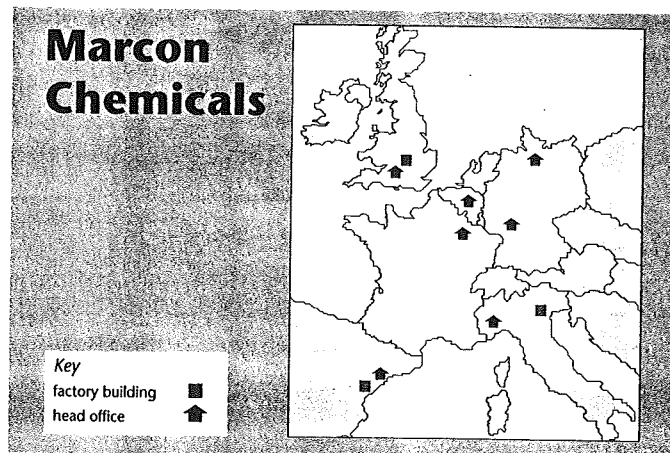
1. What are the benefits and weaknesses of this type of decentralised organisation? List the benefits and weaknesses below.

Benefits	Weaknesses

Check your answers in the key

B What to say – Building arguments

The main purpose of many presentations is to *persuade* the audience e.g. you want the audience to accept your plan, or a change in procedure. In this type of presentation it is very important to build convincing arguments.

B1 Focus

The head of the LX team is preparing a presentation summarising the results of the study.

Context A meeting at Marcon chemicals.
Audience Key managers from the different European subsidiaries.
Purpose To persuade the audience that her consultancy's recommendations are the right ones.

Listen to tape B1.

You will hear five extracts from the first part of the presentation. The presenter is assessing the current organisation of the company's computer activity in Europe.

Notice the different ways she builds up her arguments to convince the audience of the need for change.

Complete the missing words in each extract. Then read the notes below.

Follow the example.

Extract 1 – The presenter explains the benefits of the current organisation for the user.

Advantages .....*Because*..... each data centre needs to be self-sufficient and provide a full range of services, there's a greater variety of work, and a constant need for the updating of skills.

↓

Effect .... a range of challenging jobs and a high level of job satisfaction ...

Notice how the presenter simply states the factual relationship between cause and effect.

Extract 2 – The presenter balances her argument by showing the disadvantages of the current organisation.

Disadvantages .... , a major drawback is the vast amount of
duplication... Duplication of both equipment and skills ...
.... you have a lot of people doing the
same jobs in different locations.

Effect there's a great waste of resources. .... , ... ,
maintaining this level of duplication has a ....
.... on the company.

Notice how the presenter again shows a factual relationship between cause and effect.

Extract 3 – The presenter summarises the situation.

Advantages .... the present organisation of your computing
facilities offers some benefits,

Disadvantages it obviously isn't working to maximum efficiency.
.... , it's costing the company a lot of money.

Implied consequence *There is a need for change.*

Notice how the presenter states both advantages and disadvantages, and indicates an implied, but unstated consequence.

Extract 4 – The presenter argues the case for change in the organisation of the administrative data centres.

Facts ... a great deal of time and money has been spent on developing
new administrative systems, ... today
management's needs are largely catered for. ....
.... , at the plant level,
business is evolving rapidly and there's a growing need for more
sophisticated computer applications.

Consequence It's .... , ... that you need to shift
resources from administration to manufacturing systems
development.

Notice how she builds up her arguments step by step to achieve the desired conclusion.

Extract 5 – The presenter makes her final recommendation.

Summary .... the trends I've just outlined,

Recommendations we propose that you leave the manufacturing data
centres as they are. .... , we see a major need
for consolidation in the administrative data centres.

Notice how the presenter summarises before she gives her recommendation.

Check your answers in the key

B2 Summary

Building arguments

* Highlight the relationship between the different points you want to make by using connecting words, e.g.
  - to show a different argument
    however, on the other hand, although, in spite of this
  - to show a consequence,
    therefore, so, consequently, because of this, as a result
  - to show an additional argument,
    moreover, in addition to this, not only ... but also...

* Using connecting words like these will help:
  - you to build convincing arguments.
  - your audience to follow your arguments, and anticipate the direction you are moving in.

* A frequent tactic in persuasive presentations is to point out the relationship between cause and effect. You can do this by:
  - showing the factual relationship between cause and effect. (Extracts I and 2 in BI)
  - setting out the facts so that they strongly imply a consequence, but without stating it directly. (Extract 3)
  - setting out facts so that they strongly argue for doing something, e.g. directly arguing the case for change. (Extract 4)
  - summarising and making recommendations for action. (Extract 5)

B3 Tasks

I. The points below are from a presentation about a staffing problem.

Connect the points, following the instructions and the example below.

Show a factual relationship between cause and effect.
Point I There has been a 20 per cent increase in business.
Point 2 The work load has increased considerably.

Over the last six months there's been a 20 per cent increase in our business. And, as a result, the work load has increased considerably.

a. Show a factual relationship between cause and effect.
Point I There has been a substantial increase in the business.
Point 2 Staff are working a considerable amount of overtime.

b. Build up the arguments to show an implied but unstated consequence – customer service has deteriorated
Point I The sales team have to spend so much of their day on extra administration.
Point 2 They have less time for customer service.

c. Argue the case for change – the recruitment of extra staff.
Point I If we recruit extra staff, our costs will increase.
Point 2 If we do nothing, we will certainly lose staff.
Point 3 We cannot afford to lose good staff whom we have spent years training.

Check your answers in the key

2. The notes below are from a presentation about a British company's policy of posting personnel to foreign subsidiaries.

Choose suitable connecting words to show an alternative argument.

Follow the example.

Expensive to send people from the UK to work in foreign subsidiaries/to remain competitive we must have people with international experience.

It's very expensive to send people from the UK to work in foreign subsidiaries. **However,** *if we want to remain competitive we must have people with international experience.*

a. We have many people with the right business background/not everybody adapts well to cultural change.

b. There are advantages in having people from headquarters going to work abroad/more and more people are coming back from assignments before end of contracts.

Check your answers in the key

3. Expand the following notes by choosing connecting words to show additional arguments, and make a recommendation.

Follow the example.

Duplication of equipment in the two centres/duplication of skills/consolidating the centres into one.

Not only is there a duplication of equipment in the two centres, but there is also a duplication of skills. We therefore recommend consolidating the centres into one.

a. Harder to keep people in overseas posts/increasingly difficult to recruit people to go abroad/review our terms and conditions.

b. Necessary for people to have the right experience/be able to adapt to new environments and working conditions/proper training and orientation before going abroad.

Check your answers in the key

C How to organise the information – Talking through options

C1 Focus

Listen to tape C1.

You will now hear the presenter's recommendations for Marcon's European administrative data centres. The LX Consulting group looked at three options.

Notice how the presenter explains all three options, not just the case for the preferred solution. She does this to show that the subject has been studied in detail.

Notice the expressions and sentences the presenter uses to explain the different options, and to move from point to point.

Complete the missing words in the extract, then read the notes on the right.

Extract	Notes
Extract 1	
In fact, ...	*States the options*
three different	
.... , ... run all your computing from three regional centres, ...	*States first option*
So, ... benefits of this option? First, you'd achieve a reduction ...	*Moves to the benefits*
.... , ... , some practical	*Moves to the weaknesses*
.... , that would make it very difficult to implement this solution. First, the question of ...	
Extract 2	
So, the second	*Moves on to the second option*
.... to expand one ...	
The .... benefit in this	*States the main benefit*
.... full optimisation of your computer resources ...	
.... , there are .... here .... If you expanded Bristol, Barcelona, or indeed Frankfurt you would have even greater space problems.	*Moves to weaknesses*
Extract 3	
.... , ...	*Moves to preferred option*
.... the third option, to organise ...	
Now, ... , this seems	*States a weakness*
to be a more expensive .... in terms of the cost per computing hour.	
.... the .... very	*Balances the weakness with benefits*
....	

Check your answers in the key

C2 Summary

Outlining options

- If there are alternatives to your proposal, explain them. This will show that you have looked at different ways of dealing with the situation.

- Here are some useful expressions for explaining options.

  We've considered / looked at three options.
  One way to solve this problem is ... Another is to ...
  There are two alternatives ...
  The first option is to ...
  But what about the second option?
  So, now let's look at the third option, which is to ...

- Outline both weaknesses and benefits for each of the options you consider. Here are some useful expressions introducing weaknesses and benefits.

  What are the benefits?   *There are, however, disadvantages ...*
  Now, what about the advantages?   *But there are some problems too.*
  Now, I'd like to look at the benefits.   *On the other hand ...*

- If there is a series of benefits or weaknesses, make it clear which are your strongest points, and which are just secondary.

C3 Tasks

I. You are the Personnel Manager at one of the subsidiaries of an American bank. Recently your bank has seen a major increase in its foreign loans business with the result that staff are working overtime on a frequent basis.

The notes below are from a presentation in which you explain two different solutions to the problem.

Study the two sets of notes for the presentation.

Solution 1: Recruit temporary staff

Benefits	– Reduction in amount of overtime
	– More flexibility if downturn in business
Weakness	– Permanent staff will have to spend a lot of their time training temporary staff

Solution 2: Recruit extra permanent staff

Benefit	– Major opportunity to create an effective team of specialists
Weaknesses	– Expensive
	– Lose flexibilty to adapt to changing market conditions

Note: Your preference is for the second solution.

Listen to tape C3.1.

You will hear eight instructions asking you to:
– outline the two possible solutions to the staffing problem.
– argue the case for each solution.

Make your response after each instruction. You will then hear a model version.

Example

Instruction 1	Outline the solutions you've considered.
Your response	....
Model version 1	**We've looked at two possible solutions to the problem.**

D How to create interest – Emphasising and highlighting key points

D1 Focus

Listen to tape D1.

You will hear extracts from another version of the presentation about the data centres, which the LX consultant gives to a different audience.

In these extracts the presenter highlights and emphasises her points to give them more impact.

Four of her points are summarised below. As you listen, complete the words she uses to state the points. Then read the notes below.

Point 1 A major drawback is the vast amount of duplication which is going on in the data centres, duplication of systems time, equipment and skills.

Her words A major drawback is the vast amount of duplication which is going on in the data

centres – .... systems time, ...

equipment, and .... ,

.... skills.

Notice how she repeats the word *duplication* to reinforce the idea.

Point 2 Although the present organisation of your computing facilities offers some benefits, it isn't working to maximum efficiency.

Her words Although the present organisation of your computing facilities offers some

benefits, it .... working to maximum efficiency.

Notice how she emphasises the word *not*.

Point 3 We don't see any need for change in the manufacturing data centres, and we propose that you leave them as they are. However, we see a need for change in the administrative data centres.

Her words We .... need for change in the manufacturing data centres, and we propose that you leave them as they are. However, we

.... a major need for a change in the administrative data centres.

Notice how she places emphasis on the word *no*, and notice also the use of *do* to give emphasis.

Point 4 So, now let's look at the third option, to organise a new data centre for European operations. We aren't suggesting that you build your own centre. Our proposal is that you sub-contract all your administrative computing requirements to a computer services company.

Her words So, now let's look at the third option, to organise a new data centre for

European operations. .... suggesting that you build your

own data centre. That would be too expensive. But ....

.... proposing .... that you sub-contract all your administrative computing requirements to a computer services company.

Notice how she highlights her proposal by beginning with the word *what*.

Check your answers in the key

D2 Summary

Highlighting information

There are a number of different ways you can emphasise and highlight key points in your presentation to give it more impact, and to sound more persuasive. Here are some of them.

* Stressing an auxiliary verb.

You can highlight key ideas by stressing auxiliary verbs like *is, was, were, will, has.*
With negatives put the stress on words like *no* or *not* eg: *is not* or *will not*

	BECOMES	
It's costing a lot of money.		*It is costing a lot of money.*
We aren't recommending any major changes.		*We are not recommending any major changes.*
The company doesn't see any need for change.		*The company sees no need for change.*

* Adding the auxiliary *do, does* or *did* in an affirmative sentence.

You can emphasise an idea by adding the word *do, does* or *did* just in front of the verb.

	BECOMES	
We see a need for change.		*We do see a need for change.*
Personnel knew about it before.		*Personnel did know about it before.*
I think it's very expensive.		*I do think it's very expensive.*

* Changing the normal word order of a sentence

	BECOMES	
We're suggesting cuts in production.		*What we're suggesting are cuts in production.*
They propose a major reorganisation.		*What they propose is a major reorganisation.*
More investment is needed not cuts in investment.		*What is needed is more investment not cuts in investment.*

* Repeating key words and ideas

Repeating important ideas or vocabulary is also a useful way of reinforcing a point.

	BECOMES	
We need to reduce production and packaging costs.		*We need to reduce production costs, and we also need to reduce packaging costs.*

Now listen to tape D2. You will hear the examples from the summary. Notice where the presenters pause and how they create emphasis.

D3 Tasks

1. Listen to tape D3.1

You will hear the extract from a presentation about the overtime problem in one of the branches of a big American bank.

Notice how the presenter gives emphasis to his main points.

Mark the extract to show where the presenter pauses.

Extract

As we've seen, we do have serious staff problems in our international loans department. So, what I'm proposing is to recruit two full-time staff. What are the benefits? First, it will improve the morale in the department. Second, it'll produce a more stable team. Third, it'll give our staff more time for handling each loan application, and so improve our customer service.

Check your answers in the key

2. How would you change these statements to make them sound stronger and more convincing?
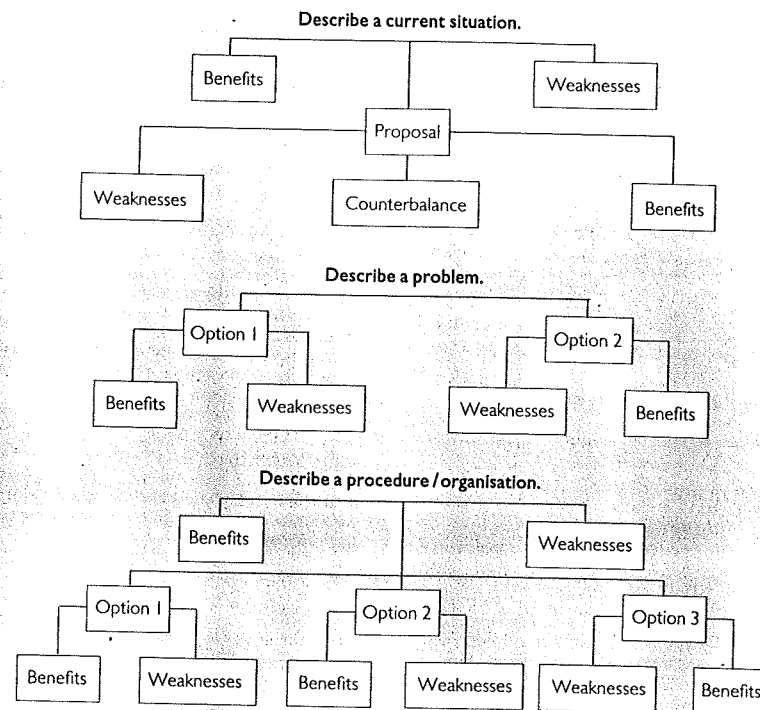
Follow the example.
a. There isn't any need to change the date of the product launch.
   There's *no* need to change the date of the product launch.
b. We can keep our sales and administration departments separate, but we need to have them in one location.
c. Maintaining a separate research centre in Milan isn't an effective solution.
d. Our proposal is to relocate all research and development to our factory in Frankfurt.
e. Building the plant in Spain has clear advantages. It will give us a foothold in Spain, access to a skilled workforce and a new factory, and all at a relatively low cost.

Now listen to the model versions on tape D3.2.

E Activities

Choose one of the frameworks below as the basis for a presentation. If possible, record yourself and play it back.

Describe a current situation.

```
                    Describe a current situation.
    ┌───────────────────────┼───────────────────────┐
 Benefits                                         Weaknesses
    │                    Proposal                      │
 Weaknesses           Counterbalance                Benefits
```

Describe a problem.

```
          ┌─────── Option 1 ───────┐      ┌─────── Option 2 ───────┐
       Benefits               Weaknesses  Weaknesses           Benefits
```

Describe a procedure / organisation.

```
           ┌──────────────── ──────────────┐
        Benefits                         Weaknesses
    ┌── Option 1 ──┐   ┌── Option 2 ──┐   ┌── Option 3 ──┐
 Benefits  Weaknesses  Benefits  Weaknesses  Weaknesses  Benefits
```

CHECKLIST

	Yes/No	Examples
▪ Evaluate the *organisation* of your presentation.		
– Have you used signals to move from point to point?		
– Have you used connecting words to make your arguments clear?		
▪ Evaluate your *delivery*.		
– Have you emphasised and highlighted your main ideas?		
– Are there any changes you need to make?		

Answer key

A Preparation

Model version

Benefits

Able to provide service at a local level.

Better understanding of local needs.

Because each centre has to offer the full range of services, there is a variety of work for systems staff.

High level of job satisfaction and motivation amongst the staff.

Weaknesses

Staffing problems at small data centres e.g. in holiday time. Very small centres may find it hard to offer a fully comprehensive service.

High level of duplication e.g. equipment, skills.

High cost.

B What to say

B1 🖭

Extract 1

PRESENTER: There are certain advantages for the systems staff. **Because** each data centre needs to be self-sufficient and provide a full range of services, there's a greater variety of work, and a constant need for the updating of skills. **The result is** a range of challenging jobs and a high level of job satisfaction and motivation among the computer staff.

Extract 2

PRESENTER: **However,** a major drawback is the vast amount of duplication which is going on in the data centres. Duplication of both equipment and skills. The fact that you provide support for all your users means that you need to maintain the same equipment in each data centre. Equally, you also need people with the same skills in each place. **And because** you have a lot of people doing the same jobs in different locations, there's a great waste of resources. **So, clearly,** maintaining this level of

duplication has **a negative cost impact** on the company.

Extract 3

PRESENTER: So, to summarise. **Although** the present organisation of your computing facilities offers some benefits, it obviously isn't working to maximum efficiency. **Moreover,** it's costing the company a lot of money.

Extract 4

PRESENTER: Over the last ten years a great deal of time and money has been spent on developing new administrative systems, **and so** today management's needs are largely catered for. **On the other hand,** at the plant level, business is evolving rapidly and there's a growing need for more sophisticated computer applications. It's **because of this** that you need to shift resources from administration to manufacturing systems development.

Extract 5

PRESENTER: **Given** the trends I've just outlined, we propose that you leave the manufacturing data centres as they are. **However,** we see a major need for consolidation in the administrative data centres.

B1

See tapescript B1 above. The missing words are in bold.

B3.1 Model version

a. There's been a substantial increase in business. And because of that, staff are working a lot of overtime.

b. Because the sales team have to spend so much of their day on extra administrative tasks, they have less time for customer service.

c. If we recruit extra staff our costs will increase. On the other hand, if we do nothing we'll certainly lose good staff. And clearly, we cannot afford to lose these people whom we've spent years training.

B3.2 Model version

a. **Although** we have many people with the right business background, not everybody adapts well to cultural change.

b. There are advantages in having people from headquarters going to work abroad. **On the other hand,** more and more people are coming back from assignments before the end of their contracts.

B3.3 Model version

a. It's becoming harder and harder to keep people in overseas posts. And moreover, it's becoming increasingly difficult to recruit people. So we recommend a review of terms and conditions.

b. It's necessary for people to have the right kind of experience. And they must also be able to adapt to a new environment and working conditions. So we recommend that everyone is given proper training and orientation before going abroad.

C How to organise the information

C1 🖭

PRESENTER: So, for the rest of this presentation I'll be talking about the options we've considered for consolidating the administrative data centres. In fact, **we've looked at** three different **options. First, to** run all your computing from three regional centres, one in Bristol for the UK, one in Barcelona for Southern Europe, and one in Frankfurt for the rest of Europe. So, **what are the** benefits of this option?

First, you'd achieve a reduction in the number of data centres from seven to three. And, at the same time you'd also keep a relatively high level of decentralisation so that you could continue to provide high quality end-user support.

There are, however, some practical **problems** that would make it very difficult to implement this solution. First, the question of what to do with the staff from the data centres which would be closed down. Second, there are serious space problems in Bristol and Barcelona. Third, and most seriously, you wouldn't achieve the full optimisation you're aiming at because you'd still have some problems of duplication.

So, the second **option we considered was** to expand one of the existing regional administrative data centres. The **major** benefit in this **case would be** full optimisation of your computer resources. It would maximise your use of manpower, eliminate duplication, and result in clear cost savings.

But there are **problems** here **too.**

If you expanded Bristol, Barcelona, or indeed Frankfurt, you would have even greater space problems. But the real disadvantage is the length of time it would take to carry out the change from seven data centres down to just one.

So, now let's look at the third option, to organise a new data centre for European operations. We aren't suggesting that you build your own centre. That would be too expensive. Our proposal is that you sub-contract all your administrative computing requirements to an outside computer services company. Now, **on the surface,** this seems to be a more expensive **option** in terms of the cost per computing hour. **But the benefits are** very **clear.** You'll achieve all the advantages of full optimisation – a more efficient use of resources and manpower – which will result in considerable savings in the long term. But the main benefit is the time it would take to implement the change. We estimate that with this option complete changeover can be achieved in just a year.

C1

See tapescript C1 above. The missing words are in bold.

C3.1 🖭

Instruction 1	Outline the solutions you've considered.
Your response	....
Model version	**We've looked at two possible solutions to the problem.**
Instruction 2	Outline the first solution.
Your response	....
Model version	**The first solution is to recruit temporary staff.**
Instruction 3	Move on to the benefits and state them.
Your response	....
Model version	**What are the advantages? First, we will reduce the amount of overtime for our permanent staff. Another advantage – it will give us more flexibility if there's a downturn in business.**
Instruction 4	Move on to the weakness and state it.
Your response	....
Model version	**But there's a problem too. If we employ a lot of temporary staff, our permanent people will need to spend a lot of their time training them.**

Instruction 5	Move on to the second solution and outline it.
Your response	....
Model version	**So, let's look at the second solution which is to recruit extra permanent staff.**
Instruction 6	Move on to the weaknesses and state them.
Your response	....
Model version	**With this option there are some disadvantages. It will be more expensive. And we'll also lose some of our flexibility to adapt to changing market conditions.**
Instruction 7	Counterbalance these weaknesses by stating the benefit.
Your response	....
Model version	**On the other hand, recruiting permanent staff will give us a major opportunity to create a really effective team of specialists.**

D How to create interest
....

D1 📟
Extract 1
A major drawback is the vast amount of duplication which is going on in the data centres – **duplication of** systems time, **duplication of** equipment, and **last but not least, duplication of** skills.
Extract 2
Although the present organisation of your computing facilities offers some benefits, **it is not** working to maximum efficiency.
Extract 3
We **can see no** need for change in the manufacturing data centres, and we propose that you leave them as they are. However, **we do see** a major need for a change in the administrative data centres.
Extract 4
So, now let's look at the third option, to organise a new data centre for European operations. **We're not** suggesting that you build your own data centre. That would be too expensive. But **what we are** proposing is that you sub-contract all your administrative computing requirements to a computer services company.

D1
See the tapescript D1 above. The missing words are in bold.

D2 📟
It *is* costing a lot of money.
We are *not* recommending any major changes.
The company sees *no* need for change.
We *do* see a need for change.
Personnel *did* know about it before.
I *do* think it's very expensive.
What we're suggesting are cuts in production.
What they propose is a major reorganisation.
What is needed is more investment not cuts in investment.
We need to reduce production costs, and we also need to reduce packaging costs.

D3.1 📟
As we've seen ⁓ we do have serious staff problems in our international loans department. ⁓ So ⁓ what I'm proposing ⁓ is to recruit two full-time staff ⁓ What are the benefits? ⁓ First ⁓ it will improve morale in the department ⁓ Second ⁓ it'll produce a more stable team. ⁓ Last but not least ⁓ it will give our staff more time for customer contact.

D3.1
See the tapescript D3.1 above. The pauses are marked ⁓.

D3.2 📟 Model version
a. There's *no* need to change the date of the product launch.
b. We can keep our sales and administration departments separate, but we *do* need to have them in one location.
c. Maintaining a separate research centre in Milan is *not* the most effective solution.
d. What I propose is to relocate all research and development to our factory in Frankfurt.
e. Building the plant in Spain has clear advantages. It will give us a foothold in Spain, it will give us access to a skilled workforce, and last but not least, it will give us a new factory, and all at a relatively low cost.

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giving presentations

UNIT 4

Referring to visuals

A	Preparation	
B	What to say	Preparing the audience for a visual
C	How to organise information	Summarising visual information
D	How to create interest	Focussing your audience's attention on particular features
E	Activities	

A Preparation
....

A good presentation which includes visuals will be much more effective than one without. Visuals help to:
– focus the attention of your audience
– illustrate points which are hard to visualise
– reinforce your main ideas
– involve and motivate the audience

It is most important to introduce and integrate your visuals smoothly.

Look at the two pairs of visuals below and say which of each pair is more effective. List your reasons, then check with the comments in the key.

1.
○   ○   ○   ○

ARGUMENTS TO SUPPORT LONDON CAMPAIGN TO
STAGE THE OLYMPIC GAMES IN THE YEAR 2000

• London has a strong tradition for hosting the Olympic games – already done so in 1908 and 1948.
• There are many very well known sporting venues in the city, e.g. Wembley, Wimbledon, the Royal Albert Hall and Alexandra Palace, as well as major football stadiums.
• The city has planned many new sporting facilities.
• If London is the centre for the 2000 Olympic games it will be an excellent public relations and marketing opportunity.

2.
○   ○   ○   ○

WHY LONDON SHOULD STAGE
THE 2000 OLYMPICS

• Strong Olympic tradition
• Many existing world famous sporting venues
• Many new sports facilities planned
• Excellent promotion for the capital