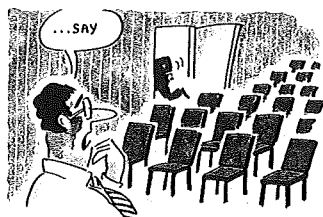


UNIT 5



Concluding the presentation

- | | |
|-----------------------------------|---|
| A Preparation | |
| B What to say | Recommendations and calls for action |
| C How to organise the information | Summaries, conclusions and closing courtesies |
| D How to create interest | Giving your message more impact |
| E Activities | |



A Preparation

Without a good conclusion a presentation is not complete. One way to end a presentation is to summarise briefly your main arguments and draw conclusions for the audience.

Listen to tape A1.

You will hear the conclusions to four presentations.

Complete the statements below.

Presentation 1 – The consolidation of European computing at Marcon chemicals.

a. The presenter wants the audience to

Presentation 2 – Review of the performance of Aqua-Sparkle.

b. The presenter wants the audience to go away from the presentation with a clear idea about

c. He also wants his audience to

Presentation 3 – Selection and orientation procedures for employees due to go on overseas assignments.

Concluding the presentation

d. The presenter wants her audience to go away from the presentation with a clear idea about

Presentation 4 – An office automation proposal.

e. The presenter wants the audience to

Check your answers in the key

B What to say – Recommendations and calls for action

B1 Focus

The conclusion of a persuasive presentation often includes recommendations or a call for action.

Listen to tape B1.

You will hear the conclusions from the two persuasive presentations in A1 again. In both conclusions the presenters recommend a course of action. Notice how the presenters make their recommendations.

Complete the missing words in each extract and read the notes on the right.

Presentation – Consolidation of European computing at Marcon Chemicals

Extract

Notes

... there is and will be a major need for new computer

applications. So,

First recommendation

..... leave them as they are ...

... and is creating problems of duplication.

Second recommendation

therefore a thorough reorganisation ...

... and the time factor. So, the

Final recommendation

..... for more detailed

administrative computing ...

Presentation – An office automation proposal

Extract

So, in conclusion, I Call for action:

..... the new office automation scheme

And, have a

Proposal for decision

decision

the month. to work out
 a detailed plan December, which
 means announce the new project
 January.

Check your answers in the key

B2 Summary

Recommendations and calls for action

- A persuasive presentation will often include recommendations and/or a call for action from the audience.

- At this stage the following vocabulary is often useful.

Recommendation Recommend

Proposal Propose

Suggestion Suggest

Notice how they are used:

My suggestion

Our proposal

The recommendation

would be/is to set up a project group.

We recommend

I'd like to suggest

I propose

setting up a project group.

We suggest

I recommend

We propose

you set up a project group.

B3 Tasks

- Below you will find four recommendations from different presentations. Complete each recommendation by matching information from columns A and B. Follow the example.

A	B
a. We propose	i. is to centralize all our R and D in Brussels.
b. The recommendations of this study	ii investing in new production facilities.
c. The solution we favour	▶ iii a major sales push in the Japanese market.
d. We strongly urge you to consider	iv. are to sub-contract all training to outside suppliers.

Check your answers in the key

- If the recommendations in the last exercises are accepted the presenters also propose the following actions.

Complete the presenters' recommendations. Again combine information from columns A and B.

Concluding the presentation

Follow the example.

A

- But, if we really want to target the Japanese market,

- If we could have your decision before the end of the month,

- But before any final decision is taken about closing our other R and D facilities,

- If you decide to go ahead with the investment,

B

- we could carry out a detailed study of training organisations by the beginning of November.

- you'll need to carry out a more detailed study of the manpower implications.

- ▶ iii we should have all our literature in Japanese.

- iv. you'll need to look at different ways of raising the money.

Check your answers in the key

C How to organise the information – Summaries, conclusions and closing courtesies

C1 Focus

- Listen to tape C1.

You will then hear the conclusion to presentation one again.

Notice how the presenter builds up the conclusion. First she reviews the main findings of the study and gives her conclusions, then she brings the presentation to an end.

Notice the sentences and phrases the presenter uses as she builds up her conclusion.

Complete the missing words in the extract. Then read the notes on the right.

Extract

At this stage

..... the main findings of the study.

....., the manufacturing data centres.

Given the rapid growth in business in your plants...

....., our recommendation is to leave them as they are.

... Their organisation is not cost-effective, and is creating problems of duplication.

We recommend a thorough reorganisation.

We've looked at three options., to set up three regional data centres...

..... option, to expand one of the existing regional data centres ...

Notes

Introduces
her summary

Reviews the situation
for manufacturing
data centres

Makes
recommendation

Reviews situation for
administrative data
centres,
and makes
recommendation
Reviews options

... which we strongly recommend for more detailed consideration, is to subcontract all administrative computing to an outside supplier... *Then makes final recommendation*

... detailed cost breakdowns for the three options, *Refers audience to documentation*

... now.

And, of course,

... any *Asks for questions*

... all *Thanks the audience*

Check your answers in the key

C2 Summary

Building up a conclusion

A good conclusion will contain some or all of the following stages.

• A summary

Often a summary is needed before you give your final conclusions. Review or restate your key points from the introduction and main body of the presentation. This helps to reinforce them for your audience.

So, to summarise/sum up ...

At this stage I'd like to go over/run through ...

So, as we've seen in this presentation today, ...

As I've explained, ...

• Conclusions

This will often take the form of:
a recommendation or call for action
a challenge

a dynamic concluding statement to reinforce your message

• Support documentation

At this stage of your presentation it would be appropriate to distribute support documents, folders, cost breakdown, handouts, calculations or copies of OHP transparencies.

I've a detailed cost breakdown which I'll be passing/handing round now.

In the folder which I'll be distributing you'll find copies of the ...

• Closing formalities.

I'd be happy to answer any questions.

If you have any questions, I'd be pleased to answer them.

I would welcome any comments/suggestions.

Thank you for your attention.

C3 Tasks

1. The statements below are from the conclusion for a presentation reviewing the performance of chocolate products, but they are not in a logical order.

Put the statements in a logical order.

Follow the example.

Statements

- a. Clearly, if we are to improve our performance in this sector, action must be taken in the coming year.
b. So, in conclusion. I would ask you to give serious consideration to these measures.
c. Thank you for your attention, and if you have any questions I'd be happy to answer them.
d. But, faced with strong competition, the performance of our remaining sector, bags of chocolates, is very disappointing.
e. And, I'm confident that the measures which I've outlined today will do just that.
f. So, as we've seen, the product sectors, boxes and blocks have performed well. (1)

START →

Check your answers in the key

2. The staff in the foreign loans department in the UK subsidiary of an American bank are having to work considerable amounts of overtime.

The Department Manager has looked at two options for solving the problem, to hire

i. temporary staff

ii. permanent staff

The notes below are his conclusion for a presentation about this problem.

Study the presentation plan.

Summary

Clear problem in the department

staff overworked and making mistakes
deterioration in customer service

Case against 1st solution – hire temporary staff

will compound the problem by creating need for:
extra training
constant supervision of temporary staff

Conclusion recommend 2nd solution – hire more permanent staff

solve overtime problem
opportunity to create effective team of specialists

Distribute cost breakdown for two options

Listen to tape C3.2.

You will hear six instructions asking you to develop the conclusion for this presentation. Make your response after each instruction.

You will then hear a model version.

Example

Instruction 1 Introduce your summary.

Your response

Model version **So, just to summarise. It's clear we have a serious problem in the department.**

D How to create interest – Giving your message more impact

D1 Focus

Listen to tape D1. You will hear extracts from the four conclusions in A1.

Notice how the presenters emphasise key ideas in their conclusion. They do this by their choice of vocabulary, and by stressing certain words.

As you listen complete the missing words in the extracts.

Extract 1

Consolidation of Marcon's European computing

So, the option which we recommend for more detailed consideration is to sub-contract administrative computing to an outside supplier of computer services.

Extract 2

Performance of Aqua-Sparkle

As you've seen, the brand is performing in this sector, and some customers have decided to delist the brand because it is priced

Extract 3

Performance of Aqua-Sparkle

For the reasons I've explained, discounting the brand is not an option if we want to maintain our premium positioning. So we're looking for other ways to our lemonade of the Independent Grocers.

Extract 4

New selection and orientation procedures

Therefore, we've changed the procedures for selection and orientation, and have managed to our success rate to 90 per cent which, is a satisfactory level.

Check your answers in the key. **D1**

Concluding the presentation

D2 Summary

Giving your message more impact

- It is important to make your conclusions as forceful and as memorable as possible.
- Notice how the words in **bold** give more emphasis to the points.
*It's **priced so high** customers are delisting the brand.*
*If we **really** want to reach our target, we need a higher budget.*
*Given the **very/extremely** high costs, we should look for another solution.*
The quality just isn't high enough.
*The timescale is **far too** ambitious.*
*We **really** feel/think this is the best way to proceed.*
*We **strongly** recommend the first option.*
*I wish to make it **quite** clear that this is **only** a temporary solution.*

D3 Tasks

1. Make the sentences below sound stronger. Follow the example.

- a. As we've seen, the budget is really far too low.
 b. Our costs are high we aren't competitive any more.
 c. Given the high costs of a central office, we recommend relocating your administrative functions out of London.
 d. If you want to create an effective sales team, you need to hire qualified staff.
 e. It's clear that the system isn't working.


Check your answers in the key. **D3**

2. Listen to tape D3.2. You will hear the conclusion from the presentation about new selection and orientation procedures for overseas assignees.

Notice how the presenter slows down and pauses as she gives her conclusion. She does this to give more impact to what she is saying, and to give her audience time to think about the message.

Script

I am aware that some of you may feel that the costs and the time we've invested in preparing overseas assignees for their new contracts are much higher than many companies would wish to bear. However I would like you to consider also the cost of replacing someone who returns early from a contract not only the financial costs but more importantly the costs to the company's reputation. And I'm sure that if you consider those costs you will feel that the time and the money we've spent in implementing these new methods and achieving the improved success rate are well justified.


3. The two extracts below are from the conclusions from two different presentations.
-  Mark where you think the presenters will pause to give more impact to what they are saying.

Extract 1

Our results for this year are satisfactory but we feel there's still room for improvement. The question is are we going to sit back and enjoy the success we've achieved so far, or press on to even better achievements?

Extract 2

We've allowed just four months to prepare detailed plans for the new system. We realise it's an ambitious timescale but we're confident it can be achieved.

-  Now listen to tape D3.3. You will hear the two extracts.


4. The conclusion below is from the presentation about the staffing problem in the foreign loans department of the UK bank.

How would you change it to make it more powerful and memorable?
Think about words you can change or add, and where you would pause to give more impact to what you are saying.

-  If possible record your version.

Script

I recommend the second option, which is to hire more permanent staff. If we hire staff on a permanent basis we can solve the overtime problem. And, we will also be able to create a team of specialists. This team will be able to cope with the increasing work load, and offer our customers a higher quality of service.

-  Now listen to tape D3.4. You will hear a model version of the conclusion.

E Activities

1. Choose one of the topics below for a presentation.

~ A project update ~ A change in a procedure
~ A performance review ~ A new product/system.

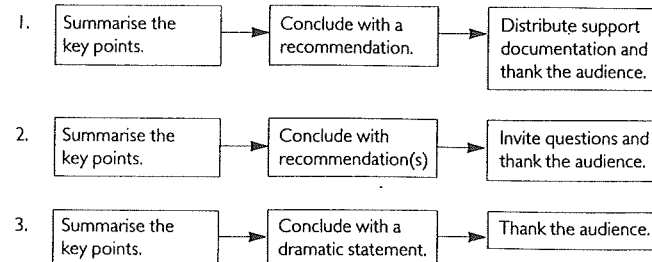
- a. Complete the two statements about your presentation.

The purpose of this presentation is

At the end of the presentation I want my audience to

- b. Brainstorm your key points and list them in note form.

- c. Plan a conclusion for the presentation. Use one of the frameworks to help you organise your ideas.

Concluding the presentation**CHECKLIST**

	Yes/No	Example
<input type="checkbox"/> Did you include a clear summary of the main points?		
<input type="checkbox"/> Was it clear for the audience what message you wanted them to take away?		
<input type="checkbox"/> Was it clear what you wanted the audience to do?		
<input type="checkbox"/> Did you manage to create an impact with your ending?		



giving presentations

Answer key

A Preparation

AI

- Consider her proposal for the administrative data centres i.e. sub-contract all administrative data processing to an outside supplier.
- How Aqua-Sparkle has performed in the lemonade market.
- Suggest ways to improve its performance in the Independent Grocers sector.
- The importance of selection and orientation procedures when sending personnel to work abroad.
- Give their decision about the proposed office automation scheme before the end of the month.

AI

Presentation 1

PRESENTER: At this stage I'd like to summarise the main findings of the study. First, the manufacturing data centres. Given the rapid growth in business in your plants, there is and will be a major need for new computer applications. So our recommendation is to leave them as they are.

However, with the administrative data centres we have a very different situation. Their organisation is not cost-effective, and is creating problems of duplication. We therefore recommend a thorough reorganisation.

We've looked at three options. First, to set up three regional data centres, but this represents only a partial solution to the problem of duplication and, as we've seen, is really not viable.

The second option, to expand one of the existing regional data centres in Bristol, Barcelona or Frankfurt, would achieve an efficient use of our resources, but there are physical problems such as lack of space, and the time factor.

So, the option which we strongly recommend for more detailed consideration, is to sub-contract all administrative computing to an

outside supplier of computer services.

I've detailed cost breakdowns for the three options, which I'll be passing round now. And, of course, I'll be pleased to answer any questions.

Thank you all for your attention.

Presentation 2

PRESENTER: To summarise. Firstly, the overall performance of the lemonade category has not been good, due, as I've explained, to general economic factors.

Secondly, sales of Aqua-Sparkle are down but, like other premium brands, it has performed much better in the market than the lower priced brands.

Thirdly, the outlook for the lemonade category is not bright. However, because of its premium positioning we can expect to see Aqua-Sparkle continuing to perform better in the market than many of its competitors.

Fourthly, and this brings me to the main area of concern, there's the problem we've identified in the Independent Grocers sector. As you've seen, the brand is performing badly in this sector, and some customers have actually decided to delist the brand because it's priced so high. For the reasons I've explained, discounting the brand is not an option if we really want to maintain our premium positioning. So, we're looking for other ways to bring our lemonade back onto the shelves of the Independent Grocers, and I would welcome your suggestions.

Thank you for your attention.

Presentation 3

PRESENTER: So, as we've seen today, the study we carried out indicated two main reasons for the early return of staff from overseas contracts – inadequate preparation for living and working in a strange culture and environment, and the poor selection procedures.

Therefore, we've changed the procedures for selection and orientation, and have managed to boost our success rate to 90 per cent, which

I'm sure you will agree is a very satisfactory level. I am aware that some of you may feel that the costs and the time we've invested in preparing overseas assignees for their new contracts are much higher than many companies would wish to bear. However, I would like you to consider also the cost of replacing someone who returns early from a contract, not only the financial costs but, more importantly, the costs to the company's reputation. And I'm sure that if you consider those costs, you will feel that the time and the money we've spent in implementing these new procedures and achieving the improved success rate are well justified.

Thank you for your attention, and if there are any questions, I'd be happy to answer them.

Thank you.

Presentation 4

PRESENTER: So, in conclusion, I would like you to give the new office automation scheme your serious consideration. And, if we can have a decision by the end of the month, we'll be able to work out a detailed plan by mid-December, which means we can announce the new project in early January.

B What to say

B1

Presentation – European computing

So, our recommendation is to leave them as they are.

We therefore recommend a thorough reorganisation.

So, the option which we strongly recommend for more detailed consideration is to sub-contract all administrative computing...

Presentation – Office automation

So, in conclusion, I would like you to give the new office automation scheme your serious consideration.

And, if we can have a decision before the end of the month, we'll be able to work out a detailed plan by mid-December, which means we can announce the project in early January.

B1

Refer to tape A1, presentations 1 and 4 for the full tapescript.

B3.1

- a. iii b. iv c. i d. ii
In a ii } is grammatically possible
d iii }

B3.2

- a. iii b. i c. ii d. iv

C How to organise the information

C1

I'd like to summarise ...

First ...

So ...

... therefore ...

First ... The second ... So, the option ...

I've ... which I'll be passing around ...

... I'll be pleased to answer ... questions

Thank you ... for your attention.

C1

Refer to A1, presentation 1 for the full tapescript.

C3.1

- f. d. a. e. b. c

C3.2

Instruction 1 Introduce the summary.

Your response

Model version **So, just to summarise. It's clear we have a problem in the department.**

Instruction 2 Review the problem.

Your response

Model version **As we've seen, staff are overworked and are making mistakes. Another problem, customer service is deteriorating.**

Instruction 3 Review the first solution and the case against it.

Your response

Model version **The first solution we've looked at is to hire temporary staff, but this will only compound the problem by creating needs for extra training and constant supervision of temporary staff.**

Instruction 4 Conclude with your recommendation.

Your response
 Model version **So my recommendation is the second solution, which is to hire more permanent staff. Recruiting permanent staff will give us a major opportunity to create a really effective team of specialists.**
 Instruction 5 Refer the audience to the handout.
 Your response
 Model version **I have a cost breakdown for the two solutions, which I'll be passing round now.**
 Instruction 6 Thank the audience and invite questions.
 Your response
 Model version **Thank you for your attention, and if you have any questions, I'd be pleased to answer them.**

D How to create interest

D1

Extract 1

PRESENTER: So, the option which we **strongly** recommend for more detailed consideration, is to sub-contract **all** administrative computing to an outside supplier of computer services.

Extract 2

PRESENTER: As you've seen, the brand is performing **badly** in this sector, and some customers have **actually** decided to delist the brand because it is priced **so high**.

Extract 3

PRESENTER: For the reasons I've explained, discounting the brand is not an option if we **really** want to maintain our premium positioning. So we're looking for other ways to **bring** our lemonade **back onto** the shelves of the Independent Grocers.

Extract 4

PRESENTER: Therefore, we've changed the procedures for selection and orientation, and have managed to **boost** our success rate to 90 per cent, which I'm sure **you will agree**, is a **very** satisfactory level.

D1

See tapecript D1 above. The missing words are in **bold**.

D3.1

- really far/much too low
- so ... just/simply/really
- extremely/very... strongly
- really ... highly
- quite ... just ...

D3.2

PRESENTER: I am aware that some of you may feel that the costs and the time we've invested in preparing overseas assignees for their new contracts are much higher than many companies would wish to bear. However, I would like you to consider also the cost of replacing someone who returns early from a contract; not only the financial costs but, more importantly, the costs to the company's reputation. And I'm sure that if you consider those costs, you will feel that the time and the money we've spent in implementing these new methods and achieving the improved success rate are well justified.

D3.3

PRESENTER: Our results for this year are satisfactory ☐ but we feel there's still room for improvement ☐ The question is ☐ are we going to sit back and enjoy the success we've achieved so far ☐ or press on ☐ to even better achievements?

PRESENTER: We've allowed just four months to prepare detailed plans for the new system ☐ We realise it's an ambitious timescale ☐ but we're confident it can be achieved.

Key

- ☐ a short pause

D3.3

See the answer key above for the tapescript.

D3.4 Model version

PRESENTER: I strongly recommend the second option ☐ which is to hire more permanent staff ☐ This will not only solve the overtime problem ☐ but it will also give us the opportunity ☐ to create a really effective team of specialists ☐ who are able to cope with the increasing work load ☐ and offer our customers a higher quality of service.

D3.4

See the key D3.4 above for the full tapescript.



UNIT 6

Handling questions

- | | |
|-----------------------------|---|
| A Preparation | Understanding questions |
| B What to say | Clarifying questions |
| C How to use tactics | Handling difficult or hostile questions |
| D How to handle information | Offering help to clarify information |
| E Activities | |



A Preparation

Most presentations include time for questions and answers. Sometimes presenters ask for questions during the presentation, but more frequently there is a question time at the end of the presentation.

A large American company, Marcon Chemicals, has made the decision to sub-contract its European administrative computing to an outside supplier of computing services.

The Head of the Human Resources Department is presenting the manpower implications to senior managers from the different subsidiaries.

1. The questions below were asked during the presentations. Which ones were asked?
- because something was not clear?
 - to raise doubts about a point?
 - to get more information?