

FIGURE I-1

Planning a presentation

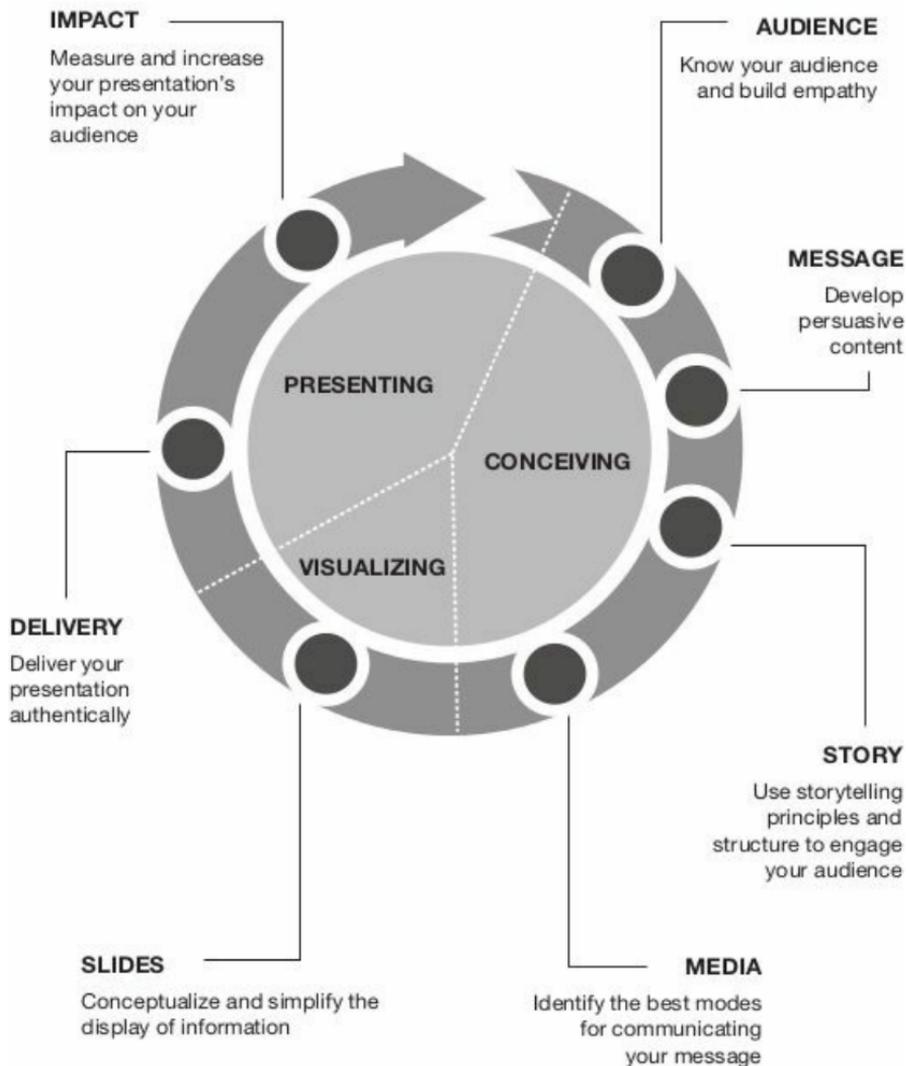


TABLE 1-1

Segmenting your audience

Executive team member Qualities

Hierarchical, micromanager, dominant, fear-driven, needs to be liked

Carol, president of
Consumer division

Visionary, creative, disruptive, scattered, wants to stand on own feet

Trent, president of
Enterprise division

Entrepreneurial, design thinker, systematic, found self after near-death experience

Martin, CMO

CEO's favorite, empirically minded, arrogant, sabotages projects

Marco, CTO

Political, risk-averse, analytical, introverted, has self-doubt

TABLE 1-2

Transforming your audience

Move audience from:

Skepticism that the school will
make good use of the money

Move audience to:

Excitement about innovative research by faculty,
students, and alumni—and an impulse to give

FIGURE 2-1

Mind map

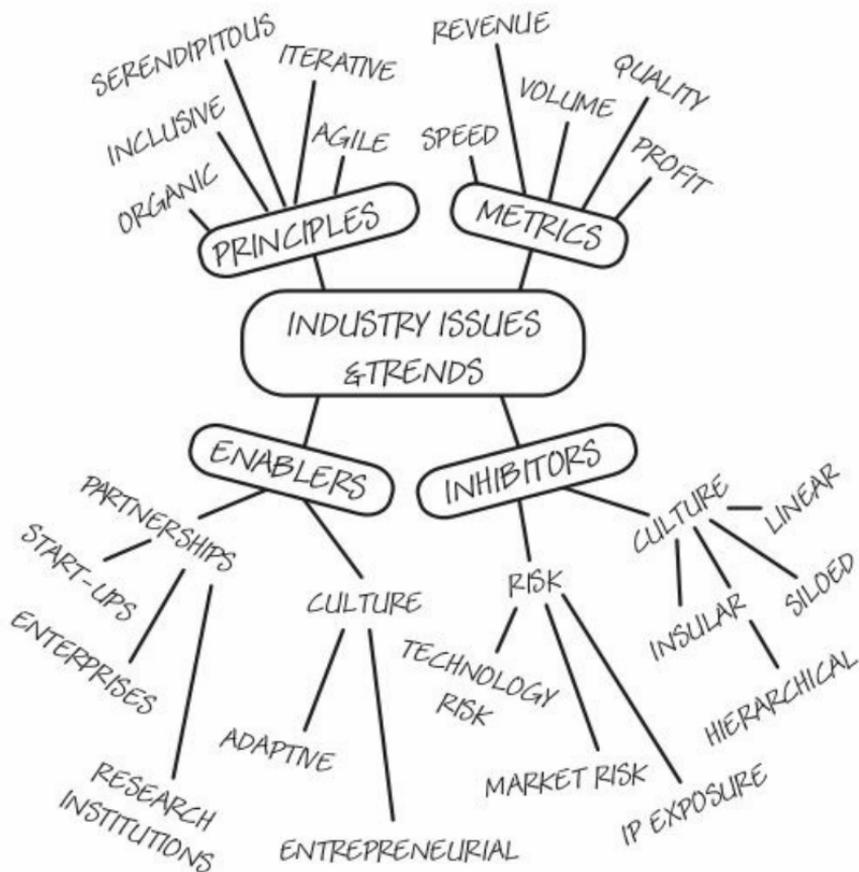


TABLE 2-1

Dynamic opposites

Past/present Future

Need Fulfillment

Speed Endurance

Ambition Humility

Stagnation Growth

Roadblocks Clear passage

Sacrifice Reward

Budget Quality

TABLE 2-2

Using the tension of extremes

Customer complaints

We're getting low ratings on customer surveys because of flight delays and missed connections caused by simple maintenance issues.

We currently follow the manufacturer's recommended maintenance schedule—and it's not sufficient. Planes get held up at the gate while mechanics do routine repairs.

Customer satisfaction

What if we could better schedule our planes' maintenance by digging into our repair data?

By tracking and studying how often we actually perform certain kinds of repairs, we can create a schedule that's more realistic. We'll be able to prevent problems instead of fixing them when they pop up.

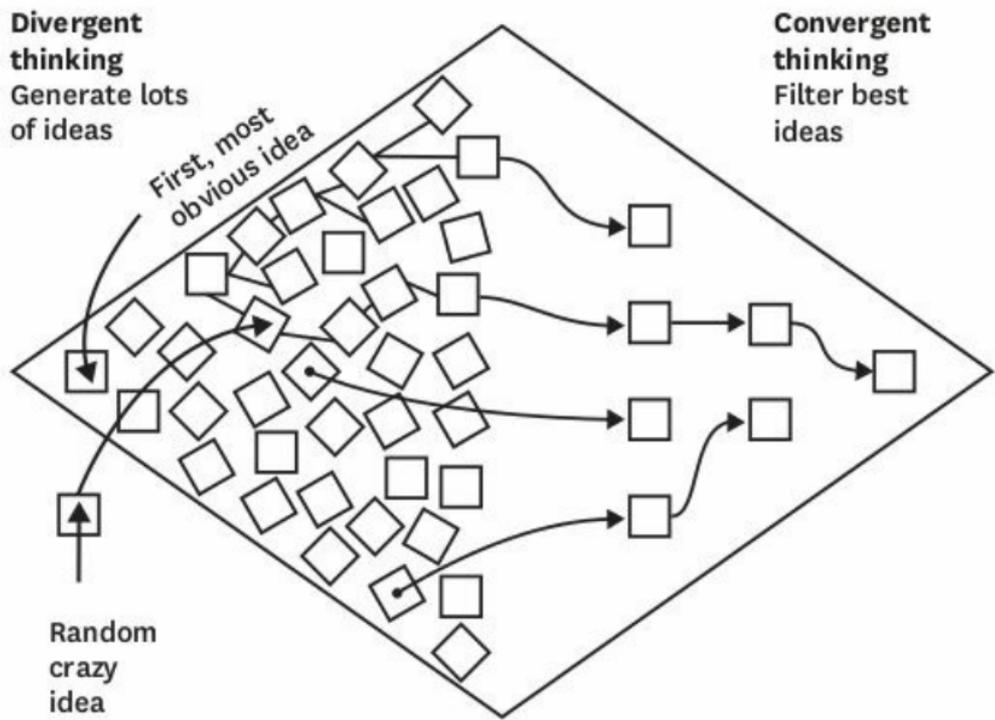
TABLE 2-3

What your audience can do for you

	Doers	Suppliers	Influencers	Innovators
What they do for you	Instigate activities	Get resources	Change perceptions	Generate ideas
How they do it	Doers are the worker bees. Once they know what needs to get done, they'll take on the tasks. They also recruit and motivate others to complete important activities.	Suppliers are the people with resources—financial, human, or material. They have the means to get you what you need to move forward.	Influencers can sway individuals or groups, large or small, mobilizing them to adopt and evangelize your idea.	Innovators think outside the box for new ways to add value to and spread your idea. They create strategies, perspectives, and products.

FIGURE 2-2

Filter your best ideas



Convey a clear message with each title



FIGURE 2-4

Strike a balance

Analytical

Features
Data/evidence
Exhibits
Logical arguments
Proofs
Examples
Case studies

Emotional

Benefits illustrated
through stories (personal,
true, fictional)
Metaphors and analogies
that make data meaningful
Thought-provoking
questions
Slow reveal (builds
suspense)

FIGURE 2-5

Drop the jargon

Before: Developed from a scientific perspective	After: Reworked for a lay audience
<p>I am currently the lead researcher developing a microbially induced brine-mining technology, where bacteria are employed to accumulate selected minerals from desalination brine, producing a minable sediment, which may indirectly reduce the cost of desalinated water and the environmental impact of the desalination process.</p> <p>Initial experiments have shown how certain bacterial cultures are able to mine selected metals from desalination brine. I am now hoping to prove the economic viability of the process through qualitative and quantitative studies of the metals produced.</p> <p>Conventional mechanical and chemical mining technologies are restrictive due to technological and economic constraints. Biological processes, however, present an efficient and environmentally benign alternative, which must be seen in the context of a future where urban ecological systems are in harmony with the ecological cycles of our planet.</p>	<p>Desalination is a process that removes salt from water so it can be used for drinking and irrigation. Removing salt from water—in particular sea water—via reverse osmosis requires energy to produce clean water. This process also creates a toxic saltwater solution, or brine, that is generally dumped back out at sea and is harmful for the ecology of the receiving water body.</p> <p>This is where my collaboration with bacteria comes in. Introducing bacteria into the brine draws out metals such as calcium, potassium, and magnesium from desalination brine. The value of magnesium alone in the volume of brine potentially needed for Singapore represents 4.5 billion U.S. dollars—indirectly lowering the cost of the desalinated water produced, while reducing the environmental impact of the process.</p> <p>Imagine a mining industry in a way it hasn't existed before.</p> <p>Imagine a mining industry that doesn't mean defiling the earth.</p> <p>Imagine bacteria helping us achieve this industry, as they accumulate and sediment minerals out of desalination brine.</p> <p>In other words, imagine a mining industry in harmony with nature.</p>

FIGURE 3-1

Persuasive story pattern

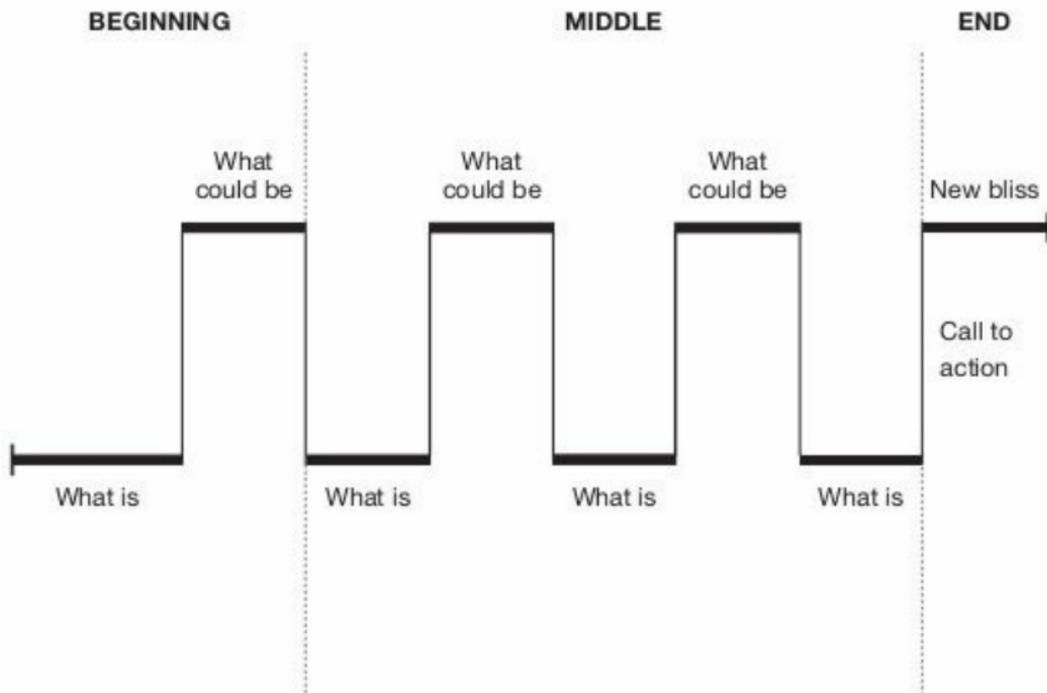


FIGURE 3-2

Create dramatic tension

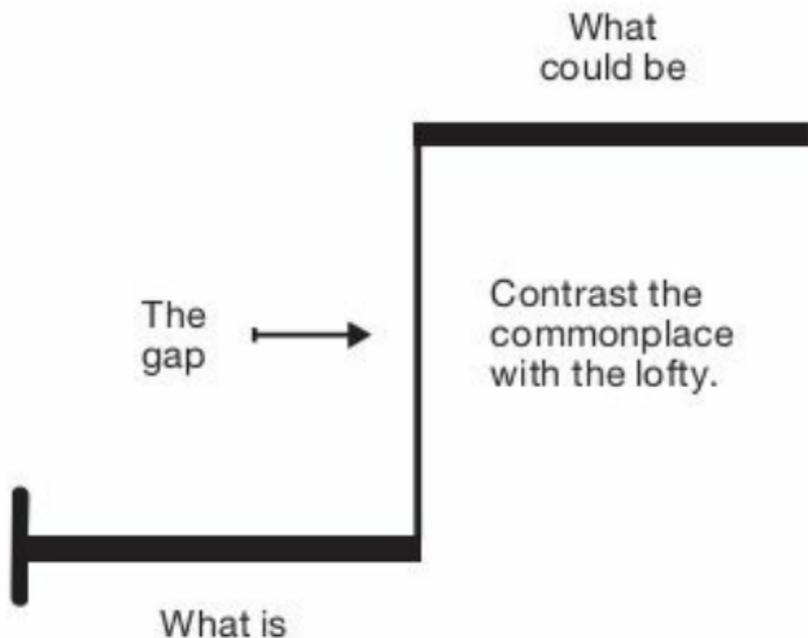


TABLE 3-1

Creating “action” in the middle of your story

What is

We missed our Q3 forecast by 15%.

We have six new clients on our roster.

The new clients will require extensive retooling in manufacturing.

What could be

Q4 numbers must be strong for us to pay out bonuses.

Two of them have the potential to bring in more revenue than our best clients do now.

FIGURE 3-3

Making the ending powerful

Call to action	New bliss
<p>It will take extra work from all departments to make Q4 numbers, but we can deliver products to our important new clients on time and with no errors.</p>	<p>I know everyone's running on fumes—but hang in there. This is our chance to pull together like a championship team, and things will get easier if we make this work. The reward if we meet our Q4 targets? Bonuses, plus days off at the end of the year.</p>

TABLE 3-2

Making an emotional impact with data

Point you

want to make Every cross-divisional function could benefit from a steering committee.

STORY ABOUT ORGANIZATIONAL CHANGE

Beginning	When, who, where	A few years ago, the sales team tackled a crossdivisional problem with the help of a steering committee.
Middle	Context	At the time, all sales groups were independent.
	Conflict	This means we were confusing customers with many different rules, processes, and formats.
	Proposed resolution	So we decided to create a sales steering committee.
	Complication	You can imagine how hard it was to reach agreement on anything.
End	Actual resolution	But we agreed to meet every two weeks to find common ground. Over the next year, we standardized all our processes and learned a lot from each other. The customers became much happier with our service.

Source: Glenn Hughes, SMART as Hell.

TABLE 2-4

Convey clear meaning with titles

Vague, passive Clear, active

Market overview We're neck-and-neck with an aggressive rival.

Productivity gains Production time shrank from 21 days to 8.

Inventory of Personal Stories

- Important times in your life:** Childhood, adolescence, young adulthood, later years

- Relatives:** Parents, grandparents, siblings, children, in-laws

- Authority figures:** Teachers, bosses, coaches, mentors, leaders, political figures, other influencers

- Peers:** Colleagues, social networks, club members, friends, neighbors, teammates

- Subordinates:** Employees, mentees, trainees, interns, volunteers, students

- Enemies:** Competitors, bullies, people with challenging personalities, people you've been hurt by, people you've hurt

- Important places:** Offices, homes, schools, places of worship, local hangouts, camps, vacation spots, foreign lands

- Things you cherish:** Gifts, photos, certificates/ awards, keepsakes

- Things that have injured you:** Sharp objects, animal bites, spoiled food, allergens

Choosing your delivery style

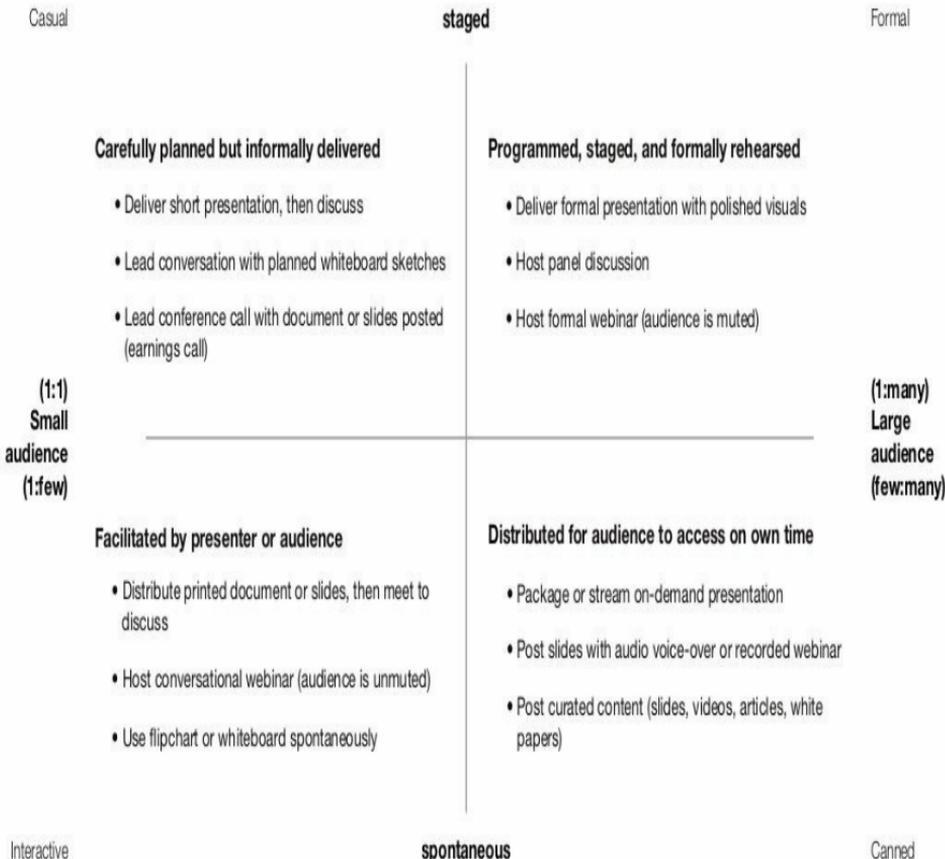
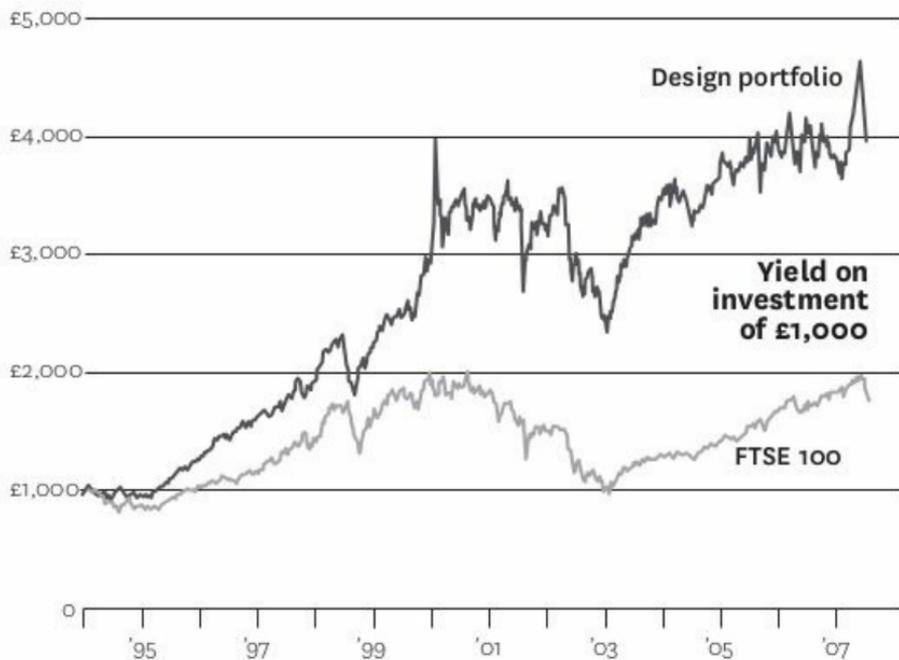


FIGURE 5-1

Design contributes to the bottom line



Source: Fast Company, Design Council, and FTSE.

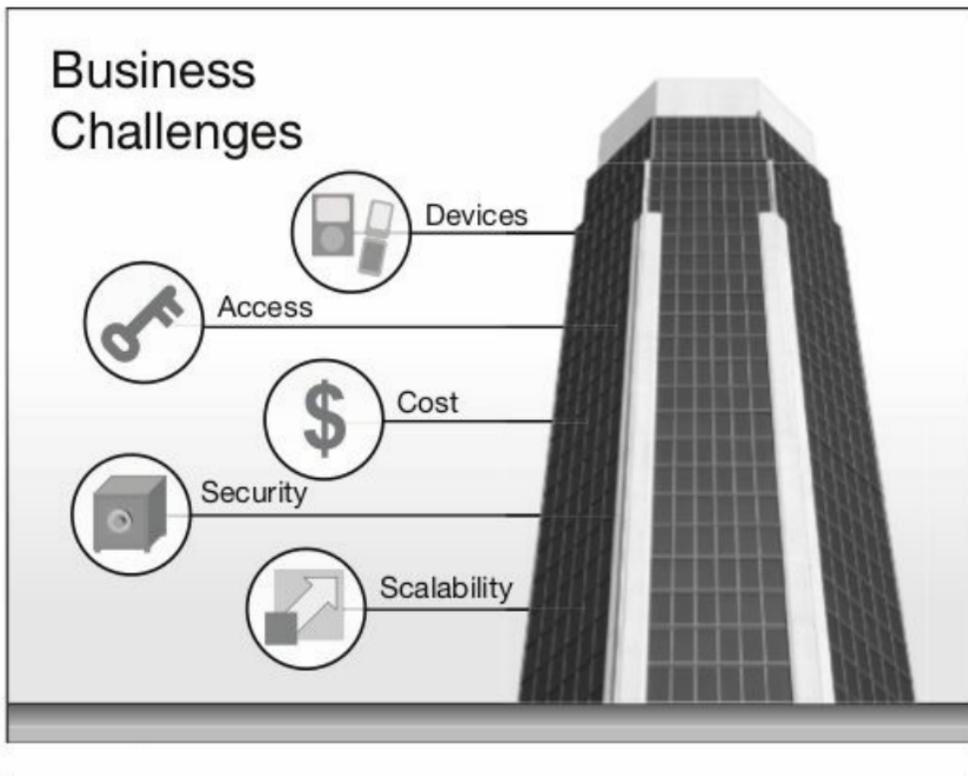
Before

Business Challenges

- Difficulty of managing various devices and end points, each with different requirements and needs
 - Managing client software, user access portal, etc.
- Complexity of maintaining and provisioning access based on individual needs/roles
 - Contractors vs. full time
- High cost per user
- Difficulty of ensuring security
 - Remote device downloading data
- Scalability
 - As the company grows

FIGURE 5-3

After



Navigation slide

Agenda

- Section 1
 - Section 2
 - Section 3
 - Section 4
-

FIGURE 5-6

Use stickies to keep it simple



One idea per slide

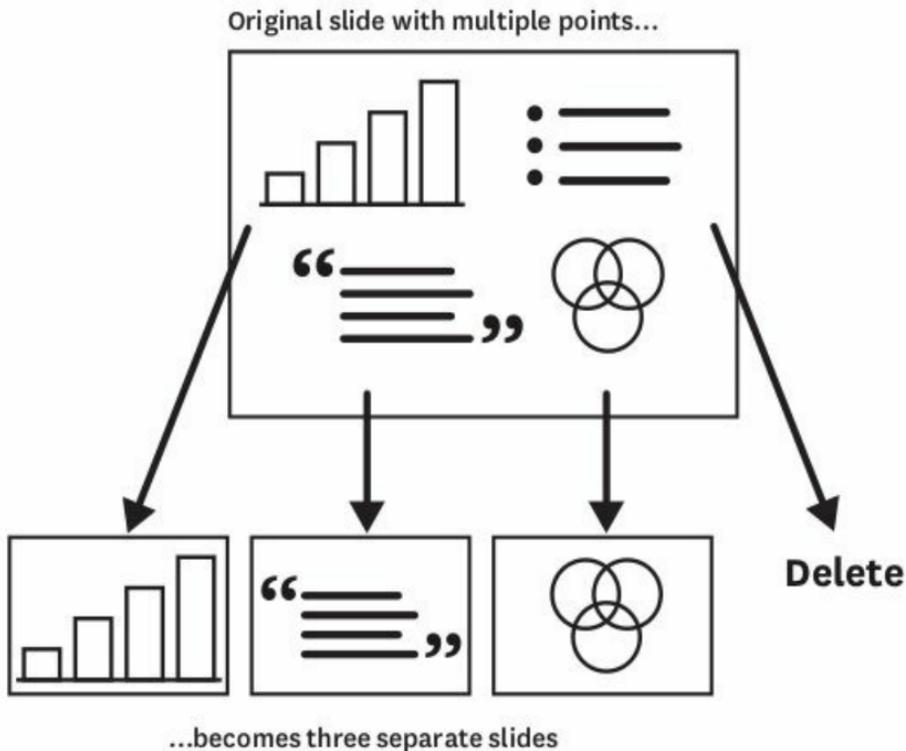


TABLE 5-1

Find new visual metaphors

Concept	Cliché	Unique
Goal	Bull's-eye	Maze; threshold
Partnership	Handshake in front of globe	Reef ecosystem; Fred Astaire and Ginger Rogers
Security	Lock and key	Doberman pinscher; pepper spray

Unity—Part 1



FIGURE 5-14

Unity—Part 2

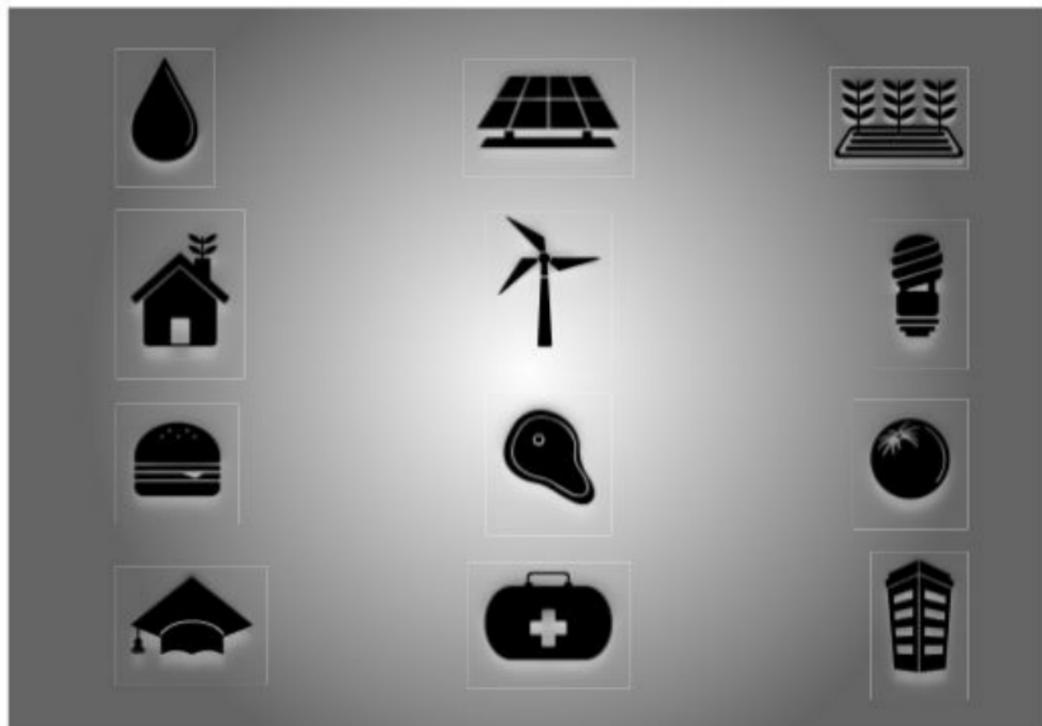


FIGURE 5-15

Highlight what's important

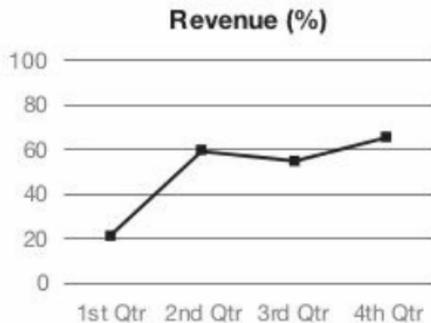
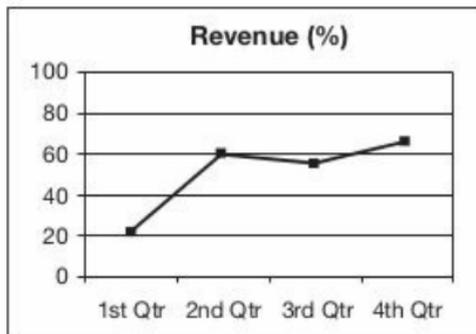
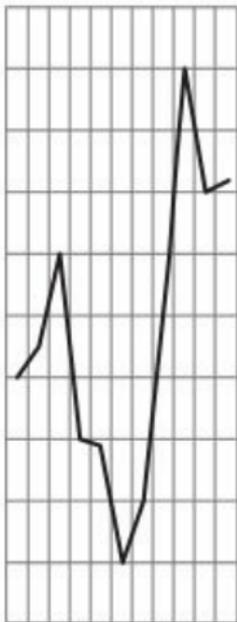


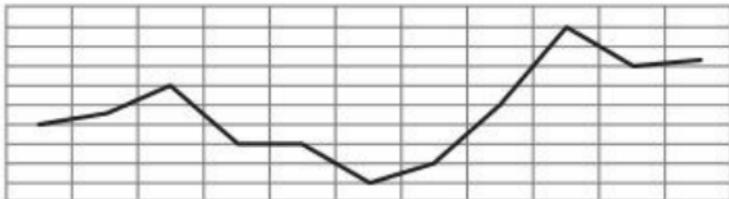
FIGURE 5-16

Tell the truth

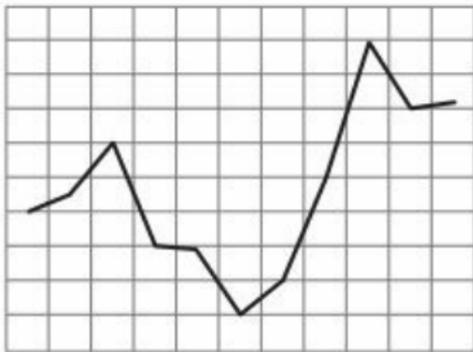
a. Exaggerated vertical scale



b. Exaggerated horizontal scale



c. Accurate scale



The wrong chart for the job

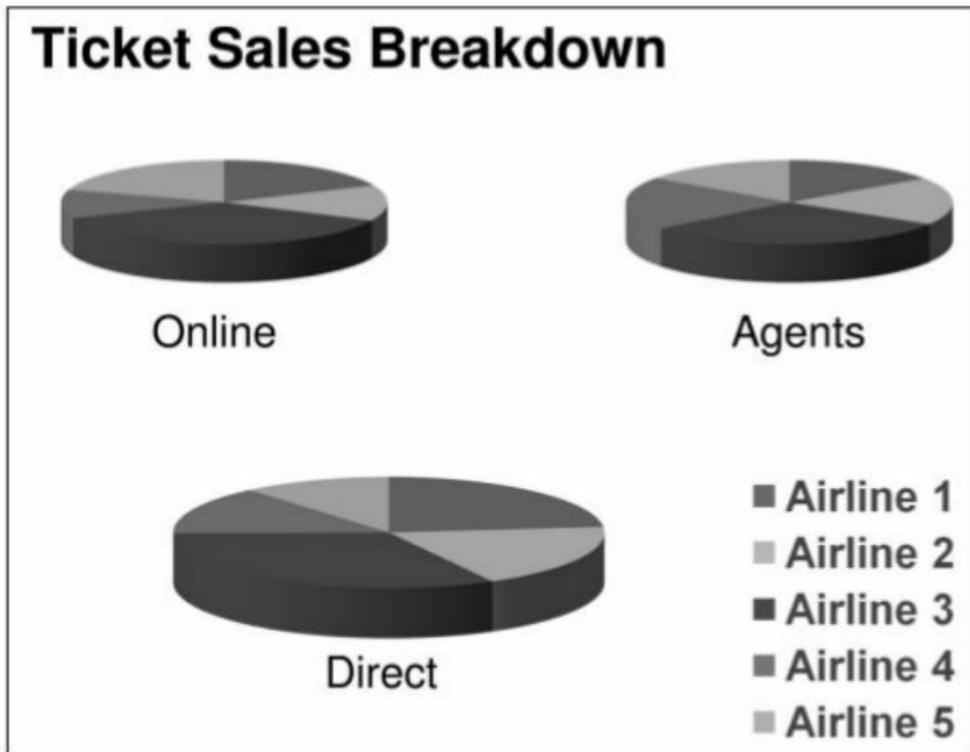


FIGURE 5-18

The right chart for the job

Ticket Sales Breakdown

	Airline 1	Airline 2	Airline 3	Airline 4	Airline 5
Online	20	15	40	12	22
Agents	15	18	30	20	15
Direct	25	20	35	15	12
Total	60	53	105	47	49

Types of diagrams

A Network

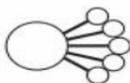
HUB AND SPOKES



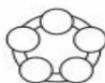
SPOKES



FLARE

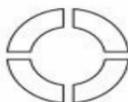


RING



B Segment

DONUT



PIE

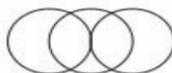


C Join

HOOK



OVERLAP



D Flow

LOOP



PARALLEL



LINEAR



MERGE AND DIVIDE



E Stack

VERTICAL



HORIZONTAL



CONCENTRIC



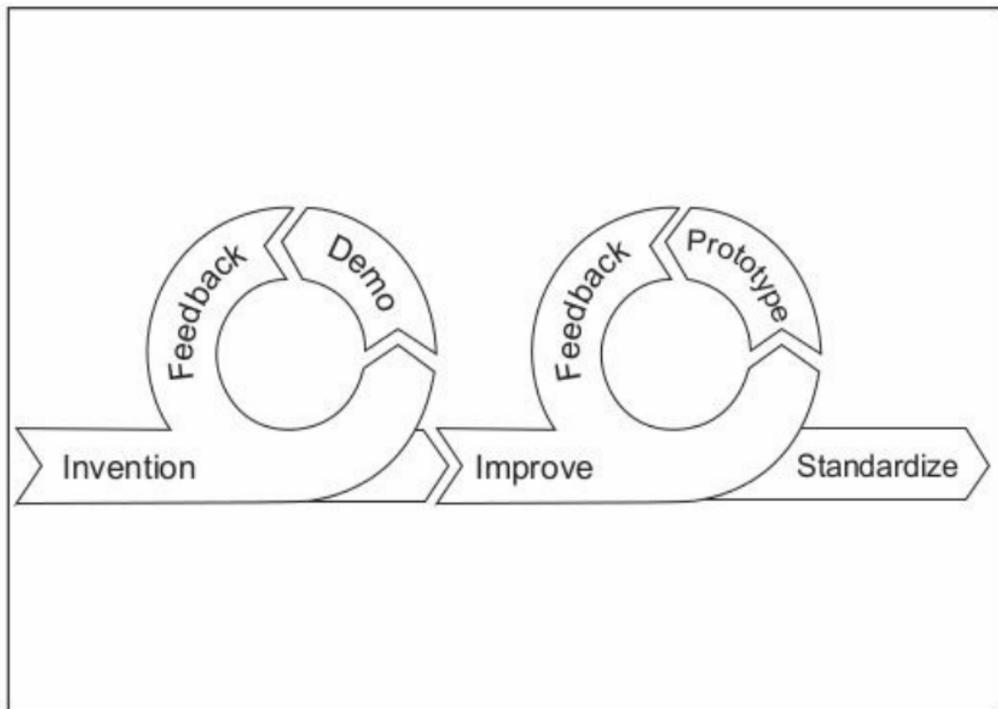
Before

We follow the same basic process every time

- We start with the invention. We take early stage ideas and turn them into demos—not technical demos but conceptual ones, like the rough version of Flare you saw.
 - Then our team takes this seed of an idea to customers, in conferences and forums, to get feedback that helps us shape it into something even more useful.
 - We improve it and build a prototype that we give to a set of early adopters, who use it and give us more feedback.
 - Eventually, after a few quick cycles of this process, we standardize the product features.
 - Only then is it ready to go out to our larger group of customers, like the finished version of Flare you saw.
-

FIGURE 5-20b

After



Before

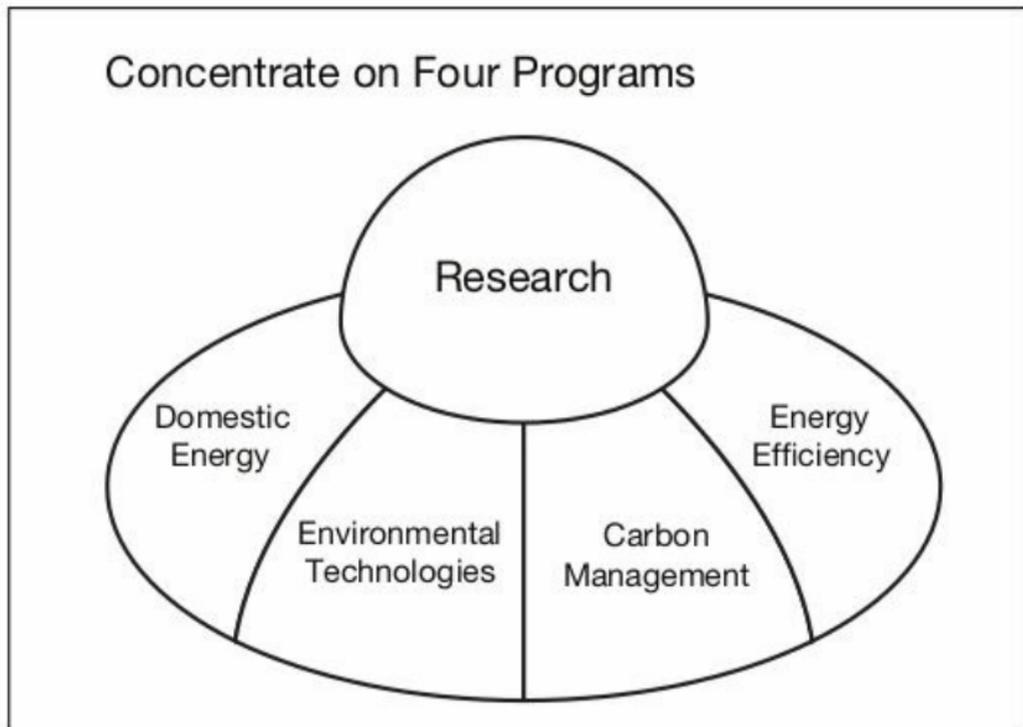
Research Programs

Concentrate on four research programs

- Domestic Energy Development
- Environmental Technologies
- Carbon Management
- Energy Efficiency

The potential impact of all of our programs will extend beyond policy makers to corporations and citizens around the world.

After



Pros and cons of remote presenting

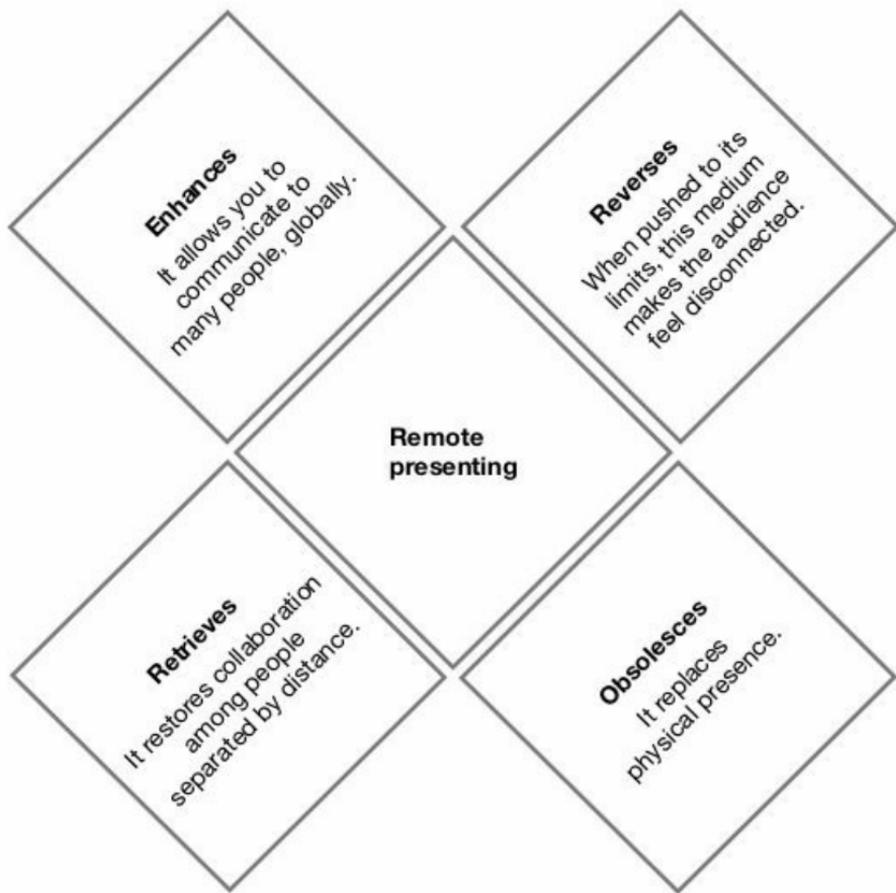


FIGURE 6-4

E-mail is your biggest competitor

Webinar participants said they...

