



Presenting4Success[®]

Business Presentations

“There is no ‘secret’ to being a successful presenter – just prepare, know your subject, and care.” - Leo Bascaglia

Business Presentations

iSpeak® prepared this workbook for use in the area of Training and Development for continuing education. It is intended that these materials will be used to assist students in the learning process during a presentation, after the presentation for review, and continued learning as a reference guide.

ACKNOWLEDGMENTS

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Unit One: The Foundation of Presentations

“The single biggest problem with communication ... is the illusion that it has been accomplished.” - George Bernard Shaw

The ability to present well is vital to achieving advancement for yourself and for your ideas. You can enlighten your audience about a particular subject or move them to take a particular action. Few skills in life will contribute to your success as much as being able to stand and speak in public! It does not matter if you are meeting someone face to face or presenting in front of a large group, you have to *Prepare* your message, *Develop* it, *Deliver* it, and *Evaluate* it. Being able to communicate clearly and persuasively using this method will help you advance in your organization because people will be able to see your competence and trust your ability to represent the organization. Employers value the importance of effective communication and presentation skills in the workplace.

- The publication *Supervision* surveyed 725 managers and cited the ability to communicate ideas and plans in front of an audience as the number one skill in terms of upward mobility, surpassing negotiation, selling and persuasive talents.
- The *Job Outlook 2011* survey conducted by the National Association of Colleges and Employers (NACE) indicates that good communication skills are the top personal qualities sought by employers evaluating a job candidate. In fact, year after year, the number one skill employers look for is good communication skills: the ability to write and speak clearly.

Unit Objectives

- Overcoming Fear and Anxiety
- Communication Factors
- Presentation Process

Overcoming Fear and Anxiety

“Fear is part of being a speaker. You just have to get your butterflies flying in formation.” - Art Linkletter

It is perfectly normal to be nervous before delivering a presentation, whether it’s your first time or your hundredth. The fear of speaking in public is the second biggest fear among North Americans, ranking ahead of the fear of dying and the fear of heights, according to the Gallup News Service Poll. The first three keys to overcoming fear and anxiety are:

- _____
- _____
- _____

Author and speaker Lilly Walters states that you can reduce stage fright 75% by preparation and practice. A further 15% reduction is possible through deep breathing and the final 10% by mental preparation.

Arrive Early

Arriving early to your presentation will allow you time to mentally prepare, as well as allow you to survey where you will be speaking to ensure that the lighting, equipment, and your visual aids are in working order. This is also the ideal time to meet some of the audience members and get an understanding of why they are attending the presentation.

Walk Around

Burn some nervous energy and prepare for your presentation by taking a walk. Take advantage of this time to energize yourself, maintain a positive attitude, imagine yourself giving a successful speech, practice your introduction, and practice tongue twisters so you are fully prepared when you take the stage.

Deep Breath

Just before you start talking, take a deep breath, count to ten, and exhale slowly. The object is to contract your diaphragm to completely fill your lungs with air (so you don’t only speak from your chest). Slow, deep breaths will increase the supply of oxygen to your body, which will help you reduce your anxiety and allow you to concentrate on your message.

Visualize Success

Choose a goal for yourself in your presentation that is realistic, such as *I will speak confidently and with warmth*. Then, imagine yourself achieving that goal. Try to fill in as many details as possible when you visualize the situation: where you are standing, what you are wearing, how you are moving, the sound of your voice, and the smiles in your audience. What does it feel like as you visualize yourself achieving your goal? For some people, it helps to put together pictures that inspire those feelings on an inspiration board. Do this several times before the event.

Using Your Voice

“We often refuse to accept an idea merely because the tone of voice in which it has been expressed is unsympathetic to us.” - Friedrich Nietzsche

Dr. Albert Mehrabian found in his studies on communication, that when the verbal, visual, and vocal channels were out of synch, how you used your voice accounted for 38% of your communication with the audience. Different factors drive the effective use of your voice when communicating.

Speed

When speaking in front of an audience, it is easy to incorporate an everyday speaking habit of talking too fast, which causes babbling and speaking in broken and incomplete sentences. When nerves are inclining you to talk fast, it is important to slow down when you are delivering your presentation, especially to an audience whose first language may not be English. Ann Landers was quoted with saying, “The trouble with talking too fast is you may say something you haven’t thought of yet.”

A good technique is to speak very slowly and articulate your every word in rehearsal, then allow your nervous energy during your actual speech help you achieve an ideal speed. If you time yourself during rehearsals, you can adjust your speed as well as other aspects of your voice. Another way you can address talking too fast is to pause between sentences and at commas. This gives the audience time to process your last sentence and helps head off “listener fatigue.”

Volume

Volume is the loudness or fullness of your voice and can be increased or decreased by pushing more or less air over your vocal chords. In normal conversation, people speak at a relatively constant volume, but your volume should be raised and lowered in presentations to add variety and to capture the attention of your audience members.

Clarity

Proper use of pronunciation, articulation and the expression of sounds are keys to an audience’s understanding of your message. When audience members have a hard time hearing or difficulty understanding, they will disengage from the speaker.

It is important to practice your voice clarity by reading slowly and exaggerating vowel and consonant sounds. Open your mouth wide when practicing to exaggerate the words. You can work on diction with vocal exercises that can improve your enunciation. A great exercise to work on clarity is to practice repeating the following tongue twisters as clearly as you can.

- _____
- _____
- _____

Use your hands

Gestures should have a beginning, middle, and an end. Use them as you would naturally in conversation, but avoid waving your arms too much and do not point your finger directly at people. You should not stand with your hands rigid and motionless, just as you should not appear like a puppet, making unnatural, false, exaggerated or jerky gestures. You should vary your gestures. Some presenters unconsciously make the same gesture over and over, creating a distraction and ultimately detracting from the message they want to deliver.

Eye Contact

This is a key element of body language, as people (in general) like others to look them in the eye when they are communicating. In large audiences, you cannot make eye contact with everyone, but you should try to make direct eye contact with selected people at various points around the room. Eye contact keeps your audience involved. While speaking, try to vary your direct eye contact and your whole audience glances. Eye contact also serves as a means for feedback for the speaker.

Movement with Purpose

In a nutshell, movement should enhance your presentation, not distract. Therefore, all movement should be done with purpose. To create a feeling of unity with the audience, the speaker can move out into the audience and speak from different locations. If the environment is not conducive to movement from the podium, movement on the podium should be monitored and deliberate. Some common movements to avoid include:

- | | |
|---------------------|--|
| Pacing | When the speaker paces back and forth from point A to point B without reason, the movement will become a distraction to the audience. It will also be interpreted as speaker nervousness. |
| Foot Stomp | In some cases, speakers will take a small step forward that appears to be a foot stomp. While this could be used effectively for impact on a point being made, it can also be a distraction if it is not related. |
| Out of Place | If the speaker knows that they must be at a certain location on the stage at a precise moment, the movement should be choreographed. By knowing exactly where to be and when, you can avoid being caught out of place. |

Presenting is a Process

“I know that you believe you understand what you think I said, but I'm not sure you realize that what you heard is not what I meant.” - Robert McCloskey

By studying successful presentations, a common theme will develop; presenting is a process. By following a process, you can deliver presentations that are consistently of high quality. At the core of the presentation model is someone who has deep knowledge of the topic, the Subject Matter Expert (SME). The next layer of skills can best be categorized as Communication, Professionalism, and Motivation. These three categories of skills must be sharpened to the point that each becomes a core strength. In Presenting4Success, you will learn methods for enhancing your core skills, as well as tools and insights to assist in the navigation of the presentation process. The iSpeak process for creating consistent, high-quality presentations is to Prepare, Develop, Deliver, and Evaluate.



Presentation Process Defined

Presenting is a process that the speaker and audience will go through together. The iSpeak Presentation Process consists of four phases: Prepare, Develop, Deliver and Evaluate.

Prepare Preparing focuses on determining the purpose, objective and structure of the presentation, while understanding the audience's their motivation to listen and willingness to take action.

- Presentation Purpose
- Audience Analysis

Develop The second phase in the presentation process will focus on writing the introduction, body, and closing of your presentation.

- Opening your Presentation
- Closing your Presentation
- Define and Develop the Body

Deliver This phase in the presentation process is focused on all the components that define a successful presentation, including first impressions, managing body language, handling questions, using visuals, and ending memorably.

- First Impressions
- Handling Questions
- Using Visual Aids

Evaluate This final phase in the presentation process is focused on evaluating what went well and what you could improve upon for your next presentation.

- Effective Evaluations
- Coaching and Feedback
- 21-Day Habits

Unit Summary

“Where there is no hope in the future, there is no power in the present.” – John Maxwell

Effective presentation skills are imperative to communicating your ideas in an organized manner. It does not matter if your communication is face-to-face or in front of a large group, you are aspiring to inform your audience about a particular subject or influence your audience to take a particular action. Having an effective communication process will help contribute to the success of your presentation.

In this unit we learned the following:

- The goal is to use your anxiety or fear to propel your presentation to higher levels.
- Research shows the verbal (words) is believed 7% of the time, the vocal (voice) 38%, and the visual (body) 55% of the time when these three channels are in contradiction.
- There are three types of powerless language that should be minimized when speaking to an audience of less, equal, or slightly higher status than you: hedges, tag questions, and speech fillers.
- Your body language is the most important communication factor when speaking to an audience. Use your stance, posture, facial expressions (smile), hand gestures and other movements to your advantage.
- Avoid filler words, and focus on a balance of inflection, volume, clarity and speed of your voice.
- The Presenting4Success Presentation Process consists of four phases: Preparing, Developing, Delivering, and Evaluating.

Presentation Persuasion

“At the end of reasons comes persuasion.” - Ludwig Wittgenstein

Are all presentations persuasive? If you are trying to get your audience to accept your point of view, you are attempting to persuade them. If you are giving an informative presentation, you are still trying to get your audience to accept and retain the information, which is also a form of persuasion.

How to Persuade

Look for the place where your purpose and the audience’s characteristics overlap. When you are able to appeal to the interests and needs of your audience, while maintaining your presentation goals, this is the richest opportunity for persuasion.

Persuasion Example

If you are giving a talk on managing debt to an audience who works for a transportation company, you might use metaphors and similes from their environment to illustrate your point.

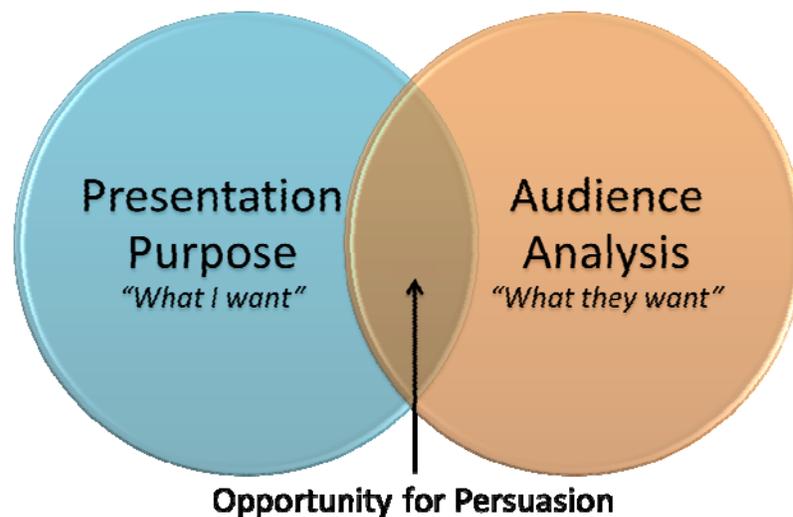
Presentation Purpose

For the audience to think that making a budget is essential for debt management, to feel like making a budget is easy and within their control, and to do a budget over the next two weeks.

Audience Analysis

The group understands transportation logistics but has little knowledge of software that can help create a budget.

You might say, “We all know that if you had to haul a load of fresh produce to mom-and-pop stores, you probably wouldn’t choose an 18-wheeled Peterbilt to do that job. That would be too much truck for the load. In the same way, when you create a home or small-business budget, you don’t need to spend a lot of money on QuickBooks or Quicken. Instead, choose something simple, such as a spreadsheet program or even a table in Word.”



Write it Out

It is recommended that you write (word for word) both the introduction and closing to your presentation. Once you have written it out and rehearsed it, outline your main points and work from key words. This will give you room to speak conversationally. The fear of not being able to speak or forgetting what to say will be eliminated if your opening and closing are memorized or outlined on notecards in front of you. By the time you complete your introduction, the majority of your nervousness will fade.

No one likes an uninspired introduction that falls flat. Do not tell jokes, unless you are a comedian. Do not apologize for not being a good speaker or not being as prepared as you would like.

Exercise: Opening Brainstorm

Brainstorm various presentation openings, focusing on the Attention component from CABA.

Question

Story

Statement

Quote

MAS Example

Without the proper training for our employees, we cannot expect to improve our current position in the marketplace. It was Lee Iacocca that said, “You can have brilliant ideas, but if you can't get them across, your ideas won't get you anywhere.” Today we discussed how to communicate more effectively with our employees on a daily basis. I challenge you to go back to your job and start implementing these new techniques and start improving your communication in the workplace, so as an organization we can improve our position in the marketplace. Thank you.

Call for Action

Challenge the audience, make a call for action, or ask for a decision. This is most appropriate when you are persuading or motivating an audience about an idea or a belief, but it can also be used to ask an audience to remember something from an informational presentation.

Without our support the noble efforts of this group will not be possible. It is not a matter of ‘helping when we can.’ Without our support right now, this organization will be boarding up its doors and windows by this time next month. The time to act is now!

As executives, we can simply ignore this issue and hope that another VP or Manager will address the issue, but based on our discussion here today I think we can all agree, the decision must begin with us... right here... right now.

Startling Statement

Close by making a startling statement. This can be part of a two-step close. First make a startling statement with a statistic and then follow up with a call for action.

Last quarter we missed our revenue target by 5%. While that is definitely disappointing, we must look at our progress from a broader perspective. Our total revenues for the year are up over 68% from last year and our total revenues are up over 332% over the past 3 years... tripling our revenue in three years...that’s not half bad.

Appropriate Quote

Use an appropriate quotation. Ending with a quotation can be extremely powerful when delivered correctly. Make sure you practice the quotation using necessary voice punctuation and give credit to the author.

Without proper presentation skills training for our sales staff and executives, we cannot expect to ever improve our current position. It was Lee Iacocca that said, “You can have brilliant ideas, but if you can't get them across, your ideas won't get you anywhere.

Define and Develop the Body

“No one can remember more than three points.” - Philip Crosby

The body of your presentation is where you will present the data that supports your introduction. A typical presentation body is divided into three main points. If you have more than three points, consider grouping your material into themes or related chunks of information. It is important that the body is well organized so that the audience can follow the progression of your ideas. You want to present the audience with the facts, backup information, arguments and other necessary information that will ultimately bring the audience to the intended goal of your presentation.

The Rule of Three

The “Rule of Three” is based on the fact that people tend to remember three things. Any more than three and retention suffers. By focusing your message on three significant points and repeating them in different ways throughout your presentation, you will help guide your audience to remember and retain the main purpose of your presentation. Aristotle was the first to introduce this concept in 350 B.C. when he referred to “three forms of proof” in his book of Rhetoric. The following are examples where this rule of three has been applied:

- **Shakespeare:** Friends, Romans, Countrymen
- **Thomas Jefferson:** Life, Liberty, and the Pursuit of Happiness

Determine the Key Points

Each key point in your presentation should be substantiated with supporting material. You want to ensure that supporting materials are appropriate for your presentation, making sure that each is relevant, unique and thorough by asking the following questions:

- **Relevant:** Does the key point support your presentation objective?
- **Unique:** Does the key point stand alone, or does it repeat another main point?
- **Thorough:** Does the key point have sufficient supporting material?

Organize the Key Points

An effective presentation guides your audience through a sequence that makes it easy to comprehend the key points of presentation. Organize the key points so your audience can clearly follow the flow of your presentation. You could arrange the body points using one of the following methods:

- **Chronological order:** timeline of events in the order in which they happen
- **Spatial order:** according to their position
- **Topical order:** organized as deemed appropriate by the presenter
- **Problem-Solution order:** a problem is described and the solution is provided

Presentation #2 Expectations

“It’s what you learn after you know it all that counts.” - Harry S. Truman

Throughout this course you will have the opportunity to progressively build your speaking self-confidence. In your first presentation, you received feedback on your current delivery skills. The objective of your second presentation is to deliver a presentation that you would at work. It can be a presentation you recently delivered or one that you have in the near future. You will be evaluated on the following components of your presentation.

- Did you design a message with the four components of CABA?
- How effective was your presentation delivery?
- Were the visual, vocal, and verbal in alignment?

Exercise: Presentation #2 Self-Evaluation

At the conclusion of your presentation, you will be asked to answer two questions. Provide your own feedback on your presentation by answering these questions.

What do you feel were your strengths?

What would you change for next time?

How did this compare to your first presentation?

Handling Questions

“There are no dumb questions—only dumb answers.” - Marshall Loeb

The ability to facilitate a question-and-answer segment in your presentation is the opportunity to enhance your audience’s understanding of your topic and make the information relevant to them individually. You will also find that the participant’s involvement with asking questions will increase their level of attention and retention.

Prepare

According to Lee Iococa, “You’ll never know 100% of what you need to know”, but it’s always better to be as prepared as you can. If you plan to answer questions during your presentation, you need to prepare for the types of questions your participants might ask. You cannot prepare for every question, but you can anticipate most of the questions that audience members might ask. It would also be beneficial to have someone observe your presentation and express the questions they might ask if seated in the audience. It is best to practice answering these questions out loud, so when they surface during the Q&A session, you’ll be able to answer them with ease. The following items will help you prepare for the Q&A portion of your next presentation:

- List questions that might be asked by audience members
- Write out your answers with supporting data for the questions

Question Response Process

Utilizing a three step process for responding to questions can help the presenter maintain control and credibility as a speaker.

- 1) Acknowledge** When a question is asked, the speaker should acknowledge the question from the audience member. The speaker can say, “Thank you for the question.” Avoid saying, “great question” every time because it appears as if you are grading the questions from the audience. Some may consider this “playing favorites.”
- 2) Repeat** In a larger audience, repeating the question for the benefit of all who could not hear is appropriate. In smaller groups and one-on-one situations, the speaker can repeat just to clarify the understanding of the question.
- 3) Respond** The third step is to provide the response to the question. Look first at the person who asked the question, then step back and answer the question by making eye contact with all of the audience as you finish the response to the question.

Using Visual Aids

“A picture is worth a thousand words.” - Napoleon Bonaparte

Napoleon Bonaparte said back in the early 1800’s that a picture really is worth a thousand words. When properly prepared, visual aids can be a valuable asset to your presentation. They can liven up your presentation by making your ideas more understandable and more interesting, while adding to your overall credibility. A presentation with visual aids is more persuasive, as you can see from the two studies below.

- Researchers at the University of Pennsylvania, Wharton School of Business found that presenters who used visual aids were rated by listeners as: better prepared, more professional, more persuasive, more credible and more interesting
- Statistics from the University of Minnesota show that when a speaker stands up to give a presentation and uses visual aids, the audience is 43 percent more likely to be persuaded and will pay 26 percent more for a product or service.

As much as visual aids can make you more credible, they can also quickly detract from it. Other studies and research show that if audience members think that visual aids are poor, their confidence in the speaker declines. In other words, you are better off using no visual aids than poor ones.

Stand to the left

If you are projecting a PowerPoint presentation, using overheads or working with flip charts, it is important to stand to the left of your visual aid. Just as in the English language, people read from left to right. By standing on the left side of the screen (from your audience’s view), the audience sees you and then your visual aid. When you stand to the right of the screen, your audience looks at you, then has to move their eyes to the left to read the words from left to right, then sees you again. That is distracting and more work for the eyes.

Exercise: Visual Aid Jeopardy

When designing visual aids, what traps do you want to avoid?

- _____
- _____
- _____
- _____

Exercise: Effective Visual Aids

Visual aids can complement your presentation when used effectively. What would you change in the following examples to make the visual more effective?

SWOT Analysis for our company

 <p>Strengths</p> <ul style="list-style-type: none"> • Strong brand name • Recognizable products and services • Large target market • Ability to adapt to change 	<p>Weaknesses</p>  <ul style="list-style-type: none"> • Similar competitors • Hiring difficulties • High price <p>Threats</p>  <ul style="list-style-type: none"> • Criticism of customer service • Competition 	<p>Opportunities</p>  <ul style="list-style-type: none"> • Well defined market niche • Going Green! • New look and style • Charity • Potential merger • Strategic alliances
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Organizational Responsibilities

- **VP of Sales**
 - Monitor and analyze distribution channel and sales force performance
 - Adjust to shift in market share positions
 - Accurately and promptly manage sales reps
- **VP of Marketing**
 - Schedule face time with experts and collaborators
 - Integrate with line-of-business (LOB) applications
 - Align activities to strategy
 - Maximize brand and product performance
- **District Managers**
 - Control data from multiple sources
 - Link budgets, forecasts, actual
 - Gain better visibility into sales, customer, and market information
- **Sales Managers**
 - Analyze market structure and segmentation
 - Better define targeted marketing and sales strategies

Presentation #3 Expectations

“To be a star, you must shine your own light, follow your own path, and don’t worry about the darkness, for that is when the stars shine brightest.” - Anonymous

Throughout this two-day course you have had the opportunity to progressively build your speaking self-confidence. In your final presentation, your objective is to repeat your second presentation, incorporating the new delivery techniques you have learned in class and addressing the areas to improve that you learned from the previous presentation. The structure of the final presentation is this:

1. Open with CABA
2. Present three main points
3. Ask for and answer questions
4. Close with MAS

Each audience member will evaluate your presentation on a Student Feedback Form. At the end of the course you can take these comments with you as a reminder of your strengths and areas to change, as observed through the eyes of the audience.

Exercise: Presentation #3 Self-Evaluation

At the conclusion of your presentation, you will be asked to answer two questions. Provide your own feedback on your presentation by answering these questions.

How did you capitalize on your strengths?

What new feedback did you incorporate?

How did this compare to your first and second presentations?

Sample Evaluation

The following is the evaluation form we will use to evaluate the presentations in the *Presenting4Success* workshop. It can also be used to evaluate yourself after every presentation.

Rate the speaker on each point: 5 = Excellent 3 = Average 1 = Poor

INTRODUCTION		DELIVERY	
Captured the audience's attention	1 2 3 4 5	Timed and paced appropriately	1 2 3 4 5
Introduced topic clearly	1 2 3 4 5	Utilized eye contact with the audience	1 2 3 4 5
Related the topic to audience	1 2 3 4 5	Avoided distracting mannerisms	1 2 3 4 5
Established speaker credibility	1 2 3 4 5	Enunciated words clearly	1 2 3 4 5
Outlined the body of presentation	1 2 3 4 5	Used pauses effectively	1 2 3 4 5
BODY		Used vocal inflections for impact	1 2 3 4 5
Main points concise and effective	1 2 3 4 5	Utilized visual aids appropriately	1 2 3 4 5
Main points fully supported with data	1 2 3 4 5	Displayed energy and enthusiasm	1 2 3 4 5
Well organized delivery	1 2 3 4 5	Movement around the stage	1 2 3 4 5
Language clear and meaningful	1 2 3 4 5	OVERALL	
Appropriate use of words	1 2 3 4 5	Were the goals of the presentation met?	1 2 3 4 5
Transitions effective and memorable	1 2 3 4 5	Was the topic challenging?	1 2 3 4 5
CLOSING		Was the goal of the presentation met?	1 2 3 4 5
Summarized key points	1 2 3 4 5	Was the message adapted to the audience?	1 2 3 4 5
Memorable and motivating ending	1 2 3 4 5	Was the presentation within the time limit?	1 2 3 4 5
Provided next steps for audience	1 2 3 4 5	Was the audience captivated and moved?	1 2 3 4 5

What did the speaker do exceptionally well? _____

What should the speaker pay special attention to next time? _____

Presentation Tools

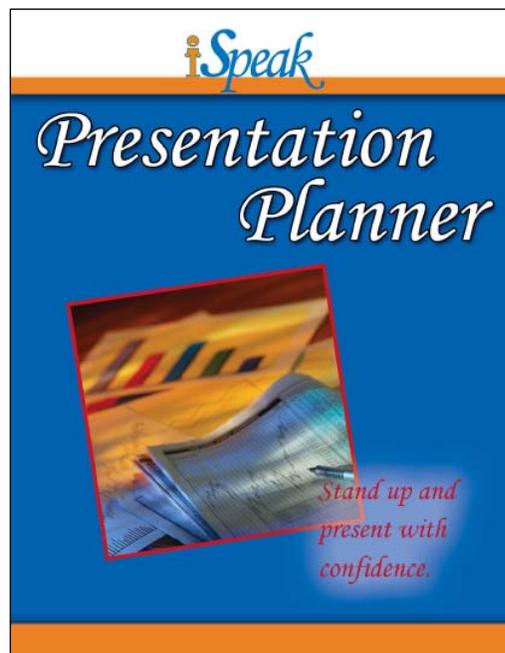
“We shall neither fail nor falter; we shall not weaken or tire...give us the tools and we will finish the job.” - Winston Churchill

The following Presentation tool can be found online at the iSpeak Website. You can access this and all iSpeak tools through the following URL: <http://www.iSpeak.com/iSpeak-University>

Presentation Planner

Presenting is a process that the speaker and audience go through together. The Presentation Process consists of Preparing, Developing, Delivering and Developing phases. The iSpeak Presentation Planner will assist you in the Preparing and Developing stages of the process, and be a guide for all your presentations. Contents include:

- Presentation Objective
- Audience Analysis
- Closings and Openings
- Developing Key Points
- Delivery Techniques





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 - Sears, Roebuck, and Co., *Consumer’s Guide*, 1897

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