

# Videoscript

The *Videoscript* contains the scripts for the presentations, the expert commentary and the *Language Focus* sections. The scripts for the *Talking Points* videos are available as subtitles on the DVD.

## Introduction

### DVD 0.1

#### Andrew Mallett: communication skills coach and trainer

Hello. My name's Andrew Mallett. I'm a communication skills coach and trainer and I'm delighted to welcome you to this course on successful presentations. I'll be your guide for all eight units of the course.

The aim of the course is to provide you with the skills you need to present successfully in English. It's designed for anyone who has to make business presentations - whether you make big presentations to hundreds of people, or simply need to give updates at a team meeting.

In each unit we'll explore a different part of creating and delivering a presentation, from initial preparation through creating introductions and conclusions all the way to handling questions and making your presentation really come to life. The units contain videos of presentations given at a fictional company called Quartz Power Group. In each unit I explain the theory and then later I provide analysis of the presentations. In your coursebook, you'll find practice tasks and summaries of all the content. Each unit in the book also provides you with the essential language skills for presentations, including key phrases and language exercises.

We've designed the course to be flexible. You can start with Unit 1 and progress through each unit one at a time. Alternatively, you may prefer to explore the particular units which are relevant for you. Either way, I hope that you find the course enjoyable and useful. Good luck.

## 1 Preparing your presentation

### DVD 1.2

#### The expert view: planning

This course is about how to make successful presentations in English. In this first unit, I'll discuss some key points about preparation. I'd like to look at two areas. Firstly, how to prepare the presentation. Secondly, how you can prepare yourself so that you feel more comfortable about speaking in front of an audience.

So let's think about what a presentation is. Presenting is simply communicating some ideas or messages to an audience in order to achieve something. This is true for all presentations. So the first part of your

planning is to identify your key messages, in other words: what you want to say. And you don't want many. Three is fine, anything more than five is probably too many.

You also need to think about your audience. Who are they? What are they concerned with? What do they need to know? A successful presenter combines what they want to say with what the audience needs to hear.

So, to recap. The first part of preparing a presentation is to identify what messages you need to communicate. The second part is to think about the needs of your audience. These two elements form the strategy for any presentation. So that's how you can prepare your presentation. Now, let's move on to how you can prepare yourself. Listen to what some other presenters do...

### DVD 1.4

#### The expert view: practising

Practice is important. There's a big difference between looking at your notes and actually standing up and presenting. So practise your presentation, preferably at least two or three times. I recommend that when you practise, you try to do it differently every time. Try using different phrases and examples so that you don't become fixed on a single way of presenting your message. Presenting is not about speaking perfectly, it's about being comfortable with your audience even when you are not perfect. Giving a clear message is much more important than speaking perfect sentences in English.

Think also about the things which you can control before the presentation, in particular your environment such as the room and equipment you are using. You may have a preference for how the room is arranged: theatre-style, a U-shaped arrangement, or groups at tables. If you can, check the room before your presentation to make sure things are arranged the way you want them to be. Check all technical equipment so you're not anxious about whether the slides will work.

Not only can you prepare your environment, you can also prepare yourself physically and psychologically...

### DVD 1.6

#### The expert view: dealing with nerves

If you feel nervous about presenting, don't worry! You are not alone. In reality, nerves are good for you: they keep you alert and full of energy when presenting. But you don't want to be too nervous. Good preparation of the type I described earlier helps to reduce nervousness.

How you manage yourself and deal with nervousness is a personal matter. Different people need to do different things. Some people like to find a quiet place away from people. Others need to talk or listen to some calming music. Maybe you have a particular item of clothing which makes you feel confident. Personally, I think exercise is very useful way of relaxing. There's a very close

relationship between how we breathe and how we feel. Gentle exercise, such as short walks or stretching, makes us breathe more deeply, reducing the heart rate and helping us to feel less anxious.

But perhaps the most important part of your preparation is this: recognize the value of what you're presenting. Tell yourself why it's important that your audience take away your messages. The best presenters are the ones who genuinely believe in the value of what they are presenting. They want us to listen. They are often less nervous because they stop thinking about themselves and concentrate instead on communicating. As a result, they are more interesting to the audience. The presentation stops being about the presenter and starts being about the audience.

So the key point to always remember is that the presentation isn't about you. It's about your audience.

## 2 Structuring your presentation

### DVD 2.2

#### The presentation: Marcus Stevenson, (Managing Director of QPG)

Morning everyone. Thank you for coming, especially at such short notice. So, I'll try not to take up too much of your time. So, as you know from the brief that I emailed you round, the board have made a final decision on relocation. Now, I am aware of the inevitable rumours surrounding this decision, which is why I'm keen to take action as quickly as possible to prevent any further speculation.

As you will see from the brief that I sent round, the board have decided to move all head office operations from this location to the company's Littlemore branch. So the first thing I need us to understand is the office move is definitely going ahead. The decision has been made and there's no going back.

Now today, I'd like to talk to you about how we implement this plan. Now I understand that relocation on this scale does have a huge impact on everyone in the organization, which is why we need to approach it with sensitivity and good forward planning.

So I'm going to go through three points. First of all, I'll talk about the key dates and outline a basic schedule for us all to follow. Secondly, I'll cover some potential changes to our working practices that the move may throw up. And finally, I want to discuss how the plan should be presented to all the staff and what we should anticipate in terms of their immediate concerns.

So let's start with the key dates. The lease on this building ends on March 31st. So we have twelve months from tomorrow to relocate...

... So the last department to move is IT because they need to keep a few of their staff here until the thirty-first. So, that more or less covers the schedule. Now I know that it's a big operation, but as long as we keep to the dates



that I've shown, I think it should all run fairly smoothly. Obviously, there will be a need for you to set your own department deadlines but that's something you can do internally.

Now, this brings me to my second point and the issue of working practices. Imagine the following scenario ...

... Over the next twelve months, I've asked Paul to take all the necessary steps towards developing a flexitime policy and he'll be contacting each of the departments in due course.

So to sum up, I really believe that this is a chance for us to step back and refresh our current working practices, bringing us in line with the growing trend to work from home and to work more flexibly.

So let's move on to the last point in the presentation which, I suspect, you will all be most concerned about. How are we going to present this relocation plan to everyone? And remember, this move doesn't only affect the staff here at head office but also affects all the people who work at the Littlemore site already. It is extremely important that we keep the staff informed and involved throughout the process ...

So, to sum up, the key to keeping people onside is openness and good communication channels.

OK. Well, let's leave that there for now, shall we? So that is the end of my presentation and the next thing you need to do is put the plan into action ...

#### DVD 2.3

##### The expert view

In this unit we're going to look at how we structure a presentation so that the audience find it easy to follow.

A simple guide is this: tell them what you're going to tell them, tell them, then tell them what you told them. Why is this so important? Well, audiences are very bad listeners. It's estimated that an audience will probably forget about 80% of what you say. Your job as a presenter is to make sure that the 20% that the audience remembers is the 20% you want them to remember.

So, you need to structure it in a simple way. I recommend using something I call the Core Structure. This structure follows the basic idea of telling the audience three times what they need to hear. In the introduction, we tell them what we're going to tell them. We then go through each key message one-by-one. And in the conclusion we tell them what we told them.

Once you have your key messages and a core structure, you need to guide your audience through the presentation. Audiences like to know where they are in a presentation, and the best way to do this is to remind them frequently by making it clear when one section has finished, and another one has begun. By clearly announcing the beginnings and endings of each section, the presentation becomes easier to follow. That achieves two important things. First, it means that if someone has stopped

listening during one part of the presentation, they have another chance to join the presentation again when the new section begins. Secondly, because the presentation is easy to follow, the audience starts to trust the presenter more. The presenter appears to be in control, and that can only be a good thing.

The clearest way to show that one section has finished and another one begun is to tell the audience directly. You could also make physical changes to indicate a new section. For example, when you finish one section, move from one side of the screen to the other. Or, if you don't have much space, allow a long pause then start the new section with a fresh energy in your voice. Creating contrasts between sections makes the structure really clear.

So let me recap the important points – telling you what I've told you, in other words. First, keep it simple: tell people what you're going to tell them, then tell them, then tell them what you told them. Secondly, use the Core Structure as a simple way to structure your presentation. Finally, signal to the audience clearly the beginnings and ends of each section, both through language and through changing your physical position and energy.

#### DVD 2.5

##### The expert feedback

First of all, in his introduction, Marcus obeys the rule of telling us what he is going to tell us ... (extract of Video 2.2).

But what I like in particular about Marcus's presentation is the way in which he carefully guides us from one section to the next. He takes care to make sure that we know that one section is ending before announcing that another one is beginning ... (extract of Video 2.2).

Notice how he stands up. I think you can sense the audience's attention immediately goes up when Marcus stands up. He then returns to a sitting down position when he starts his conclusion. As I said earlier, any form of physical change will help to clearly signal the end of a point.

Whenever Marcus comes to the end of a section, he actually tells us, often recapping the key messages for the section ... (extract of Video 2.2).

Mmmm, not sure I like Marcus using that phrase 'to sum up' twice in a row. Perhaps he could have used a slightly different phrase like 'In summary' or 'The key thing to remember is' and so on. If you can, try to vary the phrases you use.

But Marcus doesn't just signal the ends of sections. He's also very good at announcing the starts of the sections too ... (extract of Video 2.2).

For my final comment, I just want to say I love the way Marcus announces that last section. He encourages the audience to really focus by indicating that it's something that they are all worried about. That's super navigation.

#### DVD 2.6

##### Language focus: structuring your message

→ See videocript for Video 2.2 (edited version)

## 3 Introducing your presentation

#### DVD 3.2

##### The presentation: Sabine Kolbeck (IT consultant for Save IT)

Well, good morning and thank you all for coming. I understand that it's a particularly busy period in the year for you all – sales conferences I gather – so I'll keep this as brief as I can. I know two of you here today from previous meetings but for those of you who don't know me, my name's Sabine Kolbeck, and I represent the IT consultancy, Save IT. We are delighted to have recently entered into a partnership with you and are now responsible for the day-to-day running and security of QPG's computer systems.

Now, what exactly does that mean? Well, for example every night after you have shut down your computers and gone home, all the information on your computer systems will automatically be backed up on our servers. That means that even if you lost every single piece of data on your computer, we'd be able to find it for you ... so, no need to worry!

Most of our work takes place from our offices in Germany where we can make sure you don't pick up any virus and check that no one is reading your company information who shouldn't be.

So if I can do all this from the computer in my office, why am I here? Well, the reason is that I want to tell you about a new service we are offering our clients, one that will improve communication and therefore hopefully your productivity.

My company is expanding its range of services. As you'll guess from our name, 'Save IT', the main scope of our business has always been IT security but we feel it's time we offered our existing customers greater access to the knowledge and skill of our trained specialists. Now, one way we feel that you may benefit from this is by allowing us to advise you on making the most of the technology that you have in your hands. So we could have a valuable part to play in 'Making the most of mobile technology'.

In other words, we would like to work with you on two key areas. And these are the areas I'm going to focus on today. Firstly, how many of your staff travel on a regular basis? 50%? 60? Well, the fact is you want them to be able to work from the hotel room, from the airport or even from a ship in the middle of the ocean, just as easily as they would from the office. I know from talking to Marcus here, that all too often, he has to send urgent emails from the airport or



a conference centre to his PA for all sorts of documents and data that are stored on your servers. Now wouldn't it be good if he could access all that himself? What a time saver. Mobile technology would allow him to do this and in a minute I'll explain in more detail how this works.

Secondly, improving your company's mobile technology would also allow more imaginative use of social networking both in terms of keeping in touch but perhaps more importantly in terms of marketing. Let me ask you something. How many of you already use sites like Facebook or Twitter on a regular basis?

One, two of you. Right, now what about your children and their friends?

Oh, well, that's nearly all of you!

So over the next twenty minutes we're going to look at ... making the most of mobile technology and also making the most of social networking.

And please feel free to interrupt me, but there will also be time at the end for any questions.

### DVD 3.3

#### The expert view

First impressions count. The introduction is possibly the most important part of your presentation. If you get it right, the audience will listen to you positively. If you get it wrong, they will either stop listening or look for ways to disagree with you. The first few moments when you start speaking need careful preparation. It's difficult to recover from a bad first impression.

The first thing to consider in an introduction is what questions the audience might have in their minds when a presentation begins. Things like: Who is this person? Why should I listen to this presentation? How long is this going to take? These are some of the questions we need to answer if we want to make a positive first impression.

One way we can do this is to use a simple tool known as the ABCD model which is a list of things we should include in an introduction. Please note that you don't need to follow these in order. The four elements are: Attention, Benefits, Credibility, Direction.

Let's look at the ABCD model in some more detail. First of all, A for attention. People often think the best way to get an audience's attention is to start by telling a joke or saying something unexpected or shocking. In fact, these tricks can easily go wrong.

Often, it is more powerful when a presenter is at ease and comfortable with his or her audience, and for this reason, body language is extremely important. The speaker should seem relaxed and confident and make good eye contact with the audience. It's very important to practise this kind of confidence. Perhaps the most confident beginning you can make is to have a moment of silence with the audience. Try this for yourself. Start with a strong 'Good morning' or 'Good afternoon', then pause... Look around at the audience

... hold it ... and then begin.

There are many other ways to get the audience's attention: anecdotes, stories, strong visual images. Interacting with the audience – asking questions or having a dialogue – is another way. One of the reasons I like the use of interaction is that it helps me calm down a bit in the opening stages of the presentation. I feel more as if I'm having a conversation with the audience rather than delivering a big speech.

Turning now to B for benefits. It is very important to communicate the benefits of the presentation to the audience. In other words, making sure that the audience knows why it's useful to them. In many ways, this is the most important element in an introduction. It answers that vital question in the audience's mind: 'What's in this presentation for me?'

What about C for credibility? This is an element that is particularly important in external presentations. You must establish your credibility with the audience so that they trust you and feel that you are qualified to speak to them. You could also include some details which show you have an understanding of the audience's world. It makes you look very professional.

Finally, we have the simplest part of the ABCD: D for direction. Providing direction to the audience means telling them what's going to happen in the presentation and how it will be presented. It's highlighting in advance the content of the presentation but it also includes other important elements too, for example how long you will be speaking for and whether you would prefer to be interrupted by questions or to leave them to the end. Including these details shows the audience that you are in control of the presentation. As a result, the audience trusts you more and will listen to you more positively.

So that's the ABCD model for introductions. You don't have to structure your introduction in that order. Just make sure that once you've written your introduction, it covers all four elements. Then practise, to make sure the body language is good too. As I said at the beginning, first impressions count.

### DVD 3.5

#### The expert feedback

Let's explore each part of the ABCD model in relation to Sabine's presentation. Firstly, A for attention. Overall, I think Sabine does a good job here – she answers most of the questions an audience member might have in his or her mind when a presentation begins.

As soon as Sabine begins her presentation, she is physically at ease. She stands straight, she makes direct eye contact with her audience and she smiles.

Sabine chooses to have some interaction with the audience in the opening minutes, and she has planned it well: she knows that there will be a larger response to the second question. This helps her make the point she wants to make about social networking in

the future ... (extract of Video 3.2).

Now B for benefits. Sabine does an OK job of this but I think it could be better ... (extract of Video 3.2).

Sabine explains how the presentation may be useful for the audience, but it's done from her own point of view. It's all about what her company can provide rather than what the audience might get. There's a big difference between saying 'I'm going to tell you something' and 'You're going to learn something'. One focuses on me, the other on you. And in presentations, we want to concentrate on what the audience will receive, not what we will say.

I think Sabine should use phrases such as 'You will discover ...' or 'By the end of the presentation, you will have a clear idea about how to make the most of mobile technology and social networking.'

Now let's look at C for credibility. This is where Sabine is at her strongest. First, she achieves credibility by showing she already has an understanding of her audience ... (extract of Video 3.2).

The other way is by explaining who she is and why she's qualified to speak ... (extract of Video 3.2).

This is where most presenters stop. But Sabine goes further: she goes on to explain her role so that the audience can get a real picture of what she does. It becomes a story ... (extract of Video 3.2).

Let's move onto the final, and simplest part of the ABCD: D for direction. At the end of her introduction, Sabine outlines the structure of her presentation and tells the audience that there will be time for questions at the end. It's simple and clear.

### DVD 3.6

#### Language focus: introducing your presentation

Well, good morning and thank you all for coming. I understand that it's a particularly busy period in the year for you all – sales conferences I gather – so I'll keep this as brief as I can. I know two of you here today from previous meetings but for those of you who don't know me, my name's Sabine Kolbeck, and I represent the IT consultancy, Save IT.

... Most of our work takes place from our offices in Germany where we can make sure you don't pick up any virus and check that no one is reading your company information who shouldn't be.

So if I can do all this from the computer in my office, why am I here? Well, the reason is that I want to tell you about a new service we are offering our clients, one that will improve communication and therefore hopefully your productivity ...

... In other words, we would like to work with you on two key areas. And these are the areas I'm going to focus on today. Firstly, how many of your staff travel on a regular basis? ... I know from talking to Marcus here, that all too often, he has to send urgent emails from the airport or a conference centre to his PA for all sorts of documents and data that



are stored on your servers. Now wouldn't it be good if he could access all that himself? What a time saver. Mobile technology would allow him to do this and in a minute I'll explain in more detail how this works ...

... So over the next twenty minutes we're going to look at ... making the most of mobile technology and also making the most of social networking.

And please feel free to interrupt me, but there will also be time at the end for any questions.

#### DVD 3.7

**Language focus: getting attention with pauses**

→ See Videoscript for Video 3.2 – paragraph 1

## 4 Delivering your message

#### DVD 4.2

### The Presentations

#### 1 Patricia Reyes: Market researcher

So, let's start with a brief description of the background. Six months ago, your company came to us with a request. To carry out research that would provide key information about your customers and the service that they receive.

For example, to help explain the fall in customer retention, paying particular attention to the cancellation of contracts within fourteen days.

Also, to assess their views on the call centre. In particular, you wanted to look into the issue of unresolved customer enquiries and complaints. In addition, such research will give us an opportunity to look into other areas that may potentially be affecting your business. And so it was agreed that we conduct this research using our web-based research methods.

#### 2 Sabine Kolbeck: IT consultant

So far I've talked about how mobile technology is crucial for more effective communication, and I'll leave it at that for the moment.

I mentioned earlier the usefulness of having a company intranet or a virtual meeting place for members of your company, and this is where I'd like to focus next. A new intranet could have a big impact on how you work. Now let's take a few minutes to imagine what a new intranet could offer your business.

First of all, it would give you round-the-clock access to your business. For example, imagine you're on another continent and you're about five hours behind. You log on to the website with your secure username and password. You can pick up your emails, read any key documents or send your own. You can even check your company newsletter and join in the office online gossip. And of course

you can take part in a conference call.

Because at the moment, I know from talking to some of you here that a great deal of time is wasted on internal company communication because the system is not integrated. So the key point here is that something as simple as an integrated website for your company offers you the perfect way to unify communication. And, as we all know, the consequence of this is effective and time-saving communication.

#### 3 Marcus Stevenson: Managing Director

If we asked our staff whether they'd like to change the way they work, they'd probably answer 'no'. The same probably is true for most of us here in this room. We like the idea of having our own desk and we certainly like the luxury of a canteen. But things have changed. If we continue to work in this way, the consequences will be serious.

Staying as we are would be fine for a short period of time, but it wouldn't be long before we start paying a heavy price: decreasing salaries, even letting people go, and also losing our competitiveness because we're refusing to work in a 21st century way.

The fact is that we will be moving into smaller premises, and our current way of working with one desk per person and fixed hours is expensive and, frankly, out of date. In other words, we need 21st century working practices that we should have implemented some time ago. This relocation offers us the perfect moment to introduce them.

Now, what I'm proposing is a brand new system of flexitime. It means that some staff could work four-day weeks and, in some cases, they could even work from home for part of the week. This means that staff share desks and office space, and as well as solving the space problem, flexible hours and working from home also will allow staff - who might not want to relocate their home and their family but will have longer commuting distances - it might give them the opportunity just to travel in for one or two days a week.

So, another way to think of this relocation is as an opportunity for staff to benefit. Now, this is a really important point that I want you to take away from this meeting and take back to your teams. This relocation is not a problem: it's an opportunity.

So to sum up, I really believe that this is a chance for us to step back and refresh our current working practices, bringing us in line with the growing trend to work from home and to work more flexibly.

#### DVD 4.3

### The expert view

The big test for any presentation is whether the messages are communicated successfully. Many presentations, even interesting and informative ones, don't achieve their basic objective of communicating specific messages. You need real discipline to make sure that your presentation communicates effectively.

I'd like to start by looking at a basic principle for presenting a message that's known as the PEEP principle. It's very simple.

The first P stands for the point or message you want to communicate. It is often a good idea to start your section with a direct communication of the key message. Then you can go into more detail using the two Es: explanations and examples. Finally, it's important that you recap the key point once more.

So, very simple. Make the point, provide explanations and examples, and then recap the point.

Some presenters will do this quite naturally, without thinking about it. For others, however, using the PEEP principle takes a lot of effort.

If you are the type of presenter who enjoys being spontaneous and likes to move away from the subject, then PEEP is especially important as there's a risk that your message will become lost. So if you are that sort of presenter, you MUST highlight the message at the beginning and end of the section.

PEEP is also important if your presentation is very interactive. Your audience may want to ask questions or make comments which lead you away from the point you want to make. If you remember the PEEP principle, it will be easier to get control of the presentation again by saying something like 'Well, it's been an interesting discussion - now I just want to bring us back to the point I was making earlier' and then reintroduce your main message.

There are other ways in which we can structure an individual section so that the message is clear. These techniques still make use of the general PEEP framework.

One of them is known as the 'dream' approach. This asks our audience to imagine a possible better future. It is a powerful approach because it stimulates the audience's imagination in a positive way. It's a perfect structure to use when you are promoting something which could have an impact on your audience's future.

Almost the opposite of the 'dream' approach is what we call the 'disaster' structure. This structure is most often used to influence people to accept a change which they do not necessarily like or agree with.

In the disaster structure, we still follow PEEP by presenting the key message. Then we explain how it's natural not to agree with that message, and then we describe the negative consequences of not agreeing with it - that's



the disaster bit. We end, again, by reaffirming the key point.

There's one thing to be very careful of when using the disaster structure. If we want to influence someone, we need to balance the negative message with a positive one. A disaster gets attention, but a positive vision is more likely to influence.

This brings me to the final point we need to remember in presenting our message. Always tell your audience directly what's important. Don't be scared of using phrases like 'The key message here is ...' or 'If there's one thing I want you to remember, it's ...' Audiences actually like to be told what to notice – it makes it easier for them to follow your presentation.

So there are several different techniques you can use to present your message. The PEEP principle provides a basic framework, where you state the key point both at the beginning and end of the section. And within the section we can use different styles to develop the examples and explanations. Finally remember that it's very helpful for the audience when we tell them what's important.

#### DVD 4.5

##### The expert feedback

Let's have a look at how the presenters did.

Patricia's presentation uses PEEP in its purest form. She starts by saying how her company was asked to do the research – this is her key message. Then, after further explanation and examples, she returns to that point. It's very clear and is perfectly appropriate to her presentation.

Sabine has a different task to Patricia. She needs to interest her audience in Save IT's services. The Dream structure is a good choice. How does she use it? She starts by giving a strong key message: that a new intranet could have a big impact. Her audience is then taken on an imaginary journey. She encourages them to imagine a better future for their company. She then recaps the key message at the end.

Let's move onto Marcus. He takes great care to balance the negative disaster scenario (cutting costs, letting people go) with optimism about the future ... (extract of Video 4.2).

I love the way Marcus repeats his key message at the end there: 'The relocation is not a problem: it's an opportunity.' Remember what I said earlier about telling your audience directly what you want them to notice.

#### DVD 4.6

##### Language focus: structuring your message

→ See Videocript for Video 4.2 - 1 Patricia Reyes: market researcher

## 5 Using visual aids

### DVD 5.2

#### The Presentation

##### Extract 1

So I'm here today to present you with the results of that survey. Now, to do this I've divided my presentation into three parts.

Firstly, I'll talk about the background of the research. Then we'll look at how we approached the research and thirdly I'll summarize the key findings of the research.

So, let's start with a brief description of the background.

Six months ago, your company found that there was an increasing number of customers in one of your company's three regions, that were cancelling their contracts within fourteen days. There were also a growing number of complaints to the call centre.

So the key questions our survey needed to ask were: why so many complaints and why so many cancellations? Of course, there were also other issues that our survey needed to take into account ...

##### Extract 2

So once we selected the 90,000 customers across your company's three regions, we then emailed them the survey. We allowed four weeks for them to respond to the surveys, and after that period we received a 4% response rate. Now this is quite good for this type of survey.

We then analysed those responses and compiled them in a report for you.

Let's look at these responses in a little bit more detail. Now of that 4%, this blue section shows that 57% of those responses came from the region with the difficulties.

That's significant, as you are more likely to receive responses from customers who are either very satisfied or very unsatisfied. Anyway this leads me on to the third and main part of my presentation: the actual results of the survey.

Now in front of you, there's a handout with the survey's findings.

I know you probably haven't had the time to study this in great detail, but what I'd like to do is give you an overview of the results, and talk about some issues for your customers.

##### Extract 3

I'm going to summarize the key findings for each of these questions. So let's begin with question 1, which asks your customers how likely they are to recommend your company to a friend. As you can see we have used a scale with one being not at all likely and ten being extremely likely.

According to this chart, the overall response indicates that customers are fairly likely to recommend your company. However, this chart represents an average response across the three regions. If we break these responses down into the three regions like this, it illustrates the difference in customer satisfaction region by region. Now remember red and yellow are the regions with increasing

numbers of customers. Consequently, the responses are quite high – even as high as ten. But the lower scores in the previous chart were caused by the decline in these blue responses here. They go down to the zero level in some cases.

### DVD 5.3

#### The expert view

This unit explores how you can successfully use visual aids. We'll mainly concentrate on PowerPoint as this is often used in presentations.

People frequently complain about PowerPoint. There are two things that people really dislike. The first is when there are too many words on the slide. The second is when the presenter is reading the slides instead of communicating with the audience. So I'm going to give some advice on these two areas: first how to design the slides, and secondly how to present those slides to our audience.

First, let's look at slide design. The key to a successful slide is to keep it as simple as possible. I recommend that you use the Rule of Five. This rule states that you have no more than five lines of text on any slide, and no more than five words on any line.

If you use the Rule of Five, you probably won't have full sentences on your slides but short phrases or bullet points instead. These work well in a presentation because they communicate immediately – your audience doesn't have to work hard to listen to you and read the slide at the same time.

Please note, the Rule of Five indicates a maximum number of lines and words. If you use even fewer lines, your presentation is likely to have more impact.

Of course, sometimes you don't need any words on screen at all. Often, a picture can communicate more quickly and more directly than words. So I encourage you to use pictures and diagrams wherever possible.

In business presentations, you might want to present complex ideas or results. This is a natural time to use a graph or chart. When using graphs, try to keep them as simple as possible and only include the information that really matters. Make sure that your audience can easily read the details or understand the point that you are trying to make.

So that's slide design. Now let's look at how to present the slides to the audience.

Most of the time, our audience wants to see our face so try not to look at the screen too much. If you want your audience to look at something on screen, such as a graph, then I recommend that you walk up to the screen and point details out with your hand. This involves changing position and is a good way to keep the audience interested. It's also easier to explain details about the graph, such as which part of the graph is demonstrating a key point. Be aware that you still need to keep eye contact with the audience – don't turn your back on them.



It's important to show that you are in control of the slides rather than the slides being in control of you. A good way to do this is to announce the next slide before you actually show it. In most presentations the opposite happens. The presenter shows a slide, then reacts to what the slide says. Announcing the slide before you show it sends a powerful message that you are in control of your presentation.

Finally, a quick word on handouts. If you're using handouts, try to control precisely when your audience looks at them. I've seen many presentations where handouts have got the presenter into trouble. Usually this is because someone in the audience interrupts the presenter and asks a question about the handout which the presenter doesn't intend to discuss. You have been warned!

My overall message then is to keep the slide design as simple as possible, obey the Rule of Five and maintain eye contact with the audience even when showing charts on screen.

#### DVD 5.5

##### The expert feedback

Let's look at the design of Patricia's slides first. I think that in almost all cases, these are very clear slides.

Patricia obeys the Rule of Five at the beginning. She could improve the next set of bullet points though, which have a few too many words. Patricia wants to show that it is important to ask why she got these results. Her presentation might have more impact with something more visual - like this...

Her diagrams are very impressive. I like the use of a simple flowchart to show the research process. Flowcharts are easy to create and are great for communicating processes. Patricia's graphs and pie charts are excellent. They don't contain any unnecessary information. Also, the text is in a large clear font.

What about the way Patricia presents her slides? Again, overall I think she does well. She maintains good eye contact and is in control of her slides - she doesn't need to look at them to check where she is. But there are couple of points I'd like to look at.

Patricia gets into a bit of trouble when she tries to point to part of the pie chart using a laser pointer. She discovers that the red dot disappears when it shines on the screen. Remember what I said about going up to the screen and pointing? Moving to the screen is often the better choice.

I also mentioned the danger of handouts earlier. Notice that as soon as the audience members pick up the report, they start looking at different pages. So they may not be listening to Patricia as closely as she would like.

I think Patricia is at her best when she guides us through complex information. Notice again how simple she has kept the graphs. I also like the way she introduces the graph by explaining the axis and manages

to point details out while maintaining proper eye contact with her audience. (extract of Video 4.2)

So in this section we've covered some essential principles for using visual aids. The most important points have been: to keep your slides simple and visual and to take care that you maintain eye contact and guide your audience through any graphs.

#### DVD 5.6

##### Language focus: describing and referring to visual aids

→ See Videodescript for Video 5.2 - Extract 3

## 6 Concluding

#### DVD 6.2

##### The presentations

###### 1 Patricia Reyes: market researcher

... So those are the key results of the survey - I hope you will be able to use them effectively.

Well, I've come to the end of my presentation. My aim was to give you a good overview of the background, the approach and the results of the survey. We have seen how far-reaching the research is in terms of numbers. Our large sample size has given us very accurate and specific data. We have also looked at the more general and global feedback that the respondents gave, which show that there may be some important ramifications for your company. As I said before, you can study this in further detail in your handouts, and I'd be happy for you to email me any further questions.

So thank you very much for listening, and if you'd like to ask me any questions now, then I'd be happy to try and answer them. Yes?

###### 2 Marcus Stevenson: managing director

So that is the end of my presentation and the next thing you need to do is put the plan into action. So over the next few months and weeks you are going face some obvious challenges. This relocation will be an upheaval for some, but it will be a refreshing change for others. But as I pointed out in my presentation, we have ample time and a realistic schedule; I actually think there will be benefits in terms of streamlining departments and improving and modernizing our working practices.

And finally, as long as we all present a unified front on this and explain things clearly to staff, there is no reason why anybody should feel unfairly treated.

So it's over to you. Do you have any questions? Maya?

###### 3 Sabine Kolbeck: IT consultant

At the beginning of the presentation, I talked about how difficult it can be to keep up with colleagues while on the move. I also explained how much easier this could be by integrating mobile technology. I also asked you to consider the importance of social networking in relation to your daily working lives. I hope you can now see how effective

such a network would be.

So thank you all for making time to consider these ideas. I hope you found them useful and I'd be delighted to answer any questions or respond to any comments you may have. Thank you.

#### DVD 6.3

##### The expert view

When we looked at introductions, I emphasized the importance of first impressions. Well, last impressions are important too. Along with the introduction, your conclusion is the other absolutely key part of your presentation. It's your final opportunity to present your message and leave the audience inspired to act on your ideas. The good news is that a good conclusion should be short and simple, much simpler in fact than the introduction. There are three key things you need to do.

Studies of audience attention levels show that the audience's attention often jumps up high just at the end of a presentation. So the first thing you should do is announce that you are about to finish, by saying something like 'In conclusion'. Just saying those words often wakes up those members of the audience who had lost attention. There are other ways to signal the conclusion too. Changing your physical position - moving to a different part of the room, for example - is a good way to wake up the audience and prepare them for your conclusion.

So now you have their attention the next stage in your conclusion is recap the key messages, to tell them what you told them. Sometimes you may prefer to recap just one key message and that's fine too.

After the recap you must end the presentation. Probably the most popular ending is what's known as a call for action. In a call for action, you let the audience know what they need to do next. It's a useful technique because it gives the audience a sense of purpose at the end of the presentation. Sometimes you may not be able to ask the audience to take any actions, but there's usually something you can encourage them to do. This may even be something small, like look into a subject or discuss the issue with colleagues.

So those three steps - announcing the conclusion, recapping the messages and the call for action - should happen in almost every presentation.

But there are also two other things you may want to do as well. Firstly, you might want to ask for questions at the end of the presentation. And secondly, a positive technique is to remind the audience of what you said at the beginning. This is called 'coming full circle'. Coming full circle provides a satisfying ending: it gives the audience a sense of completion.

So, just to remind you, the key steps are: announce the conclusion, recap the key messages, and call for action. Consider coming full circle, and make sure you connect



with your audience, especially when asking for questions.

Oh yes, and remember: last impressions count.

#### DVD 6.5

##### The expert feedback

So how has each of these presentations followed the guidelines?

First of all, let's consider how they announce the conclusion. Patricia and Marcus both change their physical position. Patricia gets rid of her notes while Marcus sits down. This sort of change gives the audience a real sense of how we have moved into a new part of the presentation.

Sabine doesn't change her position but the transition into the conclusion is equally effective ... (extract of Video 6.2).

This is a perfect example of coming full circle. She reminds us of how she started the presentation, and she also shows us exactly the same slide as the one she used in her introduction. So the circle is completed not only by what she is saying, but it's emphasized visually as well.

All three presenters recap their messages well too. So what about the calls for action? In Patricia's case, the call for action is quite a small one ... (extract of Video 3.2).

Patricia has given some quite serious news and she is not in a position to call her audience to any major action. I like the fact that she encourages them to examine the report in more detail.

Turning to Marcus. In many ways his entire conclusion is one big call for action. Marcus uses strong eye contact and gestures to stress the importance of his words. Although he is sitting down, he often leans forward in his chair which gives him energy. I also like how he is not afraid to present the challenges but makes the audience feel that those challenges are not impossible ... (extract of Video 3.2).

It's a strong call for action delivered very much as a leader. Now let's look at Sabine once more to see her call for action ... (extract of Video 3.2).

Did you notice one? No, nor did I. Sabine misses a big opportunity here. Calls for action are essential in any marketing or sales presentation, because you want your audience to continue thinking about your services, products or ideas. Sabine didn't tell us where we could find out more information, or encourage us to think about how her ideas would benefit the way we work. A shame – the opportunity was missed.

Finally, I just want to say how important it is to smile, especially in the conclusion. Even if the content is serious, we should still find opportunities to show that we like our audience. Patricia does this very well. Her tone has been serious during the conclusion, but when she wants to invite her audience to ask questions, she reveals her more friendly side ... (extract of Video 3.2).

#### DVD 6.6

##### Language focus: concluding

→ See Videoscrypt for Video 6.2 – 1 Patricia Reyes: market researcher

## 7 Handling questions

#### DVD 7.2

##### The presentation

**PATRICIA** As I said before, you can study the results in much greater detail in your handouts and I'm happy for you to email me any further questions. So thank you very much for listening, and if you'd like to ask me any questions now, then I'd be happy to try and answer them. Yes?

**MATT** In question eight you asked them to rate the company's website. We are currently working on improving the website but in your presentation you didn't really talk about it. And I can't find much data in the report.

**PATRICIA** Yes, that's simply because people decided not to answer that question.

**MATT** So does that suggest they're satisfied with our current website?

**PATRICIA** I'm afraid I simply can't answer that. All I can say is that people decided not to respond to that question.

**MATT** Would that always be true ... ?

**PATRICIA** Sorry. Can you repeat that, please?

**MATT** Would that always be true for a survey like this?

**PATRICIA** You mean true that they won't always answer certain questions or true that they won't comment on websites?

**MATT** Both I suppose.

**PATRICIA** On all surveys certain questions get higher rates of response. For some companies we ask about the website and they get high rates of response.

**MATT** But the fact that they haven't answered this particular question might mean that they're satisfied with our website.

**PATRICIA** As I said before, I wouldn't automatically assume that that's the case. I can understand how valuable it would be to have a clearer idea of how people feel about the website. Unfortunately, in this case this is the one question wherein the findings aren't conclusive.

**MATT** OK. Thanks.

**ANNA** I have a question. As Customer Service Manager these results are particularly relevant to the people I'm in charge of so I'd like to ask ... earlier you showed us some of the customer feedback about their experience of dealing with our call centre. All the feedback seemed universally negative so am I right in thinking that none of the feedback was positive? If that's the case I find it somewhat hard to believe as there were positive scores from some participants but no positive comments.

**PATRICIA** You mean, why I didn't include any positive comments from the customer feedback on the site?

**ANNA** Yes. Surely there were some positive comments.

**PATRICIA** Actually no, there weren't. As I said earlier I was only presenting the main findings, the full details are in your report. The feedback about the call centre was either negative or quite neutral.

**ANNA** But you didn't report any of the neutral comments.

**PATRICIA** As I said before, I'm only presenting an overview of the report – not to go into every single detail. And the comments I presented were representative of the majority.

**MARCUS** Well, perhaps I can say here that my brief to Patricia was give us a summary not the full report, so perhaps I can take some responsibility for the way the findings were presented. Now, I'd also like to ask a question, and that is: having carried out the survey, do you think there are any questions that we should have included as part of the survey but didn't or perhaps you'd recommend a follow-up survey.

**PATRICIA** Let me deal with your question first about another survey. I think we would always recommend another survey but only after you've implemented action based on the results of the first survey. That way you can monitor whether the changes were effective. But we're probably talking about, after about eighteen months to two years. Now, as for your question about whether we should have asked another question – I'd say no. I think the findings here are fairly conclusive. Anyway, there is the danger of generating too much data with this type of research.

**MARCUS** I see.

**PATRICIA** Anyone else? Well, in that case, thank you very much for listening. If you have any further questions, feel free to contact me any time. My contact details are on the first page of your report.

#### DVD 7.3

##### The expert view

Many people feel that handling questions is the hardest part of the presentation.

To help us deal with questions successfully, I'm going to introduce a model for dealing with questions called LEVER. According to LEVER, there are three basic stages to handling a question.

The first stage is simply to listen. When someone asks a question, say nothing. Let them ask their question without any interruption. Body language is important here: you need to show that you're listening by making good eye contact, and avoiding any negative signals such as covering your mouth or folding your arms.

The second stage is EVE – or E-V-E – which stands for Echo, Value and Empathize. These are three ways in which we can acknowledge a question. They don't need to be used for every question.

The first E – Echo – suggests the idea of repeating back to the questioner what they've asked. This checks that you've understood the



question correctly. It may also be necessary in a large audience where not everyone can hear the questioner.

The V – for Value – is simply telling the questioner that they have asked a good question and that you value their opinion. You could say, 'That's a good question to ask.' or 'I'm pleased you asked me that.' Praising the question is a good method if the questioner seems nervous. It can also be a good technique if you have an angry or aggressive questioner. The key to handling an aggressive question is to act as if it isn't aggressive at all. Showing that you appreciate their question stops you seeming defensive or argumentative under pressure.

The second E stands for Empathize, in other words showing that you understand and can see from the questioner's point of view. If the question suggests that the person is worried or concerned, acknowledging those feelings can make them feel more comfortable. For example, saying something like 'I can understand why you might be worried about that' and so on.

Just to be clear: you only use one or two of the EVE techniques with a question. And you don't need to use these techniques for every question.

The final part of the LEVER model is R for Respond. Once you've listened to the question and perhaps acknowledged it, then give your response. Often, it's a good idea to give a brief response. If the reply requires a lot of explanation, it is a good idea to check that your answer is clear with a phrase such as 'Does that answer your question?'

So that's the LEVER model. Now let's turn to some of the common problems that people face when handling questions.

People often worry they won't be able to understand or answer a difficult question. The basic rule here is to be honest. If you can't answer a question, let them know. If you pretend to understand something you don't, you're more likely to get into real trouble.

Another common situation is where the questioner asks several questions at once. There are two basic options in this situation. If possible, answer all the questions one-by-one, but if things are too confusing, politely ask the questioner which is the first question they'd like you to answer and, once you've replied to that, ask them to remind you of their other questions.

#### DVD 7.5

##### The expert feedback

Let's now consider the ways in which Patricia has followed the LEVER model. Remember, the first stage is L for Listen.

Overall, Patricia listens very well. She doesn't interrupt any of the questions and her body language is generally open, not defensive. The one small exception to this is when she is taking Anna's question. Anna is quite upset about Patricia's report on the call centre and although Patricia tries to remain open, she is a little defensive when she puts her hand to her mouth.

Now let's examine Patricia's use of EVE: echo, value, and empathize.

Look at how Patricia handles Matt's questions. Notice how she uses Echo to check back her understating of Matt's question and then later empathizes with his concerns ... (extract of Video 7.2).

With Anna, Patricia is less successful. She echoes back to clarify Anna's question but she needs to do much more in terms of empathizing. Overall, Patricia's responses are short and not sensitive to Anna's feelings ... (extract of Video 7.2).

Let's look at an alternative version. In this version, Patricia handles Anna more successfully...

##### Alternative version

**ANNA** Earlier you showed us some of the customer feedback about their experience of dealing with our call centre. All the feedback seemed universally negative so am I right in thinking that none of the feedback was positive? If that's the case I find it somewhat difficult to believe as there were positive scores from some participants but no positive comments.

**PATRICIA** Can I check if I've understood you properly? You mean, why I didn't put any positive comments on the customer feedback on the site?

**ANNA** Yes. Surely there were some positive comments.

**PATRICIA** Of course. It's a good question. I can understand how this is a concern for you. Let me explain. As I said before, I was only presenting the main findings, the full details are in your report. With regard to the feedback on the call centre, however, I'm afraid the responses were either negative or quite neutral.

**ANNA** But you didn't report any of the neutral comments.

**PATRICIA** You're quite right. I didn't report any of the neutral comments. But my aim was to give you an overview of the findings – not to go into every single detail. But my comments are representative of the majority, though I accept, don't tell the whole story. Does that make sense?

**ANNA** I guess so. Thanks.

##### The expert feedback (continued)

Here, Patricia demonstrates much more empathy. She keeps her body language positive and pays much more attention to echoing, valuing and empathizing. As a result, she is able to present her point of view in a way which is less confrontational and as a consequence, Anna goes away more satisfied that her concerns were understood.

The final question comes from Marcus. Here we see a good example of how to handle a multiple question. Patricia does well to separate each of the questions. She also makes sure that she makes eye contact with the questioner and the rest of the audience. This keeps everyone interested and engaged ... (extract of Video 7.2).

#### DVD 7.6

##### Language focus: dealing with questions

→ See Videoscript for Video 7.5 – Alternative version

## 8 Bringing it alive!

#### DVD 8.2

##### The Presentation: Richard Adams - Managing Director

Good morning. Thanks for coming. I expect many of you are wondering why you've come here this morning. I know how busy you are – especially with the new database going on line this week. Please believe me when I say I wouldn't have asked you to come if this wasn't a very important meeting.

What I have to announce today is a new policy of crucial importance. It'll affect everybody in this room and everyone who works with you in your teams. It'll be a major influence, not only on how we are perceived in the market but also in our long-term profitability as a company. Let me explain a bit more.

Three months ago, a team of us, including some of you in this room, were at an important business pitch for Endo & Kline. It was probably the biggest pitch of the year. We'd done our homework, the proposal was good, Endo & Kline seemed happy. We had rehearsed all the responses to the trickiest questions and it seemed, it was the third meeting, as though the business deal was almost complete. That is, until their managing director asked a question which none of us had been prepared for.

What he asked us was this: 'I notice from your website that you say you have a firm commitment to being green. Can you outline for us what this actually means in real terms?' Well, there was an awkward silence. I didn't know what to say. Our preparation had been focused on demonstrating our ability to add value to their business, not on explaining our own marketing claims. Luckily, Sylvia here came to the rescue. She came up with some great ideas about sustainability and, thanks to her quick thinking, we won the pitch. Well, we were over the moon – I'm sure we all remember the celebrations that took place that week.

So, we'd won, but I think all of us involved were aware what a lucky escape we'd had. We had nearly lost a major business deal because of a statement on our own website which none of us had paid too much attention to. We shouldn't claim to be something just because it sounds good. If we are going to claim to be committed to being green, then we'd better be just that: committed.

And so, that's why we're here today. Over the last couple of months, a lot of work has gone into creating a new green agenda for this company and, over the next half hour, you're going to learn precisely what that policy is.

... Before we go into the specifics of the



new policy, I have a question for you. What percentage of people do you think are prepared to pay more for goods or services which are ethical or have green credentials? 10%? 20%? 50%? Anyone?

(Audience member) I think 20.

20%. Anyone else?

(Audience member) 40%.

40%. Anyone come up with a higher figure? No? According to a recent survey of consumers, 80% are prepared to pay more. That's right. 80. Let's take a look at some of those results ...

So, I've talked about the need for a green policy. But what does that mean in real terms?

Well, imagine yourself in your office at work in six months' time. The office looks similar but something has changed. You have some papers that you no longer need. Instead of throwing them away, you put them in the recycling bin that is right there in your office. It's easy. And it's not only paper you can recycle – bottles and cans, plastics, envelopes, cardboard. In fact everything you recycle at home, you can now recycle at work too. And what about cost?

Well, let's take lighting for example. I recently read an article about the famous US chain Macy's. They're changing the lights in 86 of their stores. They're replacing 117,000 conventional light bulbs with LED light bulbs. Now, LED, as you probably know, uses 75% less energy. That's a saving for Macy's of 16,200 megawatts per hour throughout the year. It's the equivalent of planting 65,500 trees. This is the kind of change we simply cannot ignore. And why should we? We are a responsible consultancy. It's what we do! So, as part of our green policy, we'll be replacing conventional light bulbs with LED. It's a small change but something that will benefit all of us. And personally, I think it's something that our customers should expect from us.

But I don't want this to remain just another management initiative. I want everyone to be involved. It's a green policy that should be simple to implement. It's a policy which will be cost-effective. And most importantly, it's a policy that's good for you and our customers.

### DVD 8.3

#### The expert view

What makes a presentation more than good? What makes for a great presentation? In this unit I'm going to describe some techniques that presenters can use to bring their presentation to life and please note that these are suggestions. I'm not saying you should use all of these all of the time!

My suggestions fall into three categories.

The first category is Interaction, in other words getting the audience to participate. The second category is Imagination, by which I mean stimulating the audience's imagination so that they are affected intellectually and emotionally. This involves using techniques like stories, examples and

analogies.

Finally, the third category is Attitude. This includes the emotions we show and the language we use which demonstrate that we are interested and care about what we are saying.

Let's look at each in turn. First of all, interaction. Getting the audience to participate in a presentation is a good way of encouraging them to think about what you are saying. You can ask your audience questions, ask them to raise their hands or even ask them to discuss an issue in pairs. In all these cases, the audience becomes more interested because they are actively involved in the presentation, not just listening to it in a passive way.

What about stimulating the audience's imagination? Well, there are many ways to do this. Probably the most popular way is to create stories. We like stories because they encourage us to listen emotionally. We imagine ourselves in the story and start to connect with the presentation. In a similar way, it's a good idea to provide real-life examples or comparisons and analogies in order to strengthen our point. For example, I can tell an audience that turning off all our computers at the end of the day saves energy, but I'll make a much stronger point if I add that the amount of energy saved could light up the Eiffel Tower for a month.

Other ways of stimulating the audience's imagination include getting them to imagine the future or remember the past. We can also try the sorts of techniques that politicians use in their speeches. What do I mean? Well, rhetorical questions for example – that is questions which don't require an answer, like the one I just said – 'What do I mean?'. Another technique is repeating things three times. It may feel strange at first but this technique works really well if used occasionally. Why does it work (rhetorical question)? Well, it works because it sounds definite, it works because it creates an energy and rhythm to your speech, and it works because it sounds very final when you finish. Get the idea?

So, we've seen some ways to stimulate our audience's imagination. Let's explore the final category: Attitude.

Often, the most interesting presenters are those who give us a sense that they want to speak to us. They don't just give us information, they make us feel that the information is important. Much of this comes down to body language and voice. We like presenters with energy who move around. We also like them to make direct eye contact with us and to sound interested in what they are saying, that it's something that they feel strongly about. Often, using big language can help. By big language, I mean choosing words which are extreme. For example, instead of saying good, try using the word 'excellent'. Instead of 'poor', try 'awful'. Instead of 'pleased', 'delighted', and so on.

There are very many ways to bring a presentation alive but please remember the importance of interaction, imagination and attitude.

### DVD 8.5

#### The expert feedback

There's a lot there.

First of all, interaction. Notice how Richard uses interaction to emphasize how being green has important commercial value ... (extract of Video 8.2).

I think the choice of questions works well. By getting the audience's ideas first, that 80% figure becomes much more noticeable.

There's only one example of audience interaction, but there are lots of ways in which Richard stimulates his audience's imagination. I love the story he tells about the business pitch. Not only is it a good story, it's one which directly involves everyone in the room. He also stimulates the audience's imagination by encouraging them to remember the past and later, he asks them to imagine a different future. He even manages to make the idea of changing light bulbs genuinely exciting by excellent use of analogy, comparing the savings made with 65,000 trees. Richard then finishes the presentation with effective use of rhetoric by repeating the phrase 'it's a policy' ... (extract of Video 8.2).

But perhaps the most impressive aspect of the presentation is the attitude Richard demonstrates. He changes position regularly, he makes great eye contact and he really sounds as if he means what he's saying. Sometimes he tells us his feelings directly. As a final example, let's review the very beginning of the presentation. I love the way Richard starts very quietly, encouraging the audience to really concentrate on him. He then uses a lot of big language to emphasize how important his presentation will be ... (extract of Video 8.2).

The policy change is of crucial importance, it will involve everyone, it will have a 'major influence' on the future of the company. Richard communicates strongly the importance of the presentation. He wants us to hear what he has to say and as a result, we want to listen. The presentation is alive.

### DVD 8.6

#### Language focus: telling stories and reporting past events

→ See Videocript for Video 8.2 – paragraphs 3 to 5

