

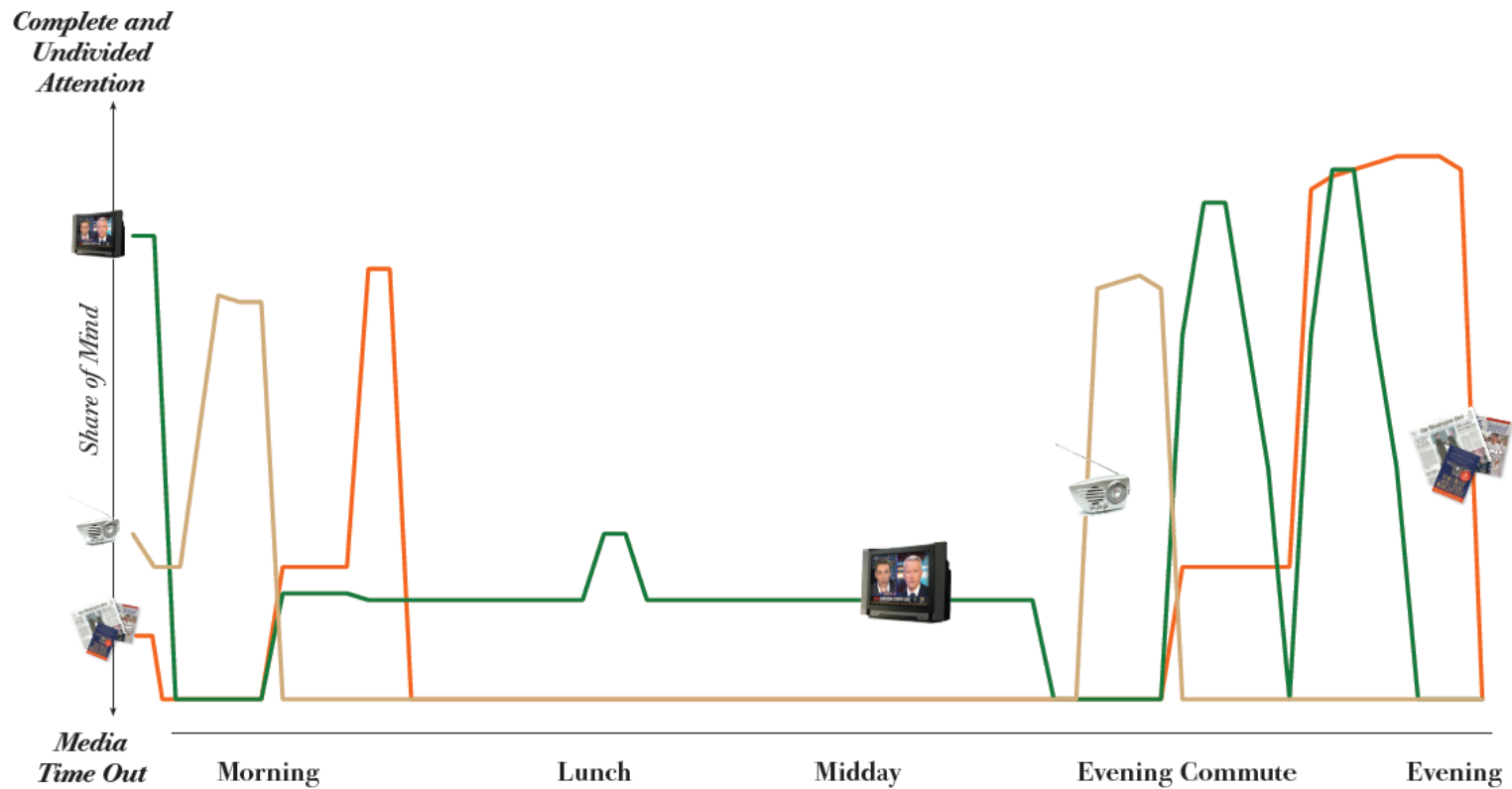
# Selling Your Agenda & Focusing Your Message

ACC Central PA

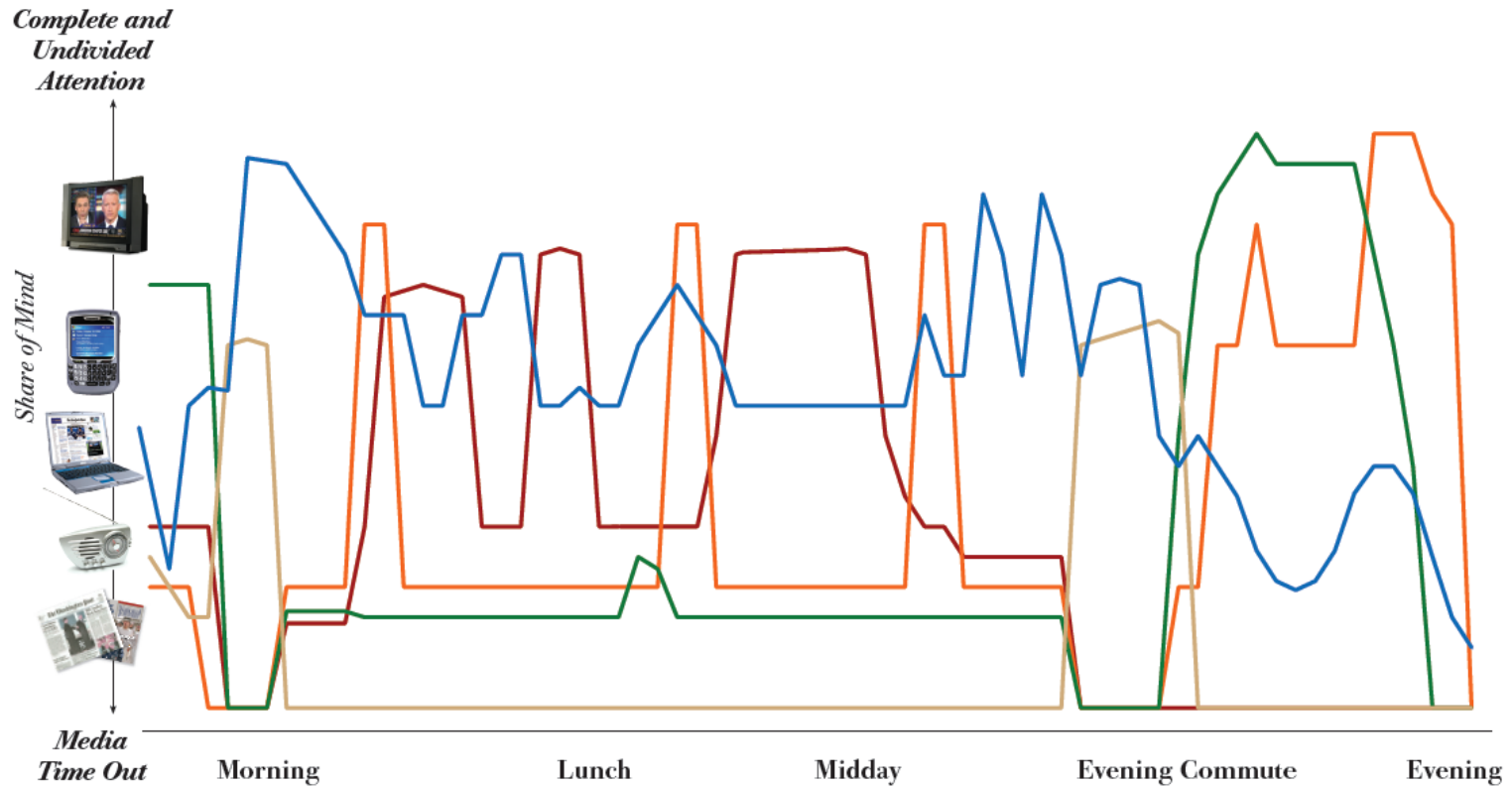
July 2022

Jeanine W. Turner

# EVEN BEFORE THE DIGITAL ERA, WASHINGTON INSIDERS CONSUMED A HOST OF MEDIA



# MORE AND MORE MEDIA IS AVAILABLE ANYTIME, ANYWHERE ON CONSUMER DEMAND



# What is Different?





Watching  
for the  
smoke to  
announce  
the new  
Pope

# Running of the Bulls - 2017



# Zombie Lights - 2019



Tel Aviv

I listen when it pertains to me...







# Increase in Tunnel Vision



# Anytime, Anywhere Communication





# Could this Your Meeting?



# What is Multicommunicating?

Engaging in multiple conversations at any one time

- Texting while in a conversation
- Email while on a video meeting
- Checking social media while on a call

# Two Places at Once

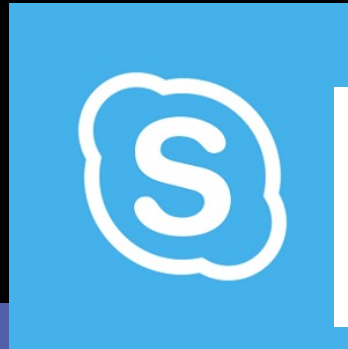
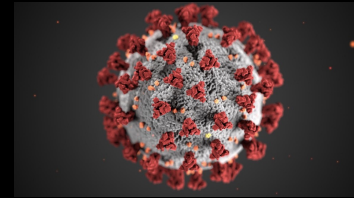


# Creates Compartmentalized Communication



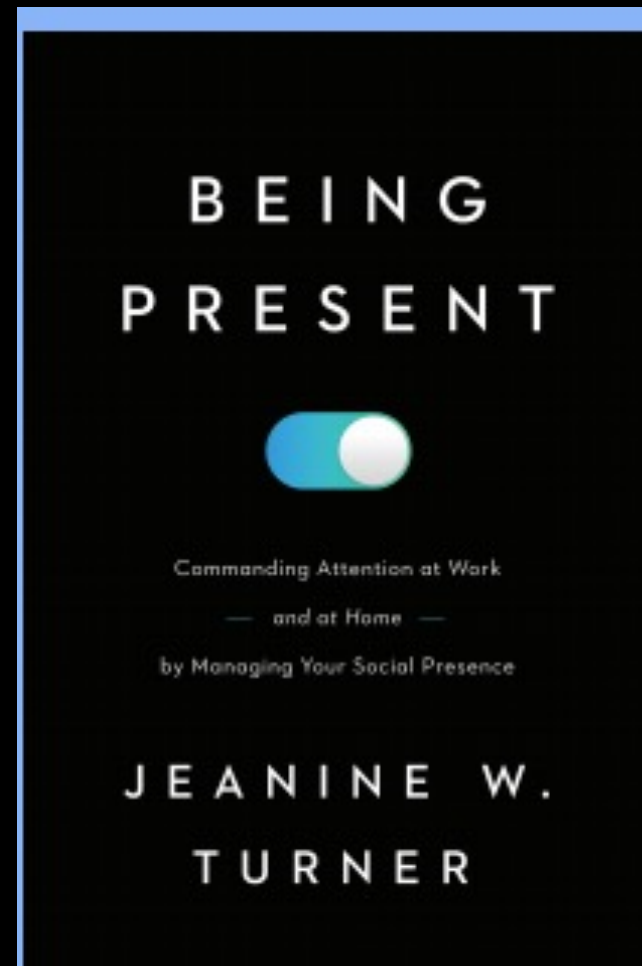


# March 2020





How Do We  
Rethink Social  
Presence as We  
Move Into the  
Hybrid Workspace



You have to build  
your social  
presence in every  
conversation



# Harvard Business Review

41 Creating a Truly  
Digital Organization  
76 How to Find a  
Second Growth Engine  
112 Stop Selling and  
Start Collaborating



## Designing Work That People Love

How to enhance engagement and commitment

66



- Focus on the individual
- Redesign around the love for the work
- Foster trust

# Norms are changing: 2 sides of Presence

*I work with someone in their 20s who is always on their phone during meetings with me. They are constantly checking their device. It drives me crazy. I don't want to say anything because I don't want to appear like 'that kind of person' but I will never promote him.*

*Where I work, you need to show your commitment to the organization. You need to show you are busy. When I go into a meeting, I always respond to my device because I want everyone to see how responsive I am and that I will respond to them quickly as well*

2018

2018

What choices do I have?

# Attentional Social Presence: 4 Choices



Budgeted



Entitled



Competitive



Invitational



Default State



Budgeted



Consider Your Audience and Your Message

Control the Environment



Entitled



Competitive

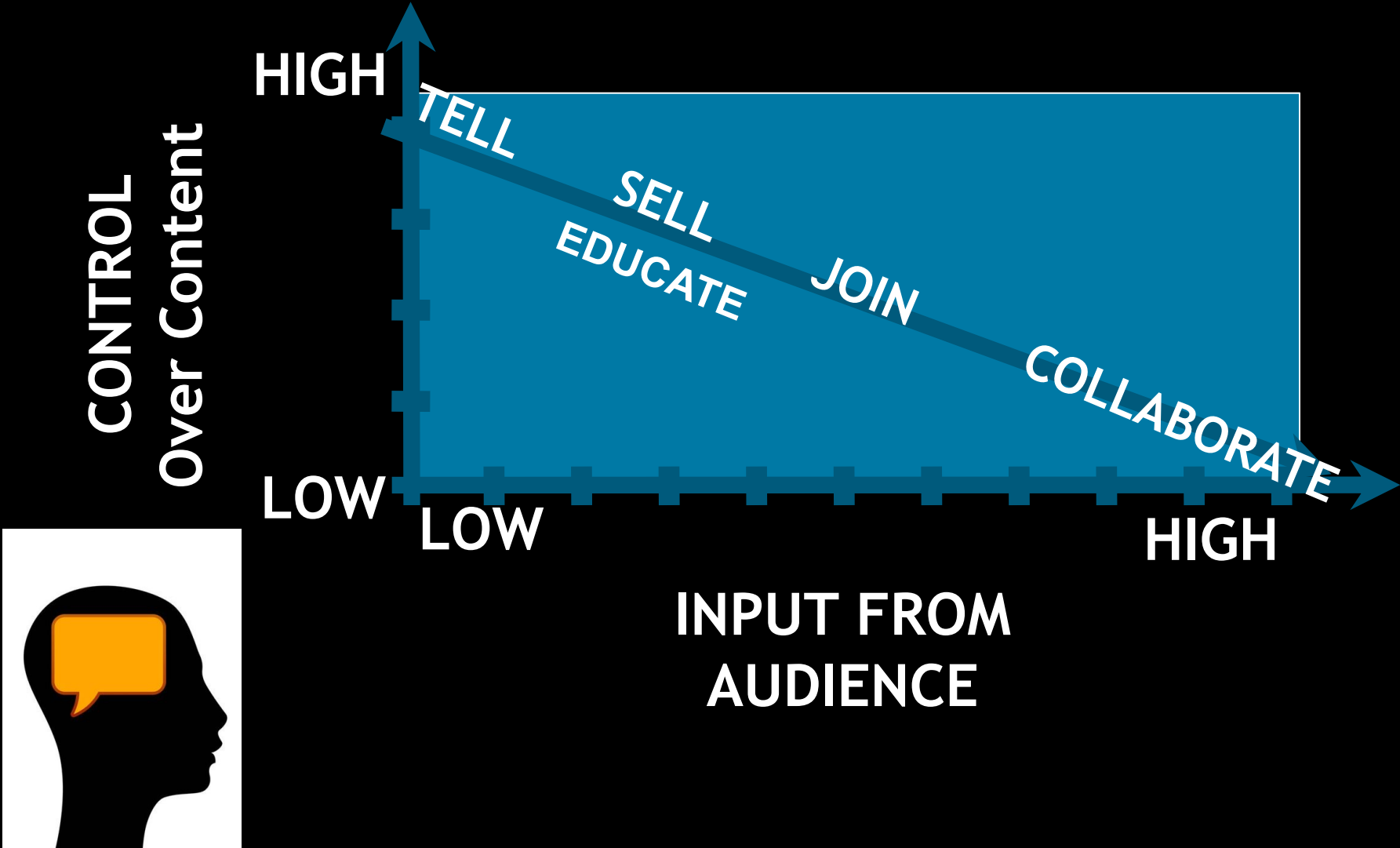


Invitational

# **Competitive Presence**

## Considering Your Message and Your Audience

# Speaker: Moving from Telling to Dialogue



# Sources of Influence

---

	Motivation	Ability
Personal	Want To (doesn't want to do it)	Can Do (can't do it)
Social	Peer Pressure (doesn't think other people are doing it)	Help From Others (needs help to do it)
Structural	Carrots & Sticks (needs money or reward)	Structures, Environments & Tools (needs tools or an environment)

# Start with Your Audience

- Who is your audience
- What do they care about?
- What part of your topic matters to them?
- What do they know about you?

# Maslow's Hierarchy of Needs

**Self-actualization:** creativity, wisdom, self-realization, vocation, fulfillment

**Esteem & Status:** self-worth, uniqueness, respect, recognition in community

**Social:** affection, friendship, ties to group

**Safety & Security:** personal confidence, stability, protection

**Physiological (survival):** air, food, water, sleep, shelter

# One Theme

What should they remember?

What should they do?

Why should they do it?

One sentence summary



Dear Shirley,

Remember last Saturday afternoon when I was playing in the park with my boyfriend and you came over, and he told me that when my back was turned, you kissed him?

And also, on Sunday, when you came to my house and my Mom made you a tuna fish salad for lunch and you said: "Yech! That's the worst salad I ever ate!"?

And yesterday, when my cat brushed against your leg, you kicked her and threatened to sic your dog "Monster" on her?

Well, for all of these reasons, I hate you, and I no longer want to be your friend.

Lucy



Dear Shirley,

I HATE you. Here are my reasons:

- 1) You stole my boyfriend.
- 2) You insulted my mother.
- 3) You scared my cat.

# Presentation Theme

What do you want your audience to do:

---

Why?

---

# Three Logical Structures

- Pyramid structure
- Parallel points
- Used when people agree

Groupings

- Problem/Solution structure
- Starts with common ground
- Used with opposition

Argument

- Story telling structure
- Can be used as evidence or as a structure
- Used to highlight a challenge/lesson

Narrative

# Build a Pyramid to Support Your Communication

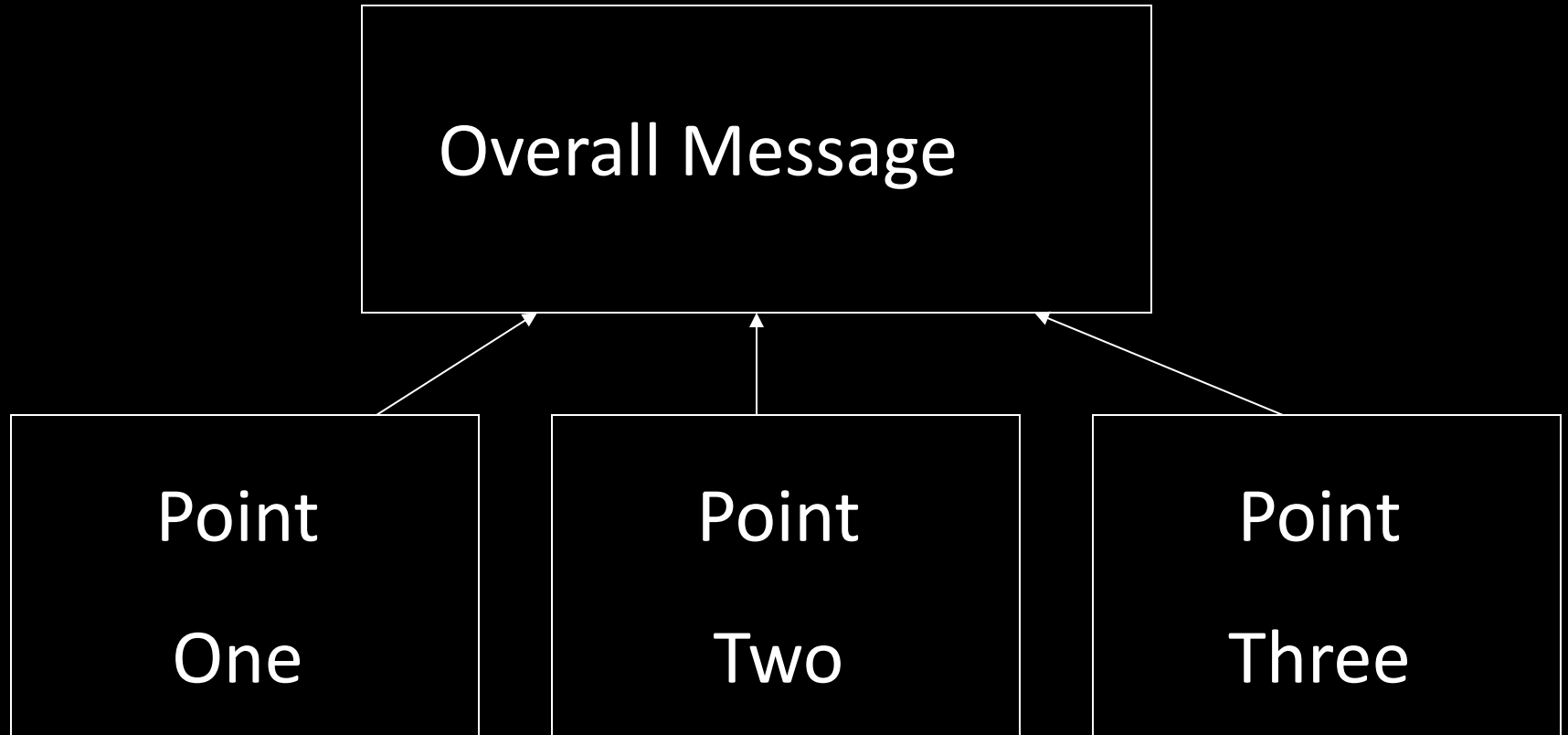
## Groupings Pyramid

- Combine like ideas and focus on reasons or steps
- Answers *either* a why question or a how question
- Resembles topical pattern

## Argument Pyramid

- Focus on the reasoning process and include recommendation and action plan
- Answers *both* a why and a how question
- Resembles problem solution pattern

# Groupings Pyramid



# The Pyramid Structure Creates a Hierarchy of Recommendation, Supporting Logic, and Supporting Fact

## Governing Thought:

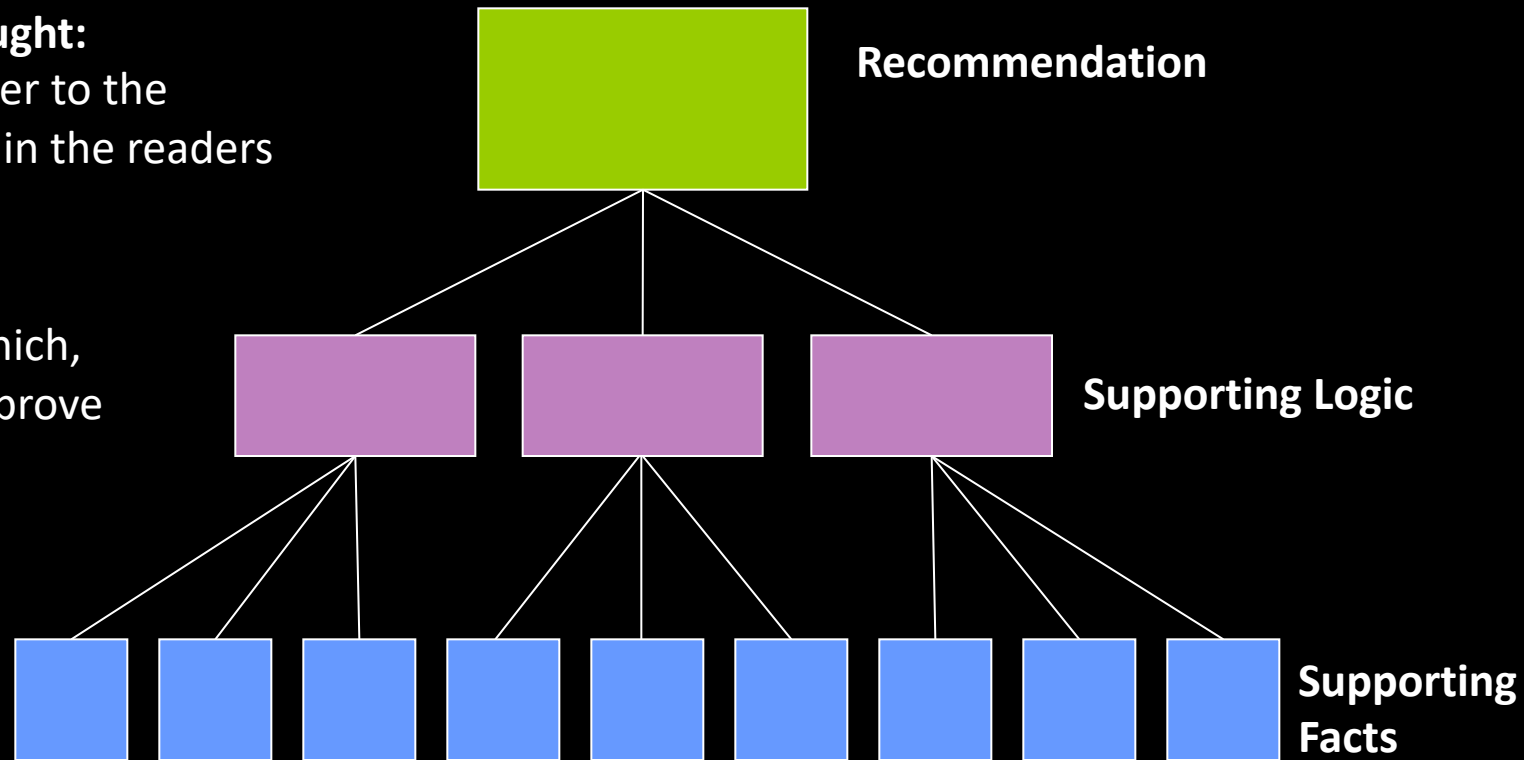
States the answer to the question raised in the readers

## Key Line:

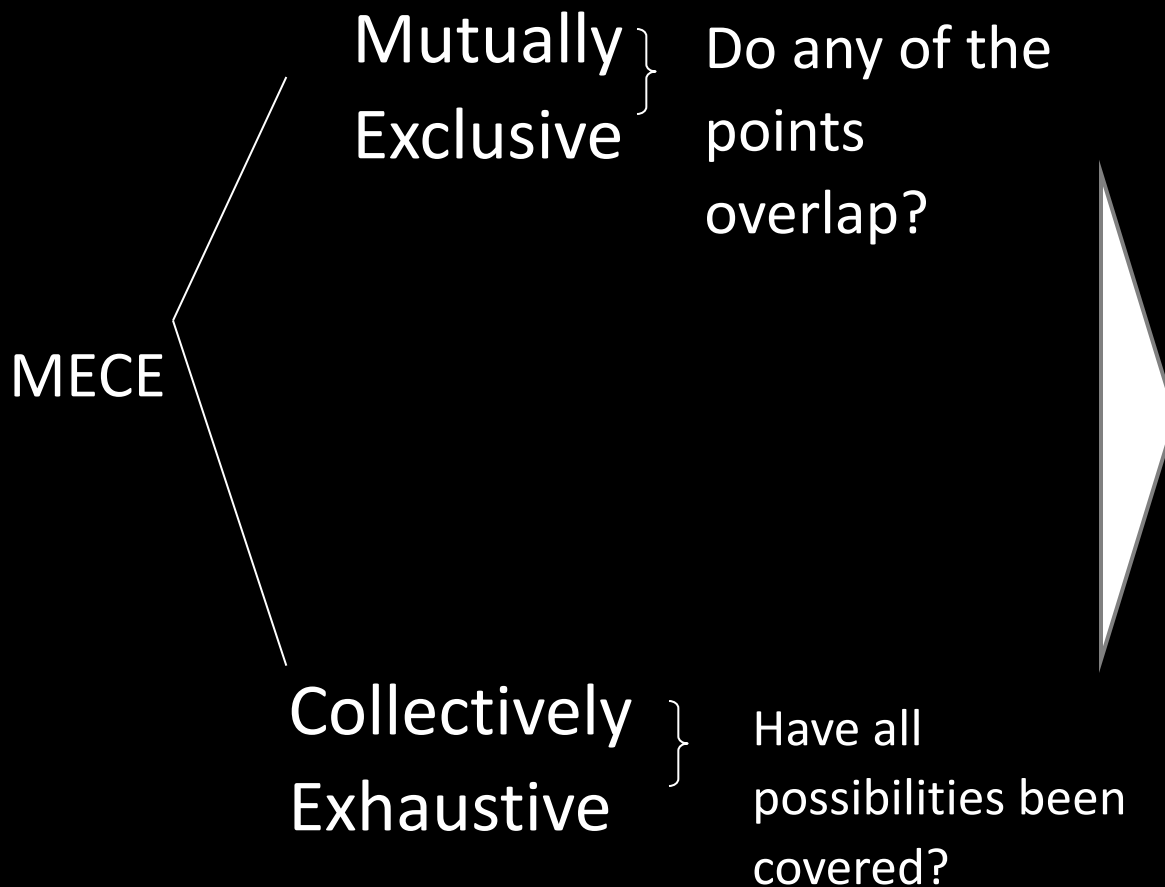
Major points which, taken together prove the answer

## Support:

Data and facts that support the key line



# The Importance of MECE



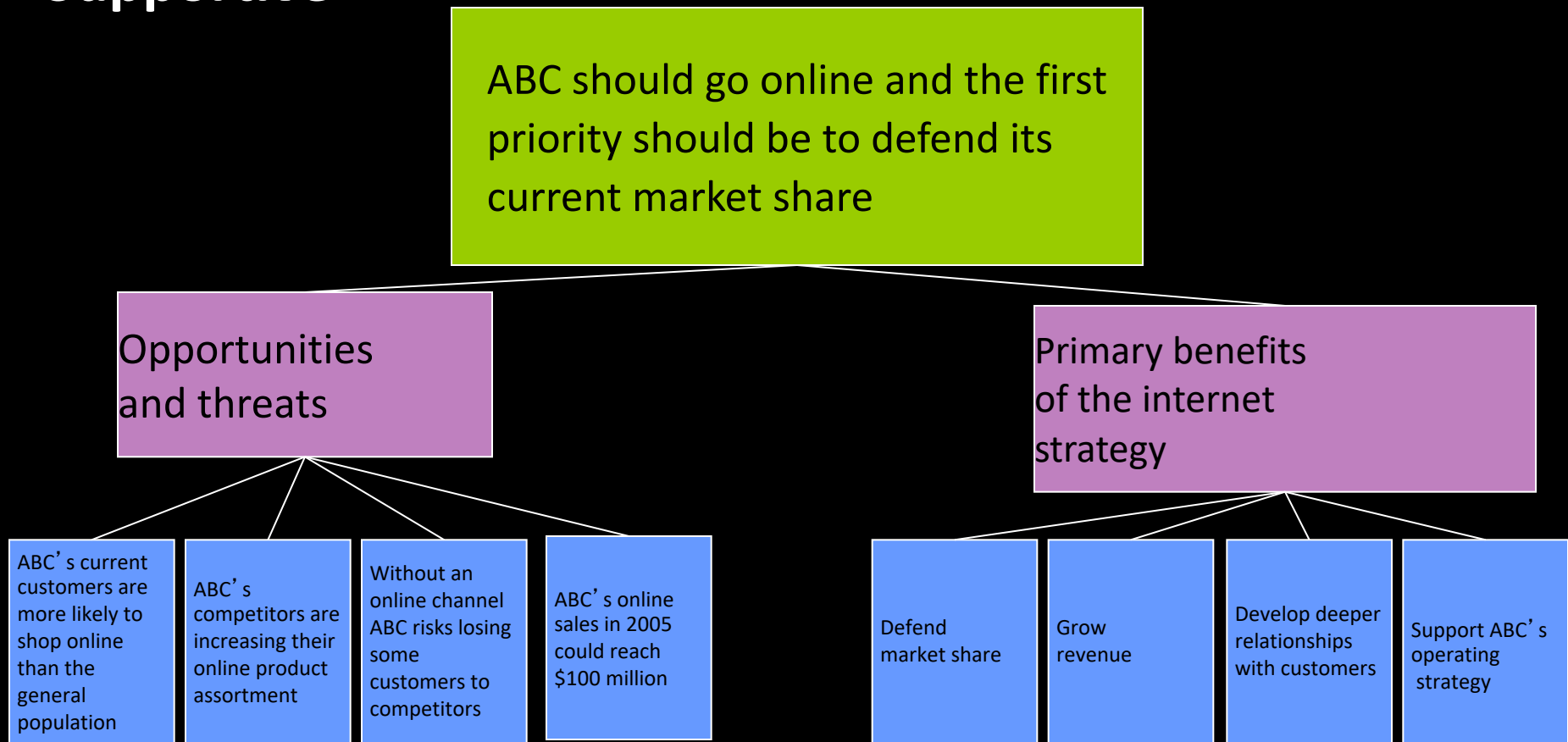
Making Dinner:

- Select menu
- Buy ingredient
- Prepare courses

Reasons to acquire competitor ABC:

- Complimentary customer base
- Superior technology
- Digestible size

# For Logic and Facts to Be Effective, They Need to Clearly Lead to the Recommendation and Be Mutually Supportive





# Clarity Translates Into Impact

Acme can reduce costs by \$10mm in the next 2 years through some operational improvements

Re-engineer core functions to save \$5mm

Evaluate internal cost of core function

Compare cost of function to best-in-class benchmarks

Adopt best practices based on benchmarks

Outsource non-core functions to save \$3mm

Select non-core functions

Evaluate cost and service level of potential partners

Choose one partner for each function

Differentiate service levels to save \$2mm

Segment customers by value

Determine economic level of service for each segment

Shift lower value segments to lower cost channels

Steve Job's  
Commencement Address



# Argument Pyramid

Overall  
Message

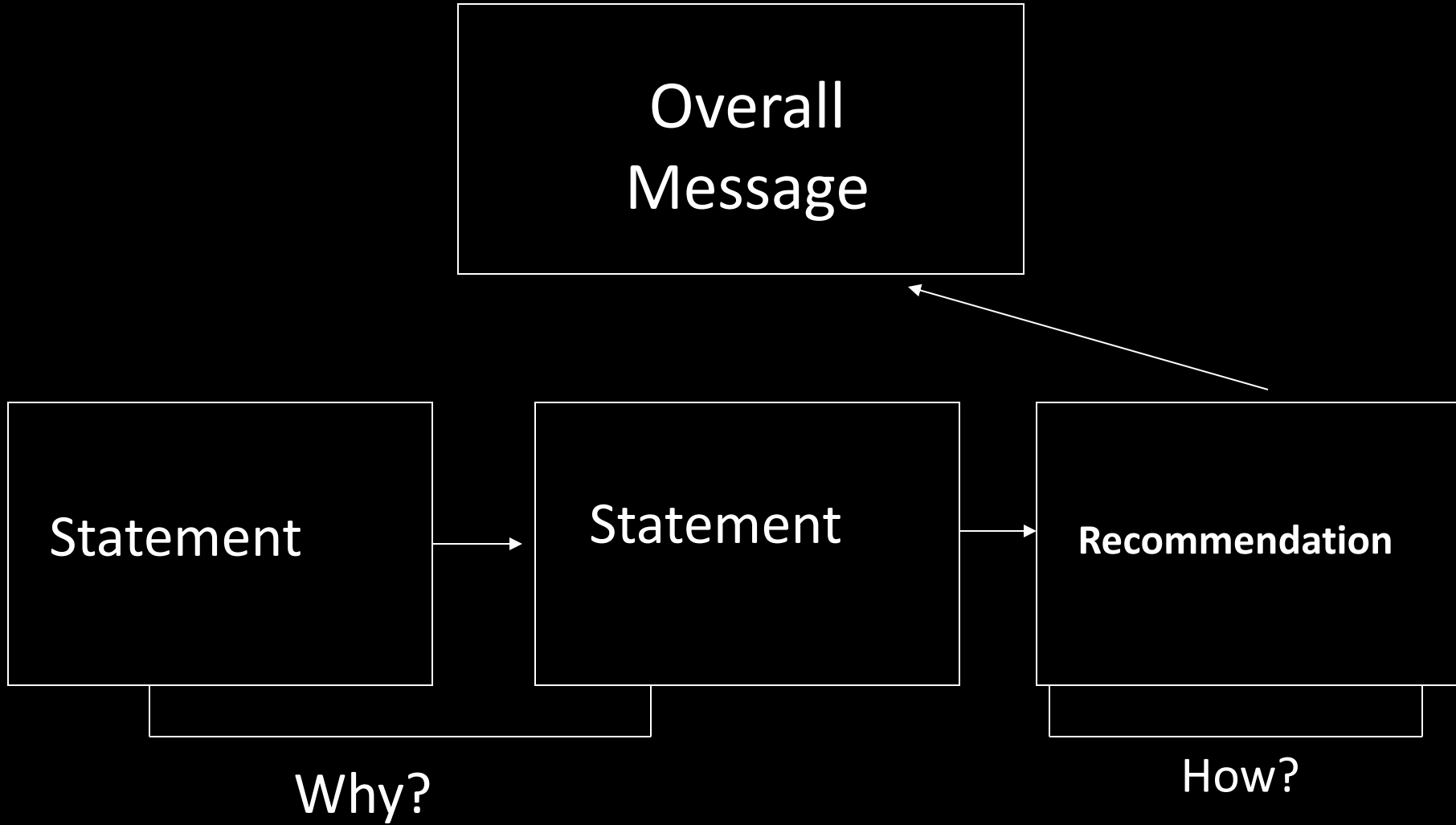
Statement

Statement

Recommendation

Why?

How?



# Argument structures

Success looks like X	We don't look like X	Therefore, make changes to look like X
You're pursuing A	Winning approach is B	Therefore, revise to approach B
Goal is Z	We have a gap relative to that goal	Therefore, fill the gap
X is not right for Y	It is right for Z	Therefore pursue X for Z

# PCAN from Strategic Persuasion

- Problem • What is the Problem?
- Causes • What is Causing the problem?
- Action • What Action is necessary?
- Net Benefit • What is the Net Benefit of this action?

# What evidence do you have to support your point?

- Testimony of an expert
- Personal experience
- Statistics
- Facts
- Demonstration
- Story



# 6 Key Emotions that Drive Action

- Happiness
- Surprise
- Anger
- Disgust
- Sadness
- Fear

# Evidence Should be “Sticky”



Yosemite National Park



San Francisco Tap Water

0.022 cents  
per ounce



8.4 cents per  
ounce





Refill this bottle once a day for 10 years, 5 months, and 21 days with San Francisco tap water before the water would cost \$1.35.

# Three Parts to a Presentation



Visual



Notes



Handout

# Presentations Vs Slidedocs

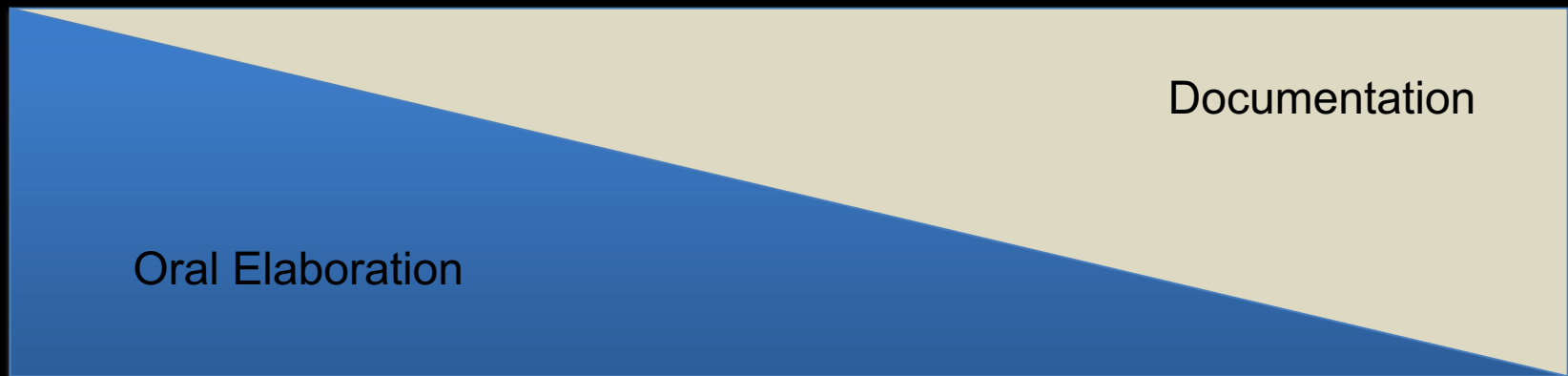
## Presentation

- I want to move the audience and inspire
- Audience requires a presenter to understand
- Designed to accompany a presentation

## Slidedoc

- Combines texts and visuals for maximum understanding when I can't be there
- Could be a good pre-read to start a conversation
- Can serve as reference or follow up material to explore at reader's own pace

# The PowerPoint Challenge



## Presentation Slides

One way

Stand up before an audience.

Minimal text  
Many visuals

## Pitch Books

Interactive working sessions.

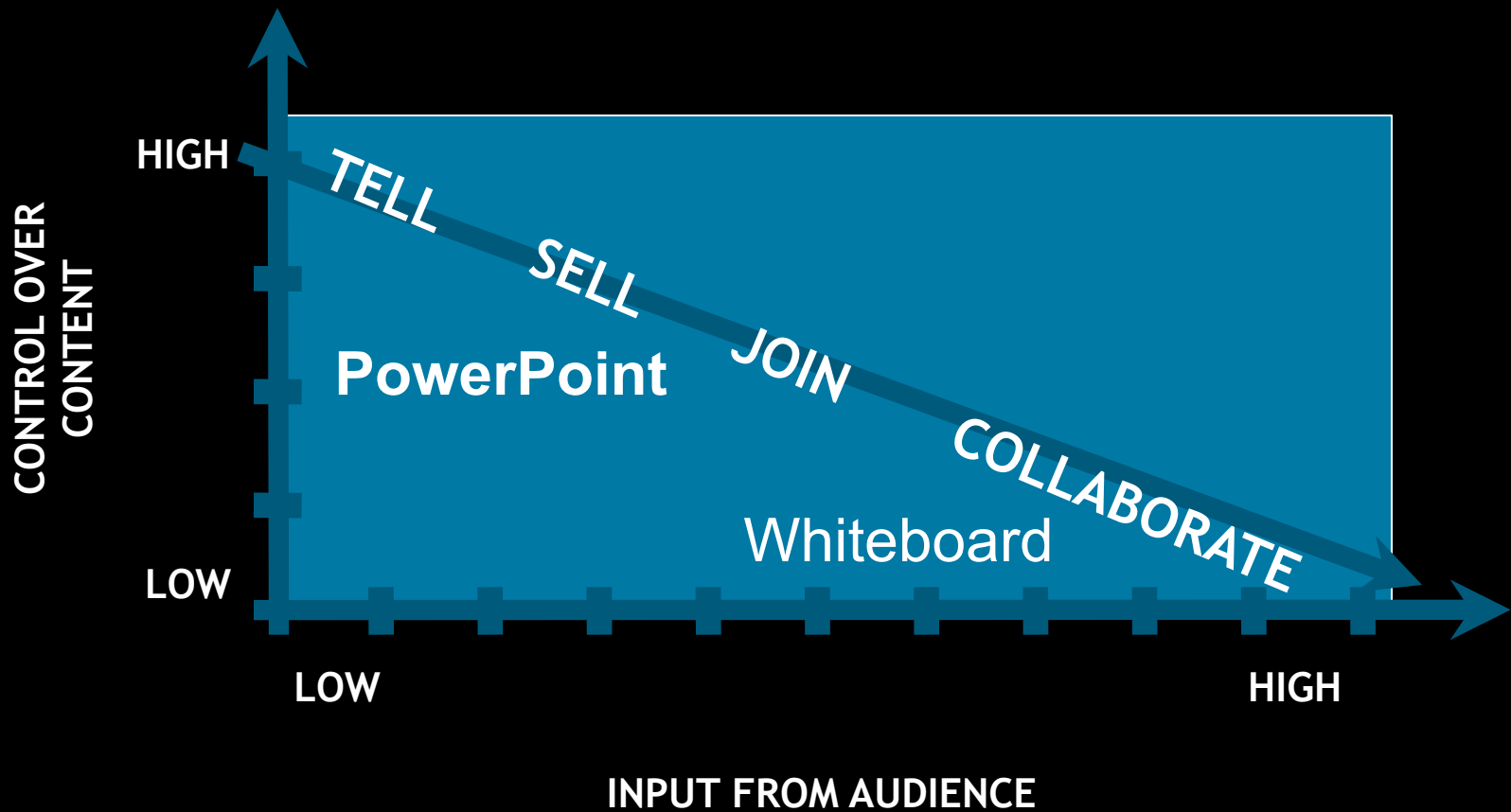
Sit down in small groups.

Elaboration required,  
more data on slides

## Heavy Decks/Slidedoc

- Pre-Read, Leave behind, Follow Up
- Standalone detail
- Reference
- Visually engaging

# Moving from Telling to Dialogue



Header

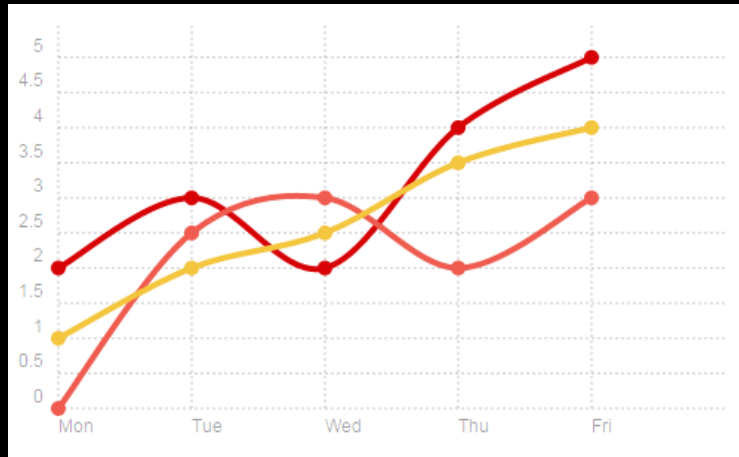
# Conclusion/Insight

Body

Charts/Tables

and/or

Textual Proof Points

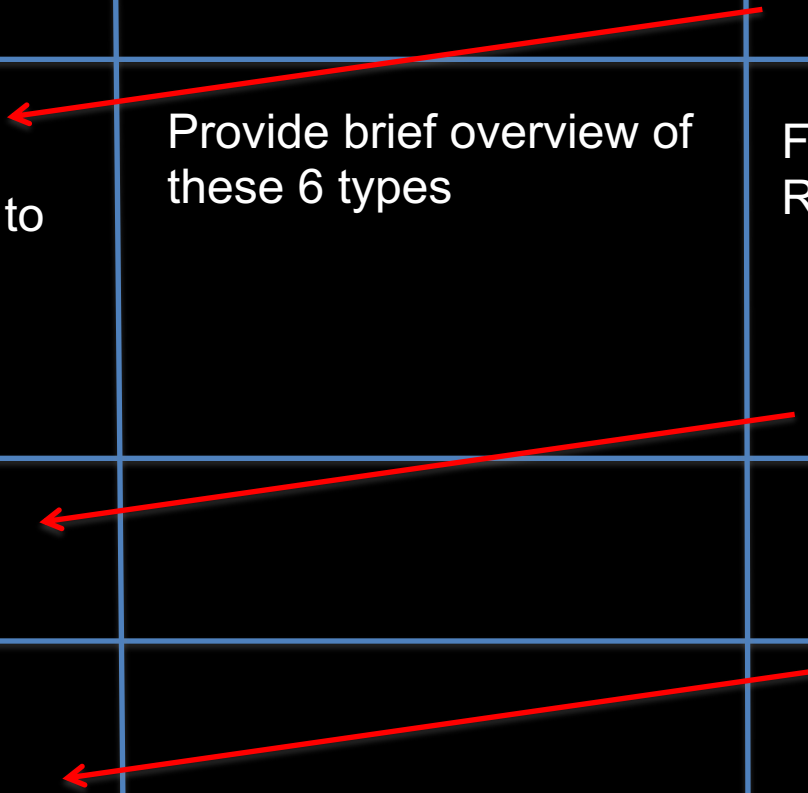


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- 
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- 

Footer

Implication (So What?) or Prescription (What to do?)

Slide Title	Proof/Evidence/Data	Conclusion
More Americans are living in their own home than ever before	Percentage of home ownership increase over the past 10 years	Spawned new types of mortgages
6 Important mortgage types to consider	Provide brief overview of these 6 types	Focus on Adjustable Rate Mortgages



The image shows a table with four rows and three columns. The first row contains headers: 'Slide Title', 'Proof/Evidence/Data', and 'Conclusion'. The second row has text: 'More Americans are living in their own home than ever before', 'Percentage of home ownership increase over the past 10 years', and 'Spawned new types of mortgages'. The third row has text: '6 Important mortgage types to consider', 'Provide brief overview of these 6 types', and 'Focus on Adjustable Rate Mortgages'. The fourth and fifth rows are empty. Three red arrows point from the right column to the left column: one from the second row to the third row, one from the third row to the fourth row, and one from the fourth row to the fifth row.

# Key Psychological Principles that Support Compelling Visuals

- **Appropriate Knowledge:** connect to what your audience knows
- **Salience:** attention is drawn to perceptual differences
- **Discriminability:** need contrast
- **Perceptual Organization:** group into units
- **Capacity Limitations:** limit to how much information can be retained



# How We See

- We see what stands out
- We view spatially, not left to right
- We see only a few things at once, the more data, the more a singular idea is conveyed (we see a forest instead of the individual trees)
- We seek meaning and make connections
- We rely on conventions and metaphors

**Find** Less slack in the labor market: Number of available people per job opening is now at 2006-2007 levels



Source: BLS, JOLTS, Haver Analytics, DB Global Markets Research

[Share Image](#)

Deutsche Bank

### Bhutto Hanged In Pakistan Jail For Murder Plot

Body Is Reportedly Taken to Homeland for Burial

By ROBERT FREEMAN, Special Writer and Editor  
 ISLAMABAD, Pakistan, Wednesday, April 1 — Zulfikar Ali Bhutto, the former Prime Minister of Pakistan, was hanged early today in the Rawalpindi District Jail, where he had been confined since the execution last year on charges of conspiring to overthrow a political opponent in 1973.

A major spokesman for the military Government here announced the hanging at 4 A.M. The spokesman, Wing Commander Muhammad Akram, said that the body had been taken immediately to the Shah Jahanpur area in Lahore to be buried. He said Bhutto had been in a custody cell for 10 days before the hanging. He said the body had been taken to the family of the late Prime Minister, who had been taken to the family of the late Prime Minister, who had been taken to the family of the late Prime Minister.



Zulfikar Ali Bhutto, former Prime Minister of Pakistan, was hanged early today in the Rawalpindi District Jail, where he had been confined since the execution last year on charges of conspiring to overthrow a political opponent in 1973.

### Emigration of Soviet Jews in March Sets Record; Gesture to U.S. Seen

Prague and Tel Aviv, Israel, said that the highest number of Soviet Jews in the five-year period in 1978 at 10,000. American officials reported an increase of 10,000 in their country.

The new figures were regarded as a sign of the Soviet Union's growing interest in the Jewish diaspora. The number of Jews who left the Soviet Union in 1978 was 10,000, up from 9,000 in 1977. The number of Jews who left the Soviet Union in 1978 was 10,000, up from 9,000 in 1977.

### Jane Byrne, With Machine Help, Sweeps Mayoral Vote in Chicago

By DOUGLAS EMBLETON, Special Writer  
 CHICAGO, April 2 — With the formal blessing by her machine, Jane Byrne swept the Mayoral vote in Chicago, the defeated but runner challenger by a vote of 514,000 to 478,000.

INSIDE

Plans to Make More Than 100,000 Copies of the Constitution

No Action in Test of the Labor Secretary

Annals of the Year

Annals of the Year

### Radioactive Plant Faces a Shutdown As Long as 4 Years

By ROBERT F. MCELROY, Special Writer  
 ALBANY, April 2 — General Corp. could close this year's operations, but the Federal Energy Commission has ordered the plant to be shut down for as long as 4 years.

### Begin, Ending Visit, Says Egypt Border Will Open May 27

Leaders Agree to Speed Tradeable Aid to Confer as Air Corridor When They Meet in May

### Pact on Storing Nuclear Wastes Denied by Carey

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### Director (and Voice) of Met Museum to Retire

By ROBERT F. MCELROY, Special Writer  
 PHILADELPHIA, April 2 — The director of the Metropolitan Museum of Art is retiring.

Annals of the Year

Annals of the Year

### Clinton Is Victor, Defeating Obama; McCain Also Wins



Hillary and Bill Clinton with their daughters Chelsea and Corinne at a campaign rally Tuesday night in Manchester, N.H.

By ROBERT F. MCELROY and MICHAEL ROBERTS  
 MANCHESTER, N.H. — Senator Hillary Rodham Clinton of New York, with a wave of female support, led a narrow victory over Senator Barack Obama in the New Hampshire Democratic primary on Tuesday night. The Republican opponent, Senator John McCain of Arizona, emerged as the victor over the Democratic challenger, Sen. Bill Clinton.

### McCain's Victory Muddles G.O.P. Field as It Looks to Michigan

By MICHAEL LEWIS  
 ANN ARBOR, Mich. — Senator John McCain's victory here on Tuesday, the Republican's first win in the Midwest, muddied the G.O.P. field as it looks to Michigan.

### Director (and Voice) of Met Museum to Retire

By ROBERT F. MCELROY, Special Writer  
 PHILADELPHIA, April 2 — The director of the Metropolitan Museum of Art is retiring.

Annals of the Year

Annals of the Year

Visual fee is timeless ...

1979 2008

# Use reader gravity to direct eye line

2 Participation in Wave 2 of the Shift Index will provide an excellent opportunity for our sector to develop eminence and engage clients

1

**Deloitte.**

Measuring the forces of long-term change  
The 2009 Shift Index

3 Develop new and influential eminence

- The Shift Index continues to receive recognition in the press and within Deloitte
- Writers of the sector level report of the Shift Index will receive recognition and be listed as co-authors

Eye line is the “natural” navigation of the page

Engage clients with forward-looking concepts

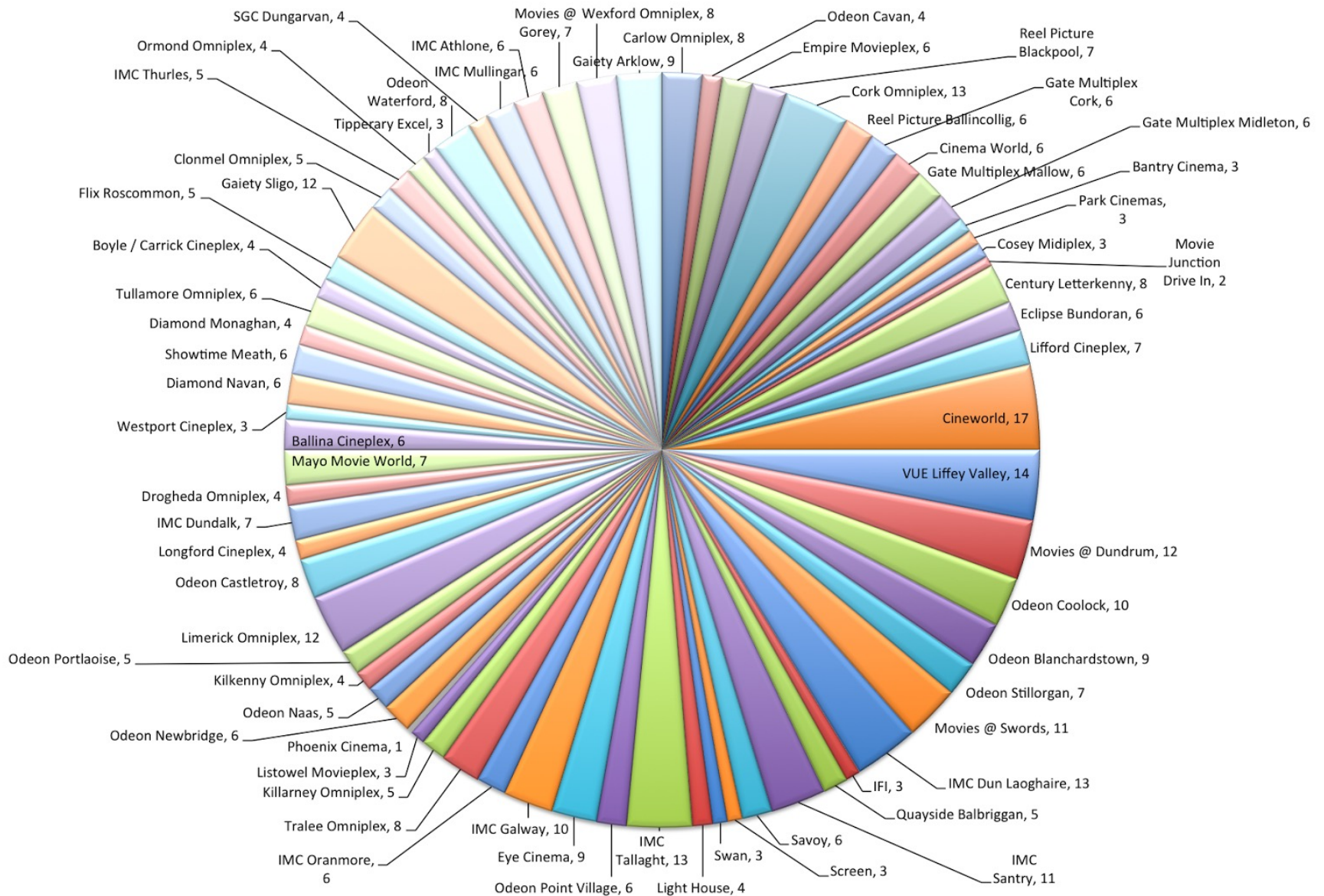
- Because the Shift Index looks at a broad range of metrics and impacts, it is an excellent tool for engaging clients on a variety of topics
- The Shift Index applies a framework to trends that most CEOs sense are occurring, but are unable to effectively describe themselves

4 Co-authoring a sector level report for the Shift Index is a challenging but worthwhile opportunity to be on the leading edge of an important piece of work

# What Comparison Are You Making?

Type of Comparison	What Chart Do You Need?	What Does the Chart Due?
Component	Pie Chart (small data set) Bar Chart	Connects the components to the whole
Item	Table (small data set) Bar Chart (large data set)	Ranks items
Time Series	Scatter plot/time series	Variation over time
Frequency Distribution	Bar Chart Line Chart	Distribution of an item
Co-relationship	Scatter plot Line Graph	Shows variation in one in respect to another

# Never Okay



# Client Business Architecture: Overview



\* Provides context for investment, prioritization, and to highlight points of shared enterprise vs. market specific decisions

# Lessons learned

- The project team should develop an information gathering and project evaluation and project treatment and critical project
- The project schedule should allow for a distribution. The schedule should be distributed to all stakeholders to ensure it is feasible and acceptable.
- The data gathering techniques should include information gathering, fielding, and feedback and necessary for project
- Performance project management and existing lessons learned other project teams.
- A well documented lessons learned document is critical to the success of future projects and can even serve the client to understand the existing contracts or potential new contracts.

**DO NOT DO THIS  
EITHER**



# Growth of Securitization of Mortgage Debt (See p. 352-355)

- In 1934, Congress created the Federal Housing Administration (FHA) to induce thrift institutions to originate long-term loans with relatively low down payments by insuring those lenders against the risk of default.
- In 1938, the Federal National Mortgage Association (Fannie Mae) was created to buy and to sell federally insured mortgages.
  - (“For most of its early history, it operated like a national S & L, gathering funds by issuing its own debt, and buying mortgages that were held in portfolio.”)
- In 1968, the Government National Mortgage Association (Ginnie Mae) was created as a second, secondary market agency to take over the low-income housing programs previously run by Fannie Mae. It was responsible for promoting the MBS.
  - According to their 2015 web site, they do not “buy or sell loans or issue mortgage-backed securities (MBS).” Rather, they “guarantee investors the timely payment of principal and interest on MBS backed by federally insured or guaranteed loans,” mainly loans insured by the FHA or VA. It also says that “Ginnie Mae securities are the only MBS to carry the full faith and credit guaranty of the United States government . . . .”

# Growth of Securitization of Mortgage Debt

1934

Congress  
created  
FHA



1968

Fannie  
Mae  
Created



1968

Ginnie  
Mae



Induce long  
term loans to  
insure lenders  
against risks  
of default

Buy and  
sell  
federally  
insured  
mortgages

Guarantee  
investors  
principal and  
interest on  
MBS

# Critical Design Principles

- Remove chart junk
- Create one main idea per slide
- Distinguish between presentation slides and handouts
- Create descriptive titles that reinforce theme
- Place text inside images
- Use 5-7 lines per page
- Incorporate quality images ([stockphoto.com](http://stockphoto.com))

# Make Your Introduction Work for You

- Pull audience into your topic immediately
- Establish your credibility to speak about this topic
- Set up the primary theme/take away of your presentation
- Preview the structure you will follow

# What Should The Intro Do?

- Grab the attention of the audience
- Secure credibility
- Introduce the theme
- Preview the structure



# Ways to Gain Attention

- Connect your content to a problem in the organization
- Use a parable/well known story
- Tell personal anecdote: how you got into the topic
- Ask a question
- Describe a hypothetical scenario
- Draw a series of vignettes
- Throw out an offbeat statistic, fact
- Start with a quote

# Deliver a Compelling Narrative

- Grab the attention of the audience
- Preview your story
- Use evidence to support story
- Deliver with conversational style
- Reinforce your theme



# Close with Emphasis

- Sell your theme
- Restate your main points
- Deliver with strong volume





# Facilitating Questions & Answers

- Anticipate questions or objections from your audience
- Use evidence-based answers to reinforce your one main theme
- Always repeat the question
- Practice for Q & A and incorporate more team members

# Think About Your Delivery

- Look for the visuals people are providing
- Look for opportunities for interacting
- Dispel broadcast myth - They don't know who you are looking at
- Cut away from slides
- Use a conversational style
- Make a plan for interaction
- Be aware of your volume level to make sure all participants can hear

# Dynamic Presentations



Engaging Opening



One Theme



Convincing Evidence



Close with Emphasis



Conversational Style

"The greatest problem with communication is the illusion that it has been accomplished."

George Bernard Shaw