

# ***“Getting Buy-in:”***

## ***How to Make Persuasive Presentations***

**Larry Tracy**

**Tracy Presentation Skills**

**[www.tracy-presentation](http://www.tracy-presentation.com)**

**#1 on Google for “Persuasive Presentations”**

**In Conjunction with**

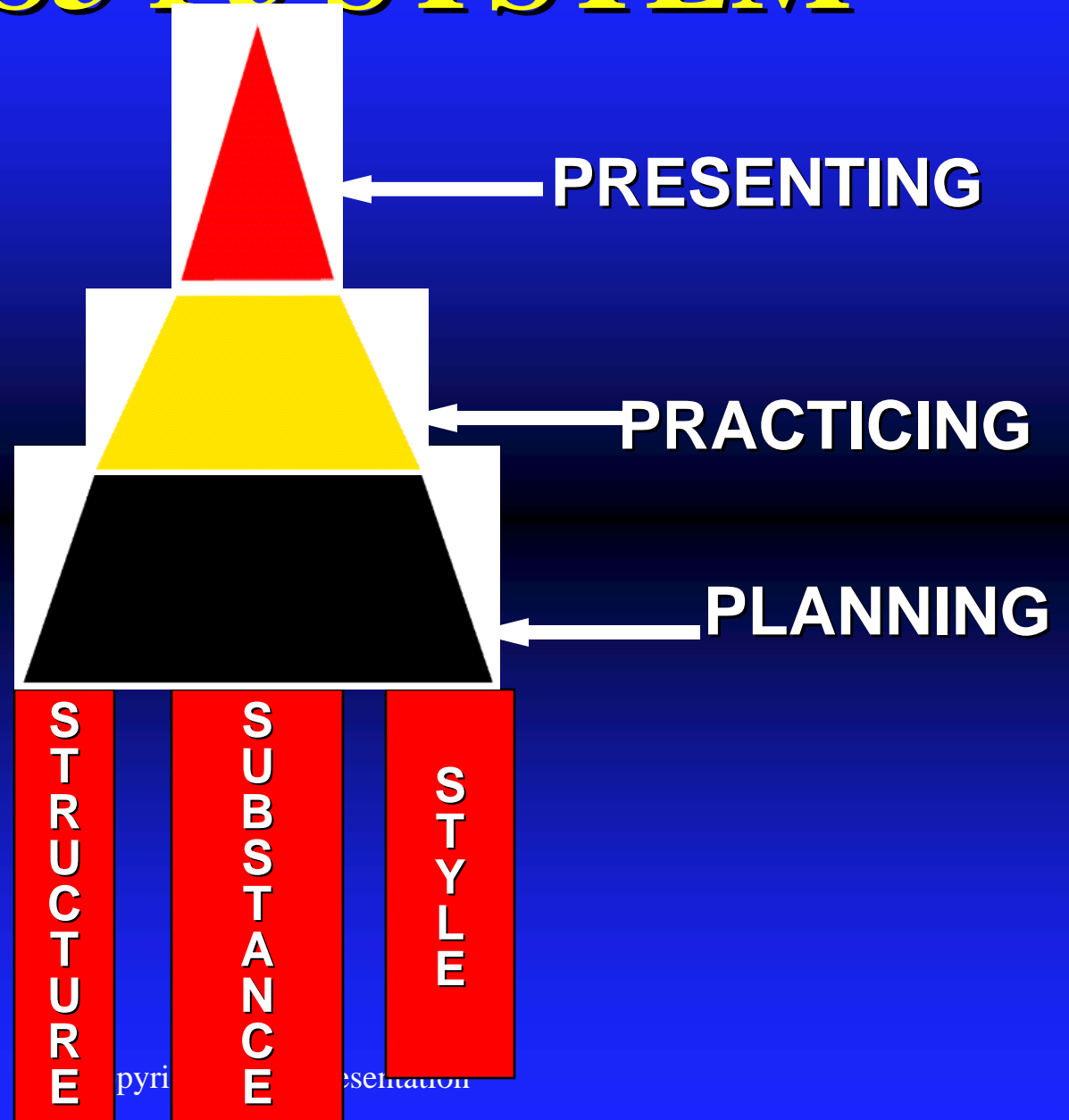
**The Federal Consulting Group**

**and**

**The Federal Communicators Network**

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# THE S3 P3 SYSTEM



# IMPORTANCE OF SPEAKING SKILLS (1)

*“I’ve known a lot of engineers with terrific ideas who had trouble explaining them to others. It’s always a shame when a guy with great talent can’t tell the board or committee what’s in his head.”*

**Lee Iacocca**

# IMPORTANCE OF SPEAKING SKILLS (2)

*“If, through some inscrutable act of providence, I were to lose all my faculties save one, I would choose to retain the gift of speech, for through it I would soon regain all the rest.”*

**Daniel Webster**

# THE ASAP FORMULA

- Anticipate
- Structure
- Analyze
- Practice

# ARISTOTLE: FATHER OF BUY-IN

## *Ethos*

Source credibility

## *Pathos*

Appeal to emotions

## *Logos*

Factual data

*“Place the audience in the right frame of mind”*

The Rhetoric

# **“BUY-IN”**

- **The end result of the persuasion process**
- **Occurs when listener enthusiastically concludes that what speaker is advocating is in listener’s best interest**
- **To generate buy-in, speaker must emphasize benefits and point out consequences of not accepting what is being advocated/proposed**
- **It is achieved when speaker fuses his/her objective with listener’s problems, needs, concerns**

# “BUY-IN KILLING” PHRASES

- “My purpose is to *Persuade* you”
- “My objective is to *Convince* you”
- “I want to *Sell* you”
- “Yes, but...”



# COGNITIVE DISSONANCE

- **Judgments are formed when critical mass of cognitions (facts) are received**
- **Mind does not like disharmony, tends to protect existing judgments despite new information which is contradictory**
- **We all have it as means to defend against constantly changing our minds**
- **Excessive CD results in “Closed Mind”**

# COMMUNICATION OBSTACLES

- **Individual experiences**
- **Vocabulary limits**
- **Poor listening skills**

# THE “PERSUASION” DILEMMA

- *Presenter* wants to persuade the *Audience/clients* to his/her point of view
- *Audience members/clients* do not want to be persuaded, only informed of “facts”

# **SIX QUESTIONS FOR PRESENTERS**

- 1. What is my objective?**
- 2. Will my objective solve audience's problem?**
- 3. What are obstacles between audience and me?**
- 4. Is there common ground that I can exploit?**
- 5. What action do I want the audience to take?**
- 6. How can I make my presentation memorable?**

# THE THREE Cs

Credibility

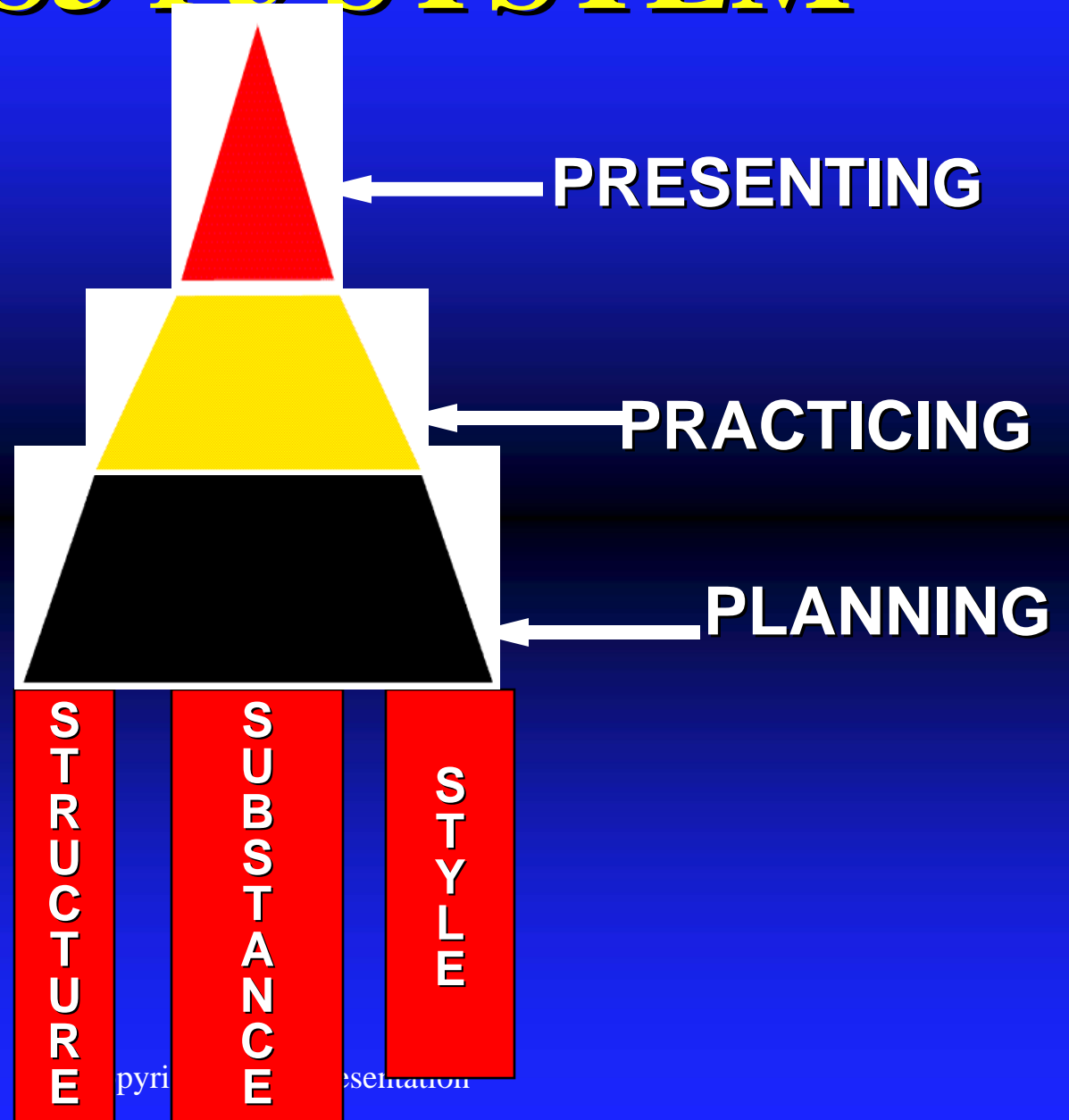
Clarity

Conviction

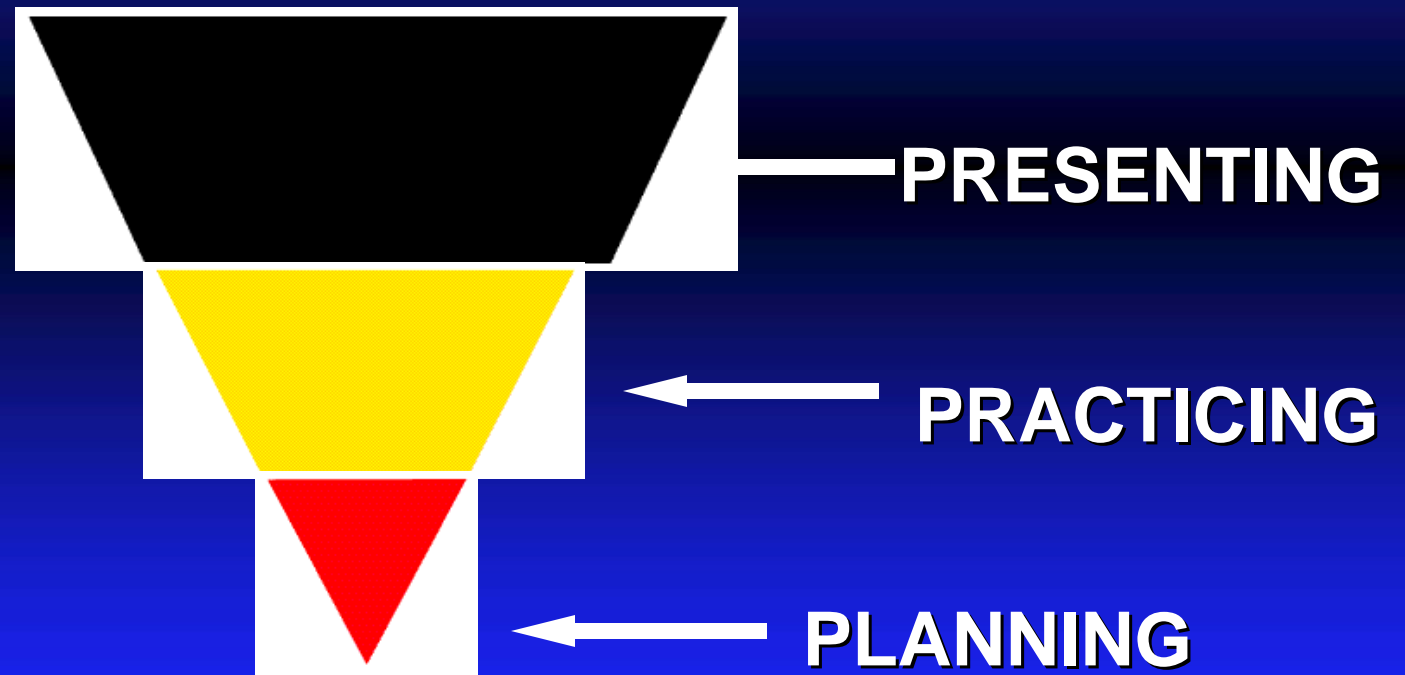
# AUDIENCE CHARACTERISTICS

- **“Audience” is composed of “individuals”**
- **Retains only 10% of oral material**
- **Self-interest main driver (WIIFM)**
- **Sensitive to time of presentation**
- **Seeks congruency: Speaker / message**

# THE S3 P3 SYSTEM



# THE WAY MOST PEOPLE PREPARE





# STRUCTURE

- Hypothesize audience problem, your solution
- Organize logically--and condense--relevant data
- Know audience “hot buttons”
- Intersect your objective, audience’s problem
- Develop theme, logical flow
- Focus on one main point

*Results in repeatable methodology*

# SUBSTANCE OR STYLE?

# *BOTH!*

*“I’ve put half-baked ideas into great presentations and seen them soar, and I’ve put great ideas into bad presentations, and watched them die.” (emphasis added)*

**Professor Bob Garda,  
Fuqua School of Business, Duke University**

# PLANNING



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# **AUDIENCE “INTELLIGENCE”**

- **Needs/ wants/concerns/problems**
- **Listening style**
- **Open-minded or opinionated?**
- **Who are decision-makers?**
- **Who influences decision-makers?**
- **Personalities/idiosyncrasies**
- **Hot buttons to push/avoid**

# WRITE IT OUT OR “WING IT?”

## *WRITE IT OUT, BUT...*

- Use spoken, not written, language
- Reduce to outline
- Further reduce to 3x5 cards

*Following this procedure assures logical flow and seeing “holes” in your argument*

# **WHEN YOU KNOW YOU *MUST* READ, *DOCTOR THE SCRIPT***

- **Wide margins-six word lines**
- **24 point font on script**
- **Four line paragraphs, allowing more eye contact with audience members**

# **“BOTTOM LINE” DRILL**

- **Imagine you have only 30 Seconds**
- **Develop 30-40 word essential message**
- **Place on 3x5 card**

**EASY AS 3-1-2:  
STRUCTURING BACKWARDS  
TO “*GET TO THE POINT*”**

**3-Bottom Line/Conclusion**

**1-Introduction**

**2-Organized data**



# **WHY YOU SHOULD USE THE 3-1-2 SYSTEM**

- **Forces you to “get to the point”**
- **Provides logical framework**
- **Develops focus and theme**
- **Facilitates “Plan B presentation”**

# THE PLAN B PRESENTATION

- **Need when time reduced at last minute**
- **Facilitated by 3-1-2 System**
- **Place content on 3x5 cards marked 2A, 2A (1), 2A(2), 2B, 2B (1), 2B (2), 2C, 2C (1), 2C (2), etc**
- **When time is suddenly reduced, pull out cards (1), (2), where appropriate, to reduce detail (and time) but still maintain coherence**

# PRACTICING



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# **THE PRACTICE THREE STEP**

- **Solo w/ tape recorder/ video camera**
- **With colleague, spouse, friend**
- **Convene “Murder Board”**

# **THE MURDER BOARD**

- **The Murder Board is to the presenter what the flight simulator is to the pilot**
- **Presenter hones speaking skills under pressure**
- **Role-playing colleagues ask tough questions**
- **This allows presenter to develop focused responses to the questions of the actual audience**
- **Facilitates staying within time limit**

# HOW TO CONDUCT A MURDER BOARD

- **Recruit four fellow presenters to be “audience”**
- **Schedule two days prior to presentation**
- **Share “intelligence” to facilitate “role-playing”**
- **Request “audience” to ask very tough questions**
- **Audio/videotape**
- **Request critique of style/substance**
- **Q&A on 3x5 cards**
- **Revise presentation to incorporate changes**

# **“REVERSE” MURDER BOARD**

- **Have colleague deliver your presentation, allowing you to observe strong/weak points**
- **For debate/panel, you play role of opponent(s)**
- **The different perspective can help you reduce, perhaps eliminate, your vulnerabilities**

# PRESENTING



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# SHORTCUTS TO ELOQUENCE

- **Rhythmic triple**
- **Pauses**
- **Metaphor/analogy**
- **Rhetorical question**
- **Alliteration (*With caution*)**

# ***GOOD*** **RHYTHMIC TRIPLE**

*“Never in the field of human  
conflict have so many owed so  
much to so few”*

**Prime Minister Winston Churchill**

# ***BAD***

## **RHYTHMIC TRIPLE**

*“Read my lips;*

*No new taxes”*

**President George H.W. Bush**

# **TRANSITIONS:** ***PRESENTATION “TURN SIGNALS”***

- **Visuals**
- **Rhetorical question**
- **Pause**
- **“Bridge” words/phrases**

# USING POWERPOINT

- **DO NOT** overuse “Bells and Whistles”
- **DO** use some of the “Bells and Whistles”
- **DO** use built-in color scheme
- **DO** check spelling and grammar
- **DO** e-mail copy to site of presentation

# **AVOIDING “DEATH BY POWERPOINT”**

- **When possible, limit slide to 30 words**
- **Use large, bold font**
- **10-to-1 rule (laptop to screen)**
- **Avoid “distracting” transitions**
- **Dark background, white text (when copies must be made- use black and white)**
- **One bullet at a time**

# **MOVING ABOUT IN POWERPOINT**

- **To give the audience an occasional “break,” hit the “B” key--screen goes blank; when hit again, slide comes back on**
- **To view a previously-viewed slide, or jump ahead, hit slide’s number, then “Enter”**

# **BODY LANGUAGE**

- **Movement**
- **Facial expression**
- **Eye contact**
- **Gestures**



# VOCAL PROBLEMS

- **ACCENT**-*regional or foreign*
- **TONE**-*monotone or inflection?*
- **PITCH**-*too high?*
- **RATE**-*too fast, too slow?*
- **VOLUME**-*Too soft, too loud?*
- **FILLERS**- *“Uh,” “Y’know”*

# **ANSWERING QUESTIONS: *THE “GOLDEN OPPORTUNITY”***

- **Anticipate (“Murder Board”)**
- **Be ready for “Gotcha” questions**
- **Eye contact with questioner, others**
- **Short answers**
- **Bridge from question to “bottom line”**

# **TWO SIMILAR, BUT DISTINCT, SPEAKING CHALLENGES**

- ***BRIEFING THE BOSS:***

**The internal presentation for funding,  
project funding, etc**

- ***PUBLIC DEBATES/PANELS:***

**With opponents of USG policy in front of  
audiences also opposed to that policy**

# **CHARACTERISTICS OF “BOSSES”**

- **Impatient and time-sensitive**
- **Bottom-line and budget-oriented**
- **Looking for competitive “edge”**
- **More interested in answers than the presentation-will ask probing questions**
- **More macro than micro (Beware overly-detailed presentations)**
- **Seeking “information nuggets” to brief their boss**

# **BRIEFING THE BOSS (1)**

- **Get inside his/her head through question-anticipating “Murder Board”**
- **Have back-up material and slides accessible**
- **Concentrate not just on benefits, but also on consequences of not approving proposal**

# “BRIEFING THE BOSS” (2)

- Don't sugarcoat bad news, but point out upside, perhaps long-term benefits resulting from short-term setback
- Present options with realistic advantages / disadvantages
- Be ready to say *“I don't know, but I'll get the information for you (AND GET IT!)”*

# **PUBLIC DEBATES / PANELS**

## ***FACTS OF LIFE***

- **You are the guest of honor at a public hanging**
- **Your presentation is limited by USG policy**
- **Your adversaries not limited by truth**
- **Audience probably against you**

# **CHARACTERISTICS OF PUBLIC AUDIENCES**

- **Opposed to Administration in power**
- **Contains some angry people**
- **High degree of cognitive dissonance**
- **Likely to support your opponents**
- **Expects that government representative will follow “party line”**
- **Candor will throw them off, but be careful to stay within policy**



# **SIX “KNOWS” FOR DEALING WITH DEMANDING AUDIENCES**

- **Issue from both sides**
- **Your objective**
- **Format (debate/panel)**
- **Audience’s Cognitive Dissonance**
- **Opponents**
- **Your vulnerabilities**

# **TACTICS FOR DEALING WITH DEMANDING AUDIENCES**

- **Be balanced, acknowledge opposing view**
- **Talk beforehand with “opponents”**
- **Maintain composure under fire**
- **Stay within evidence**
- **Selective rebuttal/response**
- **Be careful of your non-verbals**
- **Reverse quoting**

# TACTICS FOR DEBATES/PANELS

- Attempt to go second in debates *so you can state your case and attack your opponent's*
- **Maintain composure**
- **Stay within evidence**
- **Selective rebuttal using “T” form**

# THE FINAL ARROW



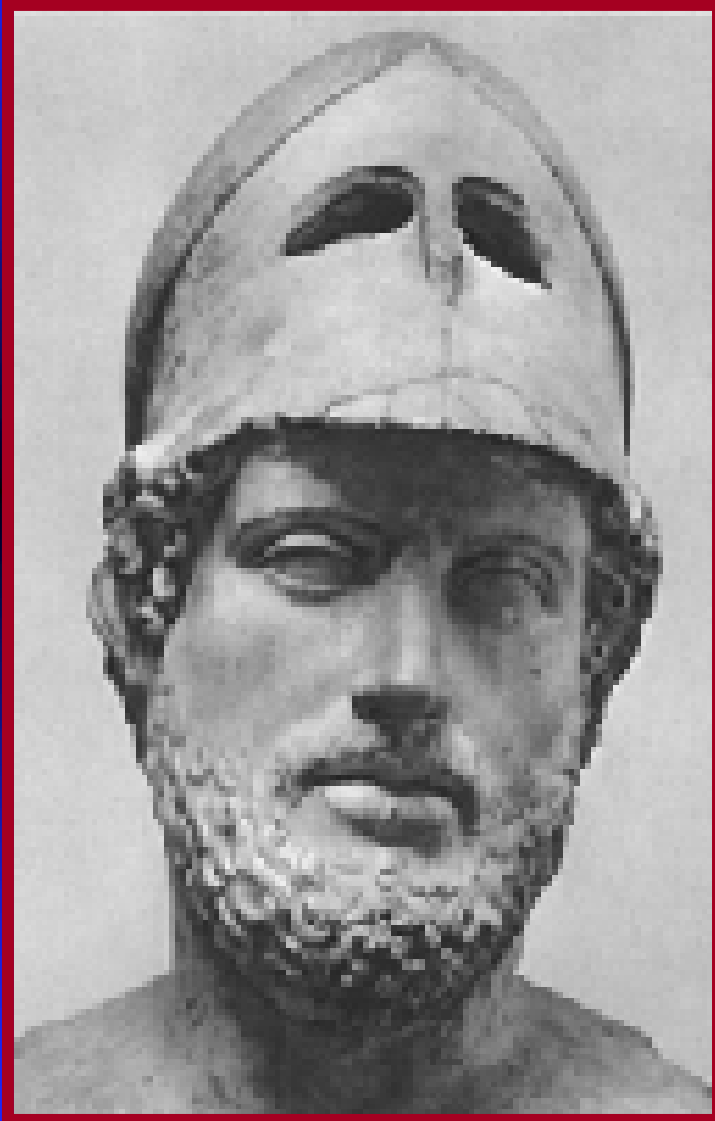
- **Reduced version of your “3”**
- **Your “closing argument”**
- **Audience likely to remember**
- **Complete in about fifteen seconds**

# POST- PRESENTATION ANALYSIS

- Counter-intuitive
- Conduct immediately
- Tape record
- Concentrate on audience questions
- Use as basis for next “Murder Board”



# ADVICE FROM PERICLES



*“Those who can think, but cannot express what they think, place themselves at the level of those who cannot think”*