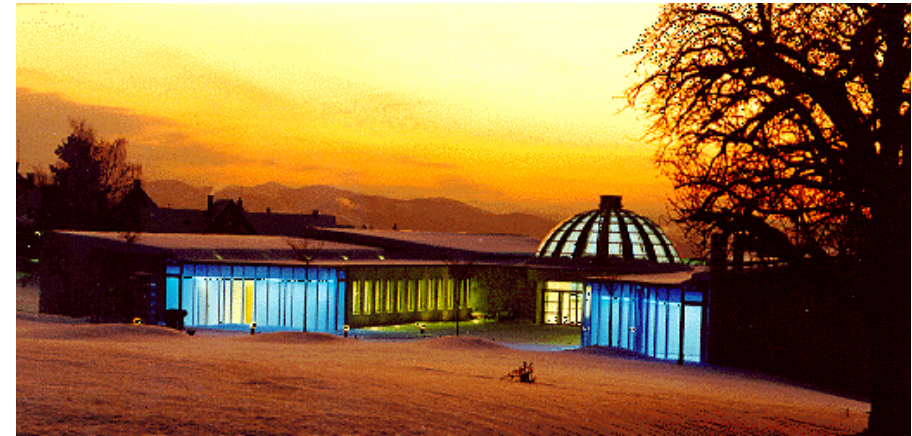


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4. Presenting Your Ideas

Aug – Nov 2011
Singapore Management University
HSG Asia Term

Course Overview

- 1. Getting Engagements
- 2. Framing Problems
- 3. Analyzing and Reasoning
- 4. Presenting Results

Presenting your ideas

- 4.1 Preparing your presentation
- 4.2 Structure your ideas and your presentation
- 4.3 A note on charts
- 4.4 How to bridge the trust gap in consulting?
- 4.5 A note on implementation

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Presentations Count

«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.»

Bob Garda
formerly Director at McKinsey

A presentation shows your ...

- ... personality,
- ... knowledge and expertise,
- ... ability to judge.

Preparing a presentation

When preparing a presentation, think about the 4 points:

1. What is the purpose?
2. Which audience?
3. Which content?
4. How is the structure of the presentation?

Define the purpose of the presentation

- What is the purpose of my talk?
 - Status report
 - Decision
 - Motivation

- Write down in a few lines what you want people to do at the end of the presentation and in the next days
Setting a goal will ensure that you stay focused during the presentation

Know your audience

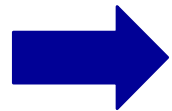
- Who is your audience?
- What does the audience expect from you?
- Apart from the profession, the average age, the function, etc. of the persons who attend your presentation, you should also know:
 - Who are the decision makers? Who are the persons to convince?
 - How much knowledge of the topic do they have?
 - Have they been involved in the project?

Content is key

- If your presentation is not based on solid content, you can not succeed -- no matter how beautiful pictures, drawings, and diagrams are
- Solid content is always
 - selected (“three main points“)
 - structured (interrelations? logic?)
 - leading to the conclusion
 - and bringing to action
- However, content is only a necessary condition, but not sufficient

Don't create a "data dump"

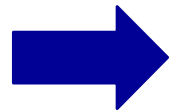
- Though emphasizing the content it is important not to create a "data dump"
 - Don't try to put much information into your presentation without making the effort to make the information or data applicable to the members of the audience
 - Information, suggestions, conclusions should always draw on the data and information that came earlier in the presentation ("fact based analysis")
- If you have information that should be available upon request, set a link in your slides to make the content available in the appendix



For making your audience understand, you must not tell them everything

What is the essence of your message?

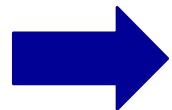
- The ultimate questions to answer
 - If your audience could remember only three things about your presentation, what would you want them to be?
 - What is the logic that connects these three things?



Try to get your message down and make your overall content tighter and thus clearer

Can you pass the "elevator test"?

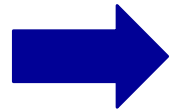
- Check the clarity of your message with the elevator test.
 - Could you sell your idea in the elevator ride and a walk to the parking lot?
- Often you are asked without notice to shorten your presentation down from a scheduled one hour to 10 minutes. Could you do it?



Think very hard about what to include and what can be left out.

Key point 4.1: Think about your message

- Before you start, sit down and really think about the presentation
 - What is the real purpose of my talk?
 - Why is it that I was asked to speak?
 - What does the audience expect?
 - What are the most important parts of my topic for the audience to take away from my presentation?



Remember: The transfer of information is merely the objective from the point of view of the audience. If info transfer were the only purpose of your presentation, the audience could also just read your book (or article, handout, etc.)

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General rules to structure ideas

1. Group ideas / items

- Readers group ideas to remember them
- Grouped items are easier to remember

2. Top down structures are easy to understand

- Even when the data gathering was bottom up

Minto Approach – The Pyramid I

- Minto-Pyramid: Group your findings in a pyramid
- Each point in the pyramid is a summary of the points below
- Follow a top-down approach
 - What are the three key points?
 - How are they related?

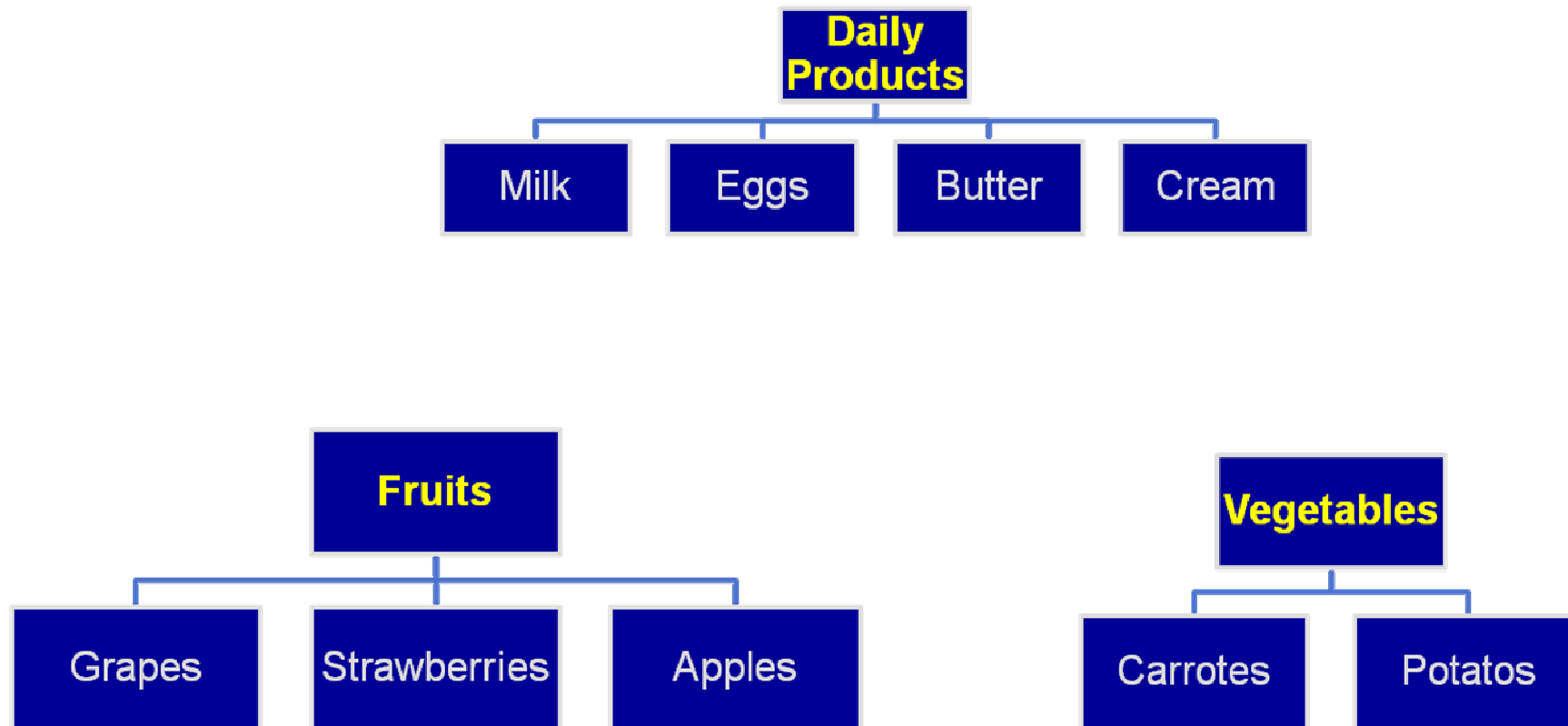
Minto Approach – The Pyramid II

- Read the following list
 - Milk
 - Eggs
 - Butter
 - Cream
 - Grapes
 - Apples
 - Strawberries
 - Potatos
 - Carrots

- How many items do you remember?

Minto Approach – The Pyramid II

- Try again



Exercise – Minto Approach (5 minutes)

- Group the items below. Use as many categories as you find useful. Present your groups to the class and tell them the reasons for your groups.
 - Powerpoint
 - Paper
 - Money
 - Ferrari
 - Garden
 - Book
 - Job
 - New York
 - Beach

Key point 4.2: Follow your conclusions

- Use your conclusions to structure the presentation
- Start with the conclusions (Inductive Reasoning)
 - The audience knows where you are going and can follow.
 - The rest of the presentation flows out of the first slide.
 - Inductive reasoning (starting with conclusions) gets to the point quickly.
 - You can control how far you go into detail.
 - You will pass the elevator test by using your first slide.

Bottom up problem solving – top down communication

Problem-solving view: “Working through the bush”



Communication view: “Telling it from the mountain top”



What should be done?

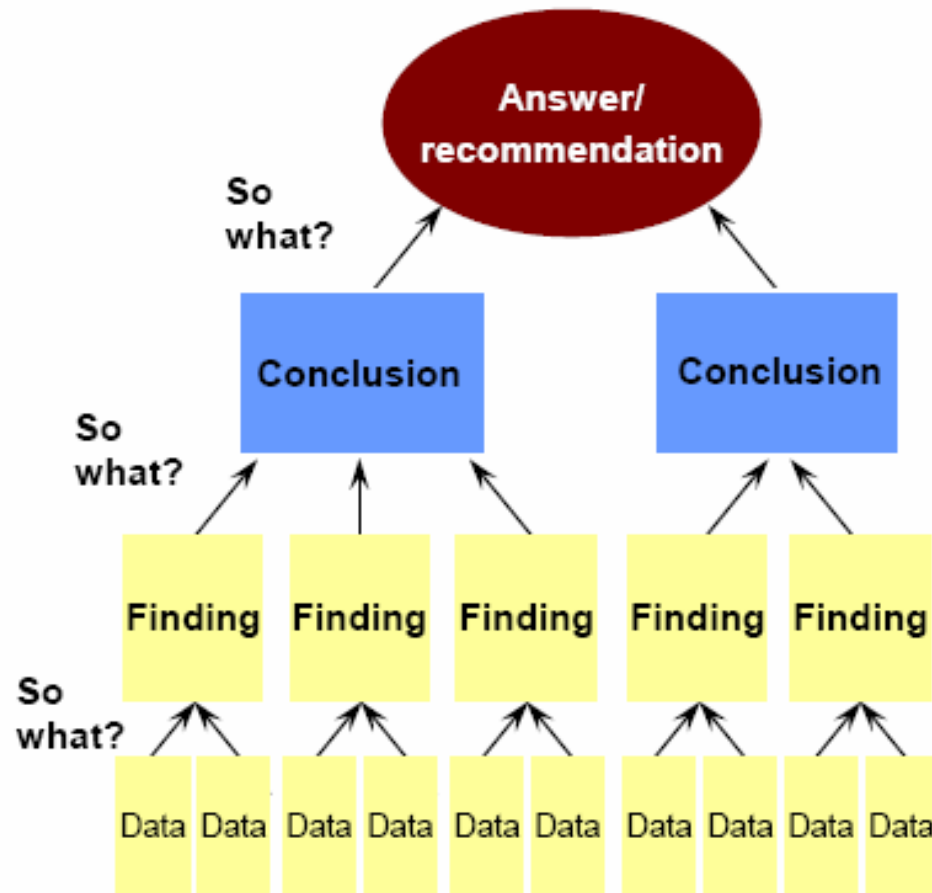
Why should it be done?

How do you know?

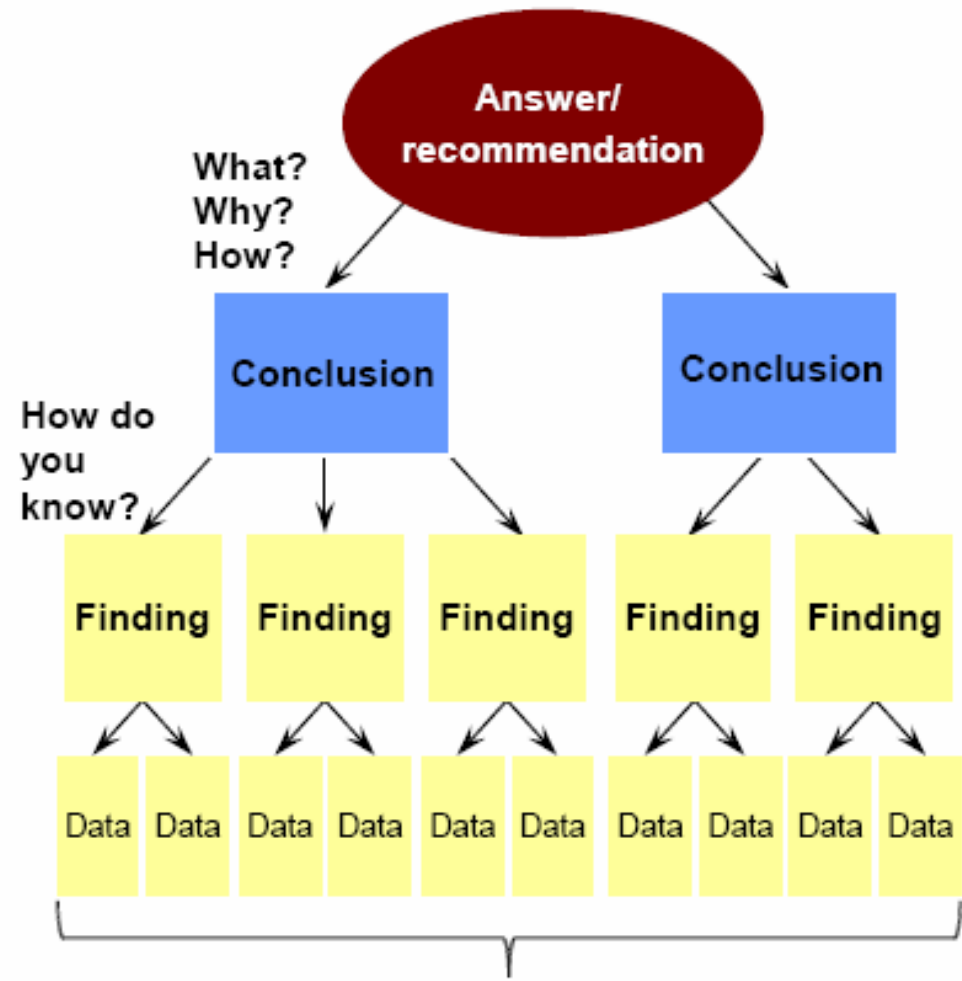
Sources: McKinsey; Minto, B. (2002). The Pyramid Principle, 3rd ed. Prentice Hall, New York.

The Pyramid Principle

Problem solving

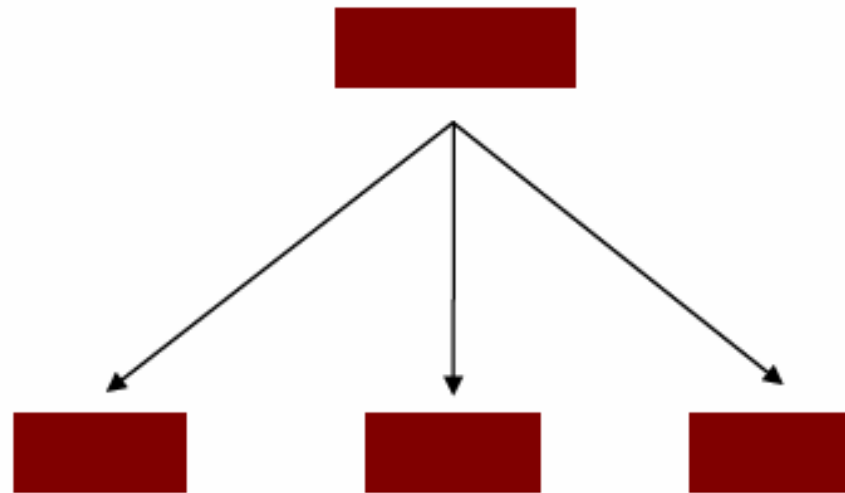


Communication



Sources: McKinsey; Minto, B. (2002). The Pyramid Principle, 3rd ed. Prentice Hall, New York.

Grouping structure



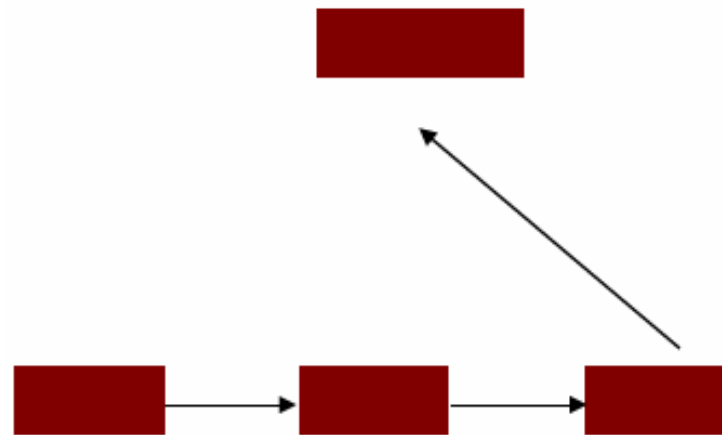
Purpose

- Emphasize individual elements of program or reasons for each conclusion

Audience

- Audience will find information interesting but essentially non-controversial
- Audience will readily accept conclusions

But sometimes you rather need a argument structure



Purpose

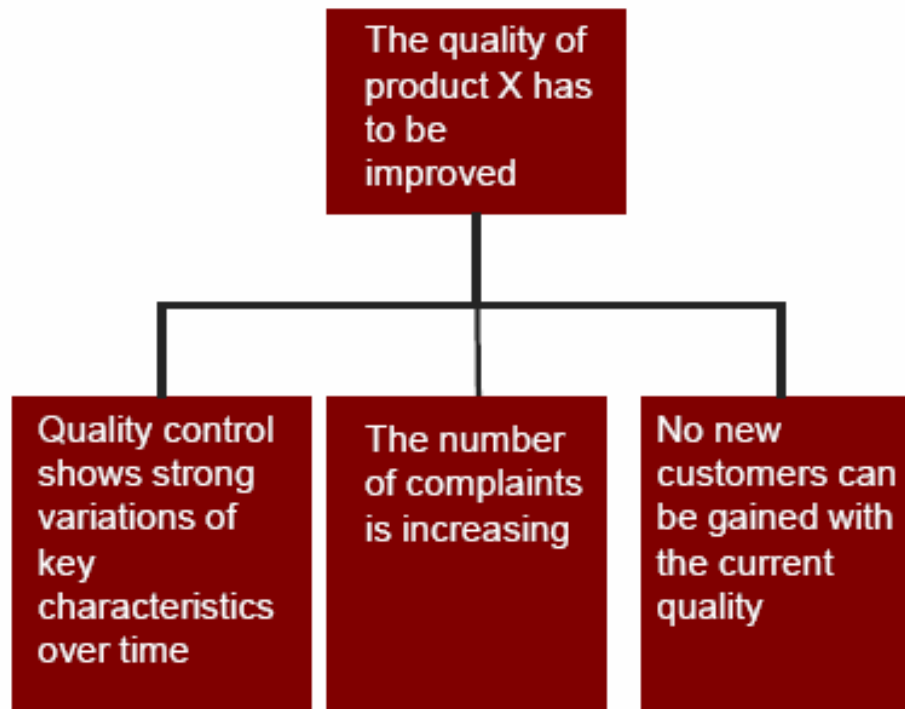
- Emphasize reasoning that led to overall conclusion

Audience

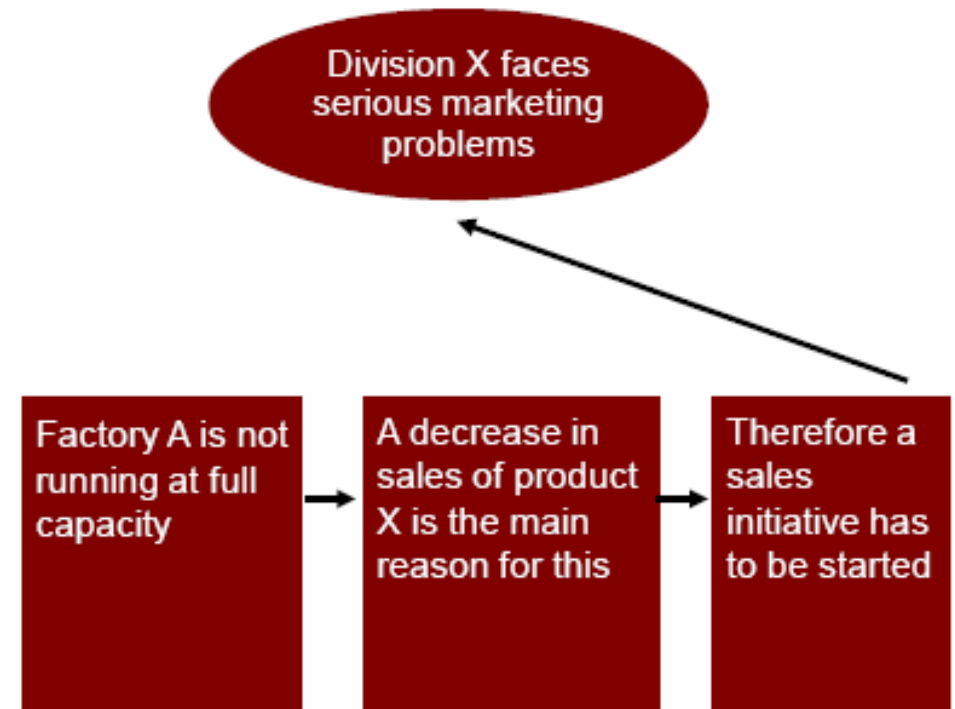
- Audience will find information surprising or disturbing
- Audience will resist conclusion

Selection of structure depends on how ready your audience is to receive the message

Grouping structure

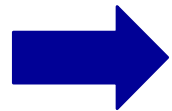


Argument structure



Key point 4.3: “What’s your story?”

- Use your entire presentation as an opportunity to "tell a story"
- Good stories have
 - interesting, clear beginnings,
 - provocative, engaging content in the middle,
 - and a clear, logical conclusion



Build your content into a winning story that you'll use to connect with your audience

Key point 4.4: Focus on the client!

- Show the client how he can benefit from your analysis
 - What do the findings mean?
 - What actions have to be taken?
 - How can these actions be implemented?
 - Next steps after new insights have been found?

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Use visuals aids as aids

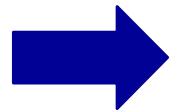
- The focus of the presentation is and remains the presenter, Your visual presentation only supports you
- In consultancy, each chart has to be self-explanatory (since it will be distributed later like a paper, a memo, or a book)

One chart for one message

- Each chart has a single message, which is
 - written out in the chart title and sub title and
 - Which is supported by tables or graphs in the chart body
- Copy charts on a separate slide and highlight the relevant part if necessary

”So what?“

- When building the slides of your presentation always put yourself in the shoes of the audience and ask “so what?”
 - Is the slide relevant?
 - Does it support your story in an important way?



So what?
If you can't answer that question, cut the slide out of your presentation.

Include summaries in your slides

A decision maker who has

- **30 seconds** to read your presentation should find the **full story on page 1**
- **5 minutes** can read the **summaries of the subsections** (each summary of the subsection explains 1 paragraph of the “full story” in more detail)
- **more time** can read the **whole document**

Time management

- Be aware that you have only limited time for your presentation!
- Stay in the given time frame!
- General rule
 - 3 minutes per chart
 - So, if totally 3 presentations per hour, the 20 minutes are divided into 12 min presentation, 5 min discussion, and 3 minutes for changing the speaker, you can come with 4 slides plus 1 title slide.

Exercise (5 minutes)

- Please come together in your project teams and discuss how many slides you will use for your mid presentation
- Please present you findings in class

Key point 4.5: Practice your presentation

- The more you are on top of your material the less nervous you will be
 - Know by heart what the next slide is going to say
 - Anticipate questions and prepare for them (although you should hesitate for answering $\frac{1}{4}$ second)
- When you remove the unknown and reduce anxiety and nervousness, then confidence is something that will naturally take the place of your anxiety.



Practice the presentation several times and your nervousness is gone

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Bridge information and trust gaps

A gap might exist because of **two** reasons:

1. You know more about your findings than your client
2. Your audience may think that you are too inexperienced to comment on their business

Buy-In

- Prewire everything
 - Walk the relevant decision makers in your organization through your findings
 - Request comments from them

- Advantages
 - Keeps you from getting blindsided by major objections to your solution
 - Helps to build a consensus in favor of your solution among those who have to approve or implement it
 - Chance to adapt solution to the political realities of your organization

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Implementation – Basics

- Make sure the solution fits your client
 - Focus on what is possible
 - Know your client and his business

- Respect the limits of your client's abilities
The client must be able to implement your solution
 - Skills, systems, structures, staff, ...
 - Watch potential competitors' actions.
 - An educated outsider should understand your results

Implementation – Make the Client a Hero

- Include your client in the problem-solving process
 - He can share in the glory
- Do not focus on how you win
Help your clients to win
 - However, be very clear about the scope of the involvement

Summary – Five key points

- 4.1 Think about your message
- 4.2 Use your conclusions to structure the presentation
- 4.3 Use your presentation as an opportunity to "tell a story."
- 4.4 Show the client how he can benefit from your analysis
- 4.5 Practice your presentation

Excercise (30 minutes) – Elevator Test

- Please come together in your project teams and think about your first meeting
- If your audience (your class mates) should know only three things about your first meeting, what would you want it to be?
- Please prepare yourself (each one of you) to pass the elevator test

Business Project

- ... should give you the opportunity to apply your acquired knowledge by performing challenging tasks.
- ... fits the needs of the company as well as our academic requirements.
- ... takes place during the semester (Aug. 15 – Nov. 11, 2011).

Business Projects 2011

