

- **Move meaningfully:** Use appropriate gestures, movement, and posture to reinforce key ideas in your presentation.
- **Express emotions:** Your facial expressions and your voice are the key ways of expressing your emotion to your listeners.
- **Look good:** If you're not sure about the dress code, ask others who know the audience expectations about what you should wear.
- **Speak clearly:** Use appropriate volume, inflection, and intensity.
- **Speak up:** Use a microphone appropriately when needed.

### 12.3: Describe tips a speaker should consider when addressing the media.

Consider toning down gestures. Dress for TV success. Monitor your facial expressions. Be brief. Choose words with care and style. Be familiar with the technology.

### 12.4: Recognize tips to make an effective question-and-answer session after the actual presentation.

Consider these suggestions: Be well prepared. Repeat or rephrase the question. Ask yourself the first question. Stay on message. Listen carefully and nonjudgmentally. Neutralize hostile questions.

### 12.5: Interpret the power of visual and auditory aids as supplements to the speech presentation.

Presentation aids include objects, models, people, drawings, photographs, maps, charts, graphs, video images, and audio.

In professional settings, the most ubiquitous method of displaying images (as well as sound) is through the use of computer-generated images made with PowerPoint, Prezi, or Keynote software.

or

#### SHARED WRITING: DELIVERING REMOTE PRESENTATIONS

After choosing a speech topic, identify a general purpose and develop a specific purpose. What kind of supporting materials would clarify these main ideas and purposes, and why?

▶ A minimum number of characters is required to post and earn points. After posting, your response can be viewed by your class and instructor, and you can participate in the class discussion.

Post

0 characters | 140 minimum

#### Chapter 12 Quiz: Delivering Professional Presentations

### Learning Objectives

LO 1: Explain the importance of professional appearance and behavior in the workplace.

LO 2: Describe the importance of effective communication in the workplace.

LO 3: Explain the importance of effective listening in the workplace.

LO 4: Describe the importance of effective speaking in the workplace.

LO 5: Explain the importance of effective writing in the workplace.

LO 6: Describe the importance of effective problem-solving in the workplace.

cosmetic stores around the globe, and online. Since Jung took over the company's leadership, the stock price has risen 165 percent. Avon was earning \$4 billion per year when she became CEO; in 2013 it had grown to a \$10 billion company.<sup>2</sup> To remind her of the importance of leadership and being number one, Jung has a pillow in her New York office that reads, "If you are not the lead dog, the view never changes."

Andrea Jung not only knows how to sell cosmetics. She also knows how to sell ideas that change the culture of a company. She is an excellent communicator. As we have emphasized throughout this book, leadership and communication are linked—two sides of the same coin. Jung was able to reinvent Avon by articulately expressing her vision to her executive colleagues. She also knows something about how to both present and persuade. Her application of the five principles for leadership was the prime factor in her success. She became aware of what needed to be done, communicated well both verbally and nonverbally, listened, and appropriately adapted her message to transform a company. When persuading others, it's especially vital that you adapt or customize your message to the listener.

#### Leading Questions

1. Andrea Jung is a good salesperson. She first had to sell her new colleagues on the idea that Avon needed a makeover before company salespersons could sell more Avon products. What are the characteristics of a good salesperson?
2. Women have made dramatic gains in serving as corporate CEOs and in other top leadership roles, yet they continue to face challenges. What factors contribute to these challenges?
3. What needs to change for more women to serve in top leadership roles?

Your general communication purpose influences how you present your message. In this chapter, we discuss communicating for the two most common business purposes: to inform and to persuade. In addition to informing and persuading, there are special occasions when you will be called on to say a few remarks. These special occasions can be informative, such as when you introduce someone before he or she speaks; more often they will be ceremonial, such as when you are presenting or receiving an award, giving a toast, or giving a short speech of thanks or congratulations. Throughout the discussion of informative, persuasive, and special occasion speaking, keep in mind the five communication principles for leadership.

## 13.1: Informing Others

### 13.1 Describe some of the strategies to enhance the effectiveness of a persuasive message.

Think of the best teacher you ever had. He or she was probably a great lecturer with a special talent for making

information clear, interesting, and memorable. As a leader, you no doubt will be called on in your professional life to present information to others. To inform is to share information with others to enhance their knowledge or understanding of the information, concepts, or ideas presented. When you inform someone, you assume the role of a teacher by defining, illustrating, clarifying, or elaborating on a topic. In a professional context, briefs, reports, lectures, and training presentations are typical formats for informing others.

Skilled leaders are also expected to be skilled educators. However, speaking to inform others can be a challenging task. The information you communicate to someone else is rarely, if ever, understood exactly as you intend it. Simply presenting information does not mean that communication has occurred. Communication happens when listeners make sense of the information they receive. What do effective leaders/educators do to communicate information to others? They simplify so listeners understand the message, pace the information to avoid information overload, directly address the needs and problems of their listeners, and reinforce their messages non-verbally or visually.

## Leaders Communicating @ Work

### Sometimes You Need to Inform and Sometimes You Need to Persuade

Knowing whether your audience expects you to inform or persuade is important. For example, Roman Stanek, CEO of GoodData, doesn't like it when people just bring him information. He wants to know what the pieces of information mean; he is looking for the "So what?" of what he hears. Stanek also wants to be persuaded, not just informed: "A manager is not a messenger. I don't like my managers essentially talking to their people without being able to express their opinion and position what they're discussing."<sup>3</sup>

Of course, not everyone wants a persuasive message from you. It's important to know your audience, even if it's an audience of one (especially if that single audience member is your boss) to determine whether you are expected to provide that audience with information or to also take a position on the information that you share, in order to persuade.

Whether informing or persuading, be aware that some audiences don't like or have time to process long messages. Stanek, for example, candidly admits, "People know that I hate long e-mails and that all of the e-mails they send me, with a few exceptions, should always be short enough to fit on the screen of my iPhone. If you send me an e-mail, and I need to scroll down to read it all, you've lost me."

### 13.1.2: Presenting Reports

A *report* is a summary of what has been accomplished in the past or an update on a project. In contrast to a briefing, a report is often a longer, more detailed summary of a past, present, or future event. For example, a briefing could provide a summary of reactions to the new employee-training program; a report on the same topic could include information about the rationale for the new training, a summary of the training content, and a review of methods of assessing the training. Briefs are brief; reports are longer. Some organizations, however, use the terms *report* and *briefing* interchangeably. You may be asked to report on how to increase sales in the next quarter or to present the findings of a market survey your division has conducted in the past several months. Whatever the specific objective of the report, the general purpose is to communicate information or policy; some reports include a persuasive appeal to try some new course of action. Consider the following when preparing a report:

- **ADAPT TO YOUR AUDIENCE.** When you are presenting your report, keep in mind that your audience is there to hear you address a particular need or problem. Begin by briefly acknowledging that situation.
- **PRESENT CONCLUSIONS, THEN EXPLAIN HOW YOU REACHED THEM.** If you are reporting on a particular project or study, first discuss what your research group decided to do to explore the problem. Then explain how you gathered the information.
- **END A REPORT WITH SOLUTIONS OR IDENTIFY WHAT HAPPENS NEXT.** Most listeners want to know what the bottom line is. The most important part of some reports is a summary of new courses of action or changes in present policy. When your report proposes changes, tell your audience what's in it for them—what benefits will accrue to them directly as a result of the new proposal. One business consultant suggests this report technique:

Tune your audience into radio station WHEM—What's In It For Me. Tell your listeners where the benefits are for them, and they'll listen to everything you have to say.<sup>5</sup>

In addition to listening to a report, audience members usually expect to receive a hard copy or email version of the report, or at least a summary of the report's key conclusions.

### 13.1.3: Presenting Public Relations Presentations

In a *public relations presentation*, the speaker is specifically providing information to promote a positive public image for the person or organization the speaker is representing. People who work for professional associations, hospitals,

utility companies, government agencies, universities, religious organizations, or charitable institutions, as well as those employed by commercial enterprises, are often called on to speak to an audience about what their organization does or about a special project the organization has taken on. Although the purpose of many public relations (PR) speeches is to present information, there is often a persuasive edge to public relations messages, too. The speaker may be trying to maintain a positive general impression of the organization, or because a particular program or situation has raised some questions or concerns, to convince listeners of the positive features of the organization.

Here are some suggestions for developing PR presentations:

- **NOTE HOW THE COMPANY, ORGANIZATION, OR POLICY HAS SIGNIFICANT BENEFITS FOR THE LISTENER.** Often a PR speech describes the virtues of the policy or program the speaker is promoting.
- **IF A SPECIFIC PROBLEM OR ISSUE HAS PROMPTED THE SPEECH, IDENTIFY AND ACKNOWLEDGE THE CONCERNS.** Then go on to explain how the company or organization can meet the need, solve the problem, or why there really is no problem.
- **ANTICIPATE CRITICISM AND OBJECTIONS.** Especially if the primary purpose of your speech is to change opinions or address a controversial issue, be sure to acknowledge the listeners' points of view. Then, counter potential problems or objections with your explanation of how the company or organization has carefully worked through potential pitfalls and drawbacks. Demonstrate that what may look like a problem actually can easily be addressed.

### 13.1.4: Presenting Training Sessions

Business and professional organizations invest billions of dollars each year in training their employees.<sup>7</sup> Training is a special type of informative speaking through which the trainer seeks to develop specific skills in listeners to help them perform a specific job or task more effectively.<sup>8</sup> Many organizations have extensive training departments whose function is to orient new employees to the organization and teach specific job skills, including communication skills. The goal of a training session is for listeners not only to be able to recall information but also to perform specific tasks. Compared to traditional classroom education, training focuses more on behavioral learning, whereas education emphasizes the cognitive domain. Broadly speaking, training emphasizes doing, and education emphasizes knowing. Since the goal of training is to implement behavior change, training presentations also seek to persuade or

good training. So you'll need to develop effective methods of presenting information to your trainees. You may decide that, rather than presenting a lecture, it would be better to have trainees participate in role-playing situations, discuss a case study, or brainstorm solutions to a problem that you pose. A typical training session may involve a mix of methods, including the following:

#### Training Session Methods



A trainer's job is to facilitate rather than to lecture. Demonstrating a skill and then having trainees practice performing it is much more effective than merely describing the skill.

**SELECT TRAINING RESOURCES** Perhaps you've discovered an excellent video that masterfully illustrates the skill you want to teach in the training session. Or, maybe you've decided to use a small-group method and you want trainees to respond to discussion questions. Whether it's a video, a list of discussion questions, PowerPoint presentation slides, or some other type of resource, you'll need to decide what materials you'll need to prepare for the training presentation.

**COMPLETE TRAINING PLANS** After you've developed your objectives and settled on the content of the training, the methods you will use to present your message, and the resources you need, it is important to develop a comprehensive written plan that describes how you will present your session: a training plan (sometimes called a lesson plan in educational settings). There are many different formats

Some training plans are simply detailed outlines of the training content and methods. Other plans offer a complete narrative transcript of the training lesson. Most training plans include a description of the objectives, methods, training content, and training resources needed, along with an estimate of how much time each part of the training will take.

**DELIVER TRAINING** After developing a well-crafted plan, you are now ready to bring the training presentation to life. You deliver your training not only by presenting lectures, videos, and activities but also by asking good questions to facilitate class discussion. An effective training presentation should be much more interactive than a speech, although the elements of effective speech delivery (such as eye contact, good posture, effective gestures, and varied vocal inflection) are essential when training others.

**ASSESS THE TRAINING PROCESS** When the training session is over, a trainer's job is not complete. Effective trainers evaluate how their training was received (Did trainees like it?) and even more important, whether trainees learned what they needed to. The ultimate test of a training session is whether trainees can use the new skills on the job. Did the training make a difference?

Each piece of the needs-centered model of training reflects an essential element of what a trainer does. Trainers first and foremost focus on the needs of learners and then carefully develop a training program that meets those needs. Training others well involves more than just talking to them. Effective training develops a specific skill by having trainees practice and receive feedback to master the skills being taught.

## #Technology and Communication @ Work

### Communicating via the Web

Contemporary technology is making it easier to share messages with others who are separated in space and time. Here are a few of the technology-based methods of connecting with an audience that you are likely to use as an alternative to face-to-face business presentations.<sup>2</sup>

- **Web 2.0.** Web 2.0 is a general term that describes the second generation of presenting and gathering information on the Internet. Web 1.0, the first generation of Internet technology, was "read-focused". The primary function was to present messages that were only designed to be read by someone. Web 2.0 is a "read-write" technology. In addition to sharing information, the receiver of the message can easily respond by writing back to the message sender. Facebook is an example

Skilled persuasive speakers know that creating dissonance and then offering their listeners a way to restore balance is an effective persuasive strategy.

## Communication Ethics @ Work

### Is Manufacturing Dissonance Ethical?

Advertisers on TV, the Internet, and billboards frequently use the principle of cognitive dissonance to entice you to buy their products. They try to make you feel inferior, unglamorous, or unpopular if you don't use their product. Is it ethical to "manufacture" problems or dissonance to get you to buy something or do something? Is it appropriate and ethical to make listeners feel harm will come to them by trying to convince them they have problems of which they may not be aware?

#### WRITING PROMPT

Research also documents that fear appeals are effective in motivating people to take action. But is it ethical to create fear and panic by arousing listener's emotions by threatening them.

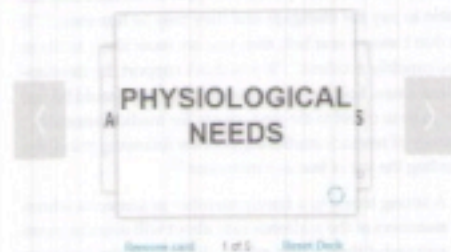
The response entered here will appear in the performance dashboard and can be viewed by your instructor.

Submit

**PEOPLE RESPOND TO MEET NEEDS** Besides creating cognitive dissonance, effective persuaders attempt to identify your needs and then convince you that they can meet those needs. For example, executives of a manufacturing company may observe people moving out of your town in search of jobs elsewhere. The manufacturing company's executives can see the town's need for jobs and can craft a message explaining to the town council how the company will meet the need by expanding its factory and persuading the council members to offer tax incentives for the factory expansion. As a speaker, the better you understand what your listeners need, the better you can adapt to them and the greater the chances that you can persuade them to change an attitude, belief, or value or get them to take some action.

Abraham Maslow developed the classic theory that outlines basic human needs.<sup>11</sup> If you've taken a psychology course, you have undoubtedly encountered this theory, which has important applications to persuasion. Maslow suggests that all human behavior is motivated by a hierarchy of needs.

#### Maslow's Five Levels



Although research does not completely support the notion that humans have a fixed hierarchy of needs (as Maslow originally thought), the theory does serve as a useful way of classifying basic human needs. Figure 13.2 illustrates Maslow's five levels of needs, with the most basic at the bottom.

Figure 13.2: Maslow's Hierarchy of Needs



One practical application is to do everything in your power to ensure that your audience's physiological needs are met. For example, if your listeners are sweating and fanning themselves, they are unlikely to be very interested in listening to your sales presentation. If you can turn on air conditioning or fans, you will have a greater chance of successfully making a sale. Another way in which you can apply the need hierarchy is to appeal to an audience's higher-order needs. The U.S. Army once used the recruiting slogan "Be all that you can be" to tap into the need for self-actualization, or achievement of one's highest potential.

**PEOPLE RESPOND TO FEAR MESSAGES** Fear works. One of the oldest ways to convince people to change their minds or their behavior is by scaring them into compliance. The appeal to fear often takes the form of an if-then statement: If

That's why salespersons and politicians often lack credibility. If you do what they say, they will clearly benefit from their sales commissions or political influence.

- **Dynamism, or energy,** is the third element of credibility. Dynamism is often projected through delivery. Applying the communication principle of effectively using and understanding nonverbal messages, a speaker who maintains eye contact, has enthusiastic vocal inflection, and moves and gestures purposefully is likely to be seen as dynamic. **Charisma** is a form of dynamism. A charismatic speaker possesses charm, talent, magnetism, and other qualities that make the person attractive and energetic. Former General Electric CEO Jack Welch, well-known talk-show host Oprah Winfrey, and motivational speaker Anthony Robbins are considered to be charismatic speakers by many people.



The credibility of a speaker, such as well-known soccer star David Beckham—here launching “Tour Codes of Football” for Adidas—increases the chances that listeners will be persuaded or motivated to do or buy something or to change a behavior.

**EFFECTIVELY AND ETHICALLY USE EVIDENCE AND REASONING** In addition to being considered a credible speaker, you will gain influence with your audience if you can effectively use logically structured arguments

supported with evidence. The goal is to provide logical proof for your arguments. *Proof* consists of both evidence and the conclusions you draw from it; evidence is the illustrations, definitions, statistics, and opinions that are your supporting material. *Reasoning* is the process of drawing conclusions from your evidence. There are three major ways to draw logical conclusions: inductively, deductively, and causally.

Reasoning that arrives at a general conclusion from specific instances or examples is known as *inductive reasoning*. You reason inductively when you claim that a conclusion is probably true because of specific evidence. For example, if you were giving a sales pitch to convince your customer that Hondas are reliable cars, you might use inductive reasoning to make your point. You have a 2006 Honda Civic that has 140,000 miles on it and has required little repair other than routine maintenance. Your brother has a Honda Accord and has driven it twice as long as any other car he has ever owned. Your friend just returned from a 3,000-mile road trip in her Honda Odyssey minivan, which performed beautifully. Based on these specific examples, you ask your listener to agree with your general conclusion: Hondas are reliable cars.

*Reasoning by analogy* is a special type of inductive reasoning. An analogy demonstrates how an unfamiliar idea, thing, or situation is similar to something the audience already understands. Analogy is not only a type of supporting material; it can also be used to reason inductively. For example, you might reason, “Even though we’re a small business, we should start a retirement plan for our company. If we don’t, we could lose our top employees. Our top competitor started a new 401(k) retirement plan for her employees and she’s had much less employee turnover.” The key to reasoning by analogy is to make sure that the two things you are comparing (your company and your competitor’s company) are similar so that your argument is a sound one.

Reasoning from a general statement or principle to reach a specific conclusion is called *deductive reasoning*. Deductive reasoning can be structured as a *syllogism*, a three-part argument that has a major premise, a minor premise, and a conclusion. In attempting to convince the marketing department at a car dealership to advertise on television, you might offer this syllogism:

**MAJOR PREMISE:** All of the top-selling automobile dealers in our county advertise on television.

**MINOR PREMISE:** Your automobile dealership is in this county.

**CONCLUSION:** Your automobile dealership should advertise on television.

If you use deductive reasoning correctly, your conclusion is certain, rather than probable as it is with inductive reasoning. To make sure your conclusion is certain, your

connotations (such as *mother, flag, and freedom*) and those with negative connotations (such as *slavery, the Holocaust, and terrorism*) trigger emotional responses in listeners. Patriotic slogans, such as “Remember 9/11” and “Give me liberty, or give me death,” are examples of phrases that have successfully aroused emotions in their listeners. McDonald’s “I’m lovin’ it” and Nike’s “Just do it” are short phrases that appeal to positive feelings and the satisfaction of accomplishment.



Speakers can use nonverbal messages to effectively appeal to an audience's emotions.

Another way to appeal to emotions is through concrete illustrations and descriptions. Although illustrations and descriptions are themselves types of evidence or supporting material, their impact is often emotional. Research has found that telling an interesting story with an emotional punch is a very useful persuasive strategy.<sup>23</sup> When trying to convince her listeners to purchase high-quality child safety seats, a speaker used this example to evoke an emotional response in support of her goal:

Michelle Hutchinson carefully placed her three-year-old daughter into her child safety seat. She was certain that Dana was secure. Within minutes Michelle was involved in a minor accident and the seat belt that was never designed to hold a child safety seat allowed the seat to lunge forward, crushing the three-year-old's skull on the dash. Dana died three days later.<sup>24</sup>

Effective use of nonverbal messages can also appeal to an audience's emotions. Smiling people, upbeat music, and good times are usually part of the formula for selling soda pop. As a speaker, you can use visual aids to evoke both positive and negative emotions. A photograph of a dirty, ragged child alone in a big city can evoke sadness and pain. A video clip of an airplane crash can arouse fear and horror. A picture of a smiling baby makes most of us smile, too.

When you use emotional appeals, you do have an obligation to be ethical and forthright. Making false claims, misusing evidence or images, or relying exclusively on emotion without any evidence or reasoning would violate standards of ethical public speaking.

**ORGANIZE YOUR PERSUASIVE MESSAGE EFFECTIVELY.** Besides knowing how to motivate listeners, an effective persuader knows how to structure a persuasive message for maximum effect. Most persuasive speeches are organized according to one of four strategies: problem and solution, cause and effect, refutation, and the motivated sequence—a special variation of the problem-solution format that lends itself well to sales presentations.

*Problem-and-solution organization* is the most basic organizational pattern for a persuasive speech. The problem-and-solution strategy works best when a problem can be clearly documented and a solution or solutions proposed to deal with the problem. When describing the problem, your goal is to create dissonance or to identify an unmet need.

When you use problem-and-solution organization, apply the principle of appropriately adapting messages to others. If you are speaking to an apathetic audience or one that is not even aware that a problem exists, you can emphasize the problem portion of the speech. Your fellow members of the Chamber of Commerce, for example, who don't see how a new shopping mall in a nearby community will affect retail sales in your downtown area, may need to be jolted from apathy. You can point out that the presence of malls has resulted in drastically declining retail sales in other communities. If your audience is already aware of the problem, you can emphasize your proposed solution or solutions (perhaps to try to stop the mall from being built or to aggressively promote your community as the best destination for shopping). In either case, your challenge will be to provide ample evidence that your perception of the problem is accurate and reasonable. For example, you would need to find statistics that document how a mall can lower sales. You'll also need to convince your listeners that the solution or solutions you advocate are the most appropriate ones to solve the problem. Again, evidence in the form of statistics or examples is needed.

Consider another example of using the problem-solution structure. The president of a Chamber of Commerce is trying to convince the local school board to address the public perception that the school district is inferior compared to nearby school districts. The community is not attracting new businesses because of perceptions of academic mediocrity. The Chamber of Commerce president analyzes the problem and proposes a solution:

- I. **PROBLEM:** Students in public schools in our community are not learning as well as students in other nearby communities.
  - A. Our student test scores are down.
  - B. Our teachers are paid less than teachers in nearby school districts.
  - C. Parents are not volunteering in our schools.

organizational method with principles that have been confirmed by research and practical experience. The five steps involved are attention, need, satisfaction, visualization, and action.

1. **Attention.** Your first task, and the first stage in appropriately adapting your message to others, is to get your audience members' attention. Distracted and multi-tasking listeners are difficult to persuade.<sup>19</sup> Using a rhetorical question, illustration, startling fact or statistic, quotation, humorous story, or reference to historical or recent events are ways of starting a speech to gain favorable attention. The attention step is, in essence, your application of one of these strategies.

Business executive Raymond Kotcher used this attention-catching opener to begin a speech in which his goal was to encourage recent graduates with communication degrees to become involved in the global marketplace:

Now, I have a request. I want you graduates to consider what I have to say to you this afternoon not as a commencement address. Rather, think of my remarks—and I'll keep them brief—as an email, written just to you. An email written to you, an emerging communicator. And as with most personal notes that are written to mark milestones in our great and privileged society—setting off for college; yes, graduating from college; that first job; committing to that someone special; the first child—the email offers advice, encouragement, warnings about and hope for the future. Don't hit delete just yet!<sup>20</sup>

2. **Need.** After getting your audience's attention, establish why your topic, problem, or issue should concern them. Tell your audience about the problem. Adapt your message to them by convincing them that the problem affects them directly. Argue that there is a need for change. During the need step (which corresponds with the problem step in a problem-and-solution speech), you should develop logical arguments backed by evidence. It's during the need step that you create dissonance or use a credible fear appeal to motivate listeners to respond to your solution.

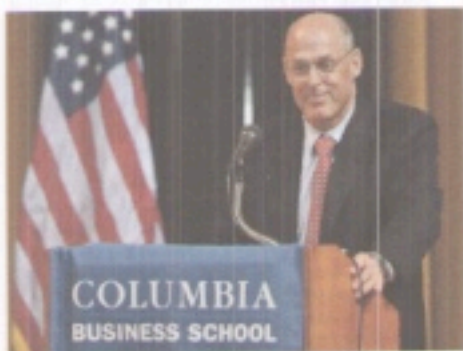
In trying to convince his audience that the world is changing and that they ought to be contributing to the global conversation, Kotcher points out that in order to be contemporary, they need to be up-to-date on cyber-world applications:

The audience of widely read blogs . . . rivals the size of the audiences of the online versions of major newspapers. Each day, 200 million Google searches are conducted, and half aren't in the English language. There are two billion cell phone subscribers in the world today.<sup>21</sup>

3. **Satisfaction.** After you explain and document a need or problem, you identify your plan (or solution) and explain how it will satisfy the need. You need not go into painstaking detail at this point in your talk. Present enough information so that your listeners have a general understanding of how the problem may be solved. You'll provide the specific action you want them to take later (in the action step). For now, identify in general terms what the solution to the problem is—satisfy the need you have identified. Here's the satisfaction step in Raymond Kotcher's message:

Relish the idea of joining the conversation. Today's media are participatory—integrating people with people to build community. Gone are the days of command and control. And this new networked world requires a new generation of communication leaders and leadership. Apply what you've learned at [college] and in your life so far. Already, one in five college-age students has traveled abroad in the past three years. More than one in three of you speak at least two languages. And your generation truly wants to help build this global community.<sup>22</sup>

4. **Visualization.** Now you need to give your audience a sense of what it would be like if your solution were adopted or, conversely, if it were not adopted. Visualization—using words to create an image in audience members' minds—applies the principle of effectively using verbal messages. With a positive visualization approach, you paint a rosy picture of how wonderful the future will be if your satisfaction step is implemented. With a negative visualization approach, you paint a bleak picture of how terrible the future will be if nothing is done; you use a fear appeal to motivate your listeners to do



A persuasive speaker, such as former U.S. Treasury Secretary Henry Paulson, addressing Columbia Business School students, might use an organizational strategy such as the motivated sequence to craft an effective message.

Is there one best way to organize a persuasive speech? The answer is no. The organizational strategy you select must depend on your audience, your message, and your desired objective. What is important is to remember that your decision can have a major effect on your listeners' response to your message.

## Recap

### Organizational Patterns for Persuasive Speeches

Organizational Pattern	Situation	Benefits
Problem-solution	Appropriate for presenting a problem and then offering a solution to it.	<ul style="list-style-type: none"> <li>1. Problem: The speaker is able to present a problem to the audience.</li> <li>2. Solution: The audience already has a solution to the problem.</li> </ul>
Topic-solution	Appropriate for presenting a solution and then making a solution to it.	<ul style="list-style-type: none"> <li>1. Topic: The speaker offers a topic to the audience.</li> <li>2. Solution: The audience already has a solution to the topic.</li> </ul>
Problem	Appropriate for presenting a problem and then making a solution to it.	<ul style="list-style-type: none"> <li>1. Problem: The speaker offers a problem to the audience.</li> <li>2. Solution: The audience already has a solution to the problem.</li> </ul>
Problem-solution	Appropriate for presenting a problem and then making a solution to it.	<ul style="list-style-type: none"> <li>1. Problem: The speaker offers a problem to the audience.</li> <li>2. Solution: The audience already has a solution to the problem.</li> </ul>

### 13.2.3: Presenting to Sell

When Dietrich Mateschitz was on a trip to Thailand as a marketing executive for Procter & Gamble, he tasted a drink called Krating Daeng, which is Thai for “red water buffalo.” He thought it might have possibilities as a beverage that could be sold to people who needed an energy boost. After considerable marketing research and product development, Mateschitz debuted his product in 1987 in Europe. It sold well, and he launched it in the United States in 2001. Chances are you’ve sampled his creation—Red Bull.<sup>25</sup>

Dietrich Mateschitz figured out how to sell a product even before people had expressed a need for the product. Now that’s good selling. What did Mateschitz know that could help you be a top-notch salesperson? We’re about to tell you.

To sell is to persuade someone to buy or use a product or service. You experience hundreds of sales messages every day, and sales and marketing experts spend billions of dollars crafting those messages, all to get you to buy or use what they are selling.

Sales involves more than simply selling products. You can also sell an idea, a proposal, or a policy rather than a tangible object. Sales skills are important leadership skills. We’ve noted that to lead is to influence others through communication, and often leaders need to sell ideas and methods. So, as we discuss the principles and strategies of sales, keep in mind that leaders sell ideas—whether informally and one on one, in groups and teams, or when speaking to many people.

Since selling is persuading, the principles of and skills for persuasion that we’ve already discussed are the key strategies that you will use when selling someone something. To maximize your sales potential, we suggest that you first, analyze the sales situation, and second, plan your persuasive sales message using time-tested strategies that, to paraphrase Donald C. Bryant, help you adjust products and services to people and people to products and services.

## Career Corner

### Have You Considered a Career in Sales?

People with effective communication skills make good salespersons. And salespersons make good money. Why? Because regardless of the technological advances that are made and the evolving nature of business, a good salesperson is always in demand. Here’s a ten-step guide from SalesHQ for considering a career in sales.<sup>26</sup>

1. **UNDERSTAND THE SALES UNIVERSE.** Read books about sales and talk to people already working as salespersons to better understand sales as a career.
2. **FIND YOUR NICHE.** Think about the kinds of products or services you would be good at selling.
3. **RESEARCH YOUR INDUSTRY.** Go online and assess specific products and businesses.
4. **LEARN TO TALK THE TALK.** Job-shadow a salesperson to learn specific tips and techniques of the sales profession.
5. **GET THE EDUCATION YOU NEED.** Taking a course in business and professional communication is excellent educational preparation.
6. **BUILD YOUR NETWORK.** Talk to more than one person; use and expand your network of friends, colleagues, teachers, and family members to establish a sales network.
7. **RESEARCH YOUR PROSPECTIVE EMPLOYER.** Again, go online to investigate specific places where you would like to work.
8. **POLISH YOUR RESUME.** Make sure your resume highlights your skills in communication and persuasion.

your customer use the product to experience the benefits may be your most important sales tool.

Research has found that a method of making a request called the *door-in-the-face technique* can be effective. This strategy involves first making a more extravagant or overreaching request, which is then followed up with a more modest request. For example, a life insurance salesperson who first asks a customer to take out a \$5 million life insurance policy (which is rejected) but then follows up with a \$500,000 request, which is purchased, is using the door-in-the-face technique. It's called door-in-the-face technique because being refused after the first request is like having the door slammed in your face.<sup>29</sup>



Making specific recommendations creates a relationship between your product and a customer's needs.

**STRESS BENEFITS, NOT FEATURES** All customers are interested in the benefits of what you're selling to them. This next point is essential: You must stress the benefits of what you're selling, not just list the features. What's the difference between a feature and a benefit? A feature is simply a characteristic of whatever the product or service is. For example, if you say, "This computer screen is very bright," you're describing a feature of the product. A benefit is a good result or something that creates a positive response in a customer. Rather than simply noting that the computer screen is bright, you could describe a benefit of the bright screen: "This means that you won't experience eye strain or headaches, and you can get your work done more quickly." Describing a benefit is a customer-centered way of helping the customer visualize the positive things that

will happen to him or her if he or she buys what you are selling. Table 13.2 provides additional examples of features and their corresponding benefits.

Table 13.2: Features and Benefits

Customer Features	Customer Benefits
This floor is a no-wax floor.	Because this is a no-wax floor, you will never again have to get down on your hands and knees to scrub another floor.
If you sponsor this concert, your company name and logo will be listed in the program.	Sponsoring this event promotes your company and lets everyone in the community know how much you care about supporting the arts. People will view your company in a positive light, which will increase your sales and maintain the goodwill of your customers.
This ergonomically designed chair will keep your back straight.	This ergonomically designed chair will eliminate backaches, increase your productivity, and give you more time to spend on more pleasurable tasks.

**MAKE THE CLOSE** Every good salesperson knows the most critical part of making a sale is the close. The close is when you ask for (and ideally get) the sale. Most closes involve summarizing how the product or service solves a problem or meets a need, cogently listing the benefits, and then asking for the sale.

Some closes use the yes technique. A salesperson using the yes technique asks the customer a series of questions to which the answer is always yes. For example:

Salesperson: "So, Mr. Affolter, you like the Oxford model the best?"

Customer: "Yes."

Salesperson: "And you like the cobalt blue?"

Customer: "Yes."

Salesperson: "You also like the cruise control, satellite radio, and GPS system, right?"

Customer: "Yes, I do."

Salesperson: "So if I can get the Oxford model, in blue, with the features you like, and we can agree on a price, will you buy the car today?"

Customer: "Okay, yes."

The yes technique is based on the principle that "It's better to get a message out of someone than to put one in him or her." Get the customer to state what he or she likes and, when asked to make the purchase, to reach the conclusion that the correct answer is yes.

**RESPOND TO OBJECTIONS** Textbooks have a way of presenting models or specific strategies that make it seem as though all you need to do is follow the suggested sequence of steps or specific prescriptions and you'll be successful. When attempting to sell something to someone, you'll soon discover that it's usually not quite that easy. In most sales

award (because you're such a good leader and communicator), or make a toast. In these special presentation situations, the audience has certain expectations of what you may say. When introducing someone, for example, it's assumed you will extol the virtues and credentials of the person you're introducing. Toasts are expected to be brief yet interesting.

### 13.3.1: Introducing Others

The purposes of an introduction are to amuse interest in a speaker and his or her topic and to establish the speaker's credibility. When you are asked to give a speech of introduction for a featured speaker or honored guest, your purposes are similar to those of a good opening to a speech: You need to get the attention of the audience, build the speaker's credibility, and introduce the speaker's general subject. You also need to make the speaker feel welcome while revealing some of the speaker's personal qualities so that the audience can feel they know the speaker more intimately. There are two cardinal rules for giving introductory speeches: Be brief and be accurate.

- **BE BRIEF.** The audience has come to hear the main speaker or honor the guest, not to listen to you.
- **BE ACCURATE.** Nothing so disturbs a speaker as having to begin by correcting the introducer. If you are going to introduce someone at a meeting or dinner, ask that person to supply you with biographical data beforehand. If someone else provides you with the speaker's background, make sure the information is accurate. Be certain that you know how to pronounce the speaker's name and any other names or terms you will need to use.

The following short speech of introduction adheres to the two criteria we have just suggested: It's brief and it's accurate.

This evening, friends, we have the opportunity to hear one of the most innovative mayors in the history of our community. Mary Norris's experience running her own real estate business gave her an opportunity to pilot a new approach to attracting new businesses to our community, even before she was elected mayor in last year's landslide victory. The Good Government League recently recognized her as the most successful mayor in our state. Not only is she a skilled manager and spokesperson for our city, but she is also a warm and caring person. I am pleased to introduce my friend Mary Norris.

Finally, keep the needs of your audience in mind at all times. If the person you are introducing truly needs no introduction, do not give one! Just welcome the speaker and step aside.

### 13.3.2: Presenting an Award

Presenting an award is somewhat like introducing a speaker or guest: Remember that the audience came not to hear you but to see and hear the winner of the award.

First, when presenting an award, refer to the occasion. Awards are often given to mark the anniversary of a special event, the completion of a long-range task, the accomplishments of a lifetime, or extraordinary achievements.

Next, talk about the history and significance of the award. This section of the speech may be fairly long if the audience knows little about the award; it will be brief if the audience is already familiar with the history and purpose of the award. Whatever the award, a discussion of its significance will add to its meaning for the person who receives it.

In the final section of an award presentation, name the person to whom the award is given. The longest part of this segment is the description of the achievements that elicited the award. That description should be given in glowing terms. Hyperbole is appropriate here. If the name of the person getting the award has already been made public, you may refer to the person by name throughout your description. If you are going to announce the individual's name for the first time, you will probably want to recite the achievements first and leave the person's name for last. Even though some members of the audience may recognize the recipient from your description, save the drama of the actual announcement until the last moment.

### 13.3.3: Accepting an Award

Anyone who receives an award or nomination usually responds with a brief acceptance speech. Acceptance speeches have received something of a bad reputation because of the lengthy, emotional, rambling, and generally boring speeches delivered annually on prime-time TV by the winners of the film industry's Oscars.

The same audience who may resent a lengthy oration will readily appreciate a brief, heartfelt expression of thanks. In fact, brief acceptance speeches can actually be quite insightful, even inspiring, and can leave the audience feeling no doubt that the right person won the award.

If you have the good fortune to receive an award, your acceptance speech may be impromptu, because you may not know that you have won until the award is presented. A fairly simple formula should help you compose a good acceptance speech on the spur of the moment.

- First, thank the person making the presentation and the organization that he or she represents. It is also gracious to thank a few people who have contributed to your success—but resist thanking a long list of everyone you have ever known, down to the family dog.
- Next, comment on the meaning or significance of the award to you. You may also wish to reflect on the larger significance of the award to the people and ideals it honors.
- Finally, find some meaning in the award for your audience—people who respect your accomplishments.



Figure 14.2: Sample Business Letter

1532 1st Lane  
Edinburg, Texas 78541  
July 5, 20XX

Mr. Joseph Castillo  
InfoTech Associates  
817 Freddy Gonzalez Drive  
Edinburg, TX 78539

Dear Mr. Castillo:

We appreciated the customer service training program you provided to our company last month. This letter is intended as a follow-up to that training and to thank you for your time and attention to detail.

The training was effective and productive. Our customer service agents have greatly increased morale and motivation when interacting with customers. We have seen great results from your training just in the last month.

We are considering a telephone etiquette course as a follow-up to the customer service training you provided. We were impressed with your demeanor, training style, and attention to detail, and would like InfoTech Associates to conduct the training program. If you are interested in providing us with a training program in customer service telephone etiquette, please contact me.

Once again, thank you for your interest in helping our employees work to improve their customer service skills. You have taught us some invaluable lessons and our company and workers are grateful.

Sincerely,

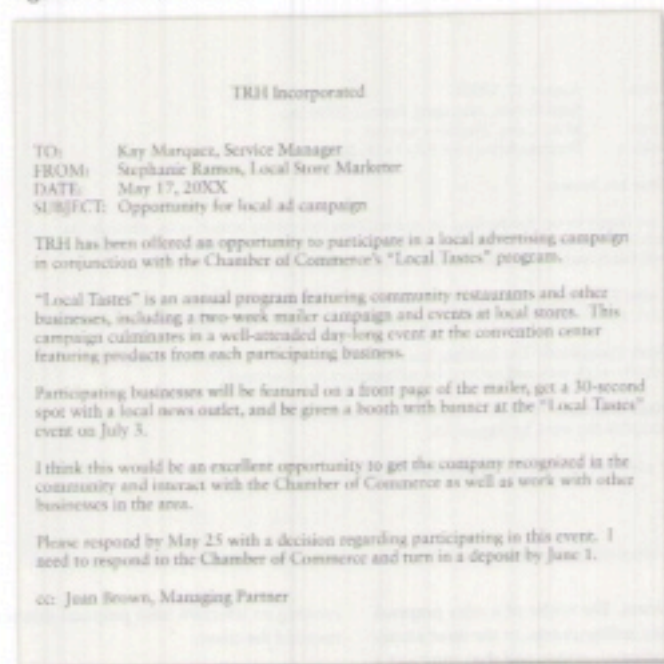
*Sylvia Rodriguez*

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policies set by a corporate office. Searching company websites, annual reports, or online business directories are ways of locating the appropriate person.

- **BE COURTEOUS AND PROFESSIONAL.** Being sarcastic, rude, or discourteous may feel like the right thing to do but will probably not get you the results you desire.
- **KEEP IT SHORT.** One page is all you need. A person is more likely to read and act on your letter if you keep it brief and to the point.
- **BE FACTUAL.** Describe the problem and detail the efforts you have made to correct the problem. You are more likely to see results if you can answer the following: Who? What? When? Where? How?
- **IDENTIFY WHAT YOU WANT.** Clearly indicate what it is you are seeking. In some situations, it may simply be an apology. In other situations you want to exchange the product or service. In others, you may want a full refund.
- **REMEMBER TO DATE YOUR LETTER.** Include full contact information, including an email address and account numbers or any other information that the recipient might need to trace your problem.
- **STATE CONSEQUENCES ONLY IF PREVIOUS LETTERS HAVE FAILED TO GET THE PROBLEM CORRECTED.** When previous attempts to solve a problem have been unsuccessful, inform the company

Figure 14.3: Sample Memo



#### 14.4.2: Progress and Activity Reports

A *progress report* gives updates on the status of a project. Most project reports are generated by a company that has been contracted to do a particular job or provide a service. In such cases, it is appropriate to submit project reports at regular intervals to communicate the project's status and keep all personnel on task.<sup>31</sup> Although the format for project reports varies depending on the project, the policies of the organization providing the report, and the requirements of the client or customer, all reports should maintain the same format for any particular project. Progress reports may contain information about whether a project is within budget. If you anticipate going over budget, mention that and discuss some possible reasons and solutions. A progress report should also include information about how the work is progressing—what has been completed as well as what is anticipated. If you expect you may not complete the work on schedule, discuss this in the progress report and explain what arrangements need to be made to complete the project. Figure 14.4 shows an example of a progress report.

When communicating the status of a project within an organization, an activity report is most appropriate. An

*activity report* is a document that communicates progress and achievements to others within an organization or on a team. Most activity reports give information on the status of one or several ongoing projects. If several departments are working on the same project, a manager may combine all the activity reports; the combined reports could be the basis for a progress report to send to a client. Activity reports are typically issued regularly (biweekly or monthly in most organizations) and normally do not require a formal structure because the material is familiar to the readers. Although progress reports and activity reports contain similar content, they differ in audience and often in tone. Progress reports are most often written to clients or an audience outside the organization, and they are more formal; an activity report is commonly an internal document, with a less formal structure and tone.

#### 14.4.3: Sales Proposals

A *sales proposal* is a document intended to persuade possible clients of their need for your product or service. An effective sales proposal demonstrates to prospective clients that they have a problem and your product or service will