

RMRKBL FIELD GUIDE

RMRKBL

TALK IS CHEAP

At a time when information is more easily accessible than ever before, the ability to translate information into inspiration remains a uniquely human trait. Economist and psychologist Daniel Pink led a recent study that estimates that we spend about 40% of our time at work selling ideas and building coalitions for action. We also consistently rate it as one of the most important parts of our job.

The ability to communicate runs to the heart of your influence, to take an idea inside of you and rebuild it inside the head and heart of another. It's a process of perspective taking, problem discovery, ruthless curation and storytelling. And it's a great place to build an edge that will allow you to outcompete and outperform.

GUIDING PRINCIPLES

In North American we are exposed to over 100,000 words and images in any given day. There's never been a more important time for clarity in communications, nor has the threshold for success ever been higher. So how does one rise above the clutter and deliver messages that change opinions and spark action? Success is driven by three core principles:

CLEAR

If you don't know where your heading, any road will get you there. You must be razor sharp on the objective of your communication and what you want the audience to think, feel and do as a result. This is the only way to ensure that everything you do is building towards that goal.

CONCISE

Perfection is achieved when there is nothing left to take away, not when there is nothing left to add. People will only retain a small percentage of a presentation, which studies prove is often less than 10%, so a great piece of communication must have no fluff, no distraction and no ego, only content in pursuit of the objective.

CONNECTED

If you want to move the mind, you must start with the heart. A great communicator connects with their audience on an emotional and intellectual level. If you fail to connect, you will fail to influence.

Clear, concise and connected communications can be unlocked when you combine the right mindset with a consistent and disciplined process.

MINDSET

Our behaviors are driven by our values and attitudes, so it's always important to start with setting up the right mindset to drive success. Take a moment to think about these overarching ideas as you get ready to develop persuasive communications.

EVERYTHING IS A PRESENTATION

From status reports, to hallway chats to standing up in front of big groups, it's all a presentation and the same principles that drive impact apply. You can move your agenda forward or backwards. You are always being judged and assessed as are your ideas. That's your opportunity. Be prepared.

IT'S NOT ABOUT YOU. IT'S ABOUT THEM.

A good communicator is focused on the message being delivered, while a remarkable presenter is focused on the message being heard. There is a big difference. It is not about you and what you think is important. It is about your audience and what is important and relevant to them. That is where your idea needs to grow and flourish. Obsess over your audience and tailoring your key messages to connect. Park your ego at the door.

BE GENUINE

Authenticity runs to the core of trust and influence. You can't sell anything without it. Some people believe that they need to put on a professional version of themselves for key presentations, but nothing could be farther from the truth. You must always be the genuine version of yourself. Find your style and own it. Don't be too slick or polished. If you're not typically funny, then don't try to be. Just be yourself and you will build much stronger connections with your audience.

IT'S A CONVERSATION

Think of a presentation as a conversation. It's not a one-way dialogue, even if there is limited opportunity for discussion. Be open to all feedback. Visual, emotional and verbal. Think about having a coffee with a friend. Listen, observe and flex your content and style based on their feedback. Don't force your messaging and ideas. Illuminate a path for the audience to get to your destination.

Look at this guy, he even has French cuffs and a fancy watch. That might not be your style, but never doubt the importance of presenting yourself well. Look the part, just make sure it's your part.



STYLE MATTERS

What you say will only make up a small portion of the impact of your presentation. The rest will be determined by how you deliver it and who you are. So, don't short change stylistic cues from wardrobe to body language and eye contact. They will have a lasting impact.

MAKE IT EMOTIONAL

There seems to be this false belief that one needs to be professional and serious to come across as credible and influential. This only leads to flat and uninspiring presentations that drive no discernable impact. An emotional connection is the start of change. Lean into it right from the beginning.

PREPARATION & PRACTICE

A lot of people believe that you are either naturally good at presentations or you're not. That's bullshit. Some people and personality profiles may have a slight comfort advantage when they tip more on the extrovert versus introvert side of the equation. However, studies prove that it has no impact on influence. In fact, it can have the opposite effect. Anyone can be a great presenter and communicator. It just takes discipline and practice. Lots of it. And anyone who is doing it well, is doing just that.

With that in mind, let's jump into the process that will allow you to consistently develop persuasive messages and deliver with impact.

9

STEP PROCESS

- 1 AUDIENCE ANALYSIS**
- 2 SET OBJECTIVE**
- 3 DEVELOP PERSUASIVE MESSAGES**
- 4 STRUCTURE THE STORY**
- 5 BUILD VISUALS**
- 6 EDIT & SIMPLIFY**
- 7 REHEARSE OUT LOUD**
- 8 DELIVER**
- 9 REFLECT**

A simple 9-step process to develop persuasive communications that drive change. This process will work for big stage presentations right down to casual status meetings. The amount of time and preparation can vary widely, but the fundamentals of the process will not change. You want to know this process so well it becomes second nature. Kicking-off the annual planning meeting. No problem. On the spot to give a quick toast. Easy peasy.

All unlocked with the discipline of a simple process.

1 AUDIENCE ANALYSIS

If you want to get an idea inside someone's head, start by spending some time in their shoes. This is called perspective taking, and it's the starting point for building content and messaging that resonates with an audience. This presentation is not about you, it's about them. They are the lead, you are the support. That's why you always start with the audience first. You want to ask yourself several key questions keeping in mind both the intellectual and emotional contexts:

What do they know about your topic? What don't they know?

What is important to them? What is keeping them up at night?

Why should they care about your idea? How could your idea help them?
How could it hurt them?

What are their risks with adopting or supporting your idea?

Are there key decision makers present? What is their social style?
Should you tailor your presentation to these individuals versus the group?

How big is the group? What style of presentation makes sense?

TOOLKIT

See the final pages of this guide for a process Cheat Sheet with a more comprehensive overview of social styles and implications on communications.

Once you have a good handle on your audience, you are ready to define the objective of your presentation

2 OBJECTIVE SETTING

Clarity is born out of a well-articulated objective. This is the big idea you must communicate. When you present, you are asking people to change their beliefs and behaviors, be it in a big or small way. And whenever there is change, there is tension. It is the tension in this transformation that you want to lean into in defining your objective. Where are they now and where do you want them to be in the future. What's at risk if they don't change? After your presentation, what do you want them to THINK, FEEL and DO. Now write out a short sentence that speaks to the topic, your point of view and what's at stake. Ensure your objective is tangible, specific and engaging. This will become your controlling idea. Everything you present will be in pursuit of this.

TOPIC
POINT OF VIEW
WHAT'S AT STAKE

EXAMPLE

BAD Social Media Management Platform Recommendation

GOOD We need a social media management platform as we are failing to live our brand values online at a time when the customer experience is essential to our future success.

3 PERSUASIVE CONTENT DEVELOPMENT

Once you know the big idea you must communicate, you can begin to collect and organize the messages that support your objective. All your messages need to be supported with impact statements, evidence to validate that impact and a link back to why this is relevant to the audience. Messages without evidence are opinions. Facts without relevance are noise. The model looks like this:

STATEMENT IMPACT EVIDENCE RELEVANCE

EXAMPLE

STATEMENT Our promotional Kids Cards are a critical part of our growth strategy with millennial families.

IMPACT When we run Kids Card promotions, we have seen growth in both guests counts and sales

EVIDENCE The Kids Card promotions delivered our highest customer counts growth with 1.8 incremental visits per card and revenue of \$204.

RELEVANCE This is a critical area of growth for our business as Millennial Families are the highest spending segment within Casual Dining and we currently under index on sales penetration.

You can reference the list of key motivators and evidence types below to help you think through and build out persuasive messages.

KEY MOTIVATORS

MONEY Make it or save it.

TIME We live in a time desert. Saving time is a great motivator.

RISK AVOIDANCE People have a natural tendency to avoid risk in favor of safety.

ACHIEVEMENT All of us enjoy producing results.

MAKING A DIFFERENCE People want to make the world a better place.

STATUS We're all concerned about our image and what other people think about us.

ENJOYMENT People go to great lengths to increase enjoyment in their lives.

EVIDENCE TYPES

TESTIMONIALS Statements from credible third parties or Customers.

FACTS A good, undisputable statistic can go a long way to support your points.

DEMONSTRATION Demonstrations can be engaging and persuasive, like Bill Gates releasing mosquitos into the crowd during a TED talk on Malaria.

CASE STUDY Package it all up with a relevant and engaging real world success story.

ANALOGY & METAPHOR An emotional tactic you can use to reframe the situation and tension. For example, David versus Goliath to represent overcoming a big obstacle by being smart and agile.

HYPOTHETICAL Paint a picture in your audience's mind using a hypothetical situation.

FOR EXAMPLE Use relatable example to provide interest and context.

Once you have collected all of your supporting messages, work to prioritize and group them in logical and sequential buckets. Go back to your audience analysis and your objective and think about the messages that help drive the change that you want to create. In many cases, this means that you will have to 'kill your darlings', removing those ideas that are powerfully important to you, but lack the relevance to the audience and objective. In this regard, you must be ruthless. The research outlines that what you say has less impact than how you say it. In fact, the audience is going to remember more about how you made them feel than the specific information that you shared. So less, more pithy and relevant content is always more effective. A remarkable presentation distills down the 10% that drives 90% of the impact. Go wide on your content exploration and development and then butcher like a gladiator.

Engaging and persuasive content has several consistent qualities. Keep the following in mind as you build out your story:

BALANCE BOTH RATIONALE AND EMOTIONAL APPEAL

We like to think that we are all rational in our decision making and behavior, but the reality is that we are largely influenced by emotional and subconscious drivers. You must establish an emotionally resonant foundation for your argument in partnership with a clear, fact based rationalization to drive change in people's behavior. It's not one or the other. This will also allow your presentation to resonate with different personalities as some will respond more to the rational versus emotional and vice versa. In specific, always establish an emotional connection in your opening, as it is foundational for the acceptance of any information that follows.

AMPLIFY YOUR MESSAGE THROUGH CONTRAST & TENSION

Tension runs to the core of all good communications. The tension between current versus future, sacrifice versus reward and stagnation versus growth. People are naturally drawn to contrast and a skilled presenter captures people's attention through creating tension between contrasting elements followed by resolving that tension with a proposed solution. It's a powerful tool to move people from the current to the future state, so ensure good representation of both sides throughout your content.

DEVELOP SOUND BITES AND MEMORABLE MOMENTS

When reviewing your content, think about critical messages that you could focus on to build either repeatable sounds bites or memorable moments. These will be the most likely to be repeated words and images that people will share after the presentation. A great example is Steve Jobs introducing the MacBook Air laptop for the first time. He says it is so small, that it fits inside an envelope. He then proceeds to pick-up an envelope and pull out the computer. A simple, clear memorable moment to reinforce the small size of the new computer. Sound bites are another tactic and a go to for politicians, lawyers and brands. "If the glove doesn't fit, you must acquit".

LOSE THE JARGON

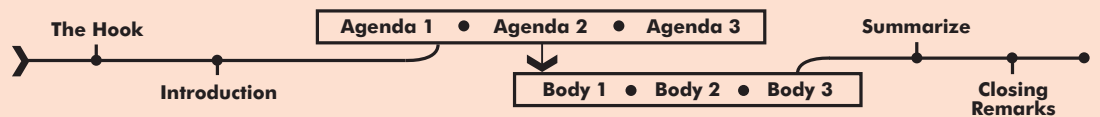
Every industry has its own language, so unless you are speaking to a group that is as immersed in your field as you, drop the technical jargon and use an everyday, conversational approach. Nothing will make you sound less smart than trying to sound smart. You will also fail to connect.

Now that you have all your content organized, it's time to build out the structure of the presentation.

**TELL 'EM WHAT
YOU'RE GOING
TO TELL THEM.**

TELL 'EM.

**TELL 'EM WHAT
YOU TOLD THEM.**



4 STRUCTURED STORY

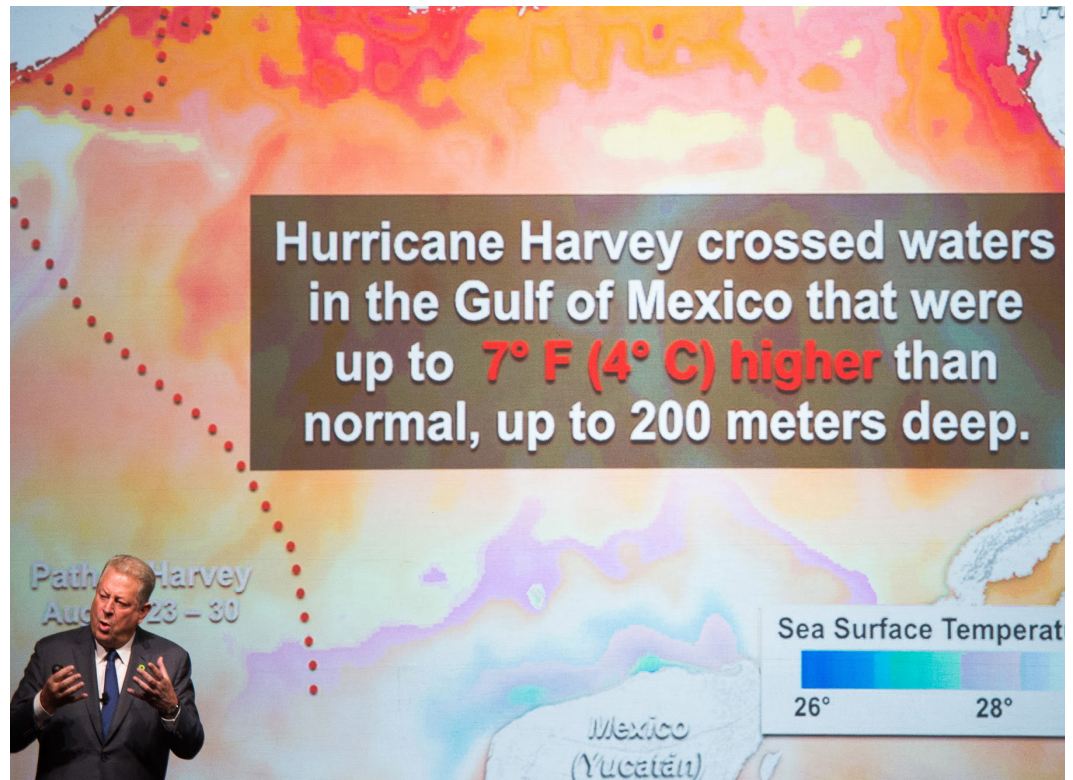
The campfire might have been replaced by the projector bulb, but stories remain the most powerful form of human communication. A good presentation is a structured story essentially made up of four components: an opening hook, an intro of the big idea framed as an opportunity or problem, the proposed solution and a summary with a conclusion and call to action.

THE HOOK

You need to build a human connection right from the beginning. Earn their attention. Find a simple creative start that ignites interest and engagement. It can be a powerful statistic, a personal story, a quote, an example, a comment, a current event, or a question. Your hook should be directly related to your content. Everybody is distracted until they are not, or as Mike Tyson says, “everybody has a plan until they are punched in the face’. That’s the goal of the hook. Punch them in the emotional and intellectual face to get their attention. Ideally build a little rapport and credibility while you’re at it.

THE INTRO

Now that you have the audience’s attention, get them ready to receive your big idea by giving them a framework for everything to follow. Provide an overview of the opportunity or problem. Introduce the audience’s role in solving this problem and why it is important to them. Then tell them what you are going to tell them. This is called priming. Make it clear and concise. Don’t go into too much detail. Aim to introduce 3 chapters of content but 5 max, all linked back to your objective. If this takes more than a minute, you’re going into too much detail.



Al Gore's Inconvenient Truth is a great example of a powerful use of a structured story. Check out the video online!

THE SOLUTION/BODY CONTENT

This is the body of your presentation and the bulk of your content. Dive into each chapter delivering the body of your content with persuasive messages supported with evidence and relevance. Connect the content back to the key motivators for your audience. When appropriate, tilt your style to mirror the key decision makers. Use transition statements to clearly move between your chapters. Remember to drop the jargon.

SUMMARY & CLOSE

This is where you tell them what you told them. When done well, this will drive a lot of clarity and comprehension with the audience. Link back to your intro and the problem or opportunity statement that anchors your big idea. Highlight the key content chapters you presented while summarizing the implications for the audience. If you have an ask or call to action, now is the time to make it. Always have a clear and defined end to the presentation.

Whether your presentation is 5 minutes or an hour, this structure will provide a framework to consistently organize and deliver your story with clarity and impact.

TOOLKIT

You can reference the presentation worksheet to help you build out the structured story for your next presentation.

**“YOU DON’T NEED
SLIDES IF YOU
REALLY KNOW
WHAT YOU ARE
TALKING ABOUT.”**

Steve Jobs

5 BUILD VISUALS

We are all visual creatures, getting up to 75% of our information and learning from images, so the next step in the process is about layering visuals into the story telling process. Good visuals will keep your audience engaged, highlight key pieces of information and create impactful and memorable moments. Bad visuals will distract your audience from your key messaging and yourself, significantly diluting your impact. Here's a list of best practices to help you get started:

KEEP IT SIMPLE

From the design template through to the content, keep things simple and direct. One font, one photography style, one illustrative style, one colour palette, one design template. Think about billboards down the side of a highway. Your audience shouldn't need more than 3 seconds to understand the content of a slide. Only use slides when appropriate to the audience and venue. Each slide should only communicate one idea or concept with limited text, you should never find yourself in a situation where you read your slides. Limit the number of slides and when you don't need them, blank the screen so the audience's attention is back on you. Your goal is to move away from projecting a document toward giving a presentation.

INTEGRATE DON'T DUPLICATE

People can only process one message at a time, which means they are either listening to you or reading your slides. They can't do both. A good slide pairs with what you are saying, it doesn't replicate it. The priority is for you to deliver the message, the slides should serve as a backdrop that helps set the stage or reinforce a key message. Think about their power to reveal information in a powerful way or explain information in a faster form than the spoken word. A simple test is if you can read your slides and people understand your presentation, you still have a document versus a presentation.

PICTURES OVER WORDS

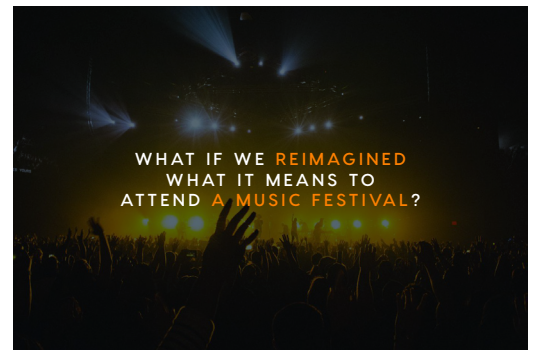
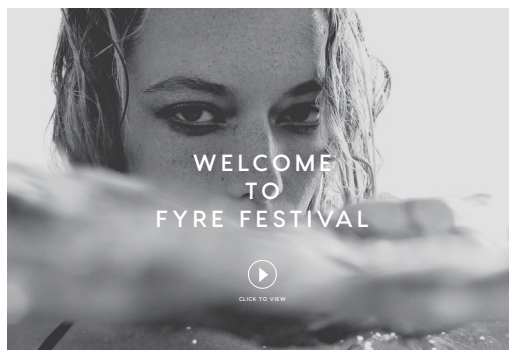
This may seem obvious, but a lot of presentation slides end up with way too much text. We didn't write essays on the side of caves, we used images and icons. Look for opportunities to leverage powerful full-slide photographs, use icons over words where you can, and help people understand data and insight through visualizations. When you use text, make sure it is big and well written like a newspaper headline. The goal is to communicate things that aren't well suited for the spoken word. And make sure you avoid visual clichés. Nobody needs to see another slide with a bullseye target.

DON'T BURY THE HEADLINE

Pick-up a newspaper and read the cover articles. Think about the link between the headlines and the stories. A great headline delivers the most important information with just enough context to inspire interest and curiosity. They make a powerful statement with resulting impact. Same goes for your slides. Don't list the subject as the headline. Create a persuasive key message. It isn't the "Year End Financial Update", it's the "Strengthening Customer Loyalty Drives Margin and Profitability Update".

In planning for your talk, estimate approximately 2 minutes per slide. And remember to tailor the style of presentation to the audience and the venue. Sometimes 'no slides' is the best slide strategy of all.

The FYRE Festival may have been a total disaster, but the Investment pitch deck was a thing of beauty. Google the deck for an interesting reference point plus explore online design templates to support your deck.

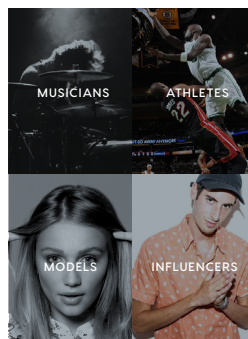


FYRE

FYRE REMOVES THE FRICTION TO SECURING TALENT

Fyre is a global entertainment marketplace that helps venues, brands, and qualified private equity look beyond live performance, appearances, and paid social posts through one consistent and easy digital platform.

Since launching in May 2016, thousands of offers representing tens of millions of dollars of bookings and appearances have been made and completed with Fyre.



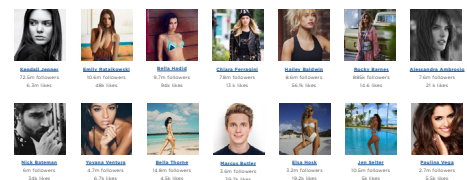
FYRE STARTERS

To ignite the Fyre Festival we compiled 250 of the most influential personalities globally to launch a coordinated influencer marketing campaign.

On Monday, December 12th at 8pm an embargoed invite was posted to the below accounts reaching over 300mm people in 24 hours.

THESE AMBASSADORS STAND AS PART OF, AND REPRESENTATIVE OF, THE FYRE TRIBE.

They are **key personalities** to lead the attendance of an influential audience at the Fyre Festival around the world and therefore your potential brand partners.



**“GREAT WRITING
IS ALL ABOUT THE
POWER OF THE
DELETED WORD.”**

Author Richard Bach

6 EDIT FOR TIME & IMPACT

Ok. Now that you have your draft presentation and visuals pulled together, it's time to do a run through and time check. Set-up the timer on your phone and lay out all your slides and notes. Edit and validate your presentation based on the following:

LOGICAL SEQUENCING

The audience should be able to easily follow the narrative from one point to the next. No different to building a house, you want to establish a strong foundation of interest and context and then add to it in a logical and progressive manner. You can't give a powerful new idea to an audience unless you can explain it simply. Step by step, fueled by curiosity. This is a great area to get feedback from a neutral audience that is not familiar with your content.

REVELATION VERSUS ARGUMENT

The best communications lay out a bread trail of content that leads the audience through a process of self discovery. You want them to come to your same conclusion based on an exploration of your content. This is in contrast to a forceful, heavy handed argument that pushes people to a conclusion. Knowledge can't be pushed into the brain, it must be pulled in. Humans are wired for discovery, invite them into the process versus shoving them through it.

RELENTLESS PURSUIT OF THE OBJECTIVE

Include only the facts and data that will persuade participants towards your objective. Extraneous details will just distract listeners from the important and will dilute your influence. Always be explicit about why your audience should care.

TIME

No one has ever said that they wished that a presentation was longer. Edit and manage your content to 75% of your allocated time. It's always better to aim on the side of shorter. Plus it will ensure you have time for questions and follow-up discussions.

This is where the average typically finish the process. They are all proud of the presentation they have produced and believe the work is done. But not for you. For the remarkable, you are about half way there, both in terms of time and effort. Now you need to rehearse. Excessively.

7 REHEARSAL

The goal here is to rehearse your presentation to the point of unintended memorization. You don't want to literally memorize your presentation word for word, as the delivery will often come off as flat. It also creates a risk of potentially derailing or blanking if you forget where you are in your script. You just want to know the structure and key content so intimately that it frees you to be fully present and engage your audience. You also don't want to have to use notes, which will continually break the connection that you are building with your audience. This is especially tough for some people, but the only way through it is excessive rehearsal and taking the note less plunge.

Start by running through the presentation yourself, out loud, from start to finish. Use a conversational tone. Avoid jargon. It's critical that you hear the words coming out of your mouth as sometimes you don't know how things sound and thread together until you do a full run through. Use your slides, or whatever props you are planning, as you would in the actual presentation. After each run through, tweak your slides and content wherever necessary to tighten things up.

The next step is a run through to another person, ideally a strong presenter. Someone who isn't as close to your content, but would potentially have a similar perspective to your audience. Provide them with a print out of your slides for them to make notes. Ask them to note any areas that are unclear, boring or detract from your objective. Continue to refine your slides and content. If you can't find someone to present to, another option is to film yourself and then watch it back. It will be totally painful, but worth it as you will notice both the opportunities in your delivery as well as your content.

Keep rehearsing until you can consistently deliver your content in 75% of the time that you have been allocated.

At this point, you also want to prepare for any tough questions you might receive. Write them out and draft your response. Keep your responses short and to the point. Refer to the section on Q&A for additional insights and tools.

8 DELIVERY

TECHNICAL PREP

This is the stuff that you want in the bag so that you don't have to waste any mental energy thinking about it.

Always know exactly where you need to be and at what time. Map out your route if required. Ensure your computer is charged, power cord is packed and that you have a selection of cables to connect to different projectors and TVs. If you need printouts, have them printed and organized 24 hrs in advance. Execute a tech check a few days before to ensure the slides and audio/video are working. Have a back-up of your presentation on a USB drive plus have another saved to the cloud where you can access it. Always travel with a back-up slide prompter.

Finally, pick out your outfit. Dress for a match to your audience and ensure its clothing that makes you feel comfortable and confident. Get a haircut and any other grooming sorted. Whether you like it or not, people will start judging you the second they see you, so make it count.

These steps are designed to allow you to be in the right mindset for the actual presentation. Wherever you can, eliminate worry and distraction. Flustered is not good for anyone.

MENTAL PREP

Get a good night's sleep, exercise and drink lots of water. While you're at it, have a healthy meal and avoid alcohol. You want to be your most resilient self.

Now picture yourself successfully delivering the presentation. Literally visualize the moment. This is a go-to for many professional and elite athletes before big games. You want to build positive associations with the event paired with increased confidence. If you've done the work, you will be successful. The reality is that everyone gets nervous. The trick is to embrace the nerves. Nerves and excitement are physiologically the same, so the audience will not be able to tell the difference. Choose to define it as excitement and own the moment.

Leading up to the presentation or meeting, there is one more trick to help you get in a relaxed and clear state. This one is used by Navy Seals before they go into battle. It's called Box Breathing and it helps to calm your body and mind. Using a 4-count increment, breath in, hold, exhale, hold and repeat. Each cycle takes approximately 16 seconds. Repeat for up to 20 minutes or until you achieve a zen-like state. You can also top-up with little 2 minute sprints leading up to the presentation.

DELIVERY

Ok. It's game time. Let's walk through the things to consider supporting a smooth and impactful delivery.

DRESS & GROOMING

Dress for a match to your audience and ensure all details are taken care of to make you feel confident, comfortable and well put together. The audience will start to judge you the moment they see you, so don't discount the impact of little details. When in doubt, go see a stylist. It's worth it.

BODY LANGUAGE & STANCE

Right out of the gate, you want to establish your presence. Your body language should be positive and confident. Stand up straight and find an anchor point to begin your presentation. If you are sitting at a boardroom table, lean in while maintaining an open body position. Avoid crossing your arms or legs as it sends a signal that you are closed-off and it will distance you from your audience. Remember the power stance of standing with your feet shoulder width apart, shoulders square to audience and your hands comfortably at your sides. When in doubt, back to the power stance.

GESTURES

Communicate with your whole self including your body. In general, you want your gestures to increase in relation to the size of your audience, further exaggerating your gestures as the audience and stage get bigger. Think about a conversation with a good friend and bring a similar amount of animation to your presentation. Always match and align your gestures with your content and tone.

POSTURE & HAND SHAKE

Look interested and interesting. Upright and alert. Only think about softening your posture when linked to your content, such as delivering unfavourable or disappointing news. Your handshake should be firm, confident and paired with strong eye contact.

EYE CONTACT

Eye contact is an essential part of connecting with your audience. Ensure that you balance eye contact across your audience, while holding each connection long enough to deliver a single coherent thought. Think about each piece of content as a gift you are giving a member of the audience. Hold the eye contact just long enough to give that gift and then move on. When appropriate, focus on key decision makers and influencers. Avoid spaying eye contact and content all over the place like a sprinkler.

WORDS & LANGUAGE

You want to use natural conversational language that is easily understood and relatable to your audience. Avoid industry jargon at all costs. Be descriptive, especially when you are storytelling, as it will help your audience visualize and experience the story.

VOICE

Your voice is one of your most powerful tools. You want your voice to be dynamic and easy to listen to versus serious and monotone. Think about variances in pitch, volume, speed and articulation. Apply these tactics to create emphasis, contrast and interest. Leverage a good dramatic pause. As a rule, you will need to slow down and speak up. Watch out for verbal ticks and fillers such as 'um', 'like' and 'anyway', which can often be replaced with a moment of silence and a breath.

MOVEMENT

Movement can be a great way to emphasis moments and content while making your presentation more dynamic. However, if used incorrectly, it can also be distracting. Think pacing, rocking and fidgeting. The secret is to always move with purpose. Move between anchor points as you transition from one topic to another. Move to balance your delivery across a larger audience. Stop moving when you want to emphasis a critical point. But always move with purpose.

ENERGY & ATTITUDE

Align your energy and attitude with your content, as how you are communicating is critically linked with what you are communicating. If you want to authentically connect with your audience, you must have perfect attunement between you attitude, energy and your subject. Don't smile while delivering serious news and avoid a monotone, somber delivery for the positive and celebratory. This is the emotional underpinning of trust. Watch for it as you practice and deliver your content.

A FINAL THOUGHT

The best advice I have ever been given on elevating my communications is a little counter-intuitive. It's a mindset shift that has fundamentally changed the way an audience engages with my content while dramatically increasing my ability to create the desired change. Plus it has made the whole process much more enjoyable.

LET GO OF THE OUTCOME

Don't obsess over the end goal of your presentation. Trust that you have built a persuasive and powerful narrative that will get you there. People really don't respond well when you are holding on too tight and push too aggressively towards a destination. Go in with confidence that your audience will get there. Better yet, accept the fact that the destination might evolve, and that might be a good thing. Now your audience is truly part of the journey, not just a passive bystander.

Q&A

This is where a lot of presenters can get into hot water. The presentation is all buttoned down, but how do you give up some of that control without losing the momentum & influence you are working towards. There are a few simple tricks to setting this section of a presentation up for success.

ESTABLISH THE GROUND RULES

Right from the start, establish how and when you are going to take questions. Should people ask during the presentation or will you create time at the end for questions? I am typically a fan of taking questions at the end, unless it is a very small informal group, as often the answer to many of the questions lies in the content.

LISTEN FOR SUBTEXT

There is often a question behind the question. Listen with empathy and an open mind. Listen for the emotional drivers behind the questions. Is that a question about vacation policy or is it hinting at a larger issue on the shifting culture of the organization? Your goal is to listen and respond versus tell and defend. A simple trick is to repeat the question to show that you have heard the request while also ensuring the rest of the audience understands. Also don't shy away from follow-up or clarifying questions as they can help uncover more context and meaning behind the ask.

PREPARE SHORT & TIGHT RESPONSE

Think about any question that might come your way. Go back to your audience analysis. What do they have to lose based on your idea or proposal? Like your presentation, write out your response to these questions. Preparation is what enables the flexibility and confidence to manage this more unpredictable portion of any presentation or meeting.

Using a similar process to building persuasive messages, use the simple structure below to help to keep your responses short and on point, while also supporting with evidence and relevance.

POINT EXAMPLE POINT

Question: *What is the role of prepared meals in our future strategy?*

Answer: *Prepared Meals are critical to our future business. For the first time, we are seeing Canadians spend more on food outside of the home than inside, as convenience and busy lifestyles drive purchase behavior. As a result, we will be investing heavily in prepared foods moving forward.*

Never respond to a question when you are not confident of the answer. It is totally acceptable to recognize a question, propose that you need to give it some thought and follow-up at a later time.

9 REFLECT

Nice job. The hard part is done. The last step in the process is a critical one for building on your learning and skill set. It's a moment of reflection to think about what went well and what you would do differently next time. This is the growth mindset in action.

Reach out to key people in the audience and ask for feedback, perhaps a boss, co-worker and key decision makers. Give them a simple framework of questions to respond to. Even better, brief them ahead of time, so they are thinking about it during your presentation. Also take the time to personally reflect on your performance.

I have provided a presentation audit form to help you think through both the content and stylistic perspectives. Summarize the feedback and take note to review again before your next presentation.

Finally, take a moment to celebrate. Presentations are never perfect, but if you're disciplined and follow a process, you will get better and better. Don't dwell on the mistakes, take the learning and move on. You'll be stronger for it.

That's it. A simple mindset, process and tools to set you up for success and start you on a path to grow your influence and the impact of your career through improved communications.

RMRKBL TOOLKIT

[RMRKBL.CA/TOOLKIT](https://rmrkbl.ca/toolkit)

MINDSET

1**TRY LESS**

You put in the time, the hard work, the training, and the discipline. When it comes to game time, believe in the process and yourself. Relax. Breathe. Don't try hard. Just be present in the moment and welcome the opportunity.

2**BE HUMAN**

A machine can deliver information, but only a human can deliver inspiration. Don't be perfect. Be yourself and embrace the unique aspects of your personality. And drink water.

3**LET GO OF THE OUTCOME**

Don't obsess over the end goal of your presentation. Trust that you have built a persuasive and powerful narrative that will get your audience there. Let them pull the knowledge in fueled by interest and curiosity. The harder you push, the more they will push back.

4**FOCUS ON INDIVIDUALS**

Don't deliver your content to everyone. Connect with individuals and give each the gift of a complete thought paired with eye contact. This also helps you settle in and get connected with the group.

5**IT'S A CONVERSATION**

Think about having a coffee with a friend. Be expressive and natural. Be open to all feedback. Visual, emotional and verbal. Listen, observe and flex your content and style based on their feedback. It's not a one-way dialogue, even if there is limited opportunity for discussion.

STRUCTURE

1**OBJECTIVE**

What is the idea you want to rebuild in the mind of your audience? Define what you want them to THINK, FEEL and DO. Base it on what is important to them versus you. Make it tangible, specific and inspiring.

2**HOOK**

You need to build a human connection right from the beginning. Earn their attention. Find a simple creative start that ignites interest and engagement. Your hook should be directly related to your content.

3**INTRO**

Tell them what you are going to tell them. Make it clear and concise. Don't go into too much detail. Aim for 3 content chapters. All linked to your objective. If this takes more than a minute, you're doing it wrong.

4**DELIVER THE 3**

Deliver the body of your content with persuasive messages supported with evidence and relevance. Connect the content back to the key motivators for your audience. Drop the jargon. Move with purpose.

5**SUMMARY AND CLOSE**

Tell them what you told them. Link back to your intro, highlight the key content and summarize the implications for the audience. If you have an ask, now is the time to make it. Always end with a Thank You.

6**Q&A**

Never tell and defend. Listen and respond with an open mind. Repeat the question. Answer with statements supported with evidence. Point - Example - Point. Be disciplined. Never ramble.

PLANNING STEPS

1 AUDIENCE ANALYSIS

- What do they know about you and the topic?
- What do they care about?
- How would they benefit?
- What are they afraid of? What are their risks?

2 SET OBJECTIVE

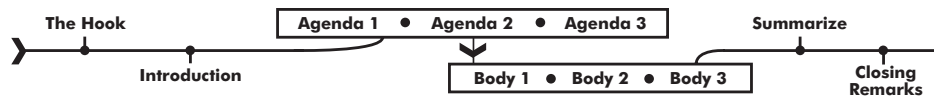
- What do you want the audience to Think, Feel, and Do differently after your presentation?

3 DEVELOP PERSUASIVE MESSAGES

STATEMENT → IMPACT → EVIDENCE → RELEVANCE

So what? 7 Types of Evidence and Key Motivators to Support your Points

4 STRUCTURE



5 BUILD VISUALS

- 1 Keep it simple
- 2 One design theme
- 3 More pictures less words
- 4 Integrate don't duplicate
- 5 Don't bury the headline
- 6 Avoid cliches

6 EDIT

- Edit for time and impact

7 REHEARSE

- Rehearse out loud. Always.
- Target unintended memorization

8 DELIVER

Dress & grooming	Posture & handshake	Words & language	Attitude & energy
Gestures	Movement	Voice	Eye contact

9 REFLECT

- Did well? Do better?

MINDSET

- | | | |
|--|--|------------------------|
| 1 Everything is a presentation | 2 It's not about you, it's about them | 3 Be genuine |
| 4 Think of it as a conversation | 5 Make it emotional | 6 Style matters |
| 7 Preparation & practice | 8 Let go of the outcome | |

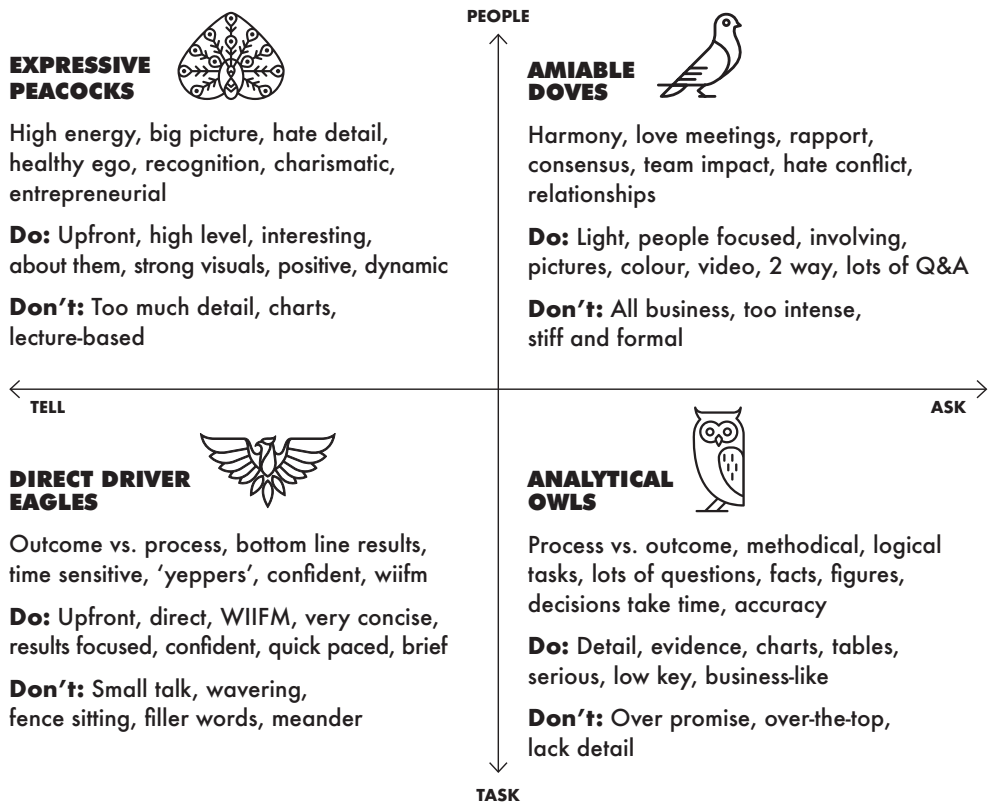
KEY MOTIVATORS

- | | | | |
|-------------|---------------------|----------------|--------|
| Money | Time | Risk avoidance | Status |
| Achievement | Making a difference | Enjoyment | |

EVIDENCE TYPES

- | | | | |
|--------------------|----------------|--------------|--------------|
| Facts | Demonstrations | Case study | Testimonials |
| Analogy & metaphor | Examples | Hypothetical | |

COMMUNICATION STYLES



PRESENTATION AUDIT

STYLE

- Eye Contact/Targeting
- Projection
- Gestures
- Movement
- Audience Rapport
- Comfort Level
- Energy Level
- Sincerity
- Control
- Pause
- Pace
- Voice Modulation
- Interaction

CONTENT

- Relevant Opening
- Emphasis of Key Issues
- Clear Objective
- Clear Agenda
- Clear Transitions
- Clear Summary with Key Points
- Visual Aids Clarity
- Dynamic Ending
- Persuasiveness
- Simplicity
- Content Tailored to Audience
- Questions Clearly Answered
(Point-Example-Point)

WHAT WORKED WELL

IDEAS FOR NEXT TIME

OBJECTIVE (THINK/FEEL/DO)

IDEA STATEMENT (POV & WHAT'S AT STAKE)

HOOK

INTRODUCTION

AGENDA 1

AGENDA 2

AGENDA 3

BODY 1

BODY 2

BODY 3

SUMMARIZE

CLOSING REMARKS
