高级商务沟通指南（中英文对照）

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Guide to Presentations
商务演示指南

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Introduction

HOW THIS BOOK CAN HELP YOU

If you have a specific question about presentations, turn to the relevant part of this book for guidance. For example:

- You're anxious about an upcoming presentation. How can you calm yourself down?
- You think you did a decent job on your presentation, but you're not sure if it will get the desired results. How can you come up with a presentation objective that focuses your efforts and enables you to measure your results?
- Your boss seemed to totally miss the point of your last presentation. How can you aim your message so that it reaches your boss? How can you make sure your key points don't get lost?
- You're giving a sales presentation. How can you be certain the audience will understand the benefits of your recommendation? What strategies can you use to get them to say "yes"?
- You're presenting to an unknown audience. What sort of first impression will you make? How can you enhance your credibility?
- Audience members appear to be confused, frustrated, or sleepy as they look to your computer-generated slide show. How can you design slides that broadcast your message, highlight key data, and hold the interest of the group?

- Someone in the audience seems to be attacking you. How can you handle a hostile audience member or hostile questions?
- You do a fine job discussing your ideas when you are sitting down at a meeting, but as soon as you have to stand up in front of a group, you feel awkward. What should you do with your hands and feet in formal situations and in less formal ones?

If you don't have a specific question, but need general guidelines, procedures, and techniques, read through this entire book. For example:

- You want a framework for thinking strategically about presentations.
- You want to know more about the step-by-step process of creating a presentation, from collecting information and asking questions to rehearsing and delivering your talk.
- You want a procedure to use the next time you have to create slides or other visual aids.

If you are taking a professional course, a college course, a workshop, or a seminar, use this book as a reference. You may be a skilled presenter already, but we hope you will find information in this book that will help you polish your skills.

WHO CAN USE THIS BOOK

This book was written for you if you need to make presentations in a business, government, or academic setting—that is, if you need to present yourself and your ideas to achieve results. You may already know these facts:

- *Public speaking is the # 1 fear in the United States.* Many people avoid giving presentations or simply suffer through them. Understanding how to prepare and practice can make presentations far less troubling.
- *Your success is based on communication.* Studies have linked career advancement with the ability to communicate. Your presentation skills are particularly noticeable—by your boss, your co-workers, your clients, and others.
- *Presenting today is more challenging than in the past.* Recent trends such as increased globalization and new presentation technologies make designing and delivering presentations more challenging than ever.

WHY THIS BOOK WAS WRITTEN

The thousands of participants in various professional presentation courses and workshops we have taught—between the two of us, at Columbia, Dartmouth's Tuck, NYU's Stern, and Stanford business schools, as well as at hundreds of companies and organizations—tell us they want a brief summary of presentation techniques. Such busy professionals have found other books on this subject too long or too remedial for their needs. That's why Prentice Hall is publishing this series, the Prentice Hall Guides to Advanced Communication—brief, practical, reader-friendly guides for people who communicate in professional contexts. (See the opening page in this book for more information on the series.)

- *Brief:* The book summarizes key ideas only. Culling from thousands of pages of text and research, we have omitted bulky examples, cases, footnotes, exercises, and discussion questions.
- *Practical:* This book offers clear, straightforward tools you can use. It includes only information you will find useful in a professional context.
- *Reader-friendly:* We have tried to provide an easy-to-skim format—using a direct, matter-of-fact, and nontheoretical tone.

HOW THIS BOOK IS ORGANIZED

The book is divided into two main sections.

Part I: Presentation Strategy (Chapters 1-3)

Effective presentations are based on effective presentation strategy. Effective presentation strategy, in turn, is based on the three strategic variables covered in this first part, which we refer to as the "AIM" strategy for Audience, Intent, and Message.

- *Chapter 1: Analyzing Your Audience.* This chapter covers how to answer the questions: (1) Who are they? (2) What do they know and expect? and (3) What do they feel?
- *Chapter 2: Identifying Your Intent.* In this chapter, you will learn to set your presentation objective, select the appropriate level of audience

interaction, and choose the appropriate medium (e.g., presentation, meeting, videoconference, etc.)

- *Chapter 3: Making Your Message Memorable.* To craft a memorable message, refer to the emphasis and persuasion techniques explained in this chapter.

Part II: Presentation Implementation (Chapters 4-6)

Based on your strategy, you can implement an effective presentation, using the three sets of skills described in Part II, which we refer to as the "SVN" implementation framework: Structure, Visuals, and Nonverbal delivery.

- *Chapter 4: Structuring Your Presentation.* This chapter covers what you say during the presentation—organizational techniques to research ideas for your message and verbal techniques to structure your message.
- *Chapter 5: Designing Your Visual Aids.* In this chapter, we take you through the process of creating visual aids by (1) selecting the right equipment, (2) composing message titles, (3) choosing your chart design, (4) ensuring consistency (including templates), and (5) striving for simplicity and readability (including use of color).
- *Chapter 6: Refining Your Nonverbal Delivery.* The final aspect of presentation implementation consists of your nonverbal delivery skills—how you look and sound to your audience. This chapter covers techniques for (1) analyzing the various aspects of your nonverbal delivery, (2) enhancing your delivery, including practice techniques, and (3) relaxing and managing your nervous symptoms.

ACKNOWLEDGMENTS

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PART I

Presentation Strategy

When people begin an oral presentation, they often think first about how nervous they feel or which template to use on their visuals or what they will wear. Too often, they don't think they can spare the time to consider key aspects of their strategy before they make a presentation. We liken this attitude to saying "Ready . . . Fire!" without taking "Aim."

To avoid misfires in your presentations, attend to each of the three elements of AIM strategy (illustrated on the facing page) before you decide what you want to say.

- **A** stands for "analyzing your audience" (Chapter 1)
- **I** stands for "identifying your intent" (Chapter 2)
- **M** stands for "making your message memorable" (Chapter 3)

What you determine about your strategy—who will be in your audience, how interactive you want to be, how you can be persuasive—will ultimately drive the implementation concerns (structure, visuals, and nonverbal delivery), covered in the second part of this book.

As you can see from the AIM illustration, the three components do not necessarily occur in lockstep order. The arrows show that all three of them interact. For example, your audience affects your choice of persuasive technique and what you intend to accomplish influences how you'll emphasize your message.

CHAPTER I OUTLINE

I. WHO ARE THEY?
   1. Analyzing the primary audience
   2. Analyzing the key influencers
   3. Analyzing the secondary audience

II. WHAT DO THEY KNOW AND EXPECT?
   1. What do they know about the topic?
   2. What do they know about you?
   3. What do they expect in terms of format?
   4. What do they expect in terms of culture?

III. WHAT DO THEY FEEL?
   1. Are they interested?
   2. What is their bias?
   3. Are you asking for a little or a lot?

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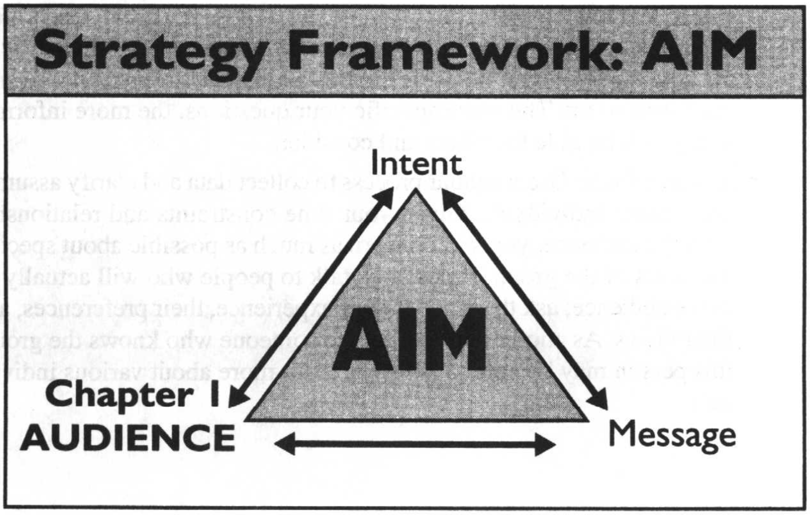
CHAPTER 1

Analyzing Your Audience

One of the three important components of your AIM strategy is to analyze your audience. Good audience analysis requires going beyond your initial assumptions and gathering information about the people who will be listening to and be affected by your presentation. Much of what you need to know can be learned from getting detailed answers to three broad questions covered in this chapter: (1) Who are they? (2) What do they know and expect? (3) What do they feel?



Strategy Framework: AIM

I. WHO ARE THEY?

The first question encourages you to find out as much as you can about your audience—including demographic data about the group and specific information about the individuals. Audience analysis includes both your (1) "primary audience," those who will actually be in the room listening to the presentation, as well as your (2) "secondary (or hidden) audience," those who will hear about it, be affected by it, or be a part of preparing it.

Although most of your work for audience analysis occurs before you prepare your talk, remember to keep collecting information even on the day of the presentation—meet the people who arrive early, watch for reactions to what you say, and listen carefully to the questions people ask.

Analyzing the primary audience

- *As a group:* Asking the "Who are they?" question usually gives you information about the size of the audience, their age range, their educational or work backgrounds, and other demographic information such as gender, race, and culture. With follow-up questions, you may be able to learn much more. For example: What does the group tend to like in terms of delivery style? Do they have different levels of fluency with the language you will be using? Is this a talkative group? An informal one? And so on. The more specific your questions, the more information you'll be able to collect and consider.
- *As individuals:* Use a similar process to collect data and clarify assumptions about individuals. Given your time constraints and relationship with the audience, you should learn as much as possible about specific members of the group. If possible, talk to people who will actually be in the audience; ask them about their experience, their preferences, and their views. As another option, talk to someone who knows the group; this person may be able to help you learn more about various individuals.

Analyzing the key influencers These individuals control the decision-making process and help shape the group's views.

- *Key decision makers:* Key decision makers are those with direct power or influence. Whenever you can gather specific information about these individuals, you'll have a much easier time targeting your presentation. Try to discover which types of appeals seem to impress them and which types they seem to ignore. Also realize that assessing key decision makers tends to be much easier if you've presented to them before.
- *Opinion leaders:* You will also benefit if you have information about individuals who influence the group indirectly. Try to figure out if they are for or against your ideas. In addition, take some time to assess how the opinion leader manages to influence the group's views.

Analyzing the secondary audience Secondary audiences are often overlooked. They shouldn't be. These hidden audience members can easily influence your presentation. Therefore, ask yourself: "Who else may hear or see the messages intended for my primary audience?" and "How may these people react to what they hear or see?"

- *Gaining allies:* Often presentations have a ripple effect. You deliver your messages to the primary audience and they, in turn, share this information with others. To take advantage of this process, ask audience members to pass along your key messages so others can hear your ideas and understand your views.
- *Using handouts:* Secondary audiences always need to be considered if you plan to give handouts. Think about how someone who didn't attend the presentation will view the materials you plan to distribute.
- *Limiting leaks:* If you plan to present any confidential information, recognize the danger of including this information in a handout. Even if you don't put this information in a handout, you may still have trouble controlling who hears it.

II. WHAT DO THEY KNOW AND EXPECT?

The second question focuses on the audience's knowledge and their expectations.

What do they know about the topic? Think about your audience's background and information needs. Since you want to avoid boring the experts or baffling the beginners, keep these points in mind:

- *Identify unfamiliar terms and jargon* before you start designing your presentation. What may be a common term to you may be an unknown concept to many in the audience. On the other hand, if the audience has a special vocabulary, you may want to learn and use their lingo during your presentation.
- *Consider how to handle the mixed backgrounds* in the room. You may find that the experts are more willing to listen to basic explanations if they see that most people in the room don't share their expertise. An informal poll at the start of the presentation may alert the audience to the mixed backgrounds in the room. As another option, you may be able to provide background material to audience members before the presentation. Be sure to pay special attention to the background and information needs of key decision makers. While you don't want to confuse anyone in the group, you certainly don't want to bore decision makers with information that seems too basic or data they don't care to see.
- *Look for ways to separate the basic messages* from more elaborate details. When you design your presentation, remember that everyone must be able to follow your basic points, but you may be able to keep the experts involved by referring to examples or issues that will interest them, while alerting others that a brief digression isn't central to your point.

What do they know about you? Figure out what the audience already knows about you and then try to assess their views. Consider what they know about your competence and your character. For example: What do they know about your background? Do they consider you an expert? Will they trust you to be fair? By asking such questions, you can begin to assess your initial credibility, which is the credibility you have before you present. (Pages 32–33 have more information about credibility.)

What do they expect in terms of format? Find out what the audience expects in terms of room set up, formality level, timing, ground rules, and visual aids. Clearly, you don't want to waste time preparing a formal, one-hour presentation if your audience thinks you'll be delivering an informal, 15-minute talk. Similarly, if you plan to ask people to hold their questions until the end of your presentation, but the departmental norm is to ask questions throughout, realize that the audience may either resent or simply not follow your initial request. Never run the risk of irritating or inconveniencing the very same people you hope to persuade. Therefore, if you plan to go against the norm in terms of format expectations, be prepared to explain why you are engaging in the unexpected.

What do they expect in terms of culture? Every aspect of your strategy will be greatly influenced by the cultural context in which you are communicating. By "culture," we include the country, region, industry, organization, gender, ethnic group, and work group. Much of the material in this book is geared toward giving presentations in a Western business culture. If you are planning to give a presentation to people from another culture, get assistance from someone who knows that culture. Here are a few cross-cultural considerations to keep in mind (for more information, see the Munter article in the bibliography):

- *Cultural attitudes toward time:* You might want to take a different approach in a culture that is relaxed and relative about time than you would in a culture that is more precise about it.
- *Cultural attitudes toward whom to include:* You may need to include additional audience members depending on cultural expectations about rank, authority, and group definition.
- *Cultural differences in motivation:* You may find that different motivational techniques will work more effectively in different cultures. Although some cultures value material wealth and acquisition, others place greater value on work relationships, challenges, or status.
- *Cultural norms about communication medium:* Some cultures may routinely use standardized one-page memos while others prefer face-to-face hallway discussions. You might find different medium usage in a traditional organization versus a start-up venture.

III. WHAT DO THEY FEEL?

Remember, your audience's emotional level is just as important as their knowledge level. Many presenters mistakenly think that all business audiences are driven by facts and rationality alone. In truth, they may also be driven by their feelings about you or your message: they may experience positive emotions such as pride, excitement, and hope, or negative ones, such as anxiety, fear, or jealousy.

In addition to these feelings, consider their general emotional state. Is there anything about the current economic situation, the timing, or their morale that you should keep in mind? More specifically, analyze their interest level, bias, and attitude toward what you want them to do.

Are they interested? Does your topic excite the audience or bore them? Is your message a high priority or a low one? Will they listen carefully to what you say or will they quickly tune you out?

- *High interest level:* If everyone's interest level will be high, you can get right to the point without taking much time to arouse their interest. If you are planning an informative talk, be sure to leave plenty of time for questions, because most groups want to discuss the topics that intrigue them.
- *Low or mixed interest level:* If, on the other hand, some members of the audience have a low interest level, use techniques to grab their attention and overcome their indifference. Many of the techniques described on page 27–33 can be used to motivate bored audience members. In addition, consider building interest by asking for audience participation and be sure to maintain that interest by keeping your presentation as short as possible. If you are delivering a sales presentation, try to act quickly on any attitude changes that occur as a result of your sales pitch; such changes may not be permanent with this type of audience.

What is their bias? Consider their attitude toward you and your message. Are they likely to favor your ideas, be indifferent, or be opposed? What do they have to gain and what do they have to lose? Why might they say "yes"? And why might they say "no"?

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