Index

ACT 2

Deliver the Experience

Steve Jobs does not deliver a presentation. He offers an experience. Imagine visiting New York City to watch an award-winning play on Broadway. You would expect to see multiple characters, elaborate stage props, stunning visual backgrounds, and one glorious moment when you knew that the money you spent on the ticket was well worth it. In Act 2, you will discover that a Steve Jobs presentation contains each of these elements, helping Jobs create a strong emotional connection between himself and his audience.

Just as in Act 1, each scene will be followed by a summary of specific and tangible lessons you can easily apply today. Following is a short description of each scene in this act:

» **SCENE 8: "Channel Their Inner Zen."** Simplification is a key feature in all of Apple's designs. Jobs applies the same approach to the way he creates his slides. Every slide is simple, visual, and engaging.

» **SCENE 9: "Dress Up Your Numbers."** Data is meaningless without context. Jobs makes statistics come alive and, most important, discusses numbers in a context that is relevant to his audience.

» **SCENE 10: "Use 'Amazingly Zippy' Words."** The "mere mortals" who experience an "unbelievable" Steve Jobs presentation find it "cool," "amazing," and "awesome." These are just some of the zippy words Jobs uses frequently. Find out why Jobs uses the words he does and why they work.

» **SCENE 11: "Share the Stage."** Apple is a rare company whose fortunes are closely tied to its cofounder. Despite the fact that Apple has a deep bench of brilliant leaders, many observers say Apple is a one-man show. Perhaps. But Jobs treats presentations as a symphony.

» **SCENE 12: "Stage Your Presentation with Props."** Demonstrations play a very important supporting role in every Jobs presentation. Learn how to deliver demos with pizzazz.

» **SCENE 13: "Reveal a 'Holy Shit' Moment."** From his earliest presentations, Jobs had a flair for the dramatic. Just when you think you have seen all there is to see or heard all there is to hear, Jobs springs a surprise. The moment is planned and scripted for maximum impact.

Channel Their Inner Zen

Simplicity is the ultimate sophistication.

—STEVE JOBS, QUOTING LEONARDO DA VINCI

S implicity is one of the most important concepts in all Apple designs—from computers, to music players, to phones, and even to the retail store experience. "As technology becomes more complex, Apple's core strength of knowing how to make very sophisticated technology comprehensible to mere mortals is in ever greater demand,"[1] Jobs told a *New York Times* columnist writing a piece about the iPod in 2003.

Apple's design guru, Jony Ive, was interviewed for the same *New York Times* article and noted that Jobs wanted to keep the original iPod free of clutter and complexity. What the team removed from the device was just as important as what they kept in. ''What's interesting is that out of that simplicity, and almost that unashamed sense of simplicity, and expressing it, came a very different product. But difference wasn't the goal. It's actually very easy to create a different thing. What was exciting is starting to realize that its difference was really a consequence of this quest to make it a very simple thing,"[2] Ive said. According to Ive, complexity would have meant the iPod's demise.

Jobs makes products easy to use by eliminating features and clutter. This process of simplification translates to the way Jobs

designs his slides as well. "It's laziness on the presenter's part to put everything on one slide," writes Nancy Duarte.[3] Where most presenters add as many words as possible to a slide, Jobs removes and removes and removes.

A Steve Jobs presentation is strikingly simple, visual, and devoid of bullet points. That's right—no bullet points. Ever. Of course, this raises the question, would a PowerPoint presentation without bullets still be a PowerPoint presentation? The answer is yes, and a much more interesting one. New research into cognitive functioning—how the brain works—proves that bullet points are the *least* effective way to deliver important information. Neuroscientists are finding that what passes as a typical presentation is usually the worst way to engage your audience.

"The brain is fundamentally a lazy piece of meat," writes Dr. Gregory Berns in *Iconoclast*.[4] In other words, the brain doesn't like to waste energy; it has evolved to be as efficient as possible. Presentation software such as PowerPoint makes it far too easy to overload the brain, causing it to work *way* too hard. Open PowerPoint, and the standard slide template has room for a title and subtitles, or bullets. If you are like most presenters, you write a title to the slide and add a bullet, a subbullet, and often a sub-subbullet. The result looks like the sample slide in Figure 8.1.
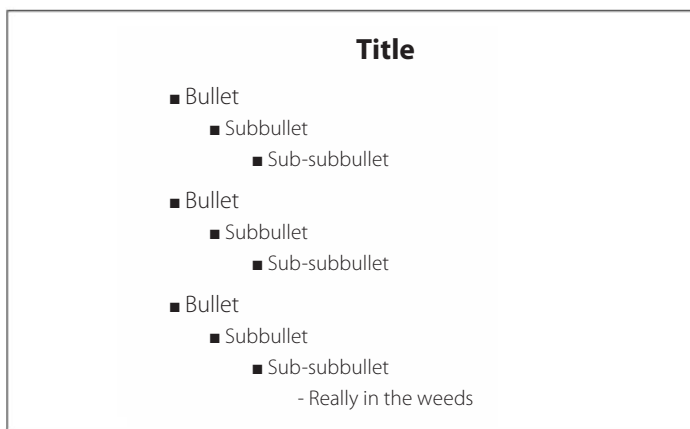

Figure 8.1 A typical, boring PowerPoint template.

This slide format gives me the willies. It should scare the heck out of you, too. Designer Garr Reynolds calls these creations "slideuments," an attempt to merge documents with slides. "People think they are being efficient and simplifying things," according to Reynolds. "A kind of kill-two-birds-with-one-stone approach. Unfortunately, the only thing 'killed' is effective communication."[5] Reynolds argues that PowerPoint, used effectively, can complement and enhance a presentation. He is not in favor of ditching PowerPoint. He is, however, in favor of ditching the use of "ubiquitous" bulleted-list templates found in both PowerPoint and Keynote. "And it's long past time that we realized that putting the same information on a slide in text form that is coming out of our mouths usually does not help—in fact, it hurts our message."[6]

Creating Steve Jobs–like slides will make you stand out in a big way, if only because so few people create slides the way he does. Your audience will be shocked and pleased, quite simply because nobody else does it. Before we look at *how* he does it, though, let's explore *why* he does it. Steve practices Zen Buddhism. According to biographers Jeffrey Young and William Simon, Jobs began studying Zen in 1976.[7] A Zen Buddhist monk even officiated at his wedding to Lauren Powell in 1991.

A central principle of Zen is a concept called *kanso*, or simplicity. According to Reynolds, "The Japanese Zen arts teach us that it is possible to express great beauty and convey powerful messages through simplification."[8] Simplicity and the elimination

No More Pencils

We've been trained since youth to replace paying attention with taking notes. That's a shame. Your actions should demand attention. (Hint: bullets demand note taking. The minute you put bullets on the screen you are announcing, "Write this down, but don't really pay attention to it now.") People don't take notes when they go to the opera.[9]

—SETH GODIN, SETH'S BLOG

of clutter is a design component that Jobs incorporates into his products and slides. In fact, most everything about his approach to life is all-out Zen.

In 1982, photographer Diana Walker took a portrait of Jobs in the living room of his house. The room was huge, with a fireplace and ceiling-to-floor windows. Jobs sat on a small rug on a wooden floor. A lamp stood next to Jobs. Behind him were a record player and several albums, some of which were strewn on the floor. Now, Jobs could surely have afforded some furniture. He was, after all, worth more than $100 million when the photograph was taken. Jobs brings the same minimalist aesthetic to Apple's products. "One of the most important parts of Apple's design process is simplification," writes Leander Kahney in *Inside Steve's Brain*.[10]

"Jobs," says Kahney, "is never interested in technology for technology's sake. He never loads up on bells and whistles, cramming features into a product because they're easy to add. Just the opposite. Jobs pares back the complexity of his products until they are as simple and as easy to use as possible."[11]

When Apple first started in the 1970s, the company's ads had to stimulate demand for computers among ordinary consumers who, frankly, didn't quite see the need for these new devices. According to Kahney, "The ads were written in simple, easy-to-understand language with none of the technical jargon that dominates competitors' ads, who, after all, were trying to appeal to a completely different market—hobbyists."[12] Jobs has kept his messages simple ever since.

The influential German painter Hans Hofmann once said, "The ability to simplify means to eliminate the unnecessary so that the necessary may speak." By removing clutter—extraneous information—from his products and presentations, Jobs achieves the ultimate goal: ease of use and clarity.

Macworld 2008: The Art of Simplicity

To gain a fuller appreciation of Jobs's simple slide creations, I have constructed a table of excerpts from his Macworld 2008 keynote presentation. The column on the left in Table 8.1

contains his actual words, and the column on the right contains the text on the accompanying slides.[13]

In four slides, Jobs's presentation contained fewer words by far than what most other presenters cram onto one slide alone. Cognitive researchers like John Medina at the University of Washington have discovered that the average PowerPoint slide contains forty words. Jobs's first four slides have a grand total of seven words, three numbers, one date, and no bullet points.

Let's Rock

On September 9, 2008, Jobs revealed new features for the iTunes music store and released new iPod models for the holiday season. Prior to the event—dubbed "Let's Rock"—observers speculated

TABLE 8.1 EXCERPTS FROM JOBS'S MACWORLD 2008 KEYNOTE

STEVE'S WORDS	STEVE'S SLIDES
"I just want to take a moment and look back to 2007. Two thousand seven was an extraordinary year for Apple. Some incredible new products: the amazing new iMac, the awesome new iPods, and of course the revolutionary iPhone. On top of that, Leopard and all of the other great software we shipped in 2007."	2007
"It was an extraordinary year for Apple, and I want to just take a moment to say thank you. We have had tremendous support by all of our customers, and we really, really appreciate it. So, thank you for an extraordinary 2007."	Thank you.
"I've got four things I'd like to talk to you about today, so let's get started. The first one is Leopard."	1
"I'm thrilled to report that we have delivered over five million copies of Leopard in the first ninety days. Unbelievable. It's the most successful release of Mac OS X ever."	5,000,000 copies delivered in first 3 months

that Jobs might be in ill health, given his gaunt appearance. (In January 2009, Apple revealed that Jobs was losing weight due to a hormone imbalance and would take a leave of absence for treatment.) Jobs addressed the rumor as soon as he stepped onstage. He did so without saying a word about it. He let a slide do the talking (see Table 8.2).[14] It was simple and unexpected. It generated cheers and deflected the tension. The rest of the introduction was equally as compelling for its simplicity.

Make note of the words and figures on the slides in the table. The words on the slide match the exact words that Jobs uses to deliver his message. When Jobs says, "We're going to talk about music," the only word the audience sees is "Music." The words act as a complement.

If you deliver a point and your slide has too many words— and words that do not match what you say—your audience will have a hard time focusing on both you and the slide. In short, wordy slides detract from the experience. Simple slides keep the focus where it belongs—on you, the speaker.

Empirical Evidence

Empirical studies based on hard data, not opinions, prove that keeping your slides simple and free of extraneous information is the best way to engage your audience. Dr. Richard Mayer teaches educational psychology at the University of California, Santa Barbara, and has been studying multimedia learning since 1991. His theories are based on solid, empirical studies published in peer-reviewed journals. In a study titled "A Cognitive Theory of Multimedia Learning," Mayer outlined fundamental principles of multimedia design based on what scientists know about cognitive functioning. Steve Jobs's slides adhere to each of Mayer's principles:

MULTIMEDIA REPRESENTATION PRINCIPLE

"It is better to present an explanation in words and pictures than solely in words," writes Mayer.[15] According to Mayer, learners can

TABLE 8.2 EXCERPTS FROM JOBS'S 2008
"LET'S ROCK" PRESENTATION

STEVE'S WORDS	STEVE'S SLIDES
"Good morning. Thank you for coming this morning. We have some really exciting stuff to share with you. Before we do, I just wanted to mention this [gestures toward screen]."	The reports of my death are greatly exaggerated.
"Enough said. So, let's get on with the real topic of this morning, which is music. We're going to talk about music today, and we've got a lot of fun, new offerings."	Music
"So, let's start with iTunes."	iTunes
"iTunes, of course, is the ubiquitous music and video player married with the largest online content store in the world."	Image of iTunes home page
"iTunes now offers over eight and a half million songs. It's amazing. We started with two hundred thousand. We now have over eight and a half million songs."	8,500,000 songs
"Over one hundred and twenty-five thousand podcasts."	125,000 podcasts
"Over thirty thousand episodes of TV shows."	30,000 episodes of 1,000 TV shows
"Twenty-six hundred Hollywood movies."	2,600 Hollywood movies
"And, as of very recently, we now offer over three thousand applications for iPhone and iPod Touch."	3,000 applications for iPhone & iPod Touch
"And over the years, we've built up a great customer base. We're very pleased to announce that we've got over sixty-five million accounts in iTunes now. It's fantastic: sixty-five million customers."	65,000,000 accounts with credit cards

Two-Minute Warning

> *The task of leaders is to simplify. You should be able to explain where you have to go in two minutes.*[16]
>
> —JEROEN VAN DER VEER, CEO, ROYAL DUTCH SHELL

more easily understand material when it is presented in both words *and* pictures. In Mayer's experiments, groups that were exposed to multisensory environments—texts and pictures, animation, and video—always had much more accurate recall of the information, in some cases up to twenty years later!

CONTIGUITY PRINCIPLE

"When giving a multimedia explanation, present corresponding words and pictures contiguously rather than separately," Mayer advises.[17] In Mayer's experiments, he exposed students to certain types of information and then tested them on what they had learned. Those students who had read a text containing captioned illustrations near the corresponding words performed 65 percent better than those students who had read only plain text. Mayer says this principle is not surprising if you know how the brain works. When the brain is allowed to build two mental representations of an explanation—a verbal model and a visual model—the mental connections are that much stronger.

SPLIT-ATTENTION PRINCIPLE

Mayer also advises, "When giving a multimedia explanation, present words as auditory narration rather than visual on-screen text."[18] When presenting information, words delivered orally have greater impact than words read by your audience on a slide. Having too many words to process overloads the brain.

COHERENCE PRINCIPLE

"When giving a multimedia explanation," writes Mayer, "use few rather than many extraneous words and pictures."[19] Shorter presentations with more relevant information are more consistent

with cognitive-learning theories. In sum, adding redundant or irrelevant information will impede, rather than aid, learning.

Mayer says an ideal slide would contain an image along with a simple line drawing directing the eye to the area that you want the viewer to see. This is called "signaling," and it is based on the scientific premise that your audience should not have to waste cognitive resources trying to find their place on the screen. Now, keep this in mind as we return to the "Let's Rock" event. About six minutes into the presentation, Jobs described a new feature available on iTunes—Genius (see Table 8.3).[20]

What could be easier to follow than simple line arrows pointing to the relevant area of a slide? Line drawings, few words, and a rich library of colorful images and photographs make up the majority of Jobs's slides. Simplicity—the elimination of clutter—is the theme that ties them all together.

The "McPresentation"

Critics once derided *USA Today* as "McPaper" for its short, easy-to-read stories. They're not laughing now. *USA Today* boasts the largest circulation of any newspaper in the United States. Readers love the colorful and bold graphics, charts, and photographs. After *USA Today* launched in 1982, many daily newspapers had no choice but to follow with shorter stories, splashes of color, and more photographs.

USA Today became famous for its "snapshots," stand-alone charts carried on the lower left of the main sections (i.e., News, Sports, Money, Life). They are easy-to-read statistical graphics that present information on various issues and trends in a visually appealing way. These graphics are among the best learning tools to create more visual slides. Study them. You'll see Richard Mayer's theory in action. Statistics share the slide with images, making the information more memorable. For an index of *USA Today* "snapshots," visit usatoday.com/snapshot/news/snapndex.htm.

TABLE 8.3 MORE EXCERPTS FROM JOBS'S 2008
"LET'S ROCK" PRESENTATION

STEVE'S WORDS	STEVE'S SLIDES
"We're introducing a new feature called Genius. Genius is pretty cool."	Genius
"What Genius does is automatically allow you to make playlists from songs in your music library that go great together, with just one click. It helps you rediscover music from your own music library and make great playlists that you probably wouldn't think of making any other way, and it really works well with just one click."	Automatically make playlists from songs in your library that go great together—with just one click
"So, that's what Genius is. Here's what it looks like. Let's say you're listening to a song—in my case, a Bob Dylan song."	Image of an iTunes library screen shot with a song highlighted
"There's a Genius button down here in the corner. You push that, and voilà—you've made a Genius playlist. In addition, you can bring up the Genius sidebar that makes recommendations from the iTunes store of music you might want to buy."	Animated circle appears and surrounds small Genius logo at bottom right of screen
"So, how does all this work? Well, we've got the iTunes store in the cloud, and we've added Genius algorithms to it."	Simple cloud line drawing with Genius logo inside
"So, you've got your music library. If you turn on Genius, it's going to send up information about your music library to iTunes so we can learn about your musical tastes. This information is sent completely anonymously."	Image of iTunes music library; arrow appears moving up from iTunes to cloud
"But it's not just information from you, because we are going to combine your information with the knowledge of millions of iTunes users as well."	Many images of iTunes music libraries appear alongside original
"And so, you're going to send your information up, and so are they."	Arrow up from original image to cloud, followed by more than a dozen arrows from other images

STEVE'S WORDS	STEVE'S SLIDES
"And as that happens, Genius just gets smarter, and smarter, and smarter."	Genius logo in cloud replaced with word "Smarter"
"Everybody benefits. When we send back down Genius results to you, they are tailored to your music library."	Arrow appears moving downward from cloud to iTunes library image
"So, automatically make playlists from songs in your library that go great together, with just one click. That's what Genius is about." [moves to demo]	

White Space

According to Garr Reynolds, there is a clear Zen aesthetic to Jobs's slides. "In Jobs's slides, you can see evidence of restraint, simplicity, and powerful yet subtle use of empty space."[21] Top designers such as Reynolds say the biggest mistake business professionals make is filling up every centimeter of the slide.

Nancy Duarte describes white space as giving your slides visual breathing room. "Visible elements of a slide often receive the most focus. But you need to pay equal attention to how much space you leave open . . . It's OK to have clear space—clutter is a failure of design."[22] Duarte says it's "laziness" on the part of the presenter to put everything on one slide.

Dense information and clutter requires too much effort for your audience. Simplicity is powerful. Empty space implies elegance, quality, and clarity. To see examples of how designers use space, visit some slide design contest winners at Slideshare.net (slideshare.net/contest/results-2008).

Picture Superiority Effect

By now I hope you have decided to gather up your current slides, especially those with bullet points, and burn them. At least burn them digitally by deleting them and emptying your recycle bin

so you can never retrieve those slides again. The argument for the visual representation of ideas is such a powerful concept that psychologists have a term for it: the picture superiority effect (PSE).[23] Researchers have discovered that visual and verbal information are processed differently along multiple "channels" in your brain. What this means for you and your next presentation is simple: your ideas are much more likely to be remembered if they are presented as pictures instead of words.

Scientists who have advanced the PSE theory believe it represents a powerful way of learning information. According to John Medina, a molecular biologist at the University of Washington School of Medicine, "Text and oral presentations are not just less efficient than pictures for retaining certain types of information; they are *way* less efficient. If information is presented orally, people remember about 10 percent, tested seventy-two hours after exposure. That figure goes up to 65 percent if you add a picture."[24]

Pictures work better than text because the brain sees words as several tiny pictures. According to Medina, "My text chokes you, not because my text is not enough like pictures but because my text is too much like pictures. To our cortex, unnervingly, there is no such thing as words."[25]

Steve's Love of Photos

On June 9, 2008, Steve Jobs announced the introduction of the iPhone 3G at the WWDC. He used eleven slides to do so, employing the concept of PSE to its fullest. Only one slide contained words ("iPhone 3G"). The others were all photographs. Take a look at Table 8.4.[26]

Given the same information, a mediocre presenter would have crammed all of it onto one slide. It would have looked something like the slide in Figure 8.2. Which do you find more memorable: Jobs's eleven slides or the one slide with a bulleted list of features?

When Steve Jobs introduced the MacBook Air as "the world's thinnest notebook," one slide showed a photograph of the new

TABLE 8.4 JOBS'S WWDC 2008 KEYNOTE

STEVE'S WORDS	STEVE'S SLIDES
"As we arrive at iPhone's first birthday, we're going to take it to the next level."	Photo of birthday cake, with white frosting, strawberries, and one candle in the middle
"Today we're introducing the iPhone 3G. We've learned so much with the first iPhone. We've taken everything we've learned and more, and we've created the iPhone 3G. And it's beautiful."	iPhone 3G
"This is what it looks like [turns and gestures toward screen; audience laughs]. It's even thinner at the edges. It's really beautiful."	Side view of iPhone, so slim that it's hard to see on the slide and takes up very little space—an example of using empty space to communicate an idea
"It's got a full plastic back. It's really nice."	Full-screen view of the back
"Solid metal buttons."	Another side view of the device, where buttons are visible
"The same gorgeous 3.5-inch display."	Photo of front, showing display
"Camera."	Close-up photo of camera
"Flush headphone jack so you can use any headphones you like."	Close-up of headphone jack
"Improved audio. Dramatically improved audio."	Another photo from top of the device
"It's really, really great. And it feels even better in your hand, if you can believe it."	Returns to first side-view photo
"It's really quite wonderful. The iPhone 3G."	iPhone 3G

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iPhone 3G

- Thinner at the edges
- Full plastic back
- Solid metal buttons
- 3.5-inch display
- Built-in camera
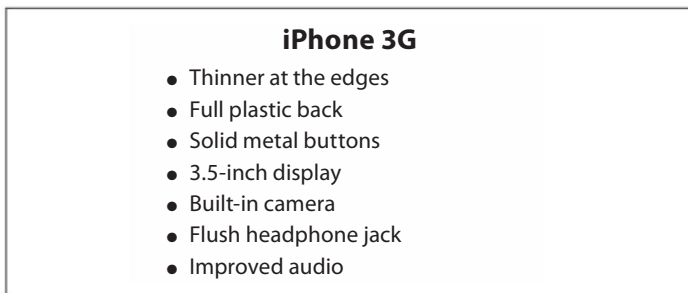- Flush headphone jack
- Improved audio

Figure 8.2 Dull slides have no images and too many words.

computer on top of an envelope, which was even larger than the computer itself. That's it. No words, no text boxes, no graphs, just the photo. How much more powerful can you get? The picture says it all. For illustrative purposes, I created the slide in Figure 8.3 as an example of a typical slide that a mediocre presenter would have created to describe a technical product. (Believe it or not, this mock slide is gorgeous compared with many slides I have actually seen in technical presentations delivered by sub-par presenters.) It's a mishmash of fonts, styling, and text. Not memorable and truly awful.

In contrast, Figure 8.4 shows one of Jobs's slides from the Macbook Air presentation. The majority of his slides for this presentation looked very similar, featuring mostly photographs. He referred customers to the Apple website for more technical information; visuals dominated the keynote. Clearly, presenting a technical product in such a way as Jobs did for the Macbook Air is far more effective.

It takes confidence to deliver your ideas with photographs instead of words. Since you can't rely on the slides' text as a crutch, you must have your message down cold. But that's the difference between Jobs and millions of average communicators in business today. Jobs delivers his ideas simply, clearly, and confidently.

Simplify Everything

Simplicity applies to Jobs's slides as well as the words he carefully chooses to describe products. Just as Jobs's slides are free

MACBOOK AIR

Display

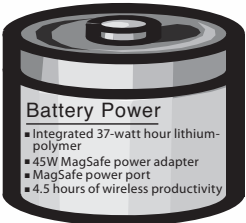## 13.3 inch LED-backlit glossy widescreen display

- Support for millions of colors
- Supported resolutions:
  - 1280 by 800 (native)
  - 1024 by 768 (pixels)
  - 4:3 (aspect ratio)

Size & Weight

✓ Height: 0.16–0.76 inch
(0.4–1.94 cm)
✓ Width: 12.8 inches (32.5 cm)
✓ Depth: 8.94 inches (22.7 cm)
✓ Weight: 3.0 pounds (1.36 kg)

Storage

120 GB hard disk drive
or
128GB solid-state drive

Battery Power

- Integrated 37-watt hour lithium-polymer
- 45W MagSafe power adapter
- MagSafe power port
- 4.5 hours of wireless productivity

Processor & Memory

- 1.6ghz processor
  - 6MB shared L2 cashe
- 1066 MHz frontside bus
- 2GB of 1066 MHz DDR 3 SDRAM

Figure 8.3 An ugly slide with too much information, too many different fonts, and inconsistent styling.

Figure 8.4 Jobs's slides are strikingly simple and visually engaging.

Einstein's Theory of Simplicity

> *If you can't explain it simply, you don't understand it well enough.*
>
> —ALBERT EINSTEIN

from extraneous text, so are his words. For example, in October 2008, Apple unveiled a new line of environmentally friendly MacBook computers. There are two principal ways Jobs could have described the computers. The column on the left in Table 8.5 is technically accurate but wordy; the text in the column on the right is what Jobs actually said.[27]

Jobs replaces lengthy sentences with descriptions that could fit in a Twitter post (see Scene 4). Simple sentences are simply easier to recall. Table 8.6 shows other examples of how Jobs *could* have described a new product, compared with what he actually said.

Plain English Campaign

If you need help writing crisp, clear sentences, the Plain English Campaign can help. Since 1979, this UK-based organization has been leading the fight to get governments and corporations to simplify their communications. The site is updated weekly with examples of the most complex, unintelligible business language submitted by readers around the world. The organizers define plain English as writing that the intended audience can read,

TABLE 8.5 DESCRIBING THE ENVIRONMENTALLY FRIENDLY MACBOOK

WHAT STEVE COULD HAVE SAID	WHAT STEVE ACTUALLY SAID
The new MacBook family meets the most stringent Energy Star standards and contains no brominated flame retardants. It uses only PVC-free internal cables and components and features energy-efficient LED-backlit displays that are mercury free.	"They are the industry's greenest notebooks."

TABLE 8.6 POSSIBLE VERSUS ACTUAL DESCRIPTIONS IN JOBS'S PRESENTATIONS

WHAT STEVE COULD HAVE SAID	WHAT STEVE ACTUALLY SAID
MacBook Air measures 0.16 inch at its thinnest point, with a maximum height of 0.76 inch.	"It's the world's thinnest notebook."
Time Capsule is an appliance combining an 802.11n base station with a server-grade hard disk that automatically backs up everything on one or more Macs running Leopard, the latest release of the Mac OS X operating system.	"With Time Capsule, plug it in, click a few buttons, and voilà—all the Macs in your house are backed up automatically."
Mac OS X features memory protection, pre-emptive multitasking, and symmetric multi-processing. It includes Apple's new Quartz 2D graphics engine based on the Internet-standard portable document format.	"Mac OS X is the most technically advanced personal computer operating system ever."

understand, and act upon the first time they read (or hear) it. The website has free guides on how to write in plain English as well as marvelous before-and-after examples, such as the ones in Table 8.7.[28]

Nearly everything you say in any memo, e-mail, or presentation can be edited for conciseness and simplicity. Remember that simplicity applies not just to the words on the slides but also to the words that come out of your mouth.

Author and advertising expert Paul Arden says that people go to a presentation to see you, not to read your words. He offers this tip: "Instead of giving people the benefit of your wit and wisdom (words), try painting them a picture. The more strikingly visual your presentation is, the more people will remember it."[29]

Leonardo da Vinci stated, "Simplicity is the ultimate sophistication." One of the most celebrated painters in history, he understood the real power of simplicity, as does Steve Jobs. When you discover this concept for yourself, your ideas will become far more persuasive than you could ever imagine.

TABLE 8.7 BEFORE-AND-AFTER EXAMPLES FROM THE PLAIN ENGLISH CAMPAIGN

BEFORE	AFTER
If there are any points on which you require explanation or further particulars we shall be glad to furnish such additional details as may be required by telephone.	If you have any questions, please call.
High-quality learning environments are a necessary precondition for facilitation and enhancement of the ongoing learning process.	Children need good schools to learn properly.
It is important that you shall read the notes, advice and information detailed opposite then complete the form overleaf (all sections) prior to its immediate return to the Council by way of the envelope provided.	Please read the notes before you fill in the form. Then send it back to us as soon as possible in the envelope provided.

DIRECTOR'S NOTES

» Avoid bullet points. Always. Well, almost always. Bullet points are perfectly acceptable on pages intended to be read by your audience, like books, documents, and e-mails. In fact, they break up the text quite nicely. Bullet points on presentation slides should be avoided. Pictures are superior.

» Focus on one theme per slide, and complement that theme with a photograph or image.

» Learn to create visually aesthetic slides. Above all, keep in mind that you do not have to be an artist to build slides rich in imagery. Visit carminegallo.com for a list of resources.

Dress Up
Your Numbers

We have sold four million iPhones to date. If you divide four million by two hundred days, that's twenty thousand iPhones every day on average.

—STEVE JOBS

On October 23, 2001, Apple launched a digital music player that would revolutionize the entire music industry—the iPod. At $399, however, it was an expensive gadget. The iPod stored songs on a five-gigabyte drive, but the number itself—5 GB—meant very little to the average music lover. In his keynote presentation, Jobs made that number more meaningful by saying that 5 GB provided enough storage for one thousand songs. While that sounds more impressive, it still did not provide a compelling value, since competitors were offering devices containing more storage at a lower price. But wait, Jobs assured his audience, there's more. Jobs said the new iPod weighed 6.5 ounces and was so small that it could "fit in your pocket." When Jobs pulled one out of his own pocket, it immediately clicked with the audience. The iPod's slogan said it all: "1,000 songs in your pocket."[1]

Rarely do numbers resonate with people until those numbers are placed in a context that people can understand, and the best way to help them understand is to make those numbers relevant to something with which they are already familiar. Five gigabytes may mean nothing to you, but one thousand songs

in your pocket opens up an entirely new way for you to enjoy music.

Jobs dresses up numbers to make them more interesting. *Rolling Stone* reporter Jeff Goodell once asked Jobs what he thought about Apple's market share's being "stuck" at 5 percent in the United States. (The interview took place in 2003. As of this writing, Apple's market share of the computer industry is 10 percent.) The average reader might consider a 5 percent market share to be tiny. Jobs put the number in perspective when he described it this way: "Our market share is greater than BMW or Mercedes in the car industry. And yet, no one thinks BMW or Mercedes are going away and no one thinks they're at a tremendous disadvantage because of their market share. As a matter of fact, they're both highly desirable products and brands."[2] A 5 percent market share sounded low but became much more interesting when Jobs put it into context using the automobile analogy. Comparing Apple's market share to that of two admired brands told the story behind the numbers.

Twice as Fast at Half the Price

Data transfers on the original iPhone were often painfully slow on AT&T's standard cellular network (EDGE). Apple solved the problem with the launch of iPhone 3G on June 9, 2008. In the presentation, Jobs said the new iPhone was 2.8 times faster than EDGE, but he didn't stop there. Jobs put the figure into a context that normal Web surfers would understand and appreciate. He showed two images back to back—a National Geographic website loading on the EDGE network and also on the new 3G high-speed network. The EDGE site took fifty-nine seconds to fully load. The 3G site took only twenty-one seconds.[3] Further, Apple offered customers a bonus by lowering the price.

According to Jobs, consumers would be getting a phone that was twice as fast at half the price. Average presenters spew numbers with no context, assuming their audience will share their excitement. Jobs knows that numbers might have meaning to the most ardent fans but are largely meaningless to the majority

of potential customers. Jobs makes his numbers specific, relevant, and contextual.

Specific. Relevant. Contextual.

Let's take a look at two other examples in which Jobs made numbers specific, relevant, and contextual. On February 23, 2005, Apple added a new iPod to its lineup. The iPod featured 30 GB of storage. Now, most consumers could not tell you what 30 GB means to them. They know it's "better" than 8 GB, but that's about it. Jobs would never announce a number that big without context, so he broke it down in language his audience could understand. He said 30 GB of storage is enough memory for 7,500 songs, 25,000 photos, or up to 75 hours of video. The description was specific (7,500 songs, versus "thousands" of songs), relevant to the lives of his audience (people who want mobile access to songs, photos, and video), and contextual because he chose to highlight numbers that his core audience of consumers would care about most.

In a second example, Jobs chose Macworld 2008 to hold a two-hundreth-day birthday celebration for the iPhone. Jobs said, "I'm extraordinarily pleased that we have sold four million iPhones to date." He could have stopped there (and most presenters would have done just that), but Jobs being Jobs, he continued: "If you divide four million by two hundred days, that's twenty thousand iPhones every day on average." Jobs could have stopped there as well, but he kept going, adding that the iPhone had captured nearly 20 percent of the market in that short period. OK, you might be saying, surely Jobs would have stopped there. He didn't.

"What does this mean in terms of the overall market?" he asked.[4] He then showed a slide of the U.S. smartphone market share with competitors RIM, Palm, Nokia, and Motorola. RIM's BlackBerry had the highest market share at 39 percent. The iPhone came in second at 19.5 percent. Jobs then compared iPhone's market share to that of all of the other remaining competitors. Jobs concluded that the iPhone matched the combined

market share of the remaining three competitors—in the first ninety days of shipments. The numbers, of course, were very specific, relevant to the category, and, above all, contextual (Jobs was addressing investors). By comparing the iPhone against well-established competitors, Jobs made this achievement—selling four million units in the first quarter—far more remarkable.

Dress Up Numbers with Analogies

When I worked with SanDisk executives to prepare them for a major announcement at the 2008 Consumer Electronics Show in Las Vegas, we took a page from the Steve Jobs playbook. The maker of flash memory cards was introducing a card small enough to fit into a cell phone's micro SD slot. That's very tiny. Even bigger news was that it held 12 GB of storage in that small form factor. Now, only gadget geeks would find 12 GB exciting. So, we had to dress up the numbers à la Steve Jobs. Our final announcement went something like this:

"Today we're announcing the first 12 GB memory card for cell phones. It has fifty billion transistors. Think of each transistor as an ant: if you were to put fifty billion end to end, they would circle the globe twice. What does this mean to you? Enough memory to store six hours of movies. Enough memory to listen to music while traveling to the moon . . . and back!"

The number 12 GB is largely uninteresting unless you truly understand the implications of the achievement and what it means to you. When SanDisk compared fifty billion transistors to the number of ants that could circle the globe, the company was using an analogy to jazz up the numbers. Analogies point out similar features between two separate things. Sometimes, analogies are the best way to put numbers into a context that people can understand.

The more complex the idea, the more important it is to use rhetorical devices such as analogies to facilitate understanding. For example, on November 17, 2008, Intel released a powerful new microprocessor named the Core i7. The new chip represented a significant leap in technology, packing 730 million

transistors on a single piece of silicon. Engineers described the technology as "breathtaking." But that's because they're engineers. How could the average consumer and investors appreciate the profound achievement? Intel's testing chief, John Barton, found the answer.

In an interview with the *New York Times*, Barton said an Intel processor created twenty-seven years ago had 29,000 transistors; the i7 boasted 730 million transistors on a chip the same size. He equated the two by comparing the city of Ithaca, New York (population 29,000), with the continent of Europe (population 730 million). "Ithaca is quite complex in its own right, if you think about all that goes on. If we scale up the population to 730 million, we come to Europe at about the right size. Now take Europe and shrink it until it all fits in the same land mass as Ithaca."[5]

Number Smiths

Every industry has numbers, and nearly every presenter in every industry fails to make numbers interesting and meaningful. For the rest of this scene, let's examine several examples of individuals and companies who have accomplished what Jobs does in every presentation—make numbers meaningful.

DEFINING ONE THOUSAND TRILLION

On June 9, 2008, IBM issued a press release touting a superfast supercomputer. As its name suggests, Roadrunner is one really quick system. It operates at one petaflop per second. What's a petaflop? Glad you asked. It's one thousand trillion calculations per second. IBM realized that the number would be meaningless to the vast majority of readers, so it added the following description:

> How fast is a petaflop? Lots of laptops. That's roughly equivalent to the combined computing power of 100,000 of today's fastest laptop computers. You would need a stack of laptops 1.5 miles high to equal Roadrunner's performance.

It would take the entire population of the earth—about six billion—each of us working a handheld calculator at the rate of one second per calculation, more than 46 years to do what Roadrunner can do in one day.

If it were possible for cars to improve their gas mileage over the past decade at the same rate that supercomputers have improved their cost and efficiency, we'd be getting 200,000 miles to the gallon today.[6]

The comparisons were compelling and caught the attention of the media. Conduct a Google search for "IBM + Roadrunner + 1.5 miles" and the search returns nearly twenty thousand links to articles that use IBM's comparison word for word from the press release. The analogy works.

$700 BILLION BAILOUT

The bigger the number, the more important it is to place the number into a context that makes sense to your audience. For example, in October 2008, the U.S. government bailed out banks and financial institutions to the tune of $700 billion. That's the numeral 7 followed by eleven zeros, a number so large that few of us can get our minds around it. *San Jose Mercury News* reporter Scott Harris put the number into a context his Silicon Valley readers could understand: $700 billion is twenty-five times the combined wealth of the Google guys. It is the equivalent of 350 billion venti lattes at Starbucks or 3.5 billion iPhones. The government could write checks for $2,300 to every man, woman, and child in America or provide free education for twenty-three million college students. Few people can grasp the concept of 700 billion, but they know lattes and college tuitions. Those numbers are specific and relevant.[7]

CHIPPING DOWN $13 TRILLION

Environmental groups go to great lengths to make numbers more meaningful. They must if they hope to persuade individuals to break deeply ingrained habits and routines that might contribute to damaging climate change. The numbers are simply too big (and seemingly irrelevant) without connecting the

dots. For example, try telling someone that in 2006 alone, the United States produced thirteen trillion pounds of carbon dioxide (CO_2). It sounds like a humongous number, but what does it mean? There is no context. Thirteen trillion could be small or large in comparison with other countries. And frankly, what would it mean to the average person? The number itself won't persuade people to change their habits.

Al Gore's website, ClimateCrisis.org, breaks the number down further, claiming the average American is responsible for 44,000 pounds of CO_2 emissions per year, while the world average is 9,600 pounds per individual.[8] That's specific and contextual. The site then makes the number even more relevant by telling its readers what might happen if that number doesn't come down: heat waves will be more frequent and intense, droughts and wildfires will occur more often, and more than a million species could be driven to extinction in the next fifty years.

Scientists at NOAA (National Oceanic and Atmospheric Administration) are also catching on. Senior scientist Susan Solomon once told the *New York Times* that if the burning of fossil fuels continues at its present rate, carbon dioxide emissions could reach 450 parts per million. What does that figure mean? According to Solomon, at 450 parts per million, rising seas will threaten coastal areas around the world, and western Australia could expect 10 percent less rainfall. "Ten percent may not seem like a high number," said Solomon, "but it is the kind of number that has been seen in major droughts in the past, like the Dust Bowl."[9]

Whether or not you believe in global warming, climate change experts such as Al Gore and Susan Solomon are masters at making large numbers meaningful, and by doing so, they hope to persuade governments and individuals to take the action they deem necessary to solve the problem.

CHANGE YOUR DIET OR PAY THE ULTIMATE PRICE

What if you knew nothing about blood pressure and a doctor told you your blood pressure was 220 over 140? Would you be motivated to change your diet and exercise habits? Perhaps not until those numbers are put into context that makes sense to

you. One doctor I know once told a patient, "Your blood pressure is 220 over 140. We consider 120 over 80 to be normal. Your blood pressure is severely high. That means you have a much higher risk of having a heart attack, kidney disease, and stroke. In fact, with numbers this high, you could drop dead at any minute by blowing your gourd. The arteries in your brain will literally burst." By being specific, relevant, and contextual, the doctor made his point and motivated his patient to make changes right away!

Regardless of what industry you're in, the numbers you throw around will have little impact on your audience unless and until you make them meaningful. Numbers out of context are simply unimpressive. Whether you're presenting the data behind a new technology or a particular medical condition, comparing the number to something your listeners can relate to will make your message far more interesting, impactful, and ultimately persuasive.

DIRECTOR'S NOTES

» Use data to support the key theme of your presentation. As you do, consider carefully the figures you want to present. Don't overwhelm your audience with too many numbers.

» Make your data specific, relevant, and contextual. In other words, put the numbers into a context that is relevant to the lives of your listeners.

» Use rhetorical devices such as analogies to dress up your numbers.

Use "Amazingly Zippy" Words

Plug it in. Wirrrrrr. Done.

—STEVE JOBS, DESCRIBING THE SONG TRANSFER FEATURE
OF THE FIRST IPOD, *FORTUNE*, NOVEMBER 2001

Steve Jobs introduced an upgrade to the iPhone at Apple's Worldwide Developers Conference on June 9, 2008. The iPhone 3G was twice as fast as the original model, supporting the speedier third-generation AT&T data network. A 3G network has a potential transfer speed of 3 Mbps, versus 144 Kbps on a slower, 2G (second-generation) network. Simply put, 3G is better for accessing the Internet and downloading large multimedia files on a mobile phone. Jobs made it even simpler. "It's amazingly zippy," he said.[1]

Jobs speaks in simple, clear, and direct language, free of the jargon and complexity so common in business communications. Jobs is one of the few business leaders who could confidently call a product "amazingly zippy." In an interview for *Fortune* magazine, he was asked to describe the interface of Apple's new OS X operating system. "We made the buttons on the screen look so good, you'll want to lick them," he said.[2] Even if you think Jobs is grandstanding from time to time, his choice of words puts a smile on your face. He chooses words that are fun, tangible, and uncommon in most professional business presentations.

Jobs, Gates, and the Plain English Test

Seattle Post Intelligencer tech reporter Todd Bishop wrote a clever piece at the urging of his readers. He ran the transcripts from four presentations in 2007 and 2008 (Steve Jobs's Macworld keynotes and Bill Gates's Consumer Electronics Show presentations) through a software tool that analyzes language. In general, the lower the numerical score, the more understandable the language.

Bishop used an online software tool provided by UsingEnglish .com.[3] The tool analyzes language based on four criteria:

1. Average number of words per sentence.
2. Lexical density—how easy or difficult a text is to read. Text with "lower density" is more easily understood. In this case, a lower percentage is better.
3. Hard words—average number of words in a sentence that contain more than three syllables. In this case, a higher percentage is worse because it implies that are more "hard words" in the text that are generally less understood by the average reader.
4. Fog index—the number of years of education a reader theoretically would require to understand the text. For example, the *New York Times* has a fog rating of 11 or 12, while some academic documents have a fog rating of 18. The fog index simply means that short sentences written in plain English receive a better score than sentences written in complicated language.

It should be no surprise that Jobs did noticeably better than Gates when their language was put to the test. Table 10.1 compares the results for both 2007 and 2008.[4]

In each case, Jobs performs significantly better than Gates when it comes to using terms and language people can easily understand. Jobs's words are simpler, his phrases are less abstract, and he uses fewer words per sentence.

TABLE 10.1   LANGUAGE COMPLEXITY: STEVE JOBS VERSUS BILL GATES

PRESENTER/EVENT	STEVE JOBS, MACWORLD	BILL GATES, INTERNATIONAL CONSUMER ELECTRONICS SHOW
Jobs's 2007 Macworld Keynote and Gates's 2007 CES Keynote		
Average words/ sentence	10.5	21.6
Lexical density	16.5%	21.0%
Hard words	2.9%	5.11%
Fog index	5.5	10.7
Jobs's 2008 Macworld Keynote and Gates's 2008 CES Keynote		
Average words/ sentence	13.79	18.23
Lexical density	15.76%	24.52%
Hard words	3.18%	5.2%
Fog index	6.79	9.37

Table 10.2 compares some exact phrases from the 2007 presentations. Excerpts from Bill Gates's remarks are in the right column.[5] The left column contains excerpts from Steve Jobs.[6]

Where Gates is obtuse, Jobs is clear. Where Gates is abstract, Jobs is tangible. Where Gates is complex, Jobs is simple.

Now, I can hear you saying, "Bill Gates might not speak as simply as Jobs, but he's the richest guy in the world, so he must have done something right." You're correct. He did. Gates invented Windows, the operating system installed in 90 percent of the world's computers. You, however, did not. Your audience will not let you get away with language they'll accept

TABLE 10.2 VERBIAGE IN GATES'S 2007 CES KEYNOTE VERSUS JOBS'S 2007 MACWORLD KEYNOTE

STEVE JOBS, 2007 MACWORLD	BILL GATES, 2007 INTERNATIONAL CONSUMER ELECTRONICS SHOW
"You know, it was just a year ago that I was up here and announced that we were going to switch to Intel processors. It was a huge heart transplant to Intel microprocessors. And I said that we would do it over the coming twelve months. We did it in seven months, and it's been the smoothest and most successful transition that we've ever seen in the history of our industry."	"The processors are now opening the memory capability up to 64-bit, and that's a transition we're making without a lot of incompatibility, without paying a lot of extra money. Software, the old 32-bit software, can run, but if you need to get more space, it's just there."
"Now I'd like to tell you a few things about iTunes that are pretty exciting . . . We are selling over five million songs a day now. Isn't that unbelievable? That's fifty-eight songs every second of every minute of every hour of every day."	"The process we've been through over this year—there was a beta 2—got out to over two million people. The release candidate, which was our last chance for feedback, got out to over five million. We had a lot of in-depth things where we went in and sat and interviewed people using Windows Vista in family situations. We did that in seven different countries. We did incredible performance simulation, getting over sixty years equivalent of performance testing with all the common mix of applications that were out there."
"We've got awesome TV shows on iTunes. As a matter of fact, we have over 350 TV shows that you can buy episodes from on iTunes. And I'm very pleased to report that we have now sold fifty million TV shows on iTunes. Isn't that incredible?"	"Microsoft Office has got a new user interface; it's got new ways of connecting up to Office Live services and SharePoint, but the discoverability of the richness is advanced dramatically by that user interface."

from Gates. If your presentations are confusing, convoluted, and full of jargon, you will miss an opportunity to engage and excite your listeners. Strive for understanding. Avoid lexical density.

You might have noticed that many of Jobs's favorite words are the type of words most people use in everyday watercooler conversation: "amazing, incredible, gorgeous." Most presenters change their language for a pitch or presentation. Jobs speaks the same way onstage as he does offstage. He has confidence in his brand and has fun with the words he chooses. Some critics might say his language borders on hyperbole, but Jobs echoes the sentiments shared by millions of his customers.

Of course, you should use words that authentically represent your service, brand, or product. A financial adviser recommending a mutual fund to a client would appear insincere (and probably dishonest) if he or she said, "This new mutual fund will revolutionize the financial industry as we know it. It's amazing, and you need to invest your money in it right now." Instead, the financial adviser could say, "Mutual funds are amazing products that will help your money grow while lowering your risk. There are thousands of funds available, but I'm especially excited about a new one. Let me tell you more about it . . ." In the latter statement, our financial adviser has chosen words that are simple and emotional while still maintaining his or her professionalism and integrity.

Don't be afraid of using simple words and descriptive adjectives. If you genuinely find a product "amazing," go ahead and say so. After all, if you're not excited about it, how do you expect the rest of us to be?

Avoid Jargon Creep

Jargon rarely creeps into Jobs's language. His words are conversational and simple. Jargon—language that is specific to a particular industry—creates a roadblock to the free and easy exchange of ideas. I have attended countless meetings in which two people who work for different divisions of the same company cannot understand the jargon used by the other. Jargon and

buzzwords are meaningless and empty and will most certainly make you *less* understandable and therefore less persuasive.

Mission statements are the worst culprits of jargon creep. Mission statements typically are long, convoluted, jargon-laden paragraphs created in multiple committee meetings and destined to be forgotten. They are replete with jargon and murky words you will rarely hear from Jobs, such as "synergy," "principle-centered," and "best of breed." These expressions are nonsense, yet on any given day, employees in companies around the world are sitting in committee meetings to see just how many such words can be crammed into a single sentence.

Apple's mission statement, on the other hand, is simple, clear, and impactful. It's full of emotive words and tangible examples. It reads (emphasis added):

> Apple *ignited* the personal computer revolution in the 1970s with the Apple II and *reinvented* the personal computer with the Macintosh. Today, Apple continues to *lead* the industry in *innovation* with its award-winning computers, OS X operating system, and iLife and professional applications. Apple is also *spearheading* the digital media revolution with its iPod portable music and video players and iTunes online store, and has entered the mobile phone market with its *revolutionary* iPhone.[7]

The words Jobs chooses to announce a new product have three characteristics: they are simple, concrete, and emotionally charged.

- » **Simple.** Free of jargon and with few syllables.
- » **Concrete.** Very specific phrases. Short, tangible descriptions instead of long, abstract discussions.
- » **Emotional.** Descriptive adjectives.

Examples of each of these three characteristics appear in Jobs's introduction of the MacBook Air: "This is the MacBook Air. You can get a feel for how thin it is [concrete]. It has a full-size keyboard and display [simple]. Isn't it amazing [emotional]? This is what it looks

A Guru Who Keeps It Simple

It was hard to miss financial guru Suze Orman in 2008 and 2009 when the global financial markets were collapsing. In addition to appearing on her own CNBC show, the bestselling author was a frequent guest on shows such as "Oprah" and "Larry King Live." Banks and financial companies were also using her in advertisements meant to alleviate their customers' fears. I interviewed Orman several times and found her to be surprisingly candid about the secret to her success as a communicator.

"How do you make complicated financial topics easy to understand?" I once asked.

"Too many people want to impress others with the information they have so others think the speaker is intelligent," Orman responded.[8]

"But Suze," I said, "If your message is too simple, don't you risk not being taken seriously?"

I don't care what people think about it. All I care about is that the information I'm imparting empowers the listener or reader of my material . . . If your intention is to impart a message that will create change for the person listening, then if you ask me, it is respectful to that person to make the message as simple as possible. For example, if I gave you directions to how to get to my house, you would want me to give you the simplest directions to get there. If I made it more complicated, you would not be better off. You might get aggravated and give up. If it were simple, chances are you will get in your car and try to get to my house rather than giving up and saying it's not worth it. Others criticize simplicity because they need to feel that it's more complicated. If everything were so simple, they think their jobs could be eliminated. It's our fear of extinction, our fear of elimination, our fear of not being important that leads us to communicate things in a more complex way than we need to."[9]

like. Isn't it incredible [emotional]? It's the world's thinnest note-book [simple]. It has a gorgeous 13.3-inch wide-screen display and a phenomenal full-sized keyboard [emotional and concrete]. I'm stunned our engineering team could pull this off [emotional]."[10]

Table 10.3 lists even more examples of specific, concrete, and emotional phrases from the Jobs repertoire of language. This is just a small sample. Every Jobs presentation contains similar language.

Jargon: A Sure Way to Upset Jack Welch

Jack Welch made the observation, "Insecure managers create complexity." During his twenty years as GE's top executive, the conglomerate grew from $13 billion in revenue to $500 billion. Welch was on a mission to "declutter" everything about the company, from its management processes to its communica-tion. He despised long, convoluted memos, meetings, and presentations.

In his book *Jack: Straight from the Gut*, Welch describes meetings that left him "underwhelmed." If you wanted to upset the new CEO, all you had to do was talk over his head. Welch would say, "Let's pretend we're in high school . . . take me through the basics." He recounts his first meeting with one of his insurance leaders. Welch asked some simple questions about terms he was unfamiliar with. He writes, "So I inter-rupted him to ask: 'What's the difference between facultative and treaty insurance?' After fumbling through a long answer for several minutes, an answer I wasn't getting, he finally blurted out in exasperation, 'How do you expect me to teach you in five minutes what it has taken me twenty-five years to learn!' Needless to say, he didn't last long."[11]

Speaking in jargon carries penalties in a society that values speech free from esoteric, incomprehensible bullshit. Speaking over people's heads may cost you a job or prevent you from advancing as far as your capabilities might take you otherwise.

TABLE 10.3 SPECIFIC, CONCRETE, AND EMOTIONAL PHRASES IN JOBS'S PRESENTATIONS

EVENT	PHRASE
Apple Music Event, 2001	"The coolest thing about iPod is your entire music library fits in your pocket."[12]
Introduction of the world's first seventeen-inch widescreen notebook, Macworld 2003	"I asked you to buckle up. Now I want you to put on your shoulder harness."[13]
Referencing the current Titanium PowerBook, Macworld 2003	"The number one lust object."[14]
Describing the new seventeen-inch PowerBook, Macworld 2003	"It's stunning. It is the most incredible product we have ever made. Look at that screen. It's amazing. Look at how thin it is. Isn't that incredible? When it's closed, it's only one inch think. It's beautiful, too. This is clearly the most advanced notebook computer ever made on the planet. Our competitors haven't even caught up with what we introduced two years ago; I don't know what they're going to do about this."[15]
Jobs's description of the original Macintosh	"Insanely great."
Persuading PepsiCo president John Sculley to become Apple's CEO	"Do you want to spend the rest of your life selling sugared water or do you want a chance to change the world?"
Quote in *Triumph of the Nerds*	"We're here to put a dent in the universe."[16]
Discussing CEO Gil Amelio's reign at Apple	"The products suck! There's no sex in them anymore!"[17]
Jobs creating a new word for the launch of a new iPod, September 2008	"iPod Touch is the funnest iPod we've ever created."[18]
Unveiling the first seventeen-inch notebook computer, January 7, 2003	"A giant leap beyond PC notebooks. Miraculously engineered."[19]

Some people will look at the language in this table and say Jobs is a master of hype. Well, hype is hype only if there's no "there" there. It would be hard to argue with Jobs that the Macintosh (the first easy-to-use computer with a graphical interface and mouse) wasn't "insanely great" or that products like the MacBook Air aren't "stunningly" thin.

Jobs isn't a hype-master as much as he's the master of the catchphrase. The folks at Apple think long and hard about the words used to describe a product. Language is intended to stir up excitement and create a "must-have" experience for Apple's customers. There's nothing wrong with that. Keep in mind that the majority of business language is gobbledygook—dull, abstract, and meaningless. Steve Jobs is anything but dull. Inject some zip into your words.

It's Like This . . .

Another way to add zip to your language is to create analogies, comparing an idea or a product to a concept or product familiar to your audience. When Steve Jobs shakes up a market category with the introduction of an entirely new product, he goes out of his way to compare the product to something that is widely understood, commonly used, and well known. Here are some examples:

» "Apple TV is like a DVD player for the twenty-first century" (Introduction of Apple TV, January 9, 2007)
» "iPod Shuffle is smaller and lighter than a pack of gum" (Introduction of iPod Shuffle, January 2005)
» "iPod is the size of a deck of cards" (Introduction of iPod, October 2001)

When you find an analogy that works, stick with it. The more you repeat it, the more likely your customers are to remember it. If you do a Google search for articles about the products just mentioned, you will find thousands of links with the exact comparisons that Jobs himself used. Following are the three

A Cure for Bad Pitches

Don't sell solutions; create stories instead. The *New York Times* columnist David Pogue loves a good pitch. He says the majority of his columns come from pitches. What he doesn't want to hear is jargon. Surprisingly, PR professionals are among the worst offenders (surpassed only by bureaucrats, senior managers, and IBM consultants). Pogue argues that buzzwords (terminology such as "integrated," "best of breed," "B2B," and "consumer-centric") are unnecessary. The ideal pitch is a short paragraph telling Pogue exactly what the product is and does. For example, one company wrote Pogue and said it had a new laptop that could be dropped from six feet, could be dunked in water, and could survive three-hundred-degree heat and still work. This clever description was enough to grab Pogue's attention.

The Bad Pitch blog is a must-read for PR, marketing, and sales professionals. The site carries actual pitches from PR professionals who should know better than to issue impenetrable jargon masking as a press release.

Here's an example: "Hope you're well. I'd like to introduce you to _____ , a new, place-based out-of-home digital network that delivers relevant, localized media within the rhythm of consumers' daily rituals, like afternoon coffee or sandwiches at lunch." This particular pitch came from a company that puts video billboards in delis. Why couldn't they just say that? It's too simple, that's why. People are afraid of simplicity. This is not an isolated example. The site is updated daily with pitches from large and small PR agencies as well as small and large corporations. Apple pitches rarely make the site, because the company's press releases tell a story in the same conversational language that Jobs uses in his presentations.

As the site's mantra explains, "A good pitch disappears and turns into the story; a bad pitch becomes the story." Follow the blog posts at http://badpitch.blogspot.com.

analogies just reviewed (in the format of a search phrase) and the number of links to articles using those phrases:

» Apple TV + DVD player for twenty-first century: 40,000 links
» iPod Shuffle + pack of gum: 46,500 links
» iPod + deck of cards: 227,000 links

Your listeners and viewers are attempting to categorize a product—they need to place the concept in a mental bucket. Create the mental bucket for them. If you don't, you are making their brains work too hard. According to Emory University psychology professor Dr. Gregory Berns, the brain wants to consume the least amount of energy. That means it doesn't want to work too hard to figure out what people are trying to say. "The efficiency principle has major ramifications," he states. "It means the brain takes shortcuts whenever it can."[20] Analogies are shortcuts.

Nothing will destroy the power of your pitch more thoroughly than the use of buzzwords and complexity. You're not impressing anyone with your "best-of-breed, leading-edge, agile solutions." Instead, you are putting people to sleep, losing their business, and setting back your career. Clear, concise, and "zippy" language will help transform your prospects into customers and customers into evangelists. Delight your customers with the words you choose—stroke their brains' dopamine receptors with words that cause them to feel good whenever they think of you and your product. People cannot follow your vision or share your enthusiasm if they get lost in the fog.

Word Fun with Titles

Your customers are your most potent evangelists. I recall a conversation with one of my clients, Cranium founder Richard Tait, who said he sold one million games with no advertising, all word of mouth. "Never forget that your customers are your sales force," he told me.

His customers—he calls them "Craniacs"—want to have fun. Since fun was the name of the game, so to speak, Tait

decided that every facet of the company should have some whimsy associated with it. He started with job titles. Cranium employees are allowed to make up their own titles. For example, Tait is not Cranium's CEO. He is the Grand Poo-Bah. No kidding. It's on his business card.

You might think it's silly, but I'll tell you that when I first walked into the company's Seattle headquarters, I was hit with a wave of fun, enthusiasm, and engagement the likes of which I had never seen before and I have never seen since.

DIRECTOR'S NOTES

» Unclutter your copy. Eliminate redundant language, buzzwords, and jargon. Edit, edit, and edit some more.

» Run your paragraphs through the UsingEnglish tool to see just how "dense" it is.

» Have fun with words. It's OK to express enthusiasm for your product through superlatives or descriptive adjectives. Jobs thought the buttons on the Macintosh screen looked so good that you would want to "lick" them. That's confidence.

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Share the Stage

**Don't be encumbered by history. Go out
and create something wonderful.**

—ROBERT NOYCE, INTEL COFOUNDER

At Macworld on January 10, 2006, Jobs announced that the new iMac would be the first Apple computer with an Intel processor inside. Earlier the previous year, Jobs had announced that the "brain transplant" would begin in June 2006. On January 10, he told the audience that he wanted to give everyone an update on the schedule. As he began, dry-ice-created smoke wafted upward in the middle of the stage. A man walked out wearing the famous bunny suit worn in Intel's ultrasterile microprocessor manufacturing plants. The man was carrying a wafer, one of the thin, round slices of silicon from which chips are made. He walked over to Jobs and shook hands. As the lights came up, it became obvious that the person in the bunny suit was none other than Intel CEO Paul Otellini.

"Steve, I wanted to report that Intel is ready," Otellini said as he handed Jobs the wafer. "Apple is ready, too," said Jobs. "We started a partnership less than a year ago to make this happen," Jobs told the audience. "Our teams have worked hard together to make this happen in record time. It's been incredible to see how our engineers have bonded and how well this has gone."[1] Otellini credited the Apple team in return. The two men talked about the achievement, they shook hands again, and Otellini left the stage. Jobs then turned to the audience and revealed the surprise: Apple would be rolling out the first Mac with Intel

processors, not in June as originally announced, but *today*. See Figure 11.1.

Few companies are more closely associated with their founders than Apple is with Jobs. Regardless, Jobs himself is more than happy to share the spotlight with employees and partners onstage. A Jobs presentation is rarely a one-man play. He features supporting characters who perform key roles in the narrative.

Microsoft founder Bill Gates was one of the most unexpected partners to share the stage with Jobs. In 1997, at the Macworld Expo in Boston, Jobs, who had recently returned to Apple as interim CEO, told the audience that in order to restore Apple to health, some relationships had to be revisited. He announced that Microsoft's Internet Explorer would be the default browser on the Macintosh and that Microsoft would make a strategic investment of $150 million in the company. On that note, he introduced a "special guest," live via satellite. When Bill Gates appeared, you could hear some cheering, along with a lot of boos. Gates spoke for a few minutes and graciously expressed his admiration for what Apple had accomplished.

Figure 11.1 Steve Jobs sharing the stage with Intel CEO Paul Otellini.

Photo by Justin Sullivan/Getty Images

Jobs returned to the stage and, knowing that many people would be unhappy, sounded like a stern father as he admonished the audience to embrace the relationship. "If we want to move forward and see Apple happy and prospering, we have to let go of this notion that for Apple to win, Microsoft has to lose," Jobs said. "If we screw up, it's not somebody else's fault; it's our fault . . . If we want Microsoft Office on the Mac, we'd better treat the company that puts it out with a little bit of gratitude."[2]

Great actors are often said to be "giving"; they help other actors in the scene give better performances. When Jobs introduces another person onstage—an employee, a partner, or a former nemesis such as Gates—he's the most giving of performers. Everyone needs to shine for the good of the show.

The Brain Craves Variety

The brain doesn't pay attention to boring things. Not that Jobs is boring. Far from it. However, our brains crave variety. No one, no matter how smooth and polished, can carry an audience for long before his or her listeners start to glance at their watches. Great speechwriters have known this for years. Speeches written for John F. Kennedy, Ronald Reagan, and Barack Obama were scripted to last no longer than twenty minutes. A Jobs keynote presentation lasts much longer, of course, closer to 1.5 hours, but Jobs keeps it interesting by incorporating demonstrations, video clips, and—very important—guest speakers.

Know What You Don't Know

In October 2008, Apple introduced new MacBook laptops crafted from single blocks of aluminum. The design breakthrough allowed Apple to build mobile computers that were lighter and stronger than previous designs. "Let's talk about notebooks. We want to talk about some technologies and discoveries that we've made that help us build notebooks in some new ways," Jobs said.[3] However, instead of describing the new process himself, Jobs introduced Jony Ive, Apple's senior vice president of design.

Ive walked onstage, Jobs took a seat, and Ive gave the audience a six-minute crash course on notebook design. He explained how the new process allowed Apple to start with a 2.5-pound slab of aluminum and carve it out until the final frame weighed just one-quarter of a pound. The result was a stronger, thinner, and lighter computer. Jobs retook the stage and concluded the segment by thanking Ive and reaffirming the headline of the segment: "A new way to build notebooks." Jobs may have his hands all over Apple, but he knows what he doesn't know. Jobs shares the spotlight with other actors, who add credibility and excitement to the plot.

Your Best Sales Tool

When Apple launched an online movie-rental service, Jobs announced the list of studios that would make films available for online rentals via iTunes. The list included all the heavy-weights—Touchstone, Sony, Universal, MGM, Walt Disney, and others. Still, Apple faced skepticism. The company was launching a movie-rental service in a field with established competitors such as Blockbuster and Netflix. Apple was betting that people would want the choice of watching their movies on their computers, iPods, iPhones, or wide-screen television sets via Apple TV. Jobs added credibility to the initiative by sharing the stage with one of Apple's key partners.

"We have support from every major studio," said Jobs. "The first studio to sign up was Twentieth Century Fox. We've developed a really great working relationship with Fox. It's my pleasure to introduce the chairman and CEO of Twentieth Century Fox, Jim Gianopulos."

An enthusiastic Gianopulos bounded onto the stage and talked about what people want: great movies; easy access; convenience; control over where, when, and how they watch movies; and the ability to take the movie with them wherever they go. "When Steve came to us with the idea, it was a no-brainer. It was the most exciting, coolest thing we've ever heard," Gianopulos said. "Video rentals are not a new thing. But there was music

and then iPod. There was the phone and then iPhone. Apple does things in an intuitive, insightful, and innovative way. It will be a transformative version of the rental model, and we're incredibly excited about it. We couldn't be happier and prouder of our partnership."[4]

Gianopulos had provided Jobs with a company's best sales tool—a customer's endorsement. Best of all, the two men appeared side by side. A reference is good. A customer or partner physically sharing the stage is even better.

Number One Reason People Buy

Your customers are always mindful of budgets, but in tough economic times they are even more so, casting a critical eye on every last dollar. Prospects do not want to act as a beta group. Your product must deliver what it promises—saving your customers money, making them money, or providing the tools to make more efficient use of the money they have. Testimonials and endorsements are persuasive because, as discussed earlier, word of mouth is the number one influencer of purchasing decisions.

Successful companies know that a pool of reputable and satisfied customers is critical for sales success. In fact, some companies even have specific employees whose job it is to gather case studies and distribute them to their prospects. Most small business owners do not have the resources to designate a "case study" specialist, but they can easily adopt some of the techniques used by the world's most successful companies. One proven strategy is to steal a page from the Apple playbook and invite your customers to share the spotlight, either in person, on video, or, at the very least, through quotes.

Don't forget the media. Sharing the stage with publications that rave about your product will bolster your message. Jobs has a love-hate relationship with the media, but for presentation purposes, there's a lot of love in the room. In the first few minutes of his Macworld 2008 keynote address, Jobs announced that Leopard (the latest version of the OS X operating system) had sold five million copies in its first ninety days,

Twenty-First-Century Case Study

The case study remains an important marketing tool. Most of us are familiar with white papers or simple case studies featured on a company's website, but as video and audio become much less expensive to create and distribute online, some innovative companies are tapping into the power of YouTube to deliver customer evidence. Buying a $200 Flip video recorder, creating an inexpensive video of a customer testimonial, and posting it on YouTube carries as much weight as a slick marketing production. Posting video and audio testimonials on your site and incorporating them into your presentations will add another valuable layer of authenticity and credibility to your story.

If you are a business owner or an entrepreneur, it is important to develop a list of customers you can use as references. In fact, a customer who offers a testimonial is worth more than one who doesn't. Look for customers who will help you win new customers. Then, give them a *reason* to offer a reference. This could be as simple as offering a deeper relationship with your company, such as providing more access to you or your staff when your customer has questions. Other benefits might include access to product teams, input into new designs or products, and visibility.

Give your partners a reason to participate, and once they do, incorporate them into your presentations. Most customers will not be available for your presentation, but try the next best thing: insert a video testimonial into your presentation. It might not have the same impact as Paul Otellini appearing onstage with Jobs, but it might give you a step up on your competitors.

marking the most successful release of OS X. He also made sure that everyone knew that Leopard had been a hit with the media. "The press has been very kind. It's been a critical success as well as a commercial success," said Jobs.[5] As Jobs read reviews from major technology influencers, a slide appeared

with their quotes. Here are the endorsements, along with their sources:

» "In my view, Leopard is better and faster than Vista."—Walt Mossberg, *Wall Street Journal*

» "Leopard is powerful, polished, and carefully conceived." —David Pogue, *New York Times*

» "With Leopard, Apple's operating system widens its lead esthetically and technologically."—Ed Baig, *USA Today*

» "It's by far the best operating system ever written for the vast majority of consumers."—Ed Mendelson, *PC* magazine

The last quote drew laughs. The irony of *PC* magazine's favorably reviewing a Mac gave the audience a chuckle. Reading favorable reviews is a common technique in a Steve Jobs presentation. Although Americans rate journalists among the least trustworthy professionals (only one step above politicians), a favorable endorsement from a top-tier media outlet or blogger still carries weight, giving buyers confidence that they are making a wise choice.

Successful companies that launch a splashy new product usually have tested it with a group of partners who have agreed to endorse it publicly or distribute review copies to the media and influencers. This arrangement gives those companies instant references, endorsements, and testimonials. Your customers need a reason to believe in you, and they want to minimize the risk associated with a new product or service. Having experts, customers, or partners testify to the effectiveness of your product will help you overcome the psychological barrier to participation.

Give Credit Where Credit's Due

Employees also get top billing in a Steve Jobs presentation. At the conclusion of Macworld 2007, Jobs said, "I want to highlight the folks who worked on these products. Would all of the folks who worked on today's products please stand up? Let's give them a round of applause. Thank you so much. I also can't leave

without thanking the families. They haven't seen a lot of us in the last six months. Without the support of our families, we couldn't do what we do. We get to do this amazing work. They understand when we're not home for dinner on time because we've got to be in the lab, working on something because the intro is coming up. You don't know how much we need you and appreciate you. So, thank you."[6]

It's very easy to make the presentation all about you and your product. Don't forget to credit the people who make it possible. It shows your customers that you are a person of integrity, and, by praising your employees or colleagues publicly, you inspire them to work harder for you.

Finally, Jobs shares the stage with his audience, his customers, often thanking them profusely. He kicked off Macworld 2008 by recapping the previous year. "I just want to take a moment to say thank you. We have had tremendous support from all of our customers, and we really, really appreciate it. So, thank you for an extraordinary 2007."[7] Jobs built a rapport with his audience by acknowledging the people who matter—the people who build the products and the people who buy them.

Jobs Even Shares the Stage . . . with Himself!

Steve Jobs is the only person who can invite another Steve Jobs onstage. In 1999, "ER" star Noah Wyle traded in his scrubs for blue jeans, playing Jobs in the TV movie *Pirates of Silicon Valley*. In a practical joke at the 1999 Macworld Expo in New York, Wyle appeared onstage to kick off the keynote. At first glance (and to people seated far away), he looked like Jobs—blue jeans, black mock, and running shoes. Wyle had the same mannerisms and even used some of Jobs's famous phrases. "This is going to be a great Macworld," he said. "There's something happening here. The resurgence of Apple. You're going to see great new products today. Some insanely great new products. Some really, totally, wildly, insanely great new products!" The audience went crazy when the real Jobs showed up.

Jobs had a ton of fun with Wyle, telling the actor that he was blowing the impression. Jobs showed Wyle how he should act, talk, and walk if he really wanted to nail the impersonation.

Jobs told the audience, "I invited Noah here to see how I really act and because he's a better me than me!"

"Thank you. I'm just glad you're not mad about the movie," said Wyle.

"What? Me upset? It's just a movie," said Jobs. "But if you do want to make things right, you could get me a part on 'ER.' "[8]

The exchange generated a huge laugh and the bit showed that Jobs could poke some fun at himself. I still haven't seen any other presenter who could share the stage with himself!

DIRECTOR'S NOTES

» Upon release of a new product or service, make sure you have customers who tested the product and are available to back your claims. Media reviews are also helpful, especially from highly reputable publications or popular blogs.

» Incorporate testimonials into your presentation. The easiest way is to videotape your customer talking about your product, edit the tape to no more than two minutes in length, and insert it into your presentation.

» Publicly thank employees, partners, and customers. And do it often.

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Stage Your Presentation with Props

Jobs has turned his keynote speeches at Macworld into massive media events. They are marketing theater, staged for the world's press.

—LEANDER KAHNEY

ndustry observers credit Apple for redefining notebook computer design with its MacBook family of computers unveiled on October 14, 2008. As described in the preceding chapter, Jobs had solicited Apple designer Jony Ive to explain the process of making the computer. The new MacBooks were built with a frame (unibody enclosure) crafted from a single block of aluminum. It doesn't sound impressive, but it represented a feat of engineering that produced thinner, lighter, more rugged notebooks that looked a lot cooler than their predecessors. About twenty-five minutes into the October presentation, Jobs discussed the new aluminum frame. He could have talked about it and perhaps shown a photograph or two, but Jobs being Jobs, he went above and beyond. He turned the presentation into a kinesthetic experience, letting the audience of analysts and reporters see and touch the frame for themselves.

"This is what the unibody looks like. It's especially beautiful," Jobs said as he held up a sample frame.

"It's a much more rigid, stronger construction. It's so cool, I'd like you to see it. If we can get the lights up, I'd actually like to pass one of these around so you can see how beautiful and high-tech this is."

At this point, Apple representatives who had been positioned at the end of each row handed audience members samples of the aluminum frames to pass around. As people touched and examined the frames for themselves, Jobs joked, "We need them back," eliciting a laugh from the audience. For the next sixty seconds, Jobs did not say a word. He let the product speak for itself.

Jobs then channeled his inner John Madden and provided color commentary as the audience members continued to examine the frames: "Teams of hundreds of people have worked on this for many, many months to figure out how to design these things and manufacture them economically. This is a tour de force of engineering."

Jobs remained silent for the next thirty seconds until everyone had a chance to handle the frames. "OK. A precision unibody enclosure. You're the first to get your hands on one," Jobs said as he closed the section and moved on to another feature of the new notebooks.[1] Using props, Jobs had transformed what could have been a boring explanation into an interesting, multisensory experience.

Kawasaki Method

Jobs introduces stage props in every presentation, usually during demonstrations. In *The Macintosh Way*, Guy Kawasaki writes that master communicators give good demo. "The right demo doesn't cost much," he points out, "but it can counteract your competitors' marketing and advertising. A great demo informs the audience about your product, communicates the benefits of owning your product, and inspires the audience to take action."[2] Kawasaki describes the five qualities of an outstanding demonstration. According to Kawasaki, good demos are as follows:

» **Short.** A good demo does not suck the wind out of your audience.

» **Simple.** A good demo is simple and easy to follow. "It should communicate no more than one or two key messages. The goal is to show the audience enough to get them tantalized but not so much that they get bewildered."[3]

» **Sweet.** A good demo "shows the hottest features and differentiates your product from the competition's." There's more: "You have to show real functionality, though. Imagine that every time you show a feature someone shouts, 'So what?'"[4]

» **Swift.** A good demo is fast paced. "Never do anything in a demo that lasts more than fifteen seconds."[5]

» **Substantial.** A good demo clearly demonstrates how your product offers a solution to a real-world problem your audience is experiencing. "Customers want to do things with your product, so they want to know how the product works."[6]

As noted in Scene 9, Jobs nailed all of Kawasaki's conditions for a good demo when he launched the iPhone 3G at the WWDC in October 2008. The phone ran on the faster, 3G cellular networks, an upgrade to the second-generation (2G) wireless data networks. Jobs's words from the presentation are listed in the left column of Table 12.1, and the right column describes the corresponding slides.[7]

In a brief demo, Jobs had met Kawasaki's criteria for a great demo.

» **It's short.** The EDGE-versus-3G demo lasted less than two minutes.

» **It's simple.** What could be more simple than showing two websites loading on a smartphone? That was as complicated as it got.

» **It's sweet.** Jobs placed the 3G network in a head-to-head face-off with its primary competitor, the EDGE network.

» **It's swift.** Jobs keeps the demo moving but remains silent at critical points to build the drama.

» **It's substantial.** The demo resolves a real-world problem: waiting an excruciatingly long time for graphically rich sites to load.

TABLE 12.1 JOBS'S GREAT DEMO AT THE 2008 WWDC

STEVE'S WORDS	STEVE'S SLIDES
"Why do you want 3G? Well, you want it for faster data downloads. And there's nowhere you want faster data downloads than the browser and downloading e-mail attachments."	Photographs of two icons: one represents the Internet, and the second represents e-mail
"So, let's take a look at the browser. We've taken an iPhone 3G and, at the same place and same location, we've downloaded a website on the EDGE network and one using 3G."	Animated image of two iPhones loading a website simultaneously: the same National Geographic website begins loading on each; the left iPhone is on the EDGE network, and the one on the right is using the new iPhone 3G network
"Let's see how we do." [Jobs remains silent as both images continue to load on the screen; it's a site with a lot of images and a complex layout]	Website loading on both iPhone images
"Twenty-one seconds on 3G; [waits silently for an additional thirty seconds, crossing his hands in front of his body, smiling, watching the audience— elicits laughs] fifty-nine seconds on EDGE. Same phone, same location: 3G is 2.8 times faster. It's approaching Wi-Fi speeds. It's amazingly zippy!"	3G site has completely loaded, while EDGE phone is still loading

History-Making Demo

Demonstrations and props play a role in every Steve Jobs presentation, some of which are more history-making than others. "We're going to make some history today," Steve Jobs said as he kicked off Macworld 2007. The history-making event was the introduction of the iPhone:

"We want to reinvent the phone," Jobs said. "I want to show you four things: the phone app, photos, calendar, and SMS

text messaging [texting between two cell phones]—the kind of things you would find on a typical phone—in a very untypical way. So, let's go ahead and take a look." As he always does, Jobs walked to stage right (the audience's left) to sit down and conduct the demo, giving the audience a clear view of the screen.

"You see that icon in the lower-left corner of the phone? I just push it, and boom, I have the phone. Now I'm in Contacts. How do I move around Contacts? I just scroll through them. Let's say I want to place a call to Jony Ive. I just push here, and I see Jony Ive's contact with all his information. If I want to call Jony, all I do is push his number. I'll call his mobile number right now." The phone rings, and Ive picks up to say hello.

Jobs continued, "It's been two and a half years, and I can't tell you how thrilled I am to make the first public phone call with iPhone." At this point in the demo, Apple's VP of corporate marketing, Phil Schiller, calls in. Jobs places Ive on hold and conferences in the two callers to demonstrate one-click conferencing. Jobs proceeds to demonstrate the SMS texting function, followed by the photo package that came standard in the iPhone. "We have the coolest photo management app ever—certainly on a mobile device, but I think maybe ever." Jobs then shows off the capabilities of the photo gallery, using his fingers to widen, pinch, and manipulate the images. "Pretty cool," he says. "Isn't this awesome?"[8] Jobs appeared genuinely thrilled with the new features and, as he often does when demonstrating new products, looked like a kid in a candy store.

Having Fun with Demos

Don't forget to have fun with demos. Jobs certainly does. He concluded the iPhone demonstration by showing how to put Google Maps to work on the device. He searched for a Starbucks in San Francisco near Moscone West, the site of the conference. A list of Starbucks stores appeared on the phone, and Jobs said, "Let's give them a call." A Starbucks employee picked up and said, "Good morning. Starbucks. How can I help you?"

"Yes," said Jobs. "I'd like to order four thousand lattes to go, please. No, just kidding. Wrong number. Good-bye."[9] This

Props Galore for an Italian TV Host

I'm always looking for communicators who, like Jobs, push the envelope and create exciting ways to engage an audience. I've rarely seen anyone use more props than a young Italian entrepreneur and television host, Marco Montemagno.

Montemagno frequently speaks on the topic of Internet culture, showing Italians why the Internet should be embraced and not feared. He presents to groups as large as three thousand people in places such as Rome, Milan, and Venice. Since the majority of people in his audience are Web novices, he uses language that everyone can understand (well, assuming you know Italian). His slides are very simple and visual; he often employs just photographs, animation, and video. But what truly differentiates Montemagno from the majority of presenters is his unbelievable number of props and demonstrations. Here are three guidelines he follows to create dynamic moments:

1. **Give your audience something to do.** Montemagno's audience members get a pen and paper before taking their seats. During the presentation, he asks them to turn to the person next to them and, in thirty seconds, sketch the person's portrait. After that, he asks them to write the title of their favorite song, movie, and so forth. They then pass the paper around, continuing until each paper has changed hands up to five times. Everyone eventually takes home a piece of paper that once belonged to someone else. The exercise is intended to demonstrate how information is shared among individuals across networks.

2. **Ask someone to share the stage.** In other parts of his presentation, Montemagno will ask for volunteers to join him onstage. In one exercise, he asks them to fold a T-shirt. Most people will take about twenty seconds and fold the shirt in a conventional way. When they're done, he shows a popular YouTube video of someone demonstrating how to fold a shirt in five seconds. Montemagno then duplicates the feat as the audience cheers. His point is that the

Internet can instruct on a deep, intellectual level, but it can also make the most mundane tasks easier.

3. **Make use of your skills onstage.** Montemagno is a former world-ranked table tennis player and works that unique skill into his presentations. He invites another professional player onstage, and the two hit the ball back and forth quickly and effortlessly. As they do, Montemagno, speaking into a wireless headset, compares table tennis to the Internet.

Steve Jobs has elevated presentations to an art form, but few of us will ever introduce a product as world-changing as a revolutionary new computer. This fact is all the more reason to find new, exciting ways to engage your audience. To see video clips of Montemagno in action, visit his site: http://montemagno.typepad.com/marco_blog/blog_index.html.

exchange elicited a huge laugh. Jobs had literally crank-called a Starbucks as part of the demo. Jobs has so much fun showing off new products that his enthusiasm leaps off the stage and rubs off on everyone in attendance. It is precisely because he has fun that people enjoy watching him.

In another prime example of having fun with demos, Jobs took some quirky photographs of himself while introducing a feature called Photo Booth on October 12, 2005. Photo Booth is a software application for using a Web camera to take photographs and video.

"Now I want to show you Photo Booth," said Jobs. "This is an incredible way to have some fun. I can just go ahead and take my picture." Jobs looked into the built-in Web camera on the computer and smiled for a few seconds as his photograph was snapped and appeared on-screen. He said, "Isn't that great? Let me show you some pretty cool effects." Jobs proceeded to snap comical photographs of himself using features such as Thermal, X-Ray, and Andy Warhol. "But it gets even better," Jobs said as he smiled and rubbed his hand together. "We decided to put in the

teenage effects."[10] Jobs snapped more photographs of himself as the software distorted his face into funny shapes—squeezing it, widening it, and otherwise contorting the images. The audience roared as Jobs relished the moment.

Focus on the One Thing

Each new Apple product or application contains numerous benefits and features, but Jobs will often highlight just one. Think of it like a movie trailer that teases the audience by revealing only the best parts. If people want the full experience, they'll have to watch the movie.

At WWDC in October 2007, Jobs spent most of the keynote presentation discussing OS X Leopard, but, as he often does, he had "one more thing" for the audience. Jobs introduced Safari for Windows, the "most innovative browser in the world and now the fastest browser on Windows." After telling the audience that he would like to show them the new browser, he walked to stage right, took his seat behind a computer, and started the

Add Pizzazz to Online Meetings

Seventy new Web meetings are launched every minute on software platforms such as WebEx, according to Cisco, which purchased the online meeting service. Today popular online "webinar" and collaboration tools, including WebEx, Citrix GoToMeeting, Adobe Connect, and Microsoft Office Live Meeting, allow you to add some high-tech pizzazz to demos. For example, you can create polls and receive instant feedback. Sales professionals can conduct a live demonstration of a product from a computer—drawing, highlighting, and pointing to areas right on the screen. Better yet, those same sales professionals can turn over mouse control to the client or prospect, letting the customer on the other end see, touch, and "feel" the product. Demonstrations are important elements in any presentation, offline or online.

demo. He told the audience that what he really wanted to show off was Safari's speed compared with Internet Explorer (IE 7).

The demo screen showed both browsers side by side. Jobs loaded a series of websites simultaneously on both. Safari accomplished the task in 6.64 seconds, while IE 7 took 13.56 seconds to accomplish the same task. "Safari is the fastest browser on Windows," Jobs concluded.[11] The entire demo took less than three minutes. It could have lasted much longer, but Jobs chose to focus on one feature and one feature only. Jobs doesn't overwhelm his audience. Just as he eliminates clutter on slides, his demos are likewise free of extraneous messages.

In 2006, Apple added a podcast studio to GarageBand, a tool bundled into the iLife suite of applications intended to make it easy for users to create and distribute multimedia content. "We've added a lot of great stuff to GarageBand," said Jobs, "but I'm going to focus on *one thing* to demo today, and that is we have added a podcast studio to GarageBand. We think GarageBand is now going to be the best tool in the world to create podcasts. It's pretty great. Let me go ahead and give you a demo."

Jobs walked to stage right, sat down, and created a short podcast in four steps. First, Jobs recorded the audio track and had loads of fun with it. He even stopped the first recording and started over because the audience caused him to laugh so hard. Jobs recorded the following: "Hi, I'm Steve. Welcome to my weekly podcast, 'Supersecret Apple Rumors,' featuring the hottest rumors about our favorite company. I have some pretty good sources inside Apple, and this is what I'm hearing: the next iPod will be *huge*, an eight-pounder with a ten-inch screen! Well, that's all for today. See you next week."

After making the playful recording, Jobs walked through the next three steps, showing the audience how to add artwork and background music. Once done, he played the podcast and said, "Pretty cool, huh? That is the podcast studio, which is now built into GarageBand."[12]

Although Jobs did a nice demonstration of the podcast studio, it could not compete with the first release of GarageBand in 2005: "Today we're announcing something so cool: a fifth app that will be part of the iLife family. It's name is GarageBand. What is

GarageBand? GarageBand is a major new pro music tool. But it's for everyone. I'm not a musician, so to help me demo GarageBand, we asked a friend, John Mayer, to help us."[13] Jobs took a seat behind a computer, and Mayer sat down at a mini keyboard hooked to the Mac. As Mayer played, Jobs manipulated the sound to make the piano resemble a bass, a choir, a guitar, and other instruments. Jobs then laid down multiple tracks, creating a bandlike sound. He took care to explain what he was doing at every step, to show the audience just how easy it was to create a studio-like experience.

Jobs must have rehearsed the demo for hours, because he looked like an expert musician. Nevertheless, Jobs knows what he doesn't know, and sometimes, as in the case of GarageBand, it makes more sense to bring in an outsider who speaks directly to the intended audience.

Element of Surprise

Jobs stunned developers when he announced a transition that had been rumored but largely dismissed—the transition from IBM/Motorola PowerPC chips to Intel processors. During the 2005 WWDC, where he made the announcement, Jobs acknowledged that one of the major challenges would be to make sure

The Next-Best Thing to John Mayer

Of course, you're not going to persuade John Mayer to perform at your next event, but do think about creative ways to reach your target audience. I watched an entrepreneur pitching his new Web service to venture capitalists in San Francisco. The service was geared to the teenage market, so it didn't make sense for a forty-something entrepreneur to demonstrate it. Instead, the founder introduced the company and then passed the demo off to two teens (a boy and a girl), who talked about their experience with the site and what they especially loved about it. The demo was different, engaging, and ultimately successful.

OS X would run efficiently on Intel chips. Having some fun with the audience, he said that the OS X had been "living a double life" for five years, secretly being developed to run on both PowerPC and Intel processors "just in case." The result, said Jobs, was that Mac OS X is "singing on Intel processors."

He then hit the audience with the unexpected: "As a matter of fact, this system I've been using . . ." His voice trails off, he flashes a knowing smile, and the audience laughs when it sinks

Connect with Three Types of Learners

Demonstrations help speakers make an emotional connection with every type of learner in the audience: visual, auditory, and kinesthetic.

» **Visual learners.** About 40 percent of us are visual learners, people who learn through seeing. This group retains information that is highly visual. To reach visual learners, avoid cramming too much text onto the screen. Build slides that have few words and plenty of pictures. Remember: individuals are more likely to act on information they have a connection with, but they cannot connect with anything that they have not internalized. Visual learners connect through seeing.

» **Auditory learners.** These people learn through listening. Auditory learners represent about 20 to 30 percent of your audience. Individuals who learn through listening benefit from verbal and rhetorical techniques that are featured in Act 3. Tell personal stories or use vivid examples to support your key messages.

» **Kinesthetic learners.** These people learn by doing, moving, and touching. In short, they are "hands-on." They get bored listening for long periods. So, include activities in your presentation to keep kinesthetic learners engaged: pass around objects as Jobs did with the aluminum frame, conduct writing exercises, or have them participate in demonstrations.

in that the system is running on new Intel processors. "Let's have a look," Jobs says as he walks to the side of the stage. He sits down and begins exploring many of the conventional computer tasks, such as calendar functions, e-mail, photographs, browsing, and movies, loading and working quickly and effortlessly. He concluded the two-minute demo by saying, "This is Mac OS X running on Intel."[14]

The CEO Sidekick

Cisco's Jim Grubb plays the sidekick to CEO John Chambers. Grubb's title is, literally, Chief Demonstration Officer. Nearly every Chambers presentation involves a demonstration, and Grubb is Chambers's go-to guy for some sixty events a year. The demonstrations are unique and truly remarkable. Cisco replicates a scenario onstage complete with furniture and props: it could be an office, a retail store, or rooms of a house. In a demonstration at the 2009 Consumer Electronics Show in Las Vegas, Chambers and Grubb called a doctor in a remote location thousands of miles away and, using Cisco's TelePresence technology, which lets you see a person as though he or she is right in front of you, held a medical evaluation over the network.

Chambers enjoys needling Grubb with lines such as "Are you nervous, Jim? You seem a little tense," or "It's OK if you mess up. I'll just fire you." Most of the jokes between the two men are scripted but are still funny as Grubb just smiles, laughs it off, and continues with the demonstration—the perfect straight man. Grubb studied music and theater in college. His polished performance reflects his training. Although it appears effortless, he and his staff spend countless hours in the lab testing and practicing, not only to simplify complicated networking technology so it's easy to understand in a fifteen-minute demonstration but also to make sure it works, so his boss doesn't get mad!

The launch of the iPhone in 2007 also provided Jobs with a memorable prop. He showed the audience how they could listen to their favorite music by playing one of his favorite songs from the Red Hot Chili Peppers. A phone call interrupted the music and a photo of Apple's VP of Marketing, Phil Schiller, appeared on the phone. Jobs answered it and talked to Schiller who was standing in the audience on another phone. Schiller requested a photograph; Jobs retrieved it and e-mailed it, and went back to listening to his song. Jobs is a showman, incorporating just the right amount of theater to make features come alive.

DIRECTOR'S NOTES

» Build in a product demo during the planning phase of your presentation. Keep the demo short, sweet, and substantial. If you can introduce another person on your team to participate in the demonstration, do so.

» Commit to the demo. Comedians say a joke works only if you commit to it. In the same way, commit to your demo, especially if your product has any entertainment value at all. Have fun with it.

» Provide something for every type of learner in your audience: visual, auditory, and kinesthetic.

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Reveal a "Holy Shit" Moment

People will forget what you said, people will forget what you did, but people will never forget how you made them feel.

—MAYA ANGELOU

Every office worker has seen a manila envelope. But where most people see a manila envelope as a means of distributing documents, Steve Jobs sees a memorable moment that will leave his audience in awe.

"This is the MacBook Air," he said in January 2008, "so thin it even fits inside one of those envelopes you see floating around the office." With that, Jobs walked to the side of the stage, picked up one such envelope, and pulled out a notebook computer. The audience went wild as the sound of hundreds of cameras clicking and flashing filled the auditorium. Like a proud parent showing off a newborn, Jobs held the computer head-high for all to see. "You can get a feel for how thin it is. It has a full-size keyboard and full-size display. Isn't it amazing? It's the world's thinnest notebook," said Jobs.[1]

The photo of Jobs pulling the computer from the envelope proved to be the most popular of the event and was carried by major newspapers, magazines, and websites. The dramatic introduction even sparked an entrepreneur to build a carrying sleeve for the MacBook Air that looked like, you guessed it, a manila envelope. See Figure 13.1.
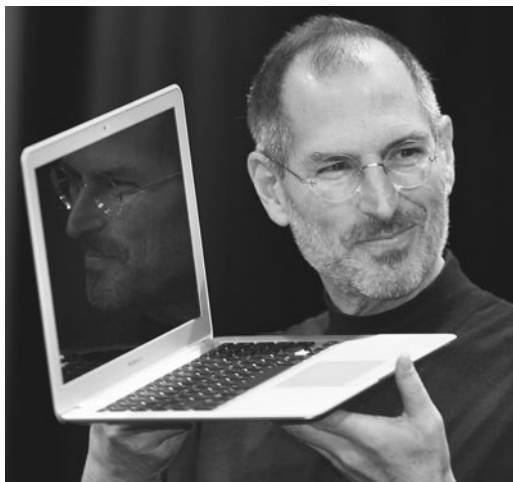
Figure 13.1 Jobs holding up the MacBook Air after dramatically removing it from an office-sized manila envelope.

TONY AVELAR/AFP/Getty Images

When Jobs slipped the computer out of the envelope, you could hear the gasps in the room. You knew most people in the audience that day were thinking, "Holy shit. That's thin!" ABC News declared, "The MacBook Air has the potential to reshape the laptop industry. The laptop fits inside a standard office manila envelope, which is how Jobs presented it as the showstopper of this year's conference of all things Apple."[2] The "showstopper" had been planned all along. Well before Jobs enacted the stunt in front of an audience, press releases had been written, images created for the website, and ads developed showing a hand pulling the notebook from a manila envelope. The "holy shit" moment had been scripted to elicit an emotional response; the presentation as theater.

Raising a Product Launch to an Art Form

On January 24, 2009, Macintosh celebrated its twenty-fifth anniversary. Apple's Macintosh had reinvented the personal

computer industry in the eighties. A computer with a mouse and graphical user interface was a major transformation from the old command-line interfaces prevalent then. The Mac was much easier to use than anything IBM had at the time. The Mac's introduction was also one of the most spellbinding product launches of its day. The unveiling took place a quarter-century earlier during the Apple shareholders meeting, held at the Flint Center at De Anza College, near the Apple campus. All 2,571 seats were filled as employees, analysts, shareholders, and media representatives buzzed with anticipation.

Jobs (dressed in gray slacks, a double-breasted jacket, and bow tie) kicked off the presentation with a quote by his favorite musician, Bob Dylan. After describing the features of the new computer, Jobs said, "All of this power fits into a box that is one-third the size and weight of an IBM PC. You've just seen pictures of Macintosh. Now I'd like to show you Macintosh in person. All of the images you are about to see on the large screen are being generated by what's in that bag." He pointed to a canvas bag in the center of the stage. After a pause, he walked to center stage and pulled the Macintosh computer out of the bag. He plugged it in, inserted a floppy disk, and stood aside. The lights darkened, the Vangelis theme from *Chariots of Fire* began to play, and a series of images scrolled across the screen (MacWrite and MacPaint, which came free with the Mac). As the music faded, Jobs said, "Now, we've done a lot of talking about Macintosh recently, but today for the first time ever, I'd like to let Macintosh speak for itself." On that cue, Macintosh spoke in a digitized voice:

"Hello, I am Macintosh. It sure is great to get out of that bag. Unaccustomed as I am to public speaking, I'd like to share with you a maxim I thought of the first time I met an IBM mainframe: Never trust a computer you can't lift. Obviously, I can talk right now, but I'd like to sit back and listen. So, it is with considerable pride that I introduce a man who has been like a father to me: Steve Jobs."[3] The crowd went wild, standing, cheering, hollering.

Letting Macintosh speak for itself was a brilliant technique to garner the most buzz and publicity. Twenty-five years later, the

YouTube video clip from that portion of the announcement has been viewed half a million times. Jobs had created a memorable moment that people would talk about for decades. A genuine showstopper.

One Theme

The secret to creating a memorable moment is to identify the one thing—the one theme—that you want your audience to remember after leaving the room. Your listeners should not need to review notes, slides, or transcripts of the presentation to recall the *one thing*. They will forget many of the details, but they will remember 100 percent of what they *feel*. Think about the one thing Apple wanted you to know about MacBook Air: it's the world's thinnest notebook. That's it. A customer could learn more by visiting the website or an Apple store; the presentation was meant to create an experience and to bring the headline to life. It struck an emotional connection with the listener.

Jobs had one key message that he wanted to deliver about the first iPod: it fits one thousand songs in your pocket. The message

The Mental Post-it Note

"The brain doesn't pay attention to boring things," writes scientist John Medina. It does pay attention to an "emotionally charged event," as Medina explains: "The amygdala is chock-full of the neurotransmitter dopamine . . . When the brain detects an emotionally charged event, the amygdala releases dopamine into the system. Because dopamine greatly aids memory and information processing, you could say the Post-it note reads 'Remember this!' "[4]

According to Medina, if you can get the brain to put what amounts to a chemical Post-it note on an idea or a piece of information, the item will be more "robustly processed" and easily remembered. As you could imagine, this concept applies to business professionals as well as teachers and parents!

was simple and consistent in presentations, press releases, and the Apple website. However, it remained a tagline until Jobs brought it to life in October 2001.

Just as a playwright sets the stage early and reveals the plot over time, Jobs never gives away the big moment right out of the gate. He builds the drama. Jobs took the stage to introduce the iPod and, slowly, added layers to the message until he hit the big note.

"The biggest thing about iPod is that it holds a thousand songs," Jobs said.

"To have your whole music library with you at all times is a quantum leap in listening to music." (A device that carried a thousand songs wasn't unique at the time; what came next was the big news.) "But the coolest thing about iPod is your entire music library fits in your pocket. It's ultraportable. iPod is the size of a deck of cards." Jobs's slide showed a photograph of a card deck. "It is 2.4 inches wide. It is four inches tall. And barely three-quarters of an inch thick. This is tiny. It also only weighs 6.5 ounces, lighter than most of the cell phones you have in your pockets right now. This is what's so remarkable about iPod. It is ultraportable. This is what it looks like." Jobs showed a series of photographs. He still hadn't shown the actual device. "In fact, I happen to have one right here in my pocket!" Jobs then took a device out of his pocket and held it up high, as the audience cheered. He had his photo opp. He concluded, "This amazing little device holds a thousand songs and goes right in my pocket."[5]

The headline in the *New York Times* read: "1,000 Songs in Your Pocket." Jobs could not have written a better headline. Actually, he did write it! He also created an emotionally charged event that planted the headline into the dopamine-dumping frontal cortex of his listeners' brains.

Dropping a Welcome Bombshell

Jobs returned to Apple as the interim CEO in 1997. He dropped the "interim" from his title two and half years later. Instead of

Deliver Memorable Stories

A memorable moment need not be a major new product announcement. (After all, few of us will announce break-through products like iPod.) Something as simple as a personal story can be memorable.

I once worked with a major grower of organic produce. The executives were preparing a presentation and filled it with mind-numbing statistics to prove that organic was better than conventionally grown fruits and vegetables. The statistics provided supporting points, but there was no emotionally charged event, until a farmer turned to me and told me the following story: "Carmine, when I worked for a conventional farm, I would come home and my kids would want to hug me, but they couldn't. Daddy had to take a shower first, and my clothes had to be washed and disinfected. Today I can walk right off the lettuce field and into the waiting arms of my kids, because there is nothing toxic on my body to harm them." Several years later, I cannot recall any of the statistics this company presented, but I remember the story. The story became the emotionally charged highlight of the presentation.

simply announcing that news via a press release as most CEOs would do, Jobs created an experience out of it.

At the end of two-hour presentation on January 5, 2000, Jobs said, almost as an aside, "There is one more thing." But he did not break the news immediately. He built the anticipation. Jobs first acknowledged the people at Apple who had been working on the Internet strategy he had just described in the presentation, asking them to stand for applause. He publicly thanked his graphics and advertising agencies as well. Then he dropped the news.

"Everyone at Apple has been working extra hard these two and a half years. And during this time, I've been the interim CEO. I have another job at Pixar as the CEO, which I love. I

hope that after two and a half years, we've been able to prove to our shareholders at Pixar that maybe we can pull this interim CEO thing off. So, I'm not changing any of my duties at either Pixar or Apple, but I'm pleased to announce today that I'm dropping the 'interim' title." The audience went nuts; people leaped from their seats, yelling, hollering, and cheering. Jobs was humbled and made it clear that he did not deserve all the credit for Apple's resurgence. "You're making me feel funny, because I get to come to work every day and work with the most talented people on the planet. I accept your thanks on the part of everyone at Apple," Jobs concluded.[6]

Revolutionary Product That Changes Everything

Twenty-six minutes into his Macworld 2007 keynote presentation, Jobs had just finished a discussion of Apple TV. He took a swig of water and slowly walked to the center of the stage, not saying a word for twelve seconds. He then told a story that would lead to one of the greatest product announcements in corporate history. We've discussed several elements of this presentation, including Jobs's use of headlines and the rule of three. For this discussion, let's examine a longer section of the segment. As you can see from the excerpt in Table 13.1, Jobs took his time to reveal the news that would rattle the industry and change the way millions of people access the Internet on the go.[7]

Once the laughter subsided, Jobs spent the rest of the presentation explaining the current limitations of existing smartphones, unveiling the actual iPhone, and reviewing its key features. Anyone who saw the entire presentation will most likely tell you that the three-minute introduction described in the table was *the* most memorable part of the entire keynote.

Take note of how Jobs heightened anticipation to create the experience. He could easily have said: "The next product we would like to introduce is called iPhone. It's Apple's first entry into the smartphone market. Here's what it looks like. Now let

TABLE 13.1   EXCERPT FROM JOBS'S MACWORLD
2007 PRESENTATION

STEVE'S WORDS	STEVE'S SLIDES
"This is a day I've been looking forward to for two and a half years. Every once in a while, a revolutionary product comes along that changes everything. One is very fortunate if you get to work on just one of these in your career. Apple has been very fortunate. It's been able to introduce a few of these into the world."	Image of Apple logo
"In 1984, we introduced the Macintosh. It didn't just change Apple; it changed the whole computer industry."	Full-screen photo of Macintosh; the date "1984" appears at the upper left next to the image
"In 2001, we introduced the first iPod. It didn't just change the way we all listen to music; it changed the entire music industry."	Full-screen photo of the original iPod; the date "2001" appears at the upper left
"Well, today we are introducing three revolutionary products of this class."	Back to image of Apple logo
"The first one is a wide-screen iPod with touch controls."	Only image on slide is an artistic rendering of iPod; words beneath the image: "Widescreen iPod with touch controls"
"The second is a revolutionary mobile phone."	Single artistic rendering of a phone, with the words "Revolutionary mobile phone"
"And the third is a breakthrough Internet communications device."	Single rendering of a compass, with the words "Breakthrough Internet communicator"

STEVE'S WORDS	STEVE'S SLIDES
"So, three things: a wide-screen iPod with touch controls, a revolutionary mobile phone, and a breakthrough Internet communications device."	The three images appear on the same slide, with the words "iPod, Phone, Internet"
"An iPod, a phone, and an Internet communicator. An iPod, a phone—are you getting it? These are not three separate devices."	Three images rotate
"This is one device, and we are calling it iPhone."	Text only, centered on slide: "iPhone"
"Today Apple is going to reinvent the phone!"	Text only: "Apple reinvents the phone"
"And here it is." [laughter]	A gag image appears: it's a photo of iPod, but instead of a scroll wheel, an artist had put an old-fashioned rotary dial on the MP3 player

me tell you more about it." Not very memorable, is it? By contrast, the actual introduction whetted the audience's appetite with every sentence. After Jobs outlined the revolutionary products of the past, a listener could be thinking, "I wonder what this third revolutionary product will be. Oh, I see: Jobs is going to announce three new products of this class. Cool. Wait. Is it three? Oh my gosh, he's talking about one product! All of those features in one product. This I've got to see!"

Every Steve Jobs presentation—major product announcements and minor ones—is scripted to have one moment that will leave everyone talking. The product takes center stage, but Jobs plays the role of director. Jobs is the Steven Spielberg of corporate presentations. What do you remember most from Spielberg's movies? Spielberg always has one scene that sticks in your memory for years: Indiana Jones pulling a pistol to kill the

swordsman in *Raiders of the Lost Ark*, the opening scene of *Jaws*, or E.T. asking to phone home. In the same way, Jobs creates one moment that will define the experience.

Jobs has changed many things about his presentation style over the past thirty years, including his wardrobe, slides, and style. Through it all, one thing has remained consistent—his love of drama.

DIRECTOR'S NOTES

» Plan a "holy shit" moment. It need not be a break-through announcement. Something as simple as telling a personal story, revealing some new and unexpected information, or delivering a demonstration can help create a memorable moment for your audience. Movie directors such as Steven Spielberg look for those emotions that uplift people, make them laugh, or make them think. People crave beautiful, memorable moments. Build them into your presentation. The more unexpected, the better.

» Script the moment. Build up to the big moment before laying it on your audience. Just as a great novel doesn't give away the entire plot on the first page, the drama should build in your presentation. Did you see the movie *The Sixth Sense*, with Bruce Willis? The key scene was at the end of the movie—one twist that the majority of viewers didn't see coming. Think about ways to add the element of surprise to your presentations. Create at least one memorable moment that will amaze your audience and have them talking well after your presentation is over.

» Rehearse the big moment. Do not make the mistake of creating a memorable experience and having it bomb because you failed to practice. It must come off crisp, polished, and effortless. Make sure demos work and slides appear when they're supposed to.

Schiller Learns from the Best

Phil Schiller had some mighty big shoes to fill on January 6, 2009. Schiller, Apple's vice president of worldwide product marketing, replaced Steve Jobs as the keynote presenter at Macworld. (Apple had earlier announced that this would be the company's last year of participation in the event.) Schiller had the unfortunate role of being compared with his boss, who had more than thirty years of experience on the big stage. Schiller was smart, however, and delivered a product launch that contained the best elements of a typical Steve Jobs presentation. Following are seven of Schiller's techniques that Jobs himself would surely have used had he given the keynote:[1]

» **Create Twitter-like headlines.** Schiller set the theme of the day right up front. "Today is all about the Mac," he told the audience. This opening is reminiscent of how Jobs opened the two preceding Macworld shows. Jobs told the 2008 audience that something was in the air, foreshadowing the MacBook Air announcement, and in 2007, Jobs said that Apple was going to make history that day. It sure did when Jobs later introduced the iPhone.

» **Draw a road map.** Schiller verbally outlined a simple agenda at the beginning of his presentation and provided verbal reminders along the way. Just as Jobs uses the rule of three to describe products, Schiller also introduced the presentation as three separate categories. "I have three new things to tell you about today," he said (accompanying slide read: "3 New Things"). The first was a new version of iLife. The second

product he discussed was a new version of iWork. Finally, the third was a new MacBook seventeen-inch Pro notebook computer.

» **Dress up numbers.** As his boss does, Schiller added meaning to numbers. He told the audience that 3.4 million customers visit an Apple store every week. To give his audience a relevant perspective, Schiller said, "That's one hundred Macworlds each and every week."

» **Stage the presentation with props.** Demonstrations play a prominent role in every Steve Jobs presentation. Schiller also used the technique smoothly and effectively. As Jobs likely would have done had he given the presentation, Schiller sat down at a computer on the stage and demonstrated several new features that come standard in '09 versions of iLife and iWork. My favorite demo was the new Keynote '09, which comes closer than ever to letting everyday users create Jobs-like slides without an expertise in graphic design.

» **Share the stage.** Schiller did not hog the spotlight. He shared the stage with employees who had more experience in areas that were relevant to the new products he introduced. For a demo of iMovie '09, a new version of the video-editing soft-ware, Schiller deferred to an Apple engineer who actually created the tool. When Schiller revealed the new seventeen-inch MacBook Pro, he said the battery was the most innovative feature of the notebook computer. To explain further, Schiller showed a video that featured three Apple employees describ-ing how they were able to build a battery that lasted eight hours on a single charge without adding to the notebook's size, weight, or price.

» **Create visual slides.** There are very few words on a Steve Jobs slide, and there were few on Schiller's slides as well. The first few slides had no words at all, simply photographs. Schiller started by giving the audience a tour of some of the new Apple stores that had opened around the world the past year. There were no bullet points on Schiller's slides. When Schiller did present a list of features, he used the fewest words possible and often paired the words with an image. You can view the

slide set yourself by watching the actual keynote presentation on the Apple website or visiting Slideshare.net.[2]

» **Deliver a "holy shit" moment.** In true Steve Jobs fashion, Schiller surprised the audience by announcing "just one more thing" to close his presentation. He applied the rule of three as he had done earlier, but this time to iTunes. He said there were three new things for iTunes in 2009: a change to the pricing structure, the ability of iPhone customers to download and buy songs on their 3G cellular network, and the fact that all iTunes songs would be DRM free (i.e., without copy protection). Schiller received a big round of applause when he announced that eight million songs would be DRM free "starting today" and got an even bigger round of applause when he said that all ten million songs on iTunes would be DRM free by the end of the quarter. Schiller knew that DRM-free songs in iTunes would be the big headline of the day, and he saved it for last. The announcement did, indeed, dominate the news coverage that followed.

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