



# Beyond the Slide

## Executive Presentation Skills



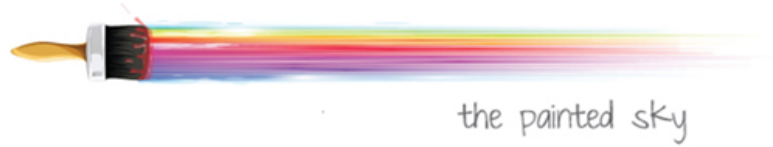
the painted sky

## ***Beyond the Slides: A programme on Advanced Presentation Skills***

**Name:**

**Company:**  
**Department:**

**My Learning Objectives:**



## Contents

Topic	Page
About	5
The 3D Approach	6
Know Your Audience	7
Case: Steve Jobs & The Six Minute Presentation	11
The Perfect (Elevator) Pitch	14
Rethinking Your Presentation Skills: The 6.5 Second Rule	16
The 10/20/30 Rule of PowerPoint	18
How to Add Images to Presentations	20
Managing Presentation Nerves	25
6 Ways to Improve the Way You Speak	28
Presentation Skills: Body Language	30
5 Body Language Errors that Will Sink Your Presentation	32
How to Present to Senior Executives	37
Learning Log	38
Personal Action Plan	40

## The Painted Sky

### Leaders in Behavioral Trainings, Pioneers in Art-Based Trainings

Across the world, art-based training methods create a bonding experience that facilitates collaboration, communication and out-of-the-box thinking, and accelerates creative problem-solving. Art-based activities are used to develop and reinforce various Behavioral Skills and used strategically to create safety, build trust, find shared values, and shift perceptions.

The Painted Sky is a Bangalore, India based People Development organization, focusing on various high-end, differentiated Behavioral and Skill development programmes. The Painted Sky is the pioneer to design Art-Based corporate training initiatives in India, Southeast Asia and the Middle East. Our company aims at offering our clients uniquely differentiated programs to help foster employee creativity, innovation, team spirit and emotional intelligence. Along with Painting, we use Theatre-based and Story-based methods, and will soon be launching music and film-based training programmes for our clients. At The Painted Sky, we merge various NLP and Transaction Analysis tools with Art-Based methods in our trainings, as well as leverage our 35+ years of combined global industry experience, to design and develop highly differentiated programmes for our clients. And as ICF certified coaches, we undertake Executive Coaching assignments for our clients who have managerial authority and responsibility in an organization.

## Facilitator Profile

### Anirban Bhattacharya, Co-Founder & Director

Anirban is a Sales and Marketing professional with a proven track-record of over 18+ years of Sales, Marketing, Business Development and Relationship Management excellence. In his earlier life, Anirban handled various senior sales and marketing roles with diverse organizations like ITC, America Express, Prudential, Metro Cash & Carry and PricewaterhouseCoopers. He worked across industries and in USA and Europe, which gave him valuable exposure to various facets of Leadership, Strategy, Business & Customer Development and Training.

**Anirban is an expert in designing and delivering presentations, a learning picked up and honed during his years in corporate life. He has also facilitated the *Beyond the Slide* programme for various clients, in India and overseas.**

He is a keen artist, having been an avid painter for over three decades, and is the lead facilitator for Art-Based modules. He is an Executive Coach and a student of psychology, being active practitioner of Transactional Analysis for Organization Development. He is an experienced facilitator, leading various Art-Based behavioral programmes that explore human creativity and expression, as well as programmes in Sales Management, Leadership, Influencing, Team Effectiveness, Advanced Presentation and other business skills. Anirban is an MBA from the Indian Institute of Management Calcutta, an art collector and a jazz lover, and is also a keen mentor for start-ups and entrepreneurs, and is associated with various organizations providing advice on marketing and business strategy.

## The 3D Approach

The 3D Approach to making Powerful Presentations:

1. **Develop**
2. **Design**
3. **Deliver**

**Develop** your content keeping the Outcome in mind. Also remember who is the audience? What is the audience looking for? What will make an impact? Develop your Story. Manage your nerves. Prepare the examples, anecdotes, jokes and testimonials. PRACTICE.

**Design** your slides and pitch keeping the Outcome in mind. Remember that 83% of impact of a presentation is made by the Visual element. Think colours, fonts, layouts, templates, balance. Are your slides too busy? Do you want audiences to read slides or focus on you? PRACTICE.

**Deliver** your content keeping the Outcome in mind. Are your audiences bored, sleepy, disinterested? How is your voice, eye contact, body language? Are you engaging with audience members? Can you handle tough questions? Above all, remember that a powerful Closure is most important. PRACTICE.

So, the 3D Approach can be translated into a **3 “DO” Approach**:

1. **Develop for OUTCOME**
2. **Design for OUTCOME**
3. **Deliver for OUTCOME**

### **Key Points**

**If you don't have a Goal, you are not likely to get there. And Practice is key to getting to that Goal.**

**Our programme will focus on the Outcome in everything, and look at how to use the 3D Approach to Develop, Design and Deliver high impact Presentations.**

## Know Your Audience!

One of the most important tenants in speaking is *know thy audience*. Failure to do your homework can mean failure. At a minimum, your message will be diluted and won't have the impact it could have. You always will do a much better job when you conduct better research.

**Ask yourself, *what is the problem that the audience has for which my insights, expertise, or story is the answer?***

Once you have a good sense of the audience, think about all the practical considerations. How many people are you speaking to? What time of day will the presentation take place? Is the audience tired, energized, overwhelmed, or starved for information? Are they sitting on hard chairs? Have they just had lunch?

The more you know about the particular situation you're speaking to, the better you can tailor your remarks to match the audience's moment, mood, and mode. If you're talking to a group of engineers, or a group of marketers, or a group of children, different approaches might suggest themselves. If the group always has 5 slides, no more, by some ancient, ironclad rule, then it's good to know that before you present your usual deck of 370 slides.

A presentation doesn't have to completely miss its target to fail. You may lose points (and people) simply because it doesn't have the impact it could, because you don't understand the people in the seats as well as you should. So be sure to get all the facts you need about your audience first.

As the HBR puts it (Oct. 11, 2012) you need to understand people on a somewhat personal level to develop a presentation that resonates with them. But how? Start by asking yourself these questions, and use your answers to tailor your speech:

1. What are they like? Think through a day in the lives of your audience. Reference something that they face every day so they'll know you "get" them.
2. Why are they here? What do they think they're going to get out of your presentation? Are they willing participants or mandatory attendees? Highlight what's in it for them.
3. What keeps them up at night? Everyone has fears or pain points. Let your audience know that you empathize—and that you're here to help.
4. How can you solve their problems? How are you going to make their lives better? Point to benefits you know your audience cares about.

Find out about:

5. ***The culture (national, professional, or organizational).*** Who are they? If there are attendees from other countries, or you're speaking internationally, take that into account. What is important to them? What do they expect? What do they consider rude? What humor won't go over because they don't "get" it? What communication style do they prefer? For example, it's common for Americans to begin presentations with humor; however, Japanese speakers may begin by apologizing because they don't know more about the subject (which doesn't go over well with an American audience). Similarly, professional associations and companies will use

different jargon (do they call employees “team members,” “associates,” or “individual contributors”?).

6. **Their level of knowledge.** Are they sophisticated conference attendees, or has their company rarely brought in outside experts? You certainly don’t want to do the equivalent of giving an introductory physics lecture to quantum theorists; you wouldn’t have anything to say that they haven’t learned already. If you know the audience’s general level of knowledge, you can make certain assumptions about what they understand, allowing you to skip the 101-level material they’ve heard before and go directly to the heart of the matter.
7. **Their needs.** Why are they listening to you in the first place? What is the expertise you bring? What issues can you solve? Among those who have come to learn, be sure you know in advance just what they want. Ask your sponsor about their goals. Schedule briefing calls with key leadership to discover what messages they’d like you to reinforce with the group. After you know their objectives, what stories, case studies, and anecdotes in your content arsenal will best illustrate them? Read their newsletters, annual reports, Websites, and industry magazine. This research will connect you with the audience, when they realize how much you know about them (often better than some employees know themselves).
8. **Time of day.** Even if you hit all your other targets, *when* you present may determine whether or not you make an impression. Assuming your presentation is one of several your audience members will attend that day, it may make a difference if you appear early in the morning (when many people are at peak energy level), several presentations in (as they’re looking forward to lunch), or after lunch (when they may be a bit sluggish). Take your scheduled time into account, revving the enthusiasm up or down as necessary to best engage your audience’s attention. If you’re the luncheon speaker, you may want to use a high-energy, high-humor approach to counter the heavy meal. If it’s been a long day, you may want to use a straight-to-the-point approach. If the audience has been drinking before your talk, be prepared to deal with hecklers.

One of the hardest speech assignments is to present late in the day after a full day of talks. The audience is brain dead and yet another PowerPoint deck of bullets just won’t bring it to life. You need to think about other approaches. But unless you know details like this, you won’t be able to prepare in advance for your particular challenge.

### **The Long and Short of It**

Discover as much as you can about the audience, the leadership’s key objectives, and your role. What do you want to get across? What do they want to know? How can you focus your message around their needs? How do they want to receive those benefits? By putting some serious thought into how to best appeal to your audience’s interests, you’ll dramatically increase your odds of nailing it the next time you’re up on that stage.



## How Can I figure out my audience?

Key Considerations

Key Observations

How do I prepare?

***Notes:***

## Steve Jobs and the Six-Minute Presentation

– Heather Baldwin

<http://www.sellingpower.com/content/article.php?a=9640>

In 1997, advertising guru Jon Steel, author of *Perfect Pitch: The Art of Selling Ideas and Winning New Business*, met Steve Jobs. In roughly six minutes, the Apple Computer CEO gave the most "focused, passionate, and inspiring" presentation Steel had ever seen in more than 20 years in the advertising business.

Steel discusses the event in the introduction to his book, 'Perfect Pitch'. Here's the background. Jobs had just been brought back to Apple to rescue the company from the brink of extinction. One of the things he wanted to change was Apple's advertising and so Jobs asked two firms whose work he liked to come in and speak directly with him. One of these firms was Steel's agency.

When Steel and his two partners arrived at Apple, they were invited to take seats at a big conference table. As they did so, the door opened and in bounded a man wearing jeans and a black sweater. "I'm Steve," he said.

Jobs turned up the lights, switched off the projector, strode to a dry erase board at the front of the room, and grabbed a marker. He said the marketers had no doubt been spewing a bunch of garbage and the bottom line was that the company was in deep trouble. "But I believe that if we do some simple things very well, we can save it, and we can grow it. I've asked you here today because I need your help. But let me tell you first what I'm going to do. My end of the bargain."

Jobs drew about 14 boxes on the dry erase board, writing in each one names unfamiliar to Steel and his team, names like: Cyberdog, OpenDoc, G4, iMac, and others. Each of these boxes, said Jobs as he wrote, represented a project into which Apple had invested millions of dollars. Then he began crossing them out. "In the past days, I've killed this one, this one, this one..." until all that were left were G4 and iMac. "These two projects that remain," Jobs said, "represent what we always wanted this company to be about; they're technologically superb and visually stunning. And I'm going to bet the future of this company on them."

"He had explained his strategy for the company in less than five minutes, and he told us how he saw the role of communications in not much more than 60 seconds," says Steel. "The only visual aids he used were produced live using a marker pen and dry erase board. Yet they seemed as vivid as any expensively produced slides or blown up photographs or videos we had ever seen."



## **C.R.A.B. Exercise: What did Steve face?**

- **C**

- **R**

- **A**

- **B**

***Notes:***

## The Perfect (Elevator) Pitch

***It's a skill every businessperson needs. How to create it, rehearse it, and tailor it for a specific audience***

**- Aileen Pincus, June 18, 2007**

[http://www.businessweek.com/careers/content/jun2007/ca20070618\\_134959.htm](http://www.businessweek.com/careers/content/jun2007/ca20070618_134959.htm)

One of the most important things a businessperson can do—especially an owner or someone who is involved in sales—is learn how to speak about their business to others. Being able to sum up unique aspects of your service or product in a way that excites others should be a fundamental skill. Yet many executives pay little attention to the continuing development of "the elevator pitch"—the quick, succinct summation of what your company makes or does.

That's too bad, because the elevator pitch—so named because it should last no longer than the average elevator ride—is far too important to take casually. It's one of the most effective methods available to reach new buyers and clients with a winning message. True, you may not actually be doing the pitching in an elevator, but even if your meeting is a planned, sit-down event, you should still be prepared to capture your audience's attention quickly.

### **Keep It Fresh**

Every business grows and changes, and your pitch needs to grow and change with it. You can have the most creative logo, the slickest slogan, the most dazzling brochures, and the most cutting-edge Web site, but if your elevator pitch is out of date, you're missing one of your most important opportunities to "brand."

You know your business better than anyone. How are you keeping abreast of the latest ideas? What continues to set you apart from your competition? How can you speak about your record of quality goods and services and make it relevant to your future plans?

As your audience's needs and expectations change, make sure you change the way you speak about your business. Your language, your approach, and what you choose to highlight for a particular audience has got to change over time.

For instance, what has worked in years past with print and broadcast audiences could bore an online audience to tears. You wouldn't think of not updating your other sales and marketing materials, so why would you let your elevator pitch grow stale?

Knowing your business, product, service, or issue well is one thing, but how do you convey excitement and spark interest to those outside your organization? What do you highlight? What do you leave out? And how do those choices change with your audience?

## Always Be Prepared

In the early days of my executive coaching firm, I'd worked out an elevator speech with three quick points about what set our training services apart. It was working well, and I'd gotten comfortable, perhaps too comfortable, with using it.

One day, I won a brief introduction to a client in an industry we hadn't trained in before. After my standard elevator speech (in a hallway this time), this decision-maker smiled and said: "Frankly, lowest cost isn't necessarily our highest priority. I'd need to know a lot more about how you might add value to our existing efforts at training, not just your cost—and you'd need to convince me your firm could handle something we don't already offer our type of demanding professional."

He disappeared before I could recover. I didn't have another chance with him for almost a full year. When that time came, I'd made sure to learn all I could about the training his company already had in place and the precise value we could add to existing efforts.

I'd already taken the lesson to heart: Adjust the pitch to the person who is listening, and refine it as you and your business continue to grow and change. It worked, and we've since been able to win that valuable account and many others in the same industry.

I've been on the other side of the less-than-perfect pitch, too. At a conference, a young businesswoman approached me to introduce herself and her Web-building services. She was eager and confident, but after a few minutes of hearing about her competitive pricing, her creativity, and a few of her clients, I said: "Well I hear from a lot of design services, and it's hard to tell the real differences between you. What do you think really sets your work apart for someone like me in a services industry?"

The question obviously caught her off-guard, and she admitted she didn't have an answer. An honest answer, but not a first impression that achieved her goal of getting a second meeting.

Continually perfecting the elevator pitch ensures that you are always able to put your best foot forward as your business grows and changes and your client base expands. [Click here to view our slide show of tips for developing that "perfect pitch."](#)

## 5 Key Questions

The structure of my elevator pitch is something very similar to that of a marketing '**Positioning Statement**'. In it, these **5 Key Questions** which need to be answered and combined into a short paragraph.

### 1. **Who are you for?**

State your target audience, client base or customers.

### 2. **Who are you?**

State your company name, your brand, your product name or whoever you are.

### 3. **What do you do?**

State your core business, what your product does, what service you provide.

### 4. **Why do you do better?**

What differentiates you from the rest, why are you the best, and what makes your product or service superior to others.

### 5. **Why should I believe you?**

There needs to be a reason to believe the pitch, a reason to trust that you can deliver, this belief can be based on your skills, your experience, your trading history or financial projections.

### **Now write it down.....**

What you need to do is get all of the above into a single paragraph, so that with practice you can repeat your elevator pitch in any situation sounding clear and concise.

## Rethinking Your Presentation Skills: The 6.5 Second Rule

**Peter Sabbagh**

<http://ezinearticles.com/?Rethinking-Your-Presentation-Skills:-The-6.5-Second-Rule&id=5141764>

While numbers are thought of as the universal language of business, most of us don't use them in our daily communications unless we are calculating costs or analyzing data. Numbers, when used well, can make a strong case for any presentation.

The three-minute elevator pitch has been used by many of us, as a sort of benchmark to increase the chance that you can hold a person's attention in a fluid environment. Based on a recent study conducted by Draftcb, consumers give marketers approximately 6.5 seconds from the time they engage "lean in" to a message, to the point where they make a decision. Assuming this research is accurate, it's likely due in part to the shorter attention span brought on by our dependency on the internet.

The use of numbers can help condense a presentation into an effective and concise one. For example, "Apple Surpasses Microsoft To Become The World's Biggest Tech Company-AAPL market cap 226.838 versus MSFT 225.698." (Market capitalization represents the public consensus on the value of a company's equity). Or, "One child dies of malnutrition every 2.3 seconds. One hundred million more people could be fed if Americans reduced their intake of meat by a mere 10%."

Numbers aren't just for accountants. When used strategically and creatively, they can tell a story because they're simple, they demonstrate intelligence, and they show that you have properly researched your subject. Bill Taylor of the Harvard Business Review noted the following about Draftcb's 6.5-second research: three simple strategies can help keep your presentation focused on creating an effective message. You should juxtapose: "Put related numbers together to create new information." Try different contexts: "What's the social angle? The green angle? Put it in terms of time, or length, or volume." Turn them over: "2% one way might not be as interesting as 98% the other way."

Cultural localization (a term often used in the software industry) is also important to understand and consider when creating your presentation. Why? Intellectually it is important because it affects the way we think, work, live, and the choices we make. When communicating, you should make sure your content is relevant. It is politically important in situations where cultural localization shows the person(s) that you understand and respect their environment and traditions. For example, what should be the choice of languages used in developed and developing countries when speaking to businesses, banks, or schools? Should you use Hindi or English in Mumbai, India? In the United States should you use one of the various foreign languages found in several cities?

On a more granular level, there may be traditional interests of local, tribal, and historic cultures that have to be considered, and with the expansion of a multinational, global economy and culture, it will become increasingly important. On the other hand, you may not need to use cultural nuances if you are speaking to well educated, internationally-oriented professionals.

I've had the opportunity to deliver many presentations globally over the years, and have found that using numbers (provided you are not overusing them) can impress clients and achieve clarity; cultural localization (adaptation of language, content and design to reflect local cultural sensitivities) can be just as important, and can also maximize your presentations effectiveness.



When it comes to PowerPoint and YouTube presentations, here are few good rules to follow. Presentations Zen's Garr Reynold's notes that the "why is where we should start almost all projects, embrace storytelling, keep it simple, concrete, credible, emotional, and have an element of unexpectedness." The "Girl Effect" (girleffect.org) is an excellent example of a great presentation that uses many of the necessary ingredients to properly communicate a message. If you are promoting a product, recent consumer studies now suggest that within the first five seconds color will play an important role in a positive or negative purchase decision.

That said, no one person is an expert in providing content for your pitches, presentations, and marketing messages because your audience will change and so will your numbers. You will have to continually do your homework to stay on top of the fluid nature of the content. It's a lot like calling yourself a social media expert-the technology changes so rapidly and media choices are so numerous that your knowledge of social media should be updated regularly.

Before you give your next pitch or presentation, follow these rules and you will be surprised to find that your material will be more impactful, and your audience will remember you and your presentation for the right reasons.

*Peter Sabbagh is a VP of Digital Strategy at Blue Sky 365, has traveled extensively implementing marketing and social media campaigns in the United States, United Kingdom, Africa, and Asia. I'm enthusiastic about social media, mobile, innovation, and how social technologies affect emerging countries.*

## **Notes:**

## The 10/20/30 Rule of PowerPoint

**Guy Kawasaki**

[http://blog.guykawasaki.com/2005/12/the\\_102030\\_rule.html/#axzz220l1nD9F](http://blog.guykawasaki.com/2005/12/the_102030_rule.html/#axzz220l1nD9F)

I suffer from something called Ménière's disease—don't worry, you cannot get it from reading my blog. The symptoms of Ménière's include hearing loss, tinnitus (a constant ringing sound), and vertigo. There are many medical theories about its cause: too much salt, caffeine, or alcohol in one's diet, too much stress, and allergies. Thus, I've worked to limit control all these factors.

However, I have another theory. As a venture capitalist, I have to listen to hundreds of entrepreneurs pitch their companies. Most of these pitches are crap: sixty slides about a "patent pending," "first mover advantage," "all we have to do is get 1% of the people in China to buy our product" startup. These pitches are so lousy that I'm losing my hearing, there's a constant ringing in my ear, and every once in while the world starts spinning.

To prevent an epidemic of Ménière's in the venture capital community, I am evangelizing the 10/20/30 Rule of PowerPoint. It's quite simple: a PowerPoint presentation should have ten slides, last no more than twenty minutes, and contain no font smaller than thirty points. While I'm in the venture capital business, this rule is applicable for any presentation to reach agreement: for example, raising capital, making a sale, forming a partnership, etc.

**Ten slides.** Ten is the optimal number of slides in a PowerPoint presentation because a normal human being cannot comprehend more than ten concepts in a meeting—and venture capitalists are very normal. (The only difference between you and venture capitalist is that he is getting paid to gamble with someone else's money). If you must use more than ten slides to explain your business, you probably don't have a business. The ten topics that a venture capitalist cares about are:

1. Problem
2. Your solution
3. Business model
4. Underlying magic/technology
5. Marketing and sales
6. Competition
7. Team
8. Projections and milestones
9. Status and timeline
10. Summary and call to action

**Twenty minutes.** You should give your ten slides in twenty minutes. Sure, you have an hour time slot, but you're using a Windows laptop, so it will take forty minutes to make it work with the projector. Even if setup goes perfectly, people will arrive late and have to leave early. In a perfect world, you give your pitch in twenty minutes, and you have forty minutes left for discussion.

**Thirty-point font.** The majority of the presentations that I see have text in a ten point font. As much text as possible is jammed into the slide, and then the presenter reads it. However, as soon as the audience

figures out that you're reading the text, it reads ahead of you because it can read faster than you can speak. The result is that you and the audience are out of synch.

The reason people use a small font is twofold: first, that they don't know their material well enough; second, they think that more text is more convincing. Total bozosity. Force yourself to use no font smaller than thirty points. I guarantee it will make your presentations better because it requires you to find the most salient points and to know how to explain them well. If "thirty points," is too dogmatic, then I offer you an algorithm: find out the age of the oldest person in your audience and divide it by two. That's your optimal font size.

So please observe the 10/20/30 Rule of PowerPoint. If nothing else, the next time someone in your audience complains of hearing loss, ringing, or vertigo, you'll know what caused the problem.

*Guy Kawasaki (born August 30, 1954) is a Silicon Valley venture capitalist, bestselling author, and Apple Fellow. He was one of the Apple employees originally responsible for marketing the Macintosh in 1984. He is currently a Managing Director of Garage Technology Ventures, and has been involved in the rumor reporting site Truemors and the RSS aggregation Alltop. He is also a well-known blogger.*

## **Notes:**

## How To Add Powerful (And Legal) Images To Your Presentations

### *What do you remember better? Pictures or words?*

The evidence is clear: people have better recall for images than text. Including attractive images that dramatize your speaking points will significantly increase your efficacy as a speaker.

When I make a presentation, I ideally use a compelling image to emphasize the points I'm making. Ideally, I'll have some hard data to support my point, and ideally I can figure out how to communicate that data visually, in a chart. I'm a strong believer in the philosophy of Edward Tufte, the foundational guru who has thought most systematically about how to communicate quantitative data in graphics. So I follow his approach to communicating a message with minimal chartjunk.

But, hard data is not always available. In the absence of a pertinent dataset, I like to use a powerful photograph or other image.

In picking images for a presentation, I think there are two main risks. The first is picking an overly obvious image. An image of people holding hands to represent teamwork falls into this category; it is trite and almost insulting. The second risk is using an image that is too creative for the audience to discern the immediate relevance to the topic at hand. As William Zinsser said in *On Writing Well* (paraphrasing), if you're reading your own work and find a gem of a phrase that sticks out of your text, save it for future reference, but delete it from your text as a distraction. My goal in presenting images is similar; the image should be clearly relevant, but still clever and unique.

So I'll brainstorm different ideas for an appropriate image, and then look for pictures or drawings that reflect my vision of what a good graphic should be. Google Image search is a great place to look for inspiration, but a bad place to find images you can use legally. Legal rights to use images you find randomly on the internet are a gray area for three reasons:

1. The major search engines do not have accurate filters to distinguish between copyrighted and non-copyrighted images.
2. It is often difficult to know whether the image you are using is in its original form, or copied from another site.
3. A page does not have to list copyright information for a picture for that picture to be considered copyrighted.

There are some safe picture selection options, however. **500px (ff VC portfolio company) recently added a Creative Commons search option, which gives you the right to use images at no cost (like the image above). Almost all of their stunningly beautiful images not listed under Creative Commons are priced affordably for personal use. To find free, non-copyrighted images, I also suggest [search.creativecommons.org](https://search.creativecommons.org), which restrict your search to images that are licensed for use under Creative Commons. Just tick the appropriate boxes based on whether you plan to modify the image and/or use it for commercial purposes.**

## **More:**

### **Inexpensive (but good)**

(1) [iStockphoto.com](http://iStockphoto.com)

One dollar for low-rez images and two-three dollars for higher-rez images. This is my favorite site.

(2) [Dreams Time](http://Dreams Time)

About one dollar for high-rez images for members.

(3) [Shutterstock](http://Shutterstock)

750 royalty-free downloads per month for \$139 (US) subscription.

(4) [Fotolia](http://Fotolia)

One or two bucks an image.

(5) [Japanese Streets](http://Japanese Streets)

Excellent source for Japanese fashion, street scenes, people, and much more from right here in Osaka.

About \$1.50 per pic via paypal.

(6) [Photocase](http://Photocase). A German site (English and German versions). Low-cost [download options](#).

(7) [Stockxpert](http://Stockxpert). Great pricing and great images. Easy-to-use site. Uses credit system.

(8) [ShutterMap.com](http://ShutterMap.com). From \$1USD to \$4USD for high-rez.

(9) [Creative Express](http://Creative Express) (Getty Images). With Getty's Creative Express you can buy one-month or one-year subscriptions and download up to 50 stunning images a day. The Express catalog has 75,000 great Getty images. The license works differently for subscription, but this may be a wonderful option for the right project (check out [the FAQ](#)). I will be using this for certain.

### **Free (but not bad)**

(1) [Morgue File](http://Morgue File)

Providing "...free image reference material for use in all creative pursuits.

(2) [Flickr's Creative Commons pool](http://Flickr's Creative Commons pool)

Search the myriad photos people are sharing on flickr by the type of CC license.

(3) [Image\\*After](http://Image*After)

From their site: "Image\*After is a large online free photo collection. You can download and use any image or texture...and use it in your own work, either personal or commercial."

(4) [Stock.xchng](http://Stock.xchng)

Close to 200,000 photos. Some gems in there if you look.

(5) [Everystockphoto](http://Everystockphoto). Indexing over 283,000 free photos.

(6) [Studio.25: Digital Resource Bank](http://Studio.25: Digital Resource Bank).

(7) [Freepixels](http://Freepixels). About 2000 photos.

(8) [The Photoshop tutorial blog](http://The Photoshop tutorial blog). This cool blog has a laundry list of free photo sites.

(9) [Robin Good](http://Robin Good) has a good page dedicated to helping you find good images.

### **Fonts (free or cheap)**

(1) [1001 Fonts.com](http://1001 Fonts.com). A lot of free fonts. You get what you pay for, but many are pretty good. Find by most popular, highest rated. Articles, message board, etc.

(2) [1001freefonts.com](http://1001freefonts.com). 4000 fonts for \$9.95 (download).

(3) [iFree](http://iFree). This Australian site links to free stuff in Australia and worldwide, like fonts, freeware, etc.

(4) [Indezine on fonts](http://Indezine on fonts). There are so many font sites out there, I trust the folks at Indezine to narrow it down. They list about ten.

(5) [HighFonts.com](http://HighFonts.com). Database of about 3000 free fonts.

## How Can I Design my slides better?

Key Considerations

Key Observations

How do I design?

***Notes:***

***Notes:***



## Managing Presentation Nerves

### Coping with the fear within

<http://www.mindtools.com/pages/article/PresentationNerves.htm>

Your stomach is queasy, your palms are sweaty, and your mind has gone blank about your opening lines. What will you be like when you've been introduced and the room goes quiet? Are you doomed to presentation panic or paralysis, or can you overcome that debilitating nervousness and deliver a speech that wows the audience? (Or at least leaves them feeling satisfied)?

If you are like most people, then public speaking or presenting is one of your major fears. Yet these skills are often called upon. It might not be to an audience of hundreds, but giving presentations to staff or even team members is a common enough occurrence. You owe it to yourself to develop some strategies and techniques to manage your nerves so you can concentrate on delivering an effective and engaging presentation.

Notice I didn't say to get rid of your nervousness. This is because presenting is not a natural activity; even the most practiced presenters get a bit nervous. The point is this: your nervous energy can be used to your advantage. When you are in a heightened state from the adrenaline that is being pumped into your body, you can use that energy to communicate enthusiastically, convincingly, and passionately. The key is to decrease your level of nervousness so you can use your energy on these positive activities, not on trying to control your nerves.

So, to harness your nervousness and bring it under control, there are six key tips to remember. These tips are all designed to help you focus on your audience and their needs rather than on yourself and how you are feeling. They all stem from one truism:

***The more uncertain you are, the more nervous you will be.***

The more you can control the uncertainty, the less nervousness you will experience and the more residual energy you will have to devote to the presentation itself.

### Six Steps to Conquering Your Presentation Nerves

#### Step 1. Know Your Audience

Consult your audience before your presentation. The more confident you are that you are presenting them with useful and interesting material for them, the less nervous you will be overall. You really don't want your presentation to be a surprise. If it is, you lose complete control over the audience's reaction and that is a large factor in nervousness. So:

- Define who your target audience is.
- Ask people who are representative of the audience what they expect from the presentation.
- Run your agenda by a few people to see if they think something is missing or is overkill.
- Consider contacting participants by email beforehand and asking them a few questions about what they expect.
- Greet audience members at the door and do a quick survey of why they are there and what they expect.

## Step 2. Know Your Material

Nothing is worse for nerves than trying to give a presentation on a topic you are not well prepared for. This doesn't mean you have to be an expert beforehand, but you'd better know it backwards on presentation day. And making sure you've understood your audience and their needs properly will help you ensure that your material is on target to meet their needs.

Another important point to remember is that you can't possibly cover everything you know in your presentation. That would probably be long and boring. So select the most pertinent points from your subject base and then supplement with other material if time allows.

**Tip:**

**To make your material interesting and memorable, include occasional questions to the audience to encourage audience participation. This enhances the learning experience and gives you a break from presenting. It also allows you deliver your information in a more conversational manner which is often more believable.**

## Step 3. Structure Your Presentation

A common technique for trying to calm nervousness is memorizing what you intend to say. But all this does is make your delivery sound like it is coming from a robot. If you miss a word or draw a blank, your whole presentation is thrown off and then your nervousness compounds itself with every remaining second. It is far better to structure your presentation so that you give yourself clues to what is coming next.

- Have a set of key phrases listed on a cue card.
- Refer to these phrases to trigger your mind as to what is coming up next.
- If you're using slides, use these key phrases in your transitions.

This approach helps you control your own uncertainty about whether you will remember what you want to say and the order you want to say it.

**Tip:**

**A simple, widely used, and highly effective structure is to tell the audience what you're going to say, then say it, and then recap what you've said.**

## Step 4. Practice, Practice, Practice

Although you should avoid memorizing your presentation, you do want to be very comfortable with your delivery. Familiarity brings confidence, and practice helps you to deliver the words naturally. This means they will be coming more from your heart and mind, rather than from a piece of paper.

- Learn the organization and order of your presentation.
- If you do feel the need to memorize, limit it to your opening. This will help you get off to a smooth start.
- Try videotaping yourself. You will see what you look like to others and then you can make a plan to change the things that need changing.
- Use audiotape to listen to how you speak, your tone and your speed, and adjust appropriately.
- Prepare for large speaking events by practicing with a smaller audience first; for example, by inviting colleagues to listen to a dry run during their lunch hour.

### Step 5. Prepare, Prepare, Prepare

Once you know what you are going to say, you need to prepare yourself for the actual delivery.

- Decide what you are going to wear – make it comfortable and appropriate.
- Arrive early and get your equipment set up.
- Anticipate problems and have backups and contingencies in place in case something doesn't work, you forget something, etc.
- If possible, give everything one last run through in the real environment.
- Prepare responses to anticipated questions. Try to think like that one person in the front row who always tries to trip the presenter up.

### Step 6. Calm Yourself from the Inside

Nervousness causes physiological reactions which are mostly attributed to the increase of adrenaline in your system. You can counteract these effects with a few simple techniques:

- **Practice deep breathing** – adrenalin causes you to breath shallowly. By breathing deeply your brain will get the oxygen it needs and the slower pace will trick your body into believing you are calmer. It also helps with voice quivers, which can occur when your breathing is irregular.
- **Drink water** - adrenalin can cause a dry mouth, which in turn leads to getting tongue-tied. Have a glass of water handy. Take sips occasionally, especially when you want to emphasize a point.
- **Smile** – this is a natural relaxant that sends positive chemicals through your body.
- **Use visualization techniques** – imagine that you are delivering your presentation to an audience that is interested, enthused, smiling, and reacting positively. Cement this positive image in your mind and recall it right before you are ready to go on.
- **Press and massage your forehead** to bring to energize the front of the brain and speech center.
- **Just before you start talking, pause, make eye contact, and smile.** This last moment of peace is very relaxing and gives you time to adjust to being the centre of attention.
- **Speak more slowly** than you would in a conversation, and leave longer pauses between sentences. This slower pace will calm you down, and it will also make you easier to hear, especially at the back of a large room.
- **Move around** during your presentation. This will expend some of your nervous energy.
- **STAY or Stop Thinking About Yourself.** Remember that the audience is there there to get some information and it is your job to put it across to them.

#### Key Points

**When it comes to presenting, nerves are inevitable. Letting them get the better of you is not. You need to develop a strategy for taking the focus off your nervousness and putting that energy to positive use. By controlling as much of the uncertainty as you can, you increase your confidence in your ability to deliver an excellent presentation. This confidence then counteracts your nerves and you create a positive cycle for yourself.**

**Nerves are not your enemy and you don't have to fear public speaking. For your next presentation, be knowledgeable, be well practiced and prepared, try out some physical relaxation techniques. Amaze yourself and impress your audience with your calm and cool delivery of a great presentation.**

# FAST COMPANY

## 6 Simple Ways To Improve The Way You Speak

*By Gwen Moran*

### WHAT'S THE SECRET OF ALL GREAT COMMUNICATORS? IT'S ALL IN THE DELIVERY. HERE'S HOW TO ENHANCE, TONE, AND TAKE CARE OF YOUR SPEAKING VOICE.

Business leaders pay a great deal of attention to communication. Mastering what you need to say and how you need to say it are important factors if you're going to be an effective communicator. However, one element of spoken communication is often overlooked—the way you speak.

We've all heard people whose voices are too grating, soft, or fake. Some people's speech is so unpleasant that they undermine the speaker's message entirely. However, you can take steps to improve the quality, tone, and expression of your voice, and how you express yourself vocally. It just takes a little know-how and practice.

#### **1. SLOW DOWN**

One of the most important things you can do to improve the clarity of your message is to slow down, says Katie Schwartz, president of Durham, North Carolina speech coaching firm Business Speech Improvement. People tend to speak quickly when they're nervous or unsure of what they're saying. Speaking slower not only improves how well your audience comprehends what you're saying, but it also makes you sound more confident and in control, she says.

**A good benchmark is to speak slow enough that, if you were reciting a phone number, the person listening to you would be able to write it down.** Practice your speech speed by reciting a long string of numbers, and writing them in the air as you do so. That's just about the perfect cadence, she says.

#### **2. BREATHE**

If you breathe shallowly in your chest instead of deeply into your abdomen, your voice will sound weaker and possibly jittery. It can be tough to remember to breathe deeply when you're nervous or stressed, but taking **full-relaxed breaths** will improve the depth of your voice and can help you sound more confident, says Kate DeVore, founder of Total Voice, a Chicago, Illinois-based speech coaching firm.

#### **3. WATCH YOUR POSTURE**

The way you sit or stand could affect your speech. Standing or sitting straight allows you to breathe properly and gives your voice greater strength and clarity, says DeVore.

Moving your head a bit can also make a difference. **If you lift up your chin and tilt your head slightly, you can cut some of the resonance and make your voice sound more clear.** If your shoulders are tight and hunched up toward your head, "you're cutting out big chunks of your voice's potential potency," she says.

#### **4. HYDRATE**

Keeping yourself well-hydrated also helps the quality of your voice, DeVore says. If you're drinking coffee, soda, and wine throughout the day instead of water, your vocal cords might not have the moisture they need to make your voice sound the best it can be.

**"The vocal cords need to be fairly pliable because of how fast they vibrate," DeVore says. "For women they vibrate an average of 200 times per second, and for men it's about 120 times per second."**

#### **5. WATCH YOUR PITCH**

Voices with high pitch or a nasal quality are often that way because the speaker is insecure or nervous, Schwartz says. Using the right vocal pitch helps you be a more effective communicator. You can find your perfect pitch by saying, **"uh-huh"** as if you were casually saying "yes" to a friend's question. Schwartz says the pitch of your voice when you speak should match the "uh."

#### **6. AVOID YELLING**

Love cheering on your team at the top of your lungs? That's not exactly great for your vocal cords, Schwartz says. Yelling can strain them and make it difficult for you to speak. In the worst cases, yelling can lead to vocal nodules, or bumps on your vocal chords.

<http://www.fastcompany.com/3035634/how-to-be-a-success-at-everything/6-simple-ways-to-improve-the-way-you-speak>

### ***I will Add:***

#### ***DO Project your Voice***

Being loud and clear is key. Don't YELL at your audience, but talk in a loud enough voice that everyone will hear you. If you have access to the venue beforehand, it's a good idea to practice your speech on-stage. This will give you a good idea of how loudly you need to speak, as well as get you accustomed to the stage itself.

#### ***DON'T Speak Too Quickly***

This is one that I had a lot of trouble with. Once you get into the flow of your presentation and you start getting excited (or terrified), it is very natural for your voice to speed up. The only way to get around this is to consciously slow down your speech. Make sure to practice speaking slowly with your friends or colleagues.

**Stage fright is a perfectly normal thing to experience, but don't let it hold you back. Everyone can become a strong speaker with practice and experience, so get out there and start presenting!**

## Presentation Skills: Body Language

### *While You're Talking, What Is Your Body Saying?*

**More than half of your impact as a speaker depends upon your body language.**

You probably have control over the words you speak, but are you sure that you have control over what you are saying with your body language?

**Body language comprises gesture, stance, and facial expression.** These are all the more important when all eyes of an audience are upon you. When you are presenting, strong, positive body language becomes an essential tool in helping you build credibility, express your emotions, and connect with your listeners. It also helps your listeners focus more intently on you and what you're saying.

***Some people actually shake their heads "no" when they say "yes."***

The tricky thing about body language is that you are usually unaware of the messages you're conveying nonverbally. When presenters see themselves on videotape, they're often surprised to see that their body language conveyed an entirely different message from the one they had intended. For example, some people actually shake their heads "no" when they say "yes."

Effective body language supports the message and projects a strong image of the presenter. Audiences respond best to presenters whose bodies are alive and energetic. Audiences appreciate movement when it is meaningful and supportive of the message. The most effective movements are ones that reflect the presenter's personal investment in the message.

**Presenters who care deeply about their material tend to use their entire bodies to support the message.**

Anyone can utter a series of words; it is the presenter's personal connection to those words that can bring them to life for the audience. Presenters who care deeply about their material tend to use their entire bodies to support the message. Their gestures are large enough to embrace the room full of people. They stand tall and lean into the audience right from their feet, as if trying to shorten the distance between their message and the ears of the audience. Their faces express their passion while their eyes connect with the audience, focusing on one person at a time.

**Gesture.** Do use your hands. They don't belong on your hips or in your pockets or folded across your chest either or held behind your back. Use them to help emphasize a point, to express emotion, to release tension, and to engage your audience.

Most people have a gestural vocabulary at their disposal. Anyone can all think of a gesture that supports words such as "short" or "tall;" however, the gestures of everyday conversation tend to be too small and often too low to use in front of a large audience. Presenters need to scale their gestures to the size of the room. The most effective gestures arise from the shoulder, not the wrist or elbow. Shoulder

gestures project better across the distance and release more of the presenter's energy, helping combat any tension that can build in the upper body (particularly under pressure).

**Stance.** How you stand in front of the room speaks before you open your mouth. Your stance can tell the audience that you're happy, scared, confident, or uncomfortable. Audiences "read" these messages unthinkingly but unfailingly. Stance speaks. A balanced stance with weight even but slightly forward tends to say that the speaker is engaged with the audience. A slumped stance leaning to one side can say the speaker doesn't care.

The feet should point straight ahead, not quite shoulder-width apart. When not gesturing, the hands should sit quietly at the sides of the presenter. Letting the hands fall to the sides between gestures projects ease. These moments of stillness between gestures also have the effect of amplifying the gestures. Yes, you can move around, but remember to punctuate that movement with stillness. Constant motion, such as swaying, is a distraction that can annoy your listeners.

**Facial expression.** The movements of your eyes, mouth, and facial muscles can build a connection with your audience. Alternatively, they can undermine your every word. Eye focus is the most important element in this process. No part of your facial expression is more important in communicating sincerity and credibility. Nothing else so directly connects you to your listeners-whether in a small gathering or a large group. Effective presenters engage one person at a time, focusing long enough to complete a natural phrase and watch it sink in for a moment. This level of focus can rivet the attention of a room by drawing the eyes of each member of the audience and creating natural pauses between phrases. The pauses not only boost attention, but also contribute significantly to comprehension and retention by allowing the listener time to process the message.

The other elements of facial expression can convey the feelings of the presenter, anything from passion for the subject, to depth of concern for the audience. Unfortunately, under the pressure of delivering a group presentation, many people lose their facial expression. Their faces solidify into a grim, stone statue, a thin straight line where the lips meet. Try to unfreeze your face right from the start. For example, when you greet the audience, smile! You won't want to smile throughout the entire presentation, but at least at the appropriate moments. It's only on rare occasions that you may need to be somber and serious throughout.

## **Bring it all together**

While we all want to believe that it's enough to be natural in front of a room, it isn't really natural to stand up alone in front of a group of people. It's an odd and unusual thing that creates stress, tension, and stomach troubles. Being natural won't cut it. We need to be bigger, more expressive, and more powerful. It takes extra effort and energy. It also takes skill and practice. With so much depending on communication and communication depending on body language, it's worth getting it right. Work on your body language-gesture, stance, and facial expression-to make the most of every speaking opportunity.

## 5 Body Language Errors that Will Sink Your Presentation

### 1. Splitting Your Focus:

Appropriately enough given its title, this error involves poor eye contact. You've seen this again and again: the speaker splits his or her attention between the audience and their notes (or alternatively, the PowerPoint screen). It looks like this: A few words delivered to the audience, then a quick glance down at the page or the screen, some more words to the listeners, back to the page, another remark to the by-now suffering audience, then another glance tossed toward the screen, etc.

Why is this speaker doing this? Is her name written on her 3 x 5 cards? Does he need to remind himself of his title and the company he works for? The answer is self-consciousness. Audiences are often strangers, and one's notes (or the PowerPoint screen) is a familiar life preserver—one that speaker will hang on to for dear life! But your greeting is THE section of your presentation where you open a communication channel with your audience. Give them 100% of your eye contact as you talk straight to them. You're saying things you don't need to look down to discover. So don't.

### 2. Weak or Unbalanced Stance: Take a look at this photograph from October 2005:

The gentleman on the left is former Sen. Arlen Specter. But who is that in the right of the photo? If you guessed Harriet Miers, you hereby receive the Fairly Recent American History Award. As you no doubt recall, Ms. Miers is the former White House Counsel who President George W. Bush nominated for a seat on the U.S. Supreme Court. The nomination was withdrawn quickly, however. Could it be because of Ms. Miers's stance in this photo?

Compare the two newsmakers in the shot: Sen. Specter, feet planted firmly on the floor, hands at sides, ready to wage political warfare for party and country. What might we say about Ms. Miers stance? Clearly, it's weak and literally unbalanced. If you stand like this, you'll never make it to the Supreme Court! Okay . . . I know that did the trick to dissuade you from looking like this when you speak.

### 3. Closed Gestures.

Self-consciousness often causes us to "close" our gestures when presenting. Few activities equal public speaking in our minds in terms of leaving us exposed and vulnerable (it's actually a great opportunity, but I did say "in our minds," didn't I?). So what do we do to protect ourselves?

We begin to close shop. This often involves holding our arms and hands somewhere in the region of our breastbone, and gesturing weakly. What it's really doing from the audience's point of view is giving them example after example of you or me clasping our hands or otherwise creating a literal barrier between us and our listeners.

The most notorious of the closed gestures is the "fig leaf" position, meaning the speaker places his or her hands in front of, er, the place that he or she would most like to . . . Well, let's just say they put their hands where those fig leaves appear in old illustrations and on ancient statues. Now, in the spirit of venturing across the political aisle, here are two individuals giving us a lovely rendition of the fig leaf position as they wait to speak:



#### **4. Poor Use of Space:**

You may be the CEO of a multinational corporation; or you may be the administrative assistant of that CEO, tasked with reporting on where the company should hold this year's annual retreat. In terms of public speaking, you are equally a leader. Leaders command the space that is due them. They use the space that is rightly theirs, employing their physical position in relation to their audience, the points they are making, their visual aids, and the segment of their talk they are currently delivering (their clincher, for instance, should be given "down center" as we say in the theater).

Shy or reluctant speakers, on the other hand, don't command either space or their audience's attention. They may even try to diminish their presence by folding in on themselves until they occupy a tiny invisible space--just as though there's a force field past which they aren't allowed to venture.

#### **5. The Tiger in the Cage Syndrome:**

Finally, let us learn a lesson from the world of bad motivational speakers. Too many of these speakers stride the length of the stage, gesturing wildly in an attempt to substitute excitement for value. You've seen them; and you've heard them as they shout something desperate like "Give it up!" to make you believe there really is something of worth going on in the room.

Most of all, avoid the back-and-forth-back-and-forth-back-and-forth marathon that such speakers inflict on captive audiences. My goodness, I'm exhausted just thinking about it. But don't go overboard on the other side of the ship, remaining stock still in an example of the Block of Wood Syndrome. This is especially dangerous if you're speaking behind a lectern, since that structure, thinking you are made of wood as it is, will try to absorb you.

In terms of what we reveal in our nonverbal communication rather than what we say, you could do worse than remembering what a lifelong student of human behavior had to say on this point:

"Though we may lie with our lips, betrayal oozes out of us at every pore."

That's Sigmund Freud.

### **Takeaways**

Body language is an essential tool of all dynamic public speaking.

Avoid the "rules" for recognizing others' motives through their body language.

Effective speakers stay grounded and focused in terms of eye contact and stance.

Leaders command space by their physical relationship with their audience.

## How Can I Improve My Voice and Body Language?

Key Challenges

Key Observations

How do I improve?

***Notes:***

***Notes:***

## How to Present to Senior Executives

by Nancy Duarte, HBR, October 4, 2012

<http://blogs.hbr.org/2012/10/how-to-present-to-senior-execu/>

Senior executives are one of the toughest crowds you'll face as a presenter. They're incredibly impatient because their schedules are jam-packed — and they have to make lots of high-stakes decisions, often with little time to weigh options. So they won't sit still for a long presentation with a big reveal at the end. They'll just interrupt you before you finish your shtick.

It can be frustrating. You probably have a lot to say to them, and this might be your only shot to say it. But if you want them to hear you *at all*, get to what they care about right away so they can make their decisions more efficiently. Having presented to top executives in many fields — from jet engines to search engines — I've learned the hard way that if you ramble in front of them, you'll get a look that says, "Are you kidding me? You really think I have the time to care about that?" So quickly and clearly present information that's important to them, ask for questions, and then be done. If your spiel is short and insightful, you'll get their ear again.

Here's how you can earn their attention and support:

**Summarize up front:** Say you're given 30 minutes to present. When creating your intro, pretend your whole slot got cut to 5 minutes. This will force you to lead with all the information your audience really cares about — high-level findings, conclusions, recommendations, a call to action. State those points clearly and succinctly right at the start, and then move on to supporting data, subtleties, and material that's peripherally relevant.

**Set expectations:** Let the audience know you'll spend the first few minutes presenting your summary and the rest of the time on discussion. Even the most impatient executives will be more likely to let you get through your main points uninterrupted if they know they'll soon get to ask questions.

**Create summary slides:** When making your slide deck, place a short overview of key points at the front; the rest of your slides should serve as an appendix. Follow the 10% rule: If your appendix is 50 slides, create 5 summary slides, and so on. After you present the summary, let the group drive the conversation, and refer to appendix slides as relevant questions and comments come up. Often, executives will want to go deeper into certain points that will aid in their decision-making. If they do, quickly pull up the slides that speak to those points.

**Give them what they asked for:** If you were invited to give an update about the flooding of your company's manufacturing plant in Indonesia, do so before covering anything else. This time-pressed group of senior managers invited you to speak because they felt you could supply a missing piece of information. So answer that specific request directly and quickly.

**Rehearse:** Before presenting, run your talk and your slides by a colleague who will serve as an honest coach. Try to find someone who's had success getting ideas adopted at the executive level. Ask for pointed feedback: Is your message coming through clearly and quickly? Do your summary slides boil everything down into skimmable key insights? Are you missing anything your audience is likely to expect?

Sounds like a lot of work? It is, but presenting to an executive team is a great honor and can open tremendous doors. If you nail this, people with a lot of influence will become strong advocates for your ideas.

*Nancy Duarte, author of HBR Guide to Persuasive Presentations.*

## Learning Log

**What New concepts, tools or skills have I learned?**

**How do I plan to use the new learnings, skills and tools in my everyday work?**

**What will I do differently?**

**What key concepts and ideas will stay with me?**

**What did I learn about myself?**

**Any other thoughts?**

## Personal Action Plan

Based on my Learnings, I will

Start	Stop	Continue



***Notes:***

***Notes:***

***Notes:***

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