

Example: "Let's look back at all of what we just discovered. We've been living with an outmoded system. It's caused us to lose business; remember the three cases I told you about? And we weren't asleep! We didn't get the message because of. . . , something we surely shouldn't do again! And now it's time for a change. Time to develop a new system like the one I just described that can . . . , and move us onto a new and much more productive track. "

Now, logic says you should go to your conclusion, and many times you would. But if yours is a subject with built-in controversy or that could draw major objections, you might sometimes want to try this, depending on the circumstances, on your audience, subject, and goals. Also, on what your Fore-Thought Chart has told you to expect. Some research has shown that sometimes the one-sided approach is more persuasive, but often this approach can be very useful.

Pose and Answer Possible Problems

List and discuss as-yet-unresolved problems. "Okay. Now that I've got you convinced we should do this, let me take a realistic look at what still stands in the way . . . " Show not only the good but the difficult side, making the listener aware of your responsible, realistic, clear-headed thinking and planning. Give your answers and the possible solutions you're working on. Then go on to the next step.

Raise and Answer Anticipated Resistance

If you say what *you* think the opposite number's reservations or resistance may be *before* you give the other person(s) a chance to, you can turn the ensuing discussion toward ways of resolving whatever the concerns are, since you've already stated them. If not, you'll have to wait and hear them, and then possibly find yourself in a much more defensive and less constructive position.

Example: "One more thing. I've been watching some faces in the group who look decidedly skeptical, even negative! They're probably thinking, 'Sure sounds great, but can we handle the cost?' Others might be thinking, 'What happens to my department if we do this?' Well, let's talk about these two issues . . . "

Now it's time to finish. With a flourish.

Grand Wrap-Up and Conclusion

Finish memorably with a grand finale—bringing together all the elements of your presentation by succinctly telling the highlights and