effectively, since you'll know how simplistic and diagrammatic or detailed and complex you need to make these.

What Role Should You Play?

Expert? Teacher? Prophet? Critic? Representative from another sector?

As you continue to develop your presentation, keep posing the question to yourself about what you are for your audience. Here are a few alternative roles:

• *Sharer/Guide*

Suppose this is a situation in which you have to give information or expertise that the group doesn't have. Your role here has to be non-threatening—not a "Here I am, folks, world expert" posture. You need to be non-judgmental, sharing your knowledge with enthusiasm, obviously dedicated to being sure they can get it, too. It's to be their guide through a rather forbidding jungle that you've traversed often and know well—so well that you won't let them get lost. You need to assure them that you know the pitfalls and will stop so they can catch up. This protective sharer/guide quality you need to project softens the distance between what you know and they *don't* know and makes them able to hear you. This encourages them to listen and learn.

• *Inspirer*

Suppose you have to ask for more commitment and an extra measure of work from staff, colleagues, or even the lay public. Your audience is either reluctant, resistant, or without motivation. What role should you play?

You can't start telling people what they "should" do for the good of the company, etc. That breeds resentment. Instead, you have to lead, by example: To lay out the need or the issues, and to show the solution. Before *they* see the need, they can't move toward action. Then—to answer why they should do anything, you need to move into engaging your audience to buy into your message or solution.

Here's where you need to show *yourself,* your zeal and dedication. You need to use your energy and commitment and your persuasive powers to make them follow your lead. Your "troops" need to find someone to follow with enough reasons and passion to overcome their natural inertia or resistance. You need to be inspirational.