

When the task is building morale, gaining loyalty, running for office, anything that needs feelings attached to agreement, you need a more emotional, less documentary approach. You don't need charts and graphs. You need a quiver in the voice, a higher or lower decibel, personal eye contact, and emotional commitment.

Visual and Verbal

Sometimes you need to mix both. You need to be logical *and* factual to set the stage and show the new system you propose.

But then, to get real gut agreement—for example, to get the commitment to try hard or harder—you must change gears to appeal to the more emotional level.

That's the time to set the charts aside. To slowly close the Magic Marker. To walk forward a step or two, or sit on the side of the table. And just talk. Person to person. Intently. Intensely. With genuine feeling.

Before I show you how to go about planning and designing your visual aids, let me suggest one more area to think about as you plan your presentation: What materials to leave behind for further thought and later discussion.

"Leave-Behinds"

Unless your request or discussion is a quick and simple one, most everyone likes time to think things over before they commit themselves to anything.

Therefore, built into your total presentation should be a packet of materials you prepare to leave behind for further study. During your presentation you can focus only on the main issues and what you can show and explain succinctly there, knowing that you'll be giving them back-up material for later perusal and thought.

Don't Let them "Read Along"

If you give your listeners material to read along with you *while* you talk, you lose your audience!

- They can read much faster than you can talk and will be ahead of you and all over the place while you're dutifully still on page 1.
- Reading while you're talking, they draw their own conclusions from the printed word—which seems like "harder" information—rather than from your verbal (and self-serving) explanation.