

Part 1

# Setting the goals

*Alexei Kaptelev*

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# **What's the deal with goals?**

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Form  
follows  
function

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**LOUIS SULLIVAN**

*American architect*

# **MOST**

**of the big-time problems could  
be fixed by setting proper goals**

*Surface problem:*

**IT'S BORING**

GHANA

ANY

CHINA



# **PowerPoint® Presentation Flaws and Failures: A Psychological Analysis (2012)**

*Stephen M. Kosslyn,  
Rogier A. Kievit,  
Alexandra G. Russell,  
and Jennifer M. Shephard*

# 5

**Not enough information  
was provided to support  
the main point**



# TED



# 4

Went through the presentation **too slowly**



# 3

**Read word-for-word  
from notes or from  
the slides themselves**

# Authentication Mechanisms

- Many identity management protocols treat the authentication exchange out of scope
  - So does OAuth
- Problems:
  - Authentication credentials being used are of poor quality (low entropy secrets)
  - Enrollment of strong credentials not implemented in browsers (e.g. enrollment of OTP mechanisms)
  - Authentication mechanisms being used on the Web today are pretty weak.
  - There is no authentication framework that allows for easily exchangeable authentication methods.
  - Other problem (but not related to lack of standardization): weak identity proofing
- Examples to look at: GSS-API, SASL, EAP, PSK

What mechanisms should browser support?

# 2

**Slides contained too  
much material to absorb  
before the next slide  
was presented**

## Wirkung der Infrarot-Wärme

# 1

The main point was  
obscured by lots  
of irrelevant detail



*Presentations are:*

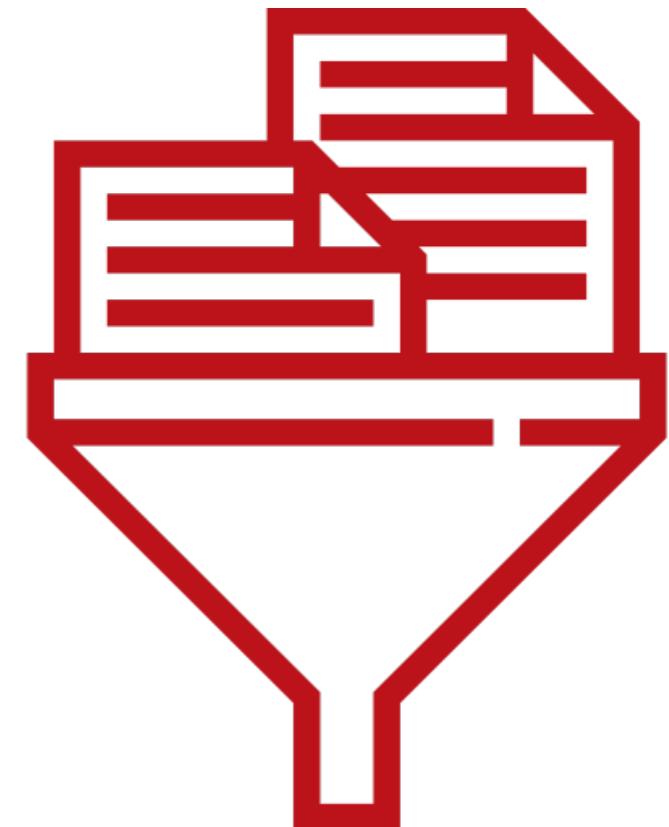
**BORING  
CONFUSING  
UNCONVINCING  
WASTE OF TIME**

*The deeper problem:*

**WE DON'T KNOW  
WHERE TO STOP**

# **GOAL IS THE INFORMATION FILTER**

*Do I need to say this piece  
to achieve my goals?*



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# **How do we change that?**

---

*The Great Presentation Debate:*

**How or**

**What?**

*The most basic and fundamental question:*

**How**

**What**

**Why?**



Most communication breakdowns result from making basically different assumptions in the first place.

---

**Edgar Schein**  
*Professor at the MIT Sloan School of Management*

*According to Cicero, the goals are:*

**TO ENTERTAIN**

**TO MOVE**

**TO INFORM**

COMEDY CLUB



We are **not** going  
to talk about  
entertainment

**This is never  
our main goal**

*We might incorporate elements  
or entertainment though*

TO MOTIVATE



**TO INFORM**



Fact sheet 2

**THE GAME CONSERVANCY TRUST**

**Providing nesting cover for wild grey partridges**

**Introduction**

Grey partridges form pairs in late summer. Males do the lion's share of their work, which includes the choice of nest site, the creation of the nest and during cold weather, a male will often sit on the ground for a short while to scare away predators. The female then joins the male and in the spring she lays her first clutch of eggs in a nest site she has chosen. Grey partridges are not able to find suitable cover in which to nest, so they have to make do with what is available. They are a game bird, the ground nest is easily disturbed by humans and other animals, such as foxes, who can be found below the nest site. This first clutch of eggs is lost a few weeks later. The incubation of the clutch can begin as early as the week of April although it can take up to 28 days.

**Why should you read this leaflet?**

This leaflet aims to explain the need for providing nesting cover for wild grey partridges, based on the results of practical research, to enhance the survival of your wild game. By reading, reading, understanding and applying the information contained here, you will be able to achieve better breeding success. This leaflet is for the landowner/gardener/nature enthusiast who wants to help protect and conserve grey partridge numbers.

**What do grey partridge hens look for?**

Hens nest in thick ground cover initially, located at the foot of a bank (embankment, hedge or ditch etc), on low banks, or in the crop margins, particularly when stubble/crop stubble are not available. Research has shown that the two crucial factors that influence nest site choice are the amount of residual dead grass present and the height of the nest above the general ground level.

**Figure 1**  
**The effect of dead grass on the number of nests and the probability of a chick surviving**

Number of dead grass in the ground cover (cm)	Dead grass (black bars)	No dead grass (white bars)
0	~40	~10
1	~55	~35
2	~60	~45
3	~65	~55
4	~70	~65

Source: Inland Game Bird Nesting Cover Survey

**Contact**  
The Game Conservancy Trust  
Hawthorn Hill  
SG1 6EF  
Tel: 01420 272281  
Fax: 01420 272496  
Email: info@gct.org.uk  
www.gct.org.uk

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## INFORM

*Too much*

Facts & Figures  
Objective  
Abstract  
What, How, When

## MOTIVATE

*Not enough*

People  
Subjective  
Emotional  
Who & Why

*Case Study*

# Kindle Fire HD



Thin & Light

8.8mm thin  
20 ounces



amazon

## Stunning Display

8.9" High Definition  
1920 x 1200 resolution  
In-Plane Switching  
254 PPI



amazon

Stunning Display



amazon

8.9" High Definition  
1920 x 1200 resolution  
In-Plane Switching  
254 PPI



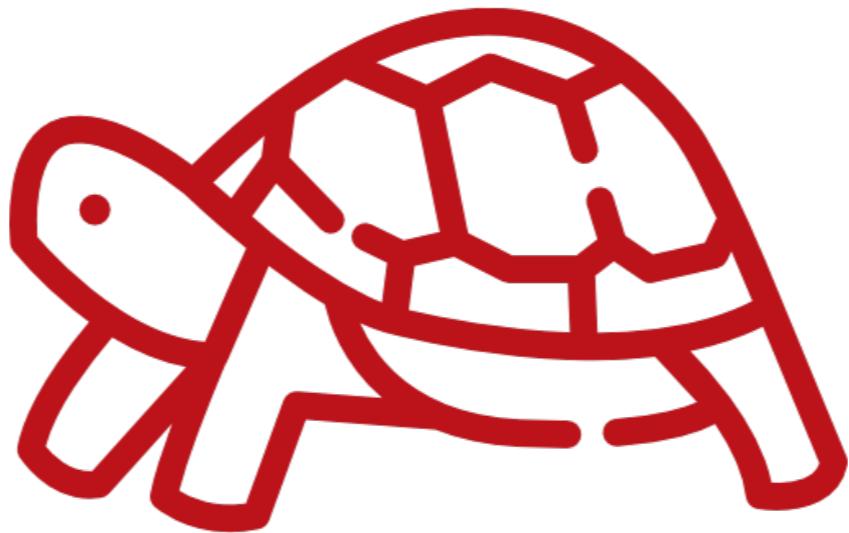
amazon



**Not enough information  
was provided to support  
the main point**

# Too much motivation or entertainment

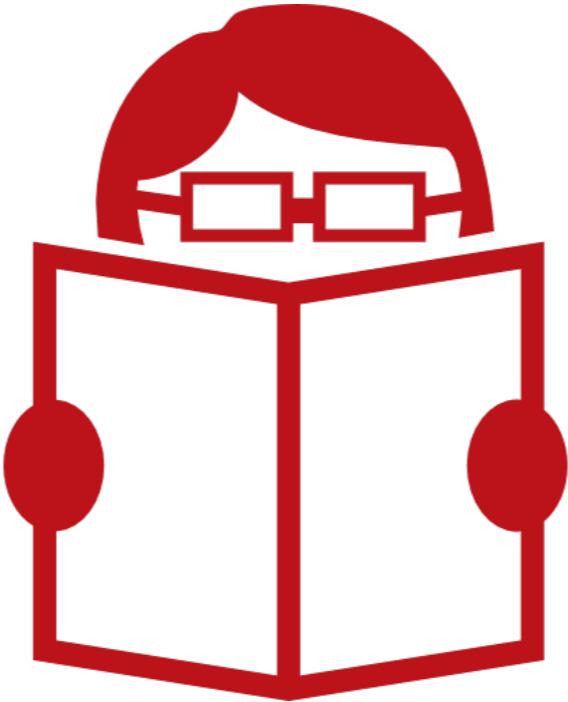
Not enough information  
was provided to support  
the main point



Went through the  
presentation **too slowly**

# **Not enough interest, i.e. motivation**

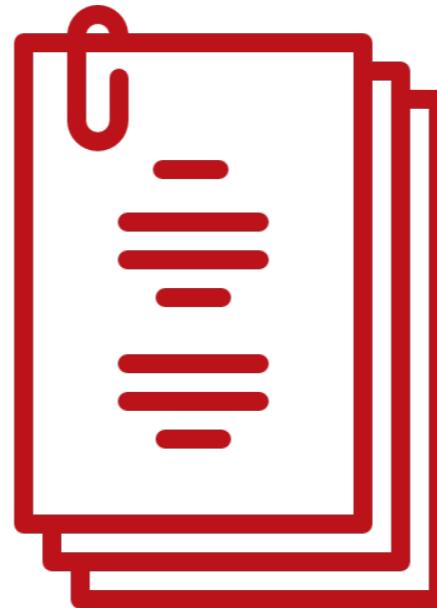
Went through the  
presentation **too slowly**



**Read word-for-word**  
from notes or from  
the slides themselves

**Not enough interest,  
i.e. motivation**

**Read word-for-word  
from notes or from  
the slides themselves**



**Slides contained too much  
material to absorb before  
the next slide was presented**

# **Not enough motivation**

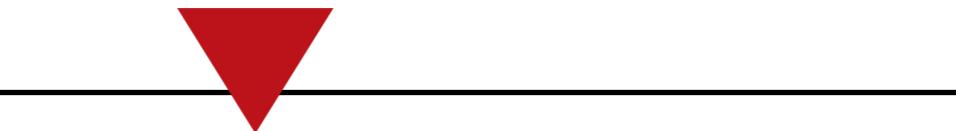
**Slides contained too much  
material to absorb before  
the next slide was presented**



**The main point was  
obscured by lots of  
irrelevant detail**

# Not enough motivation

The main point was  
obscured by lots of  
irrelevant detail



## **INFORM** — **MOTIVATE**

*Too much*

*Not enough*

Facts & Figures

People

Objective

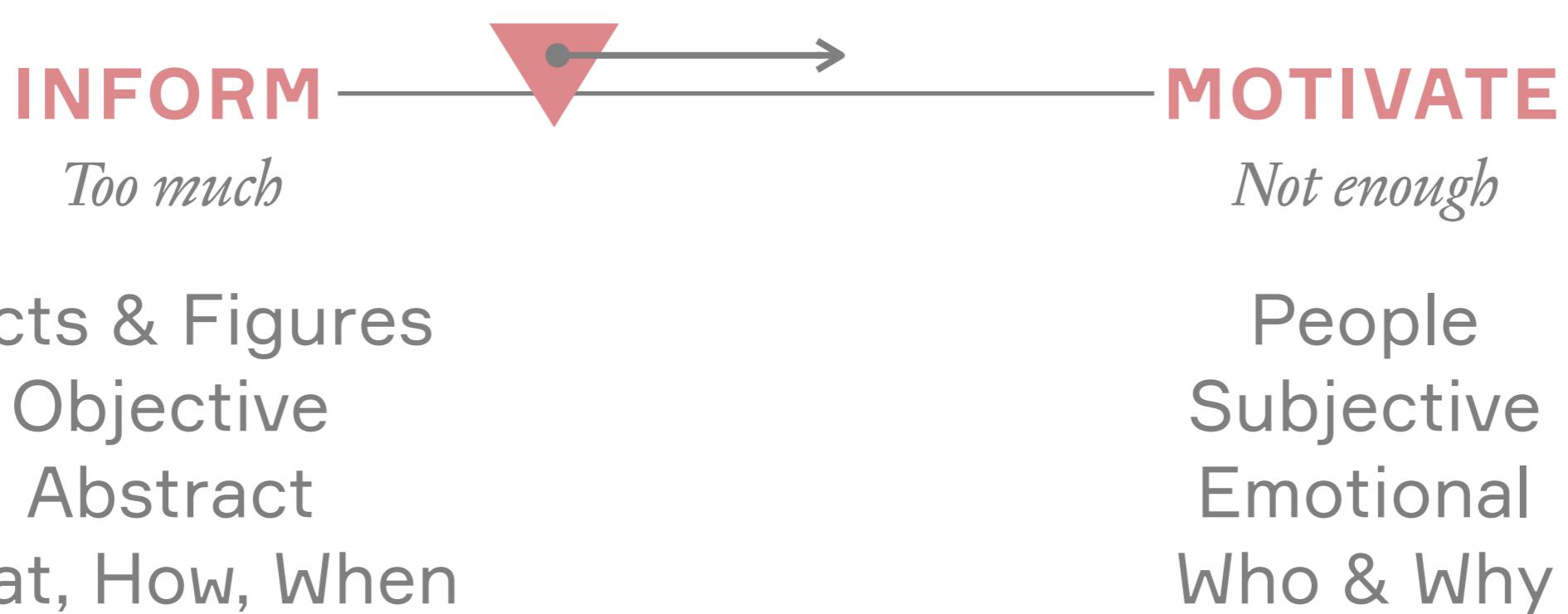
Subjective

Abstract

Emotional

What, How, When

Who & Why



# Informing is easy

*It's just reading the slides*

**Motivating is  
harder — but it  
makes more  
business sense**

*Presentations*

**ARE BAD**

— BECAUSE —

*people don't invest*

**TIME AND EFFORT**



**HARD  
WORK**



**HARD  
WORK**



## TIP #1



TRY SETTING GOALS THAT MOTIVATE YOU

*The key question:*

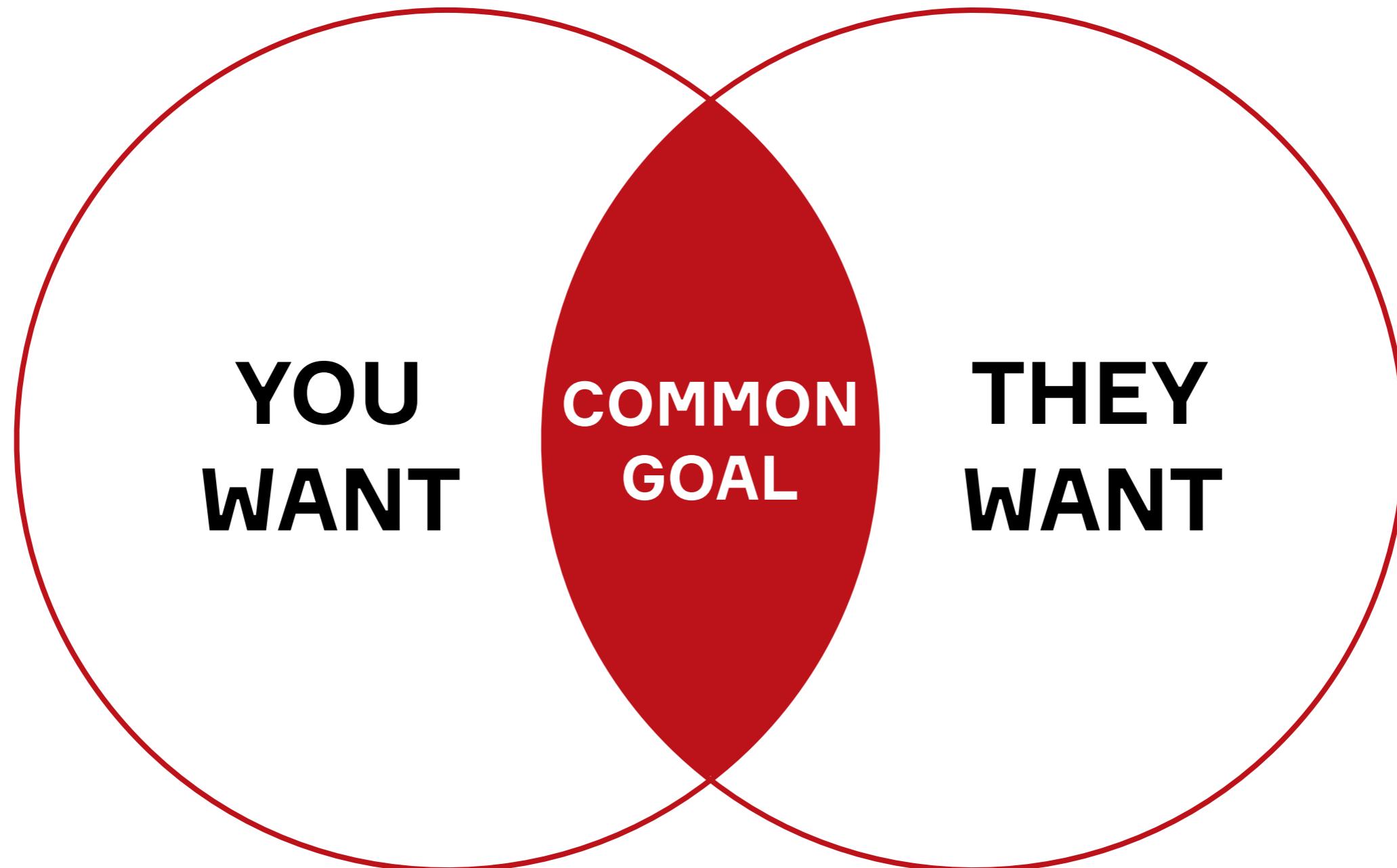
**WHAT DO I WANT  
THEM TO DO?**

## TIP #2

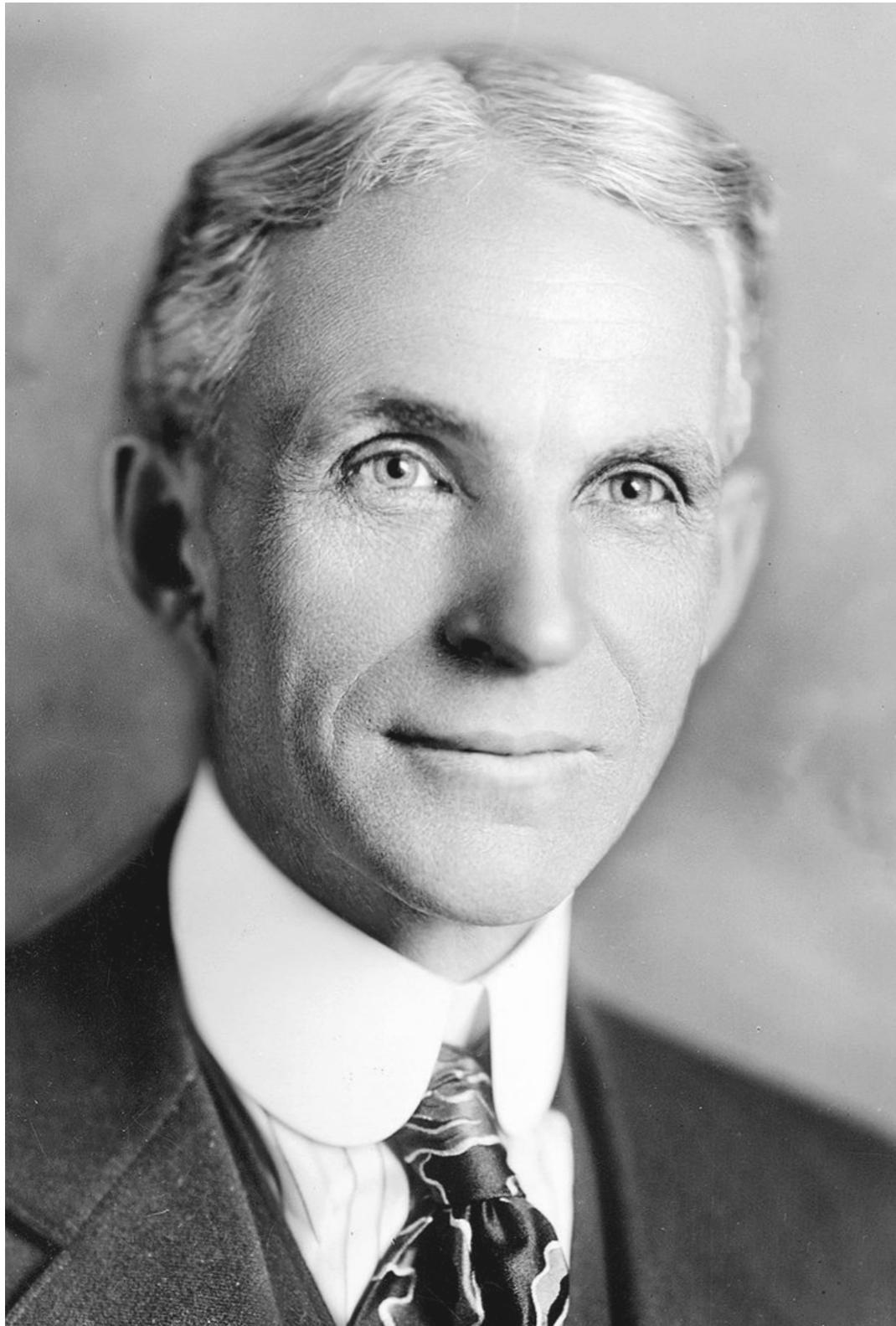
A close-up, black and white photograph of a person's eyes looking directly at the viewer. The eyes are dark and have long eyelashes. The background is blurred, focusing attention on the eyes.

**CLOSE YOUR EYES AND THINK  
ABOUT THE AUDIENCE**

*What do they want? What do they need?*



**Most of your  
arguments will fail  
if you don't have  
a common goal**

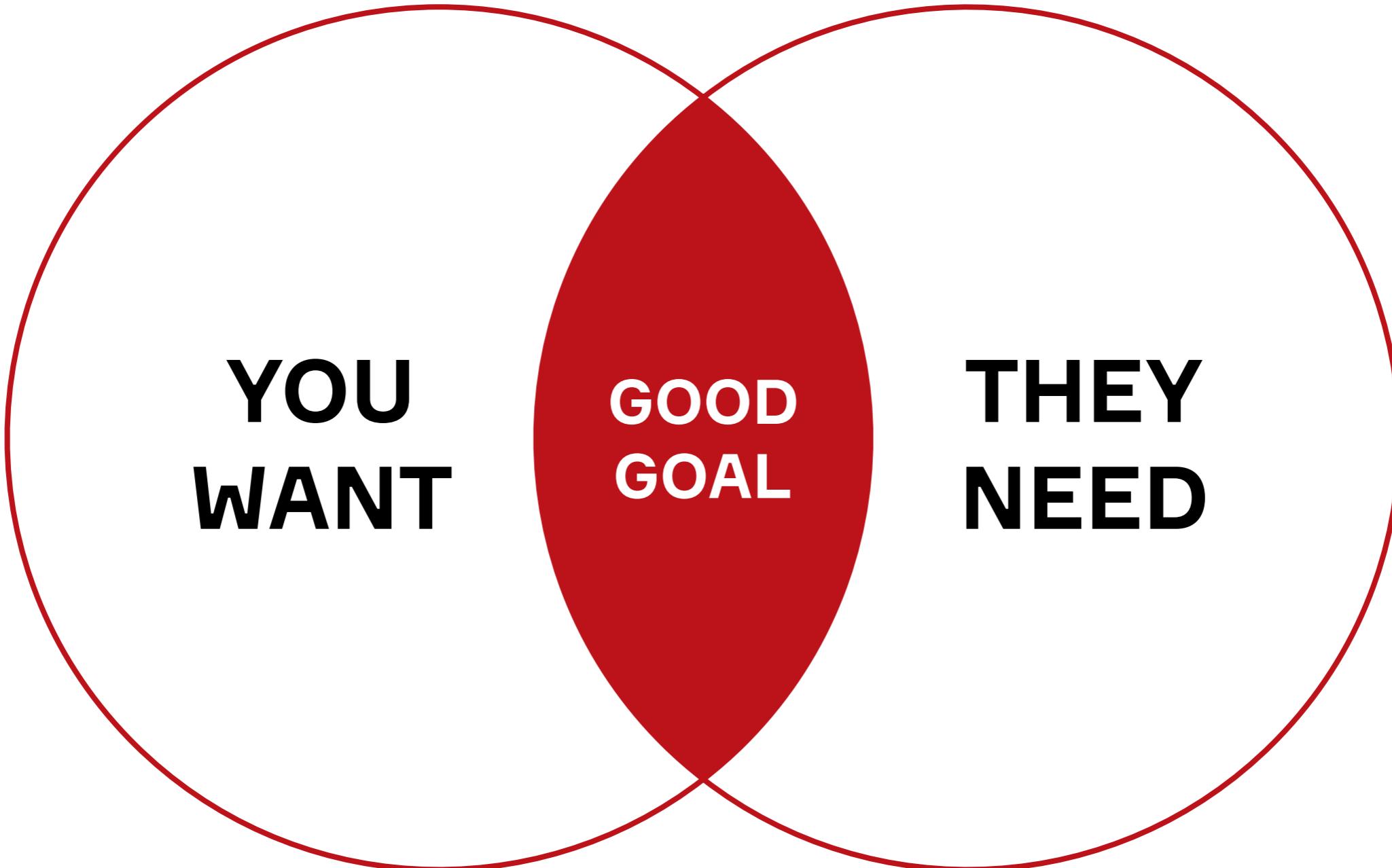


If I had asked people what they wanted, they would have said faster horses.

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## Henry Ford

*The attribution is questionable but that definitely was his attitude*



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# **Case studies**

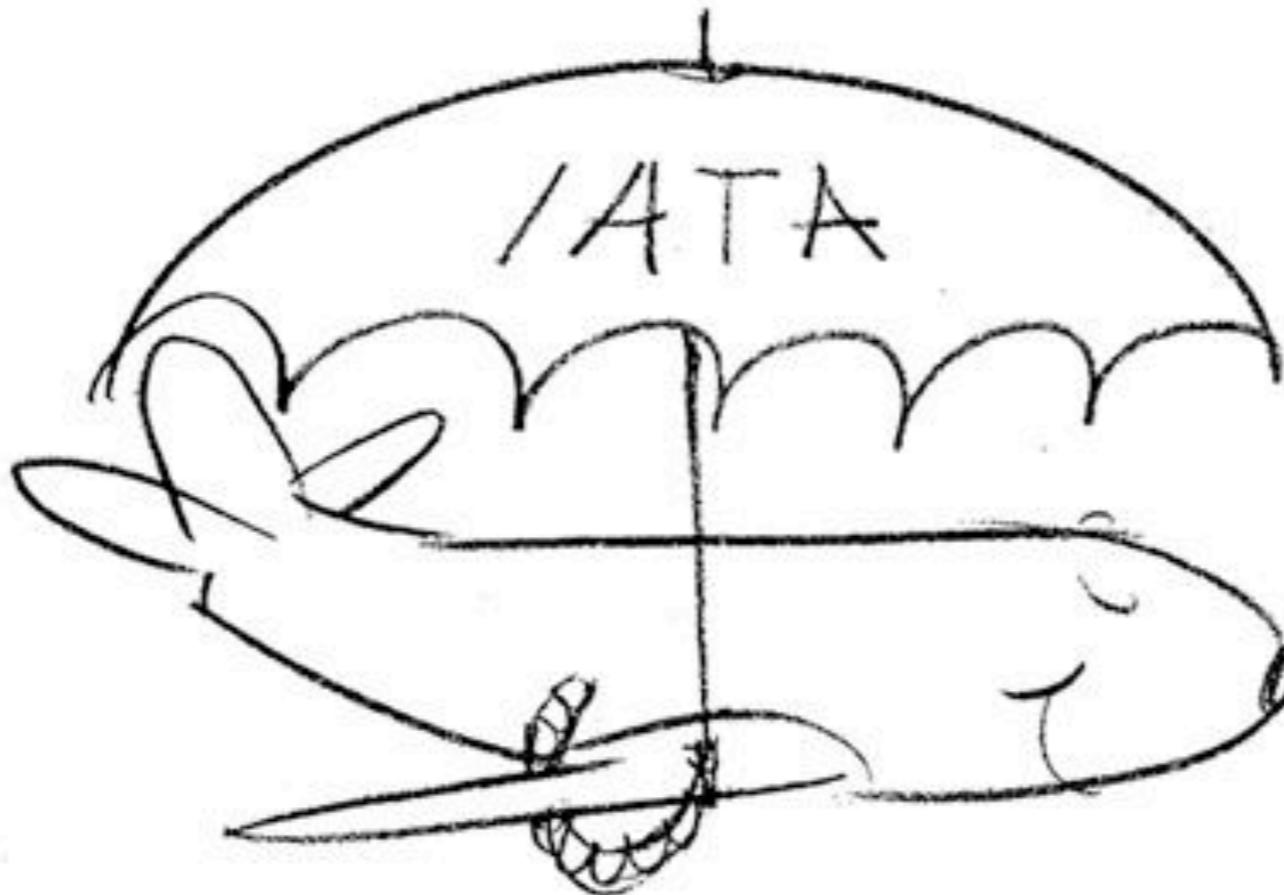
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**SAS**

WE'RE HERE FOR THE CUSTOMERS.  
NOT THE OTHER WAY AROUND!

Let's  
get in  
there and  
fight!

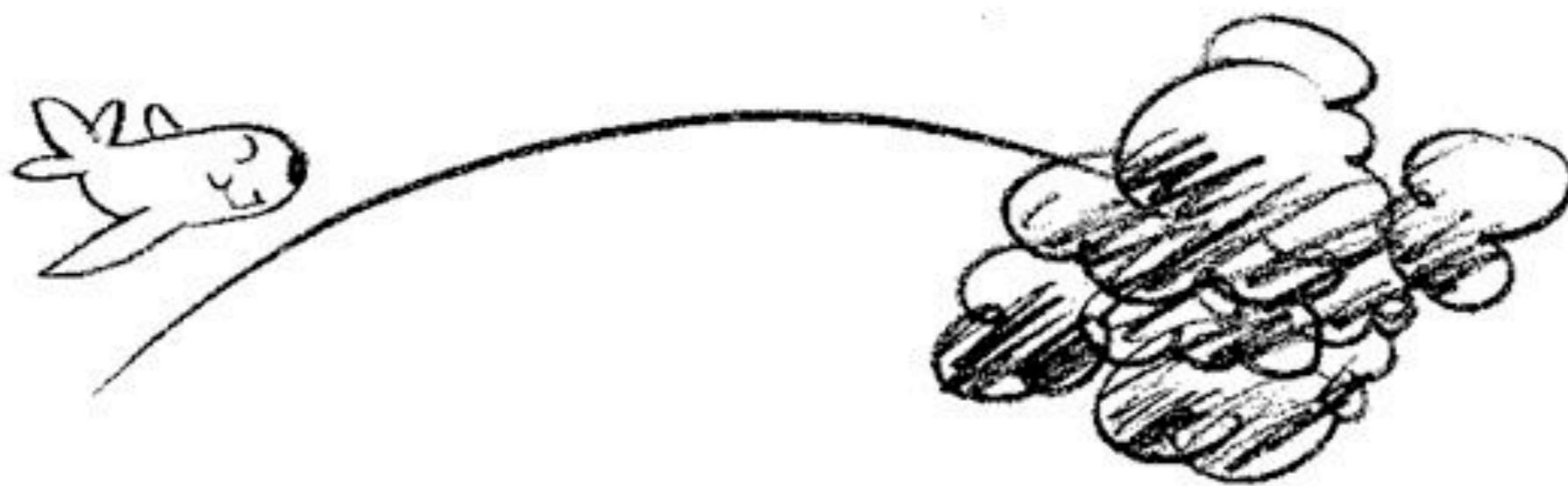


We were a healthy, profitable company for 17 years.

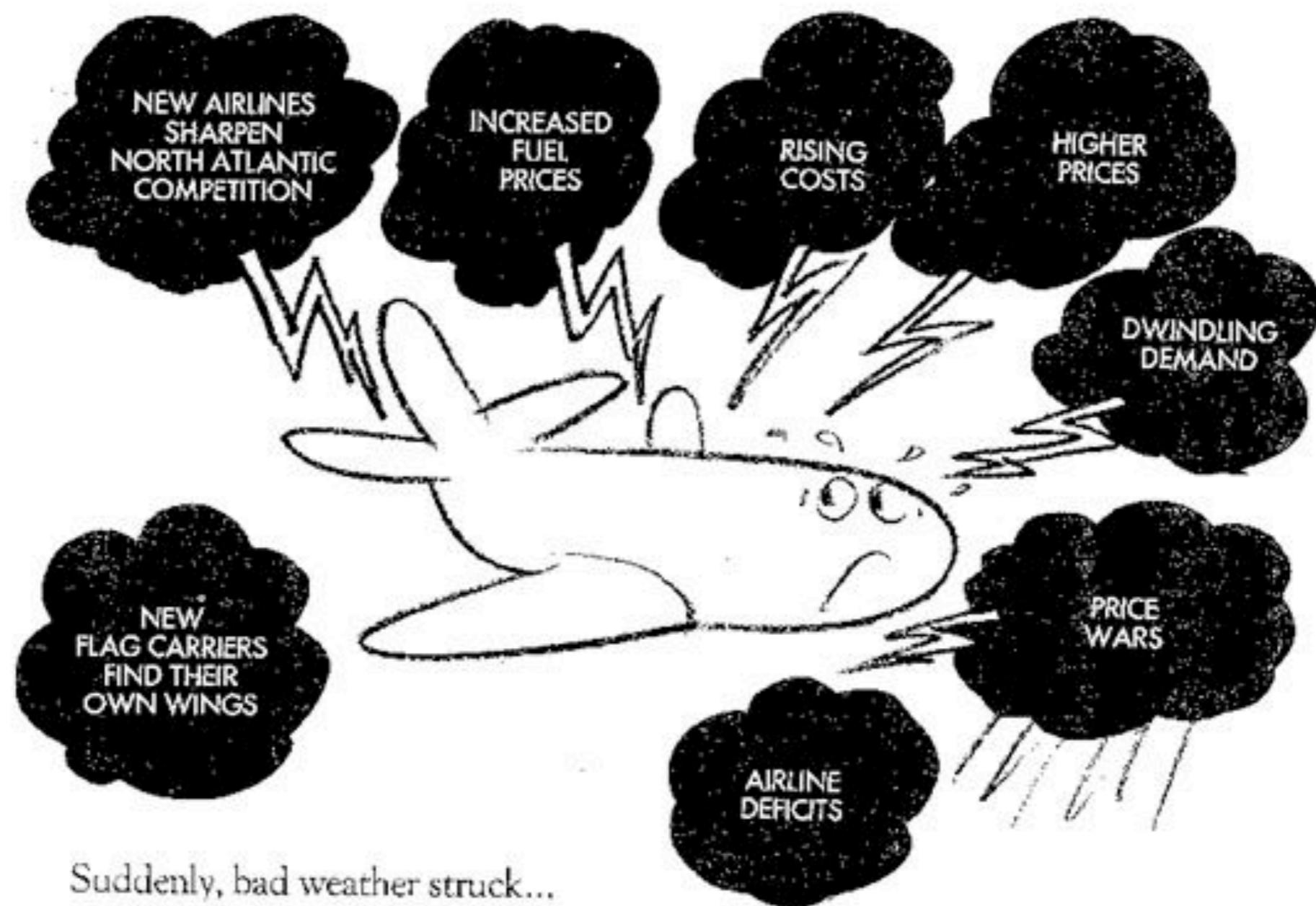
Business boomed, year after year.  
In IATA, we and the other airlines

pretty much agreed on how we would share the increasingly abundant bag of goodies.

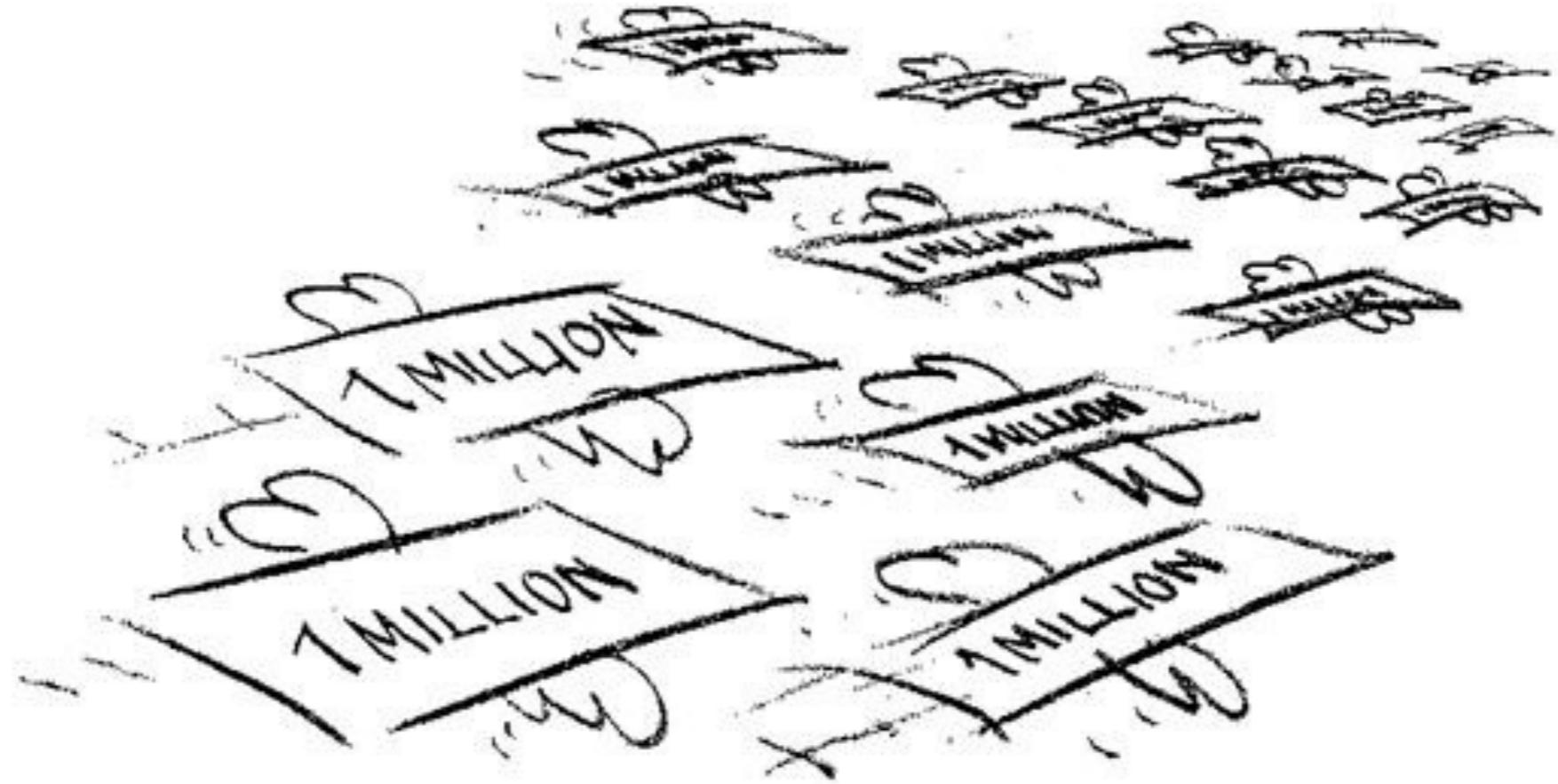
It was a secure and orderly world.



Who was to know there were storm clouds beyond the horizon?



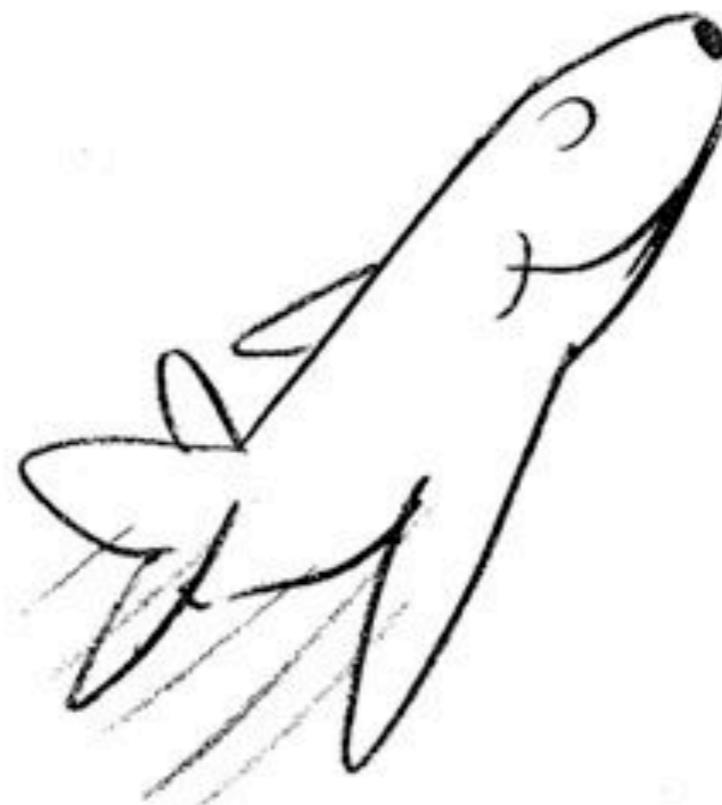
Suddenly, bad weather struck...



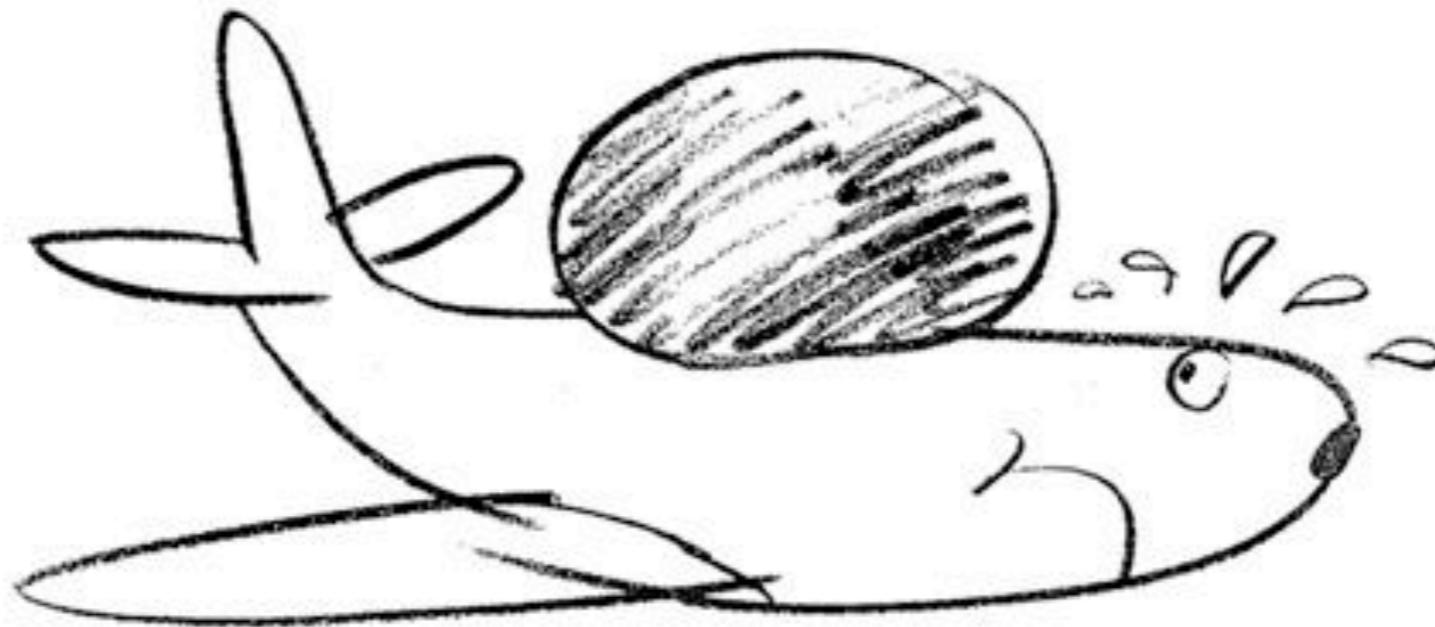
The airline lost \$12 million last year.  
We are going to lose money this  
year, too.

But then it's got to stop. We can't  
afford to lose any more!

We are in bad shape. But we haven't  
reached the crisis point yet.  
If we were, we wouldn't know how  
to get our nose up again.

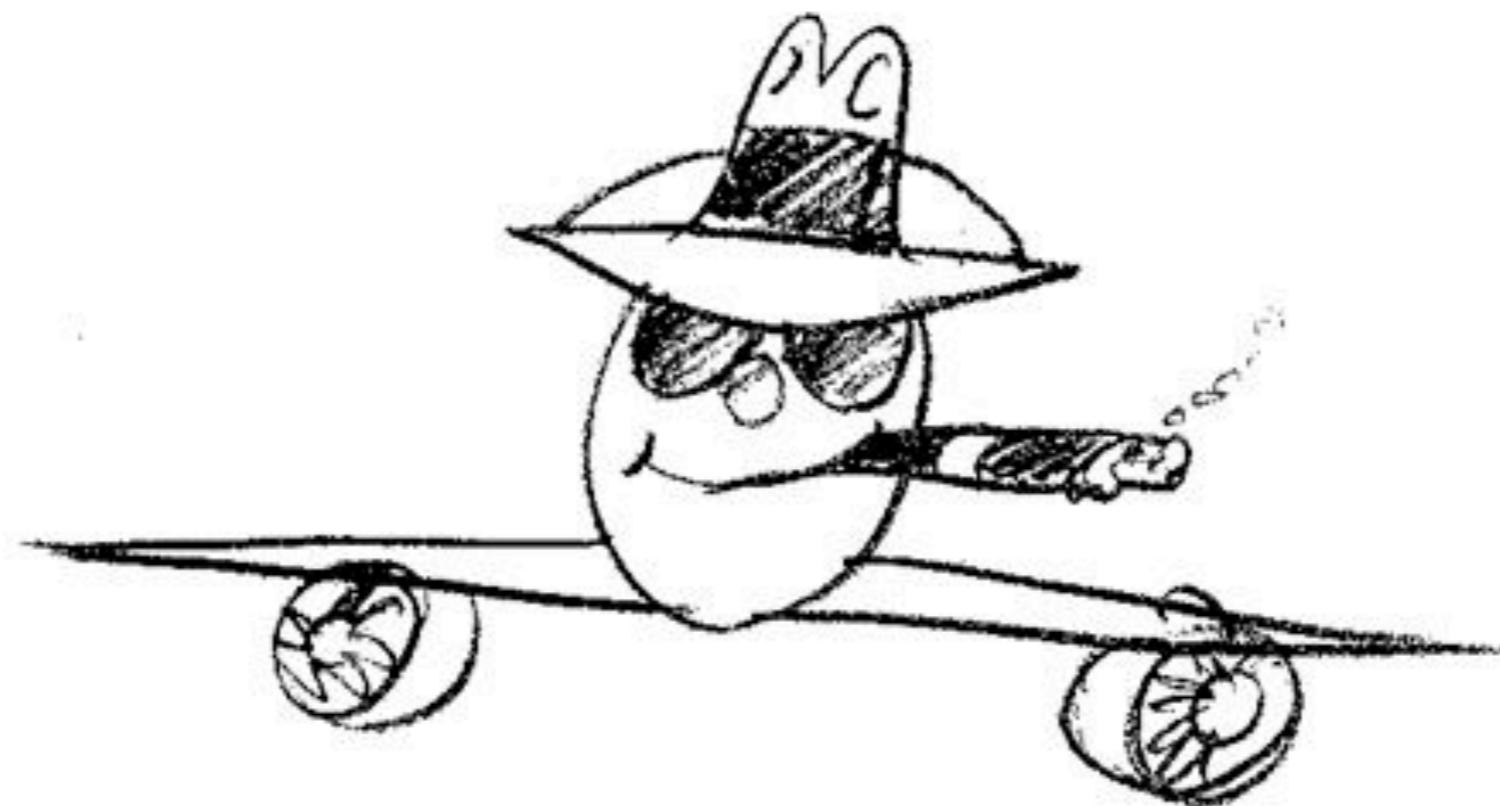


But we can. If we are ready to fight  
for our jobs and our future, we can  
recover.



It won't be easy.  
We are bearing a lot of  
unnecessary costs originating

from our comfortable days under  
IATA's protection. Now we have to  
trim the fat.



We've got some tough competition.  
Like the "street fighters" from the  
rough-and-tumble American

domestic market. Efficient. In shape.  
Like Delta...



Or European companies which have pursued more consistent and purposeful policies than we have.

And who keep making money, hard times or not.

## Look at the differences:

Key figures*	Swissair INTERNATIONAL	SAS INTERNATIONAL
Cabin Factor	63.6	59.3
Load Factor	59.2	57.8
Passenger revenue (USD)/RPK	0.09	0.08
Cargo revenue (USD)/RFTK	0.37	0.31
Total revenue (USD)RTK	0.79	0.73
Operating cost (USD)/ATK	0.45	0.42
Revenue-Cost Relationship (Over 100 = profit)	103.5	99.7
Average flight leg/km	1051	967

\* USD = U.S. Dollars. RPK = Revenue Passenger-kilometers. RFTK = Revenue Freight Tonne-kilometers. RTK = Revenue Tonne-kilometers. ATK = Available Tonne-kilometers.

Exchange rate: one USD = 4.65 Swedish kronor.

### Delta has:

- 40 % more revenue tonne-kms per employee
- 120 % more passengers per employee
- 14 % more available tonne-kms per pilot
- 40 % more passenger-kms per cabin attendant
- 35 % more passenger-kms per passenger sales employee

It is difficult to make similar comparisons in the technical and maintenance fields, but even in these areas Delta has a substantially higher productivity than SAS.

**This is what we have to do:**

Right now, we look like this:

Income	\$1.505 million
Expenses	\$1.517 million
Deficit	\$12 million

Next year, we should look at least this good:

Income	\$1.517 million
Expenses	\$1.505 million
Profit	\$12 million

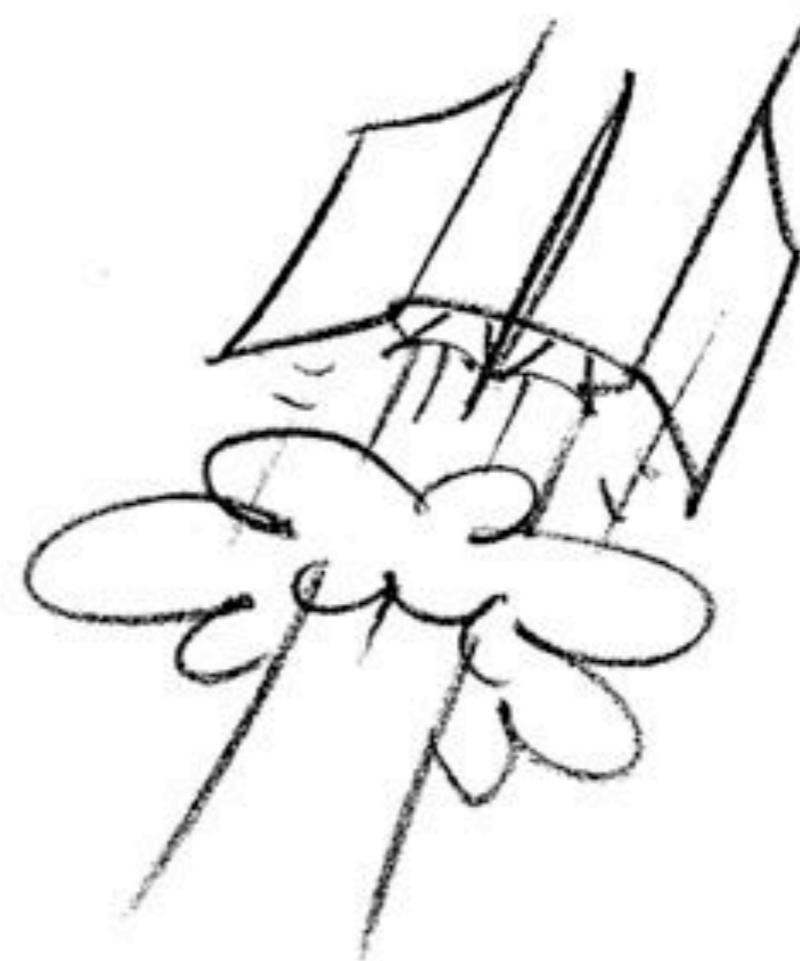
And in just a few years, that profit should be \$120 million, at least!

**We'll be in bad shape if we don't make it.**



After my first  
few months  
in the company,  
I am convinced:

- we have the will  
to work
- we want to assume  
responsibility
- we have the know-how



Our new management-by-objective,  
result-oriented organization will let  
these forces loose.

This is how we are going to do it!



We have to be more efficient.



We have to consolidate.



We have to be market-oriented.

The new organization won't solve  
any problems in itself.

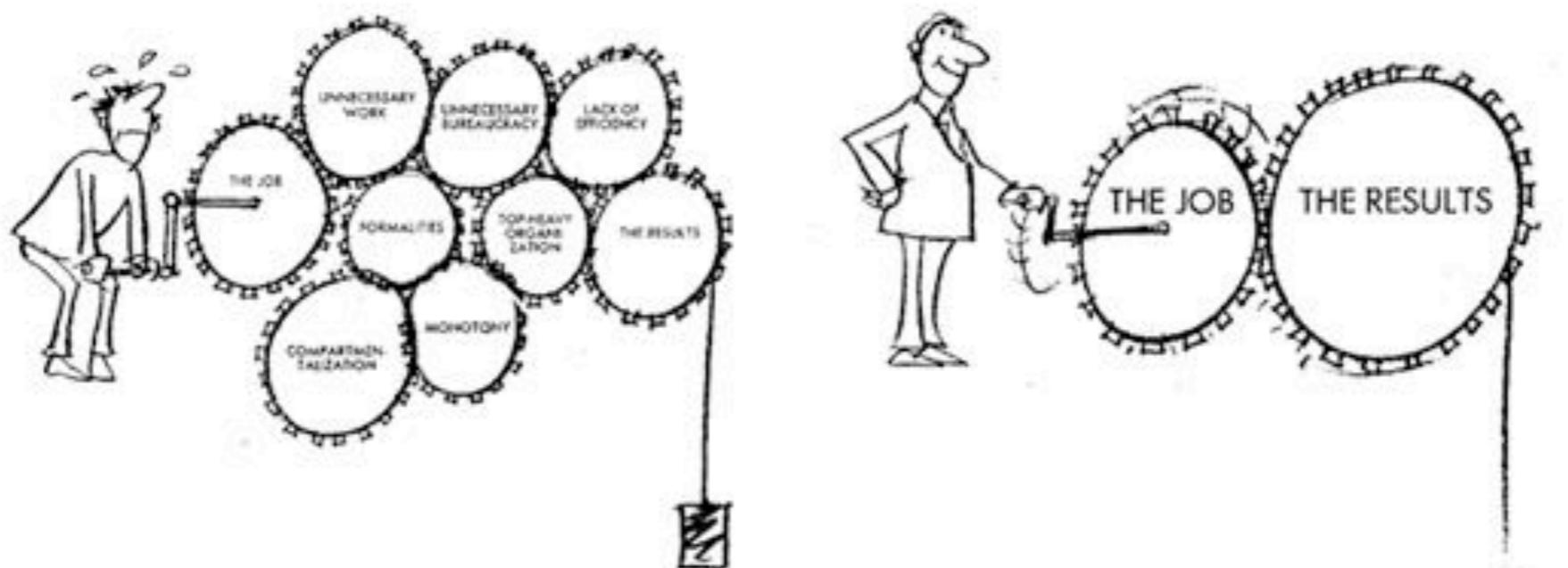
It is merely a prerequisite if we are  
to work more efficiently.



The organization will open the vents  
and let responsibility and authority  
take off all over the company.

And liberate initiative and  
determination. So we can all take off.

## No more friction!



The new organization is designed to get results.

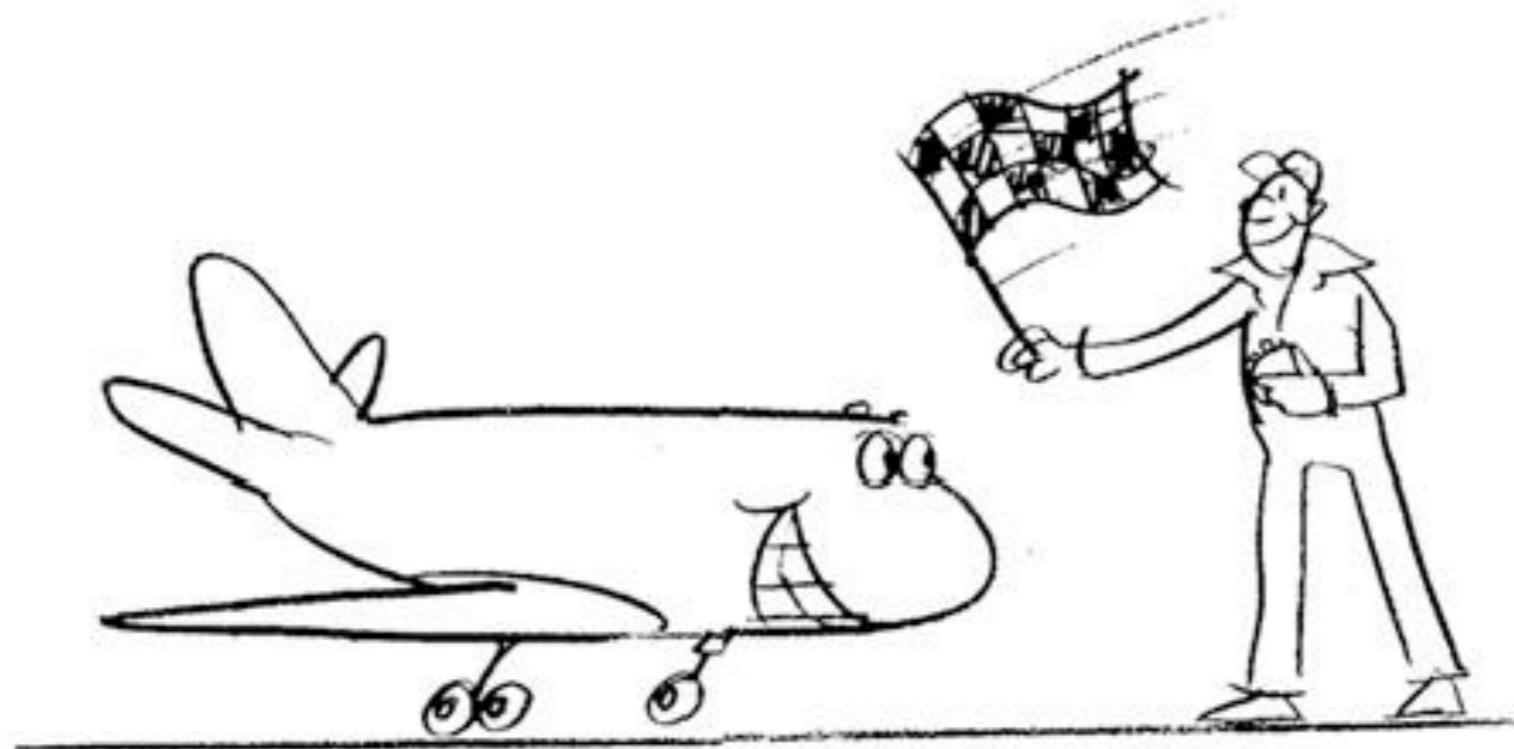
This requires efficiency.

To eliminate friction. We have to pitch in and do away with the kind of work we no longer need.

The kind that diverts our energy,

time and money from important business.

The repair job is starting now, and the wheels will be ready to roll in September.



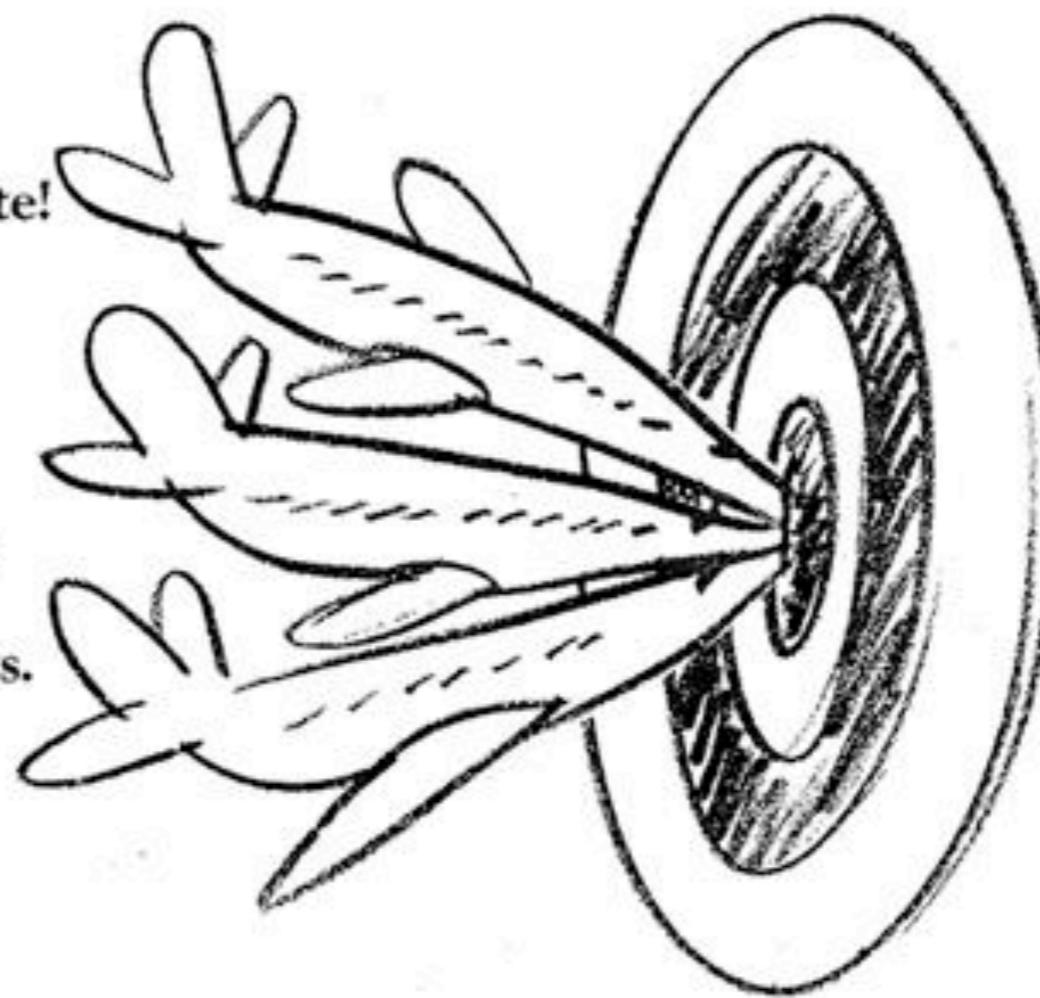
We are going to be much more punctual. Everyone can help.  
“Operation Punctuality” is starting

soon. It's going to give everyone a chance to help make us one of Europe's most punctual airlines.

**We are going to consolidate!**

- With fewer aircraft types
- With a “cleaner” network
- With more profitable routes

**This will help cut our costs.**



**We are going to zero in on the business travel market.**

- It's big.
- It's demanding.
- It's where the money is.

**Above all, we are going to capture the business travel market in Scandinavia – our home market. Half of it today is in the hands of our competitors.**



### **Business Class Service On Board.**



Separate Cabin.

Improved seating comfort.

Enclosed hat racks.

Improved meal service.

Free beverage service.

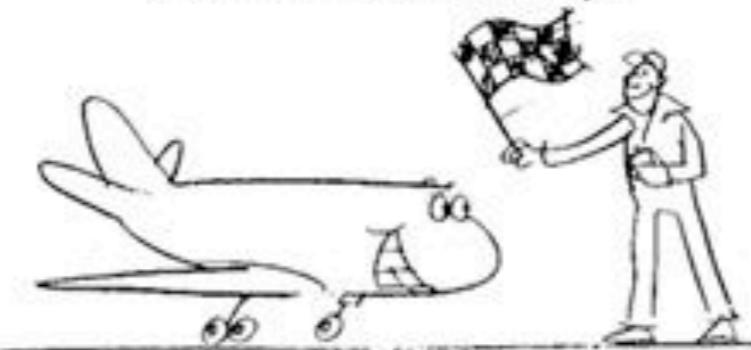
More personal service from cabin attendants (freed from collecting for drinks).

New, more informative in-flight announcements.

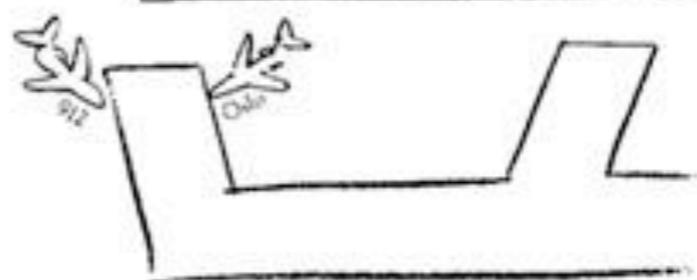
Improved newspaper service.

Tax-free sales always starting in Business Class.

### **Better Punctuality.**



### **Cut the Mad Dash at Kastrup.**



### **Shuttle Services to and from Kastrup**

## This is what we're going to do for Business Class:

### Ticket Offices.

Special phone numbers.  
High-level service at ticket counters.



### Check-in.

Simplified check-in for passengers with carry-on baggage only.  
Separate check-in counters for Business Class.  
Seat selection.  
High service level, shorter lines.  
Quicker check-in procedures.  
Special baggage tags.

### Service Lounge at Kastrup

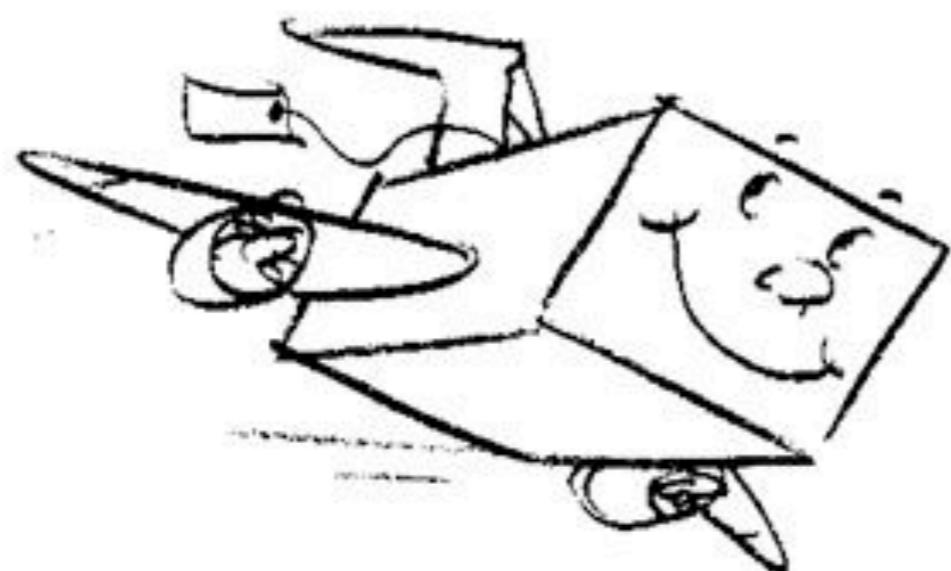
Telephone, telex services (debited).  
Ticketing (Help with rebookings).  
Office space.  
Coffee shop.  
SAS News Bulletin Board.  
Wardrobe for winter clothes.  
Message Service.

### Embarkation

Economy Class passengers board first  
Business Class passengers board last.  
Gate manager to assist passengers.

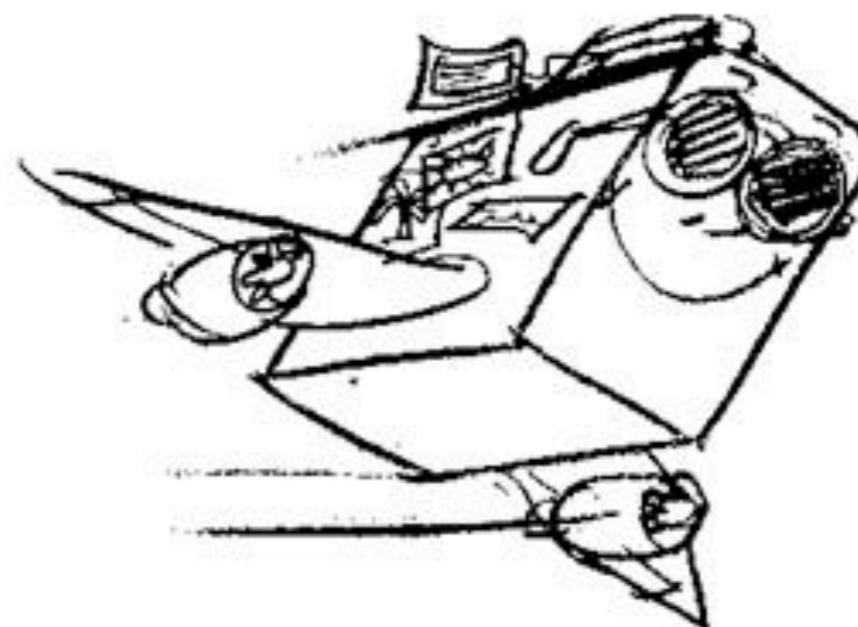
### Debarkation.

Business Class first.



Increased cargo revenue will beef up the bottom line. Cargo marketing will be more efficient as a result-oriented sector all its own.

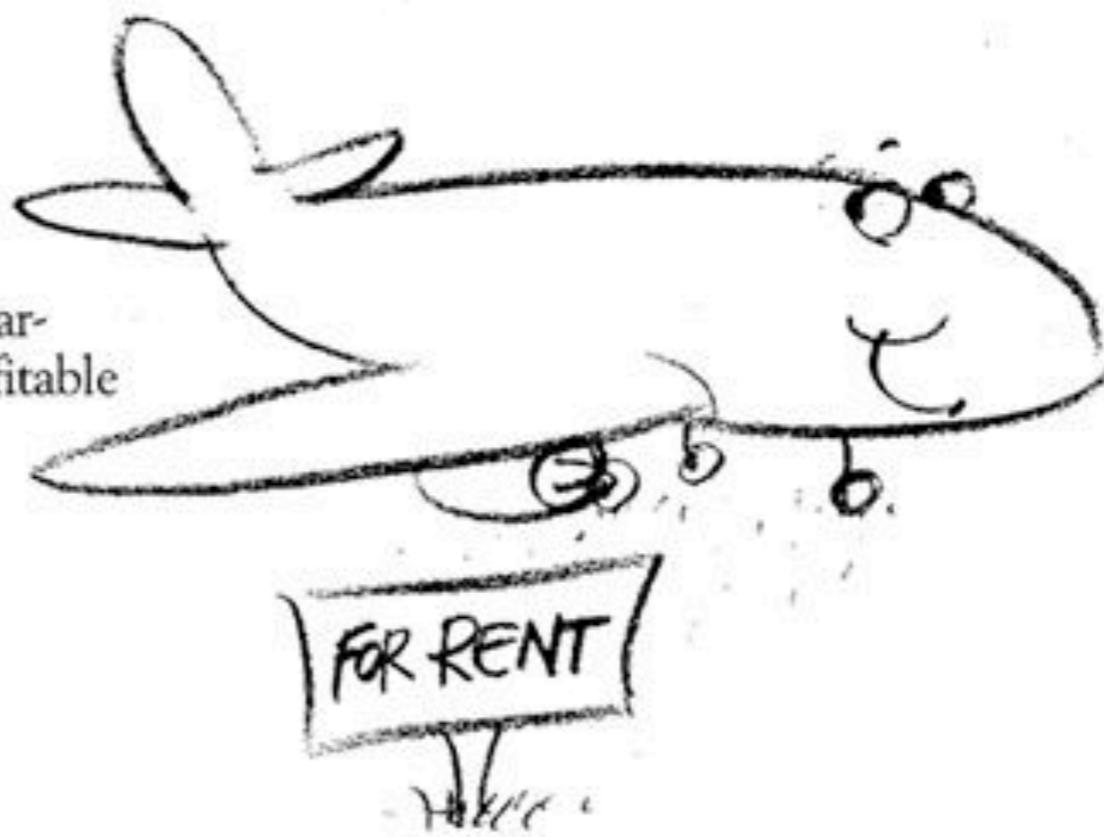
We are going to raise our



pleasure-travel revenues as well.

We've got some attractive proposals up our sleeves for the holiday market.

We are also out for better marginal business, like more profitable charters...



**When you put it all together...**

- We are slashing unnecessary costs.
- We are improving our efficiency.
- We are consolidating our operations and cutting even more costs.
- We are tailoring our products and service for the needs of the big business travel market, to increase our income.
- We are boosting our profitability with cargo and tourism.
- We are grabbing every opportunity for marginal business.
- We are going to find it's more fun to work.

**...that should do it.**

**+2%**

A 2% improvement means some \$30 million. With that much in our pockets, we've taken the first step toward a new, profitable SAS.

We've got to help each other.



If anything goes wrong, the customer doesn't care whose fault it is. He's the one who's going to suffer anyway.



If we help each other, we can put just about anything right and spare our customers a lot of grief.  
But we've got to work together!

### **Don't wait. Start Now!**

We've got a lot of projects and ideas in the works. Some will start right away, and others may take half a year to materialize. Don't wait. Make it happen, now!

- Sell SAS. Don't miss a single chance.
- Bend over backwards for our passengers at our stations.
- Help your colleagues. If you don't have any personal contact with our customers, see that you help those who do.
- On board, give your utmost in service. Don't let off a single unhappy passenger. Your friends on the ground will back you up!
- Do whatever you can to load and unload baggage on time, so we can maintain our timetables.
- Plan maintenance and overhaul so our aircraft will be ready to go on schedule.
- Start today!

### **Bear in mind:**

The only really valuable asset we have is a truly satisfied customer.

We have to fight in a stagnating market.

We have to fight competitors who are more efficient than we are.

And who are at least as good as

we are in figuring out the best deals.

We can do it. But only if we are prepared to fight. Side by side.

We are all in this together:

Jan Carlzon

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# Examples

*Bad motivation*

**“I HAVE TO PRESENT”**  
**“THIS IS JUST A FORMALITY”**  
**“JUST TO GIVE AN UPDATE”**

# **What if you don't want to present?**

1. Declining is an option
2. Find another motivation

# What is a better goal?

*Presentation about tobacco smoking*

1. To inform about the dangers of smoking
2. To entertain with jokes and anecdotes about smoking
3. To help someone quit smoking

# What is a better goal?

*End-of-project report*

1. Report about the job done
2. Impress the audience
3. Get some well-deserved praise
4. Help others use our insights

# What is a better goal?

*Status update*

1. Report about the status
2. .... Wait, what is the status?
3. Ok? Not ok? “It’s a bit complicated”?
4. Now what do we do?

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*Case Study*

# Anniversary speech

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# **Problems with motivation**

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# *Motivating — Benefits*

- ❖ Engaging
- ❖ Goal as a filter

# *Motivating — Drawbacks*

- ❖ You have to push
- ❖ Takes a lot of emotional effort
- ❖ May lead to emotional burnout
- ❖ Tendency to filter out too much, oversimplify
- ❖ Ethically questionable



# **Assumptions about truth**

## **INFORM**

I will tell you accurate information

## **ENTERTAIN**

Truth is irrelevant

## **MOTIVATE**

I will tell you facts but I'm going to

- 1) cherrypick the data and
- 2) interpret it in a way that supports my conclusion

A photograph of a massive industrial fire at night. A thick, luminous orange and yellow plume of smoke and flames billows across the center of the frame, partially obscuring a dark, silhouetted structure. In the foreground, two tall, thin metal lattice towers stand vertically, their intricate grid patterns visible against the dark sky. The scene conveys a sense of scale and intensity.

Sometimes good  
presentations backfire

# **INFORM**

Boring  
lecturer

# **MOTIVATE**

Annoying  
sales person

**Why do  
people listen  
to presentations?**

*For the presenter*

# Information transfer

# Sales process

*For the audience*

# Decision-making process

## *For example...?*

- ❖ Should I read this book?
- ❖ Is the sales goal achievable?
- ❖ Should we buy this new equipment?
- ❖ Should we approve this loan?

*The ultimate goal is to*

**HELP TO MAKE  
A GOOD DECISION**

# *Goal*

What's the decision I'm trying to facilitate?

What is my point? What do I want?

What do they want?

What do they need?

What could be our common goal?

**What if I have  
a particular  
product to sell?**

- > What's my target audience?
- > Who are the people and what are the situations?
- > Who and when **needs** this product?



## *In conclusion: you have a choice*

- ❖ **To inform:** is there a request? Are you answering questions that are relevant?
- ❖ **To entertain:** is this my job to talk to a group of random strangers with no common goals?
- ❖ **To motivate:** do I know better than my audience? Do they have to be pushed?
- ❖ **To facilitate decision-making:** what would be the best decision for both me and my audience?



The only reason  
to give a speech  
is to change the  
world

---

**John F. Kennedy**