

THINK AND SPEAK FOR RESULTS® SERIES

Presenting with Impact™

Virtual Workshop – Participant Reference Guide

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Workshop Overview

Presenting with Impact

Thank you for attending Mandel's **Presenting with Impact** workshop.

This workshop is designed to dramatically improve your clarity, credibility, and impact – whether presenting face-to-face or virtually and in front of audiences big or small.

The key areas of development are:

- Critical thinking
- Unrelenting focus on audience care-about
- Articulate messaging
- Authentic engagement
- Manage objections and questions
- Confident delivery with executive presence
- Build impactful visuals
- Comfort presenting in both virtual and in-person environments

This Participant Reference Guide, along with other Mandel tools will help you learn, practice and sustain your development.

We encourage you to [join other alumni and engage!](#)

Visit Mandel's **Alumni Resources Page**:

www.mandel.com/alumni

Connect with Mandel on **other platforms**:



Share your Mandel experience on **social**! We would love to hear from you.

[#mandelcommunications](#)

[#scipab](#)

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Understanding Your Audience's Care-Abouts

Taking the time to identify both your intentions for the presentation and your audience's needs enables you to plan a concise message that will help influence your audience and accomplish your goals. This planning is the foundation for all successful presentations.

A. Your Topic

What is the subject of your presentation or communication? Consider the amount of time you have, if specified, and determine the appropriate scope of your topic.

B. Your Intention

What business goals and specific results do you want to achieve by making your presentation? This includes what you want your audience to know, do, and feel in relation to both you and your topic.

C. Your Audience

First, consider how many audiences you really have. Are you presenting to one homogeneous group with similar backgrounds and concerns? Or do you have multiple audience segments, each with their own concerns (for example, technical, financial and sales)?

Next, analyze your audience by identifying their:



Specific Needs and Relevant Demographics	Consider what's important to your audience, what they need to make decisions, and what motivates them. Determine their level in the organization (for example, executive, mid management, entry level) and identify both their business and their personal needs. If relevant, factor in culture, age range, language, and male/female ratios.
Topic Knowledge and Attitude	Determine how much your audience already knows about your topic. Consider the source of that knowledge and its accuracy. Then factor in how they feel about you and your organization.
Communication Environment	Consider the impact of the room size and set-up, time of day, and even current events. If presenting virtually, consider both your and your audience's environment.

D. Your Content

Given your intention and your audience, answer the six questions on Mandel's Planning Tool. Your responses will help you prepare a listener-focused, results-getting message using the Mandel Blueprint®.

Create an Audience-Focused Opening

The SCI-PAB® model offers a structured way to present information and recommendations in the context of the audience's critical business and technical needs.

Use this model to organize formal presentations, plan key conversations, construct reports, and create email and voicemail messages.

The model is composed of two sections. In the first, you express your understanding of the audience's need by stating the Situation-Complication-Implication. In the second, you provide a resolution path with your Position-Action-Benefit.



Express your understanding of the audience's needs.

The Context: Situation → Complication → Implication

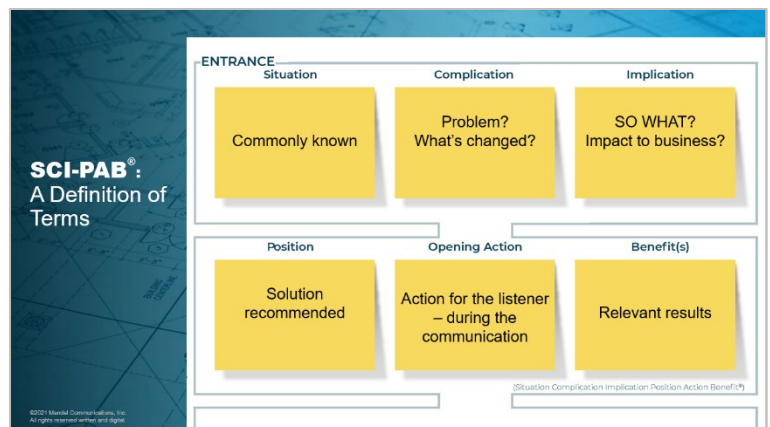
Using this classic storytelling model, you can quickly engage the audience by clearly communicating that you understand his or her unique situation and set of needs. This approach creates an inviting, audience-centric context for what you will be discussing.

Situation – What is known about the audience's circumstance that is relevant to your presentation? This should be commonly known information and not come as a surprise to the audience.

This could include a brief summary of:

- Current initiatives, goals, or projects
- Current opportunities
- Specific problems or concerns

Complication – What issues (changes, pressures and demands) are affecting the Situation that you just described by creating problems, challenges, or opportunities for the audience? A complication could be new and/or even controversial information.



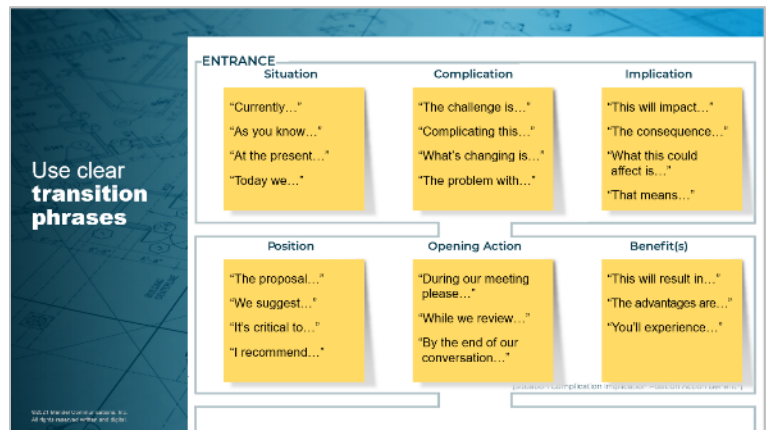
For example, you could describe how the situation is:

- Creating Opportunities
- Limiting opportunities by:
 - Creating roadblocks
 - Causing lengthy delays
 - Losing focus on the customer

Implication – What will the consequences be to the audience, and his or her business, of failing to act on the issues described in the **Complication**? This vital element answers the “So what?” question and provides a logical transition to the next part of the presentation.

For example, you could describe how the situation would affect the audience’s world because of:

- Missing a key delivery milestone
- Going over budget
- Not getting the important resources needed for a project



Provide Your Resolution Path

Your Core Message: Position → Action → Benefit

Give a *brief*, high-level summary of how you believe the problem or need can be resolved, and the results the audience can expect. You'll use your core message in both your opening and closing, although you may want to modify it in your closing based on the direction the presentation has taken.

Position – What do you believe needs to be done to address the audience’s need? The resolution you propose should be communicated at a high level.

Action – What role do you want the audience to play in this presentation and, if appropriate, in the ultimate solution? Clarify what you suggest the audience discuss, explore, understand, or do.

Benefit – How will your **Position** and **Action** provide a result that addresses the audience’s specific business requirements and points of pain? Your benefit statement should be stated as clearly and quantifiably as possible.



SCI-PAB® Checklist

When composing or practicing your SCI-PAB, it may be helpful to review this checklist to be sure each component of your message is strong.

Situation

- ☐ Well-researched; based on audience analysis
- ☐ Presented from the audience's perspective

Complication

- ☐ Clearly stated the risks or opportunities facing the audience
- ☐ Connected to the Situation

Implication

- ☐ Clearly stated consequences of acting/not acting
- ☐ Connected to the Situation and Complication

Position

- ☐ Stated the recommendation, idea or point of view
- ☐ Clearly address the audience's key needs

Action

- ☐ Explained how the audience should participate
- ☐ Set the stage for open dialogue

Benefit

- ☐ Relevant and clearly tied to the audience's needs
- ☐ Specific and quantifiable

Overall

- ☐ Kept the audience engaged
- ☐ Was clear and concise
- ☐ Left the audience wanting to hear more

Main Ideas

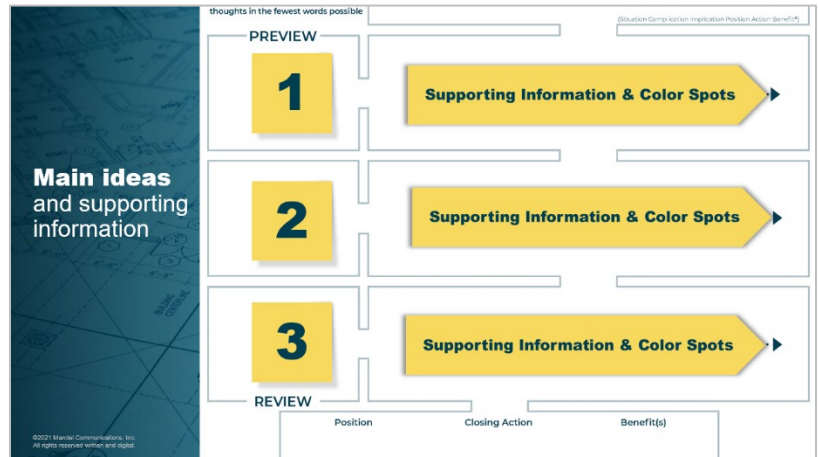
After the SCI-PAB® - be prepared to discuss the details.

Support your recommendations with main ideas. These help the audience understand why your recommendation is a good idea and increase the chances for your success.

Follow the Rule of Three

Consider how much time you have to present and be sure to focus only on the “must know” information that matters most to the audience. This maximizes the time available for discussion and questions.

Create no more than three main ideas. Audiences often lose patience when confronted with a lengthy, overly detailed agenda or a rambling discussion.



Add Color Spots

Bring your content to life for the audience by adding color spots that increase attention, comprehension, and retention. Paint pictures with your words!

Interaction, by asking **appropriate questions**, engages the audience and may provide valuable information and feedback.

Relevant **examples, stories and analogies** breathe life into your discussion, simplify complex concepts and make the content real for the audience.

Statistics, quotes, brief testimonials, and case studies add credibility to your message and proposals.

Warning: Avoid jargon, slang, acronyms, and tentative language like *hopefully*, *maybe* – when presenting, own your content and keep it clear, compelling and relevant to your audience.

Call to Action Closing

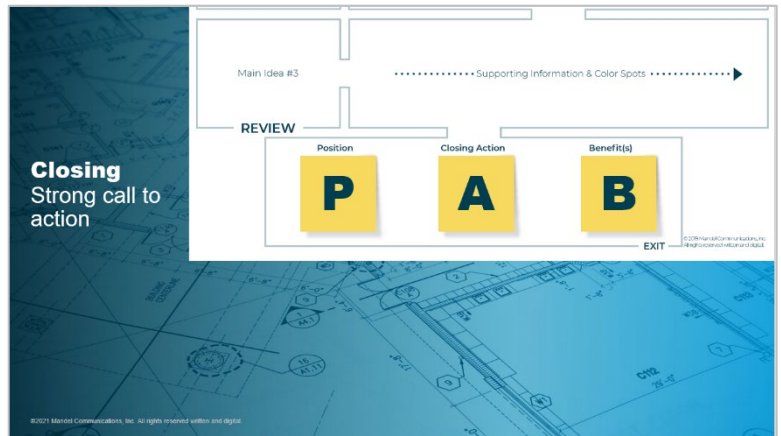
Your Closing Core Message: Position → Closing Action → Benefit

Briefly review the main ideas and discussion points from the presentation. Using your opening SCI-PAB® as the foundation, present your closing PAB.

Position – What do you believe needs to be done to address the problem? Restate your Position from your opening SCI-PAB®, modifying it if appropriate based on your discussion with the audience.

Closing Action –What needs to happen to implement your recommendations? Summarize the mutually agreed upon next steps, being as specific as possible.

Benefit – How will your Position and Action provide a result that addresses the audience's business requirements and points of pain? Restate the Benefits from your opening SCI-PAB®, adding additional benefits you may have uncovered in your conversation with the audience. Make the benefits as specific and quantifiable as possible.



Visual Support

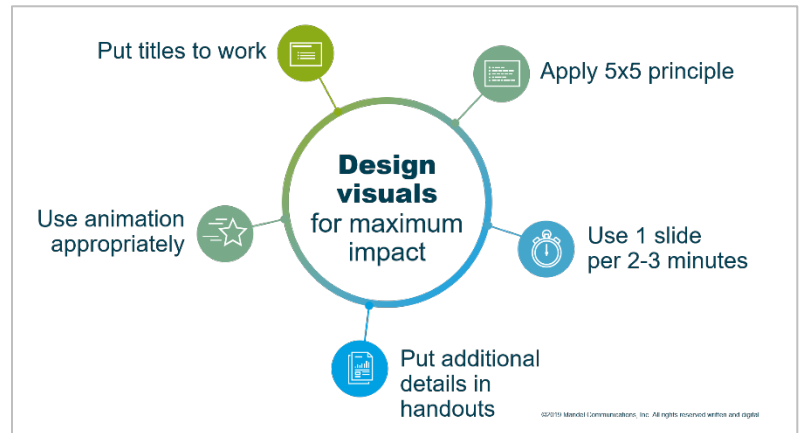
Design Visuals for Maximum Impact

Many presenters have the habit of thinking first about slides when they are asked to prepare a presentation. The problem with that approach is that often the slides do not really tell a story, and you may end up with way too many slides. This makes it difficult for you to interact with your listeners because you are trying to talk about all of the slides. It is also difficult for your listeners to know what is really important in all the content that you are presenting to them.

Once you have created a Blueprint® for your message, it is easy to carefully select a few visuals that will support your content. Your visuals will truly become “visual aids” for your message and help your listeners to remember the key points.

You will also find it much easier to connect with your listeners and ensure that they have a clear understanding of your content and how your recommendation will provide value to them.

Here are a few tips to get you started.



Put titles to work

Since your audience will see the slide title first, make it provocative. It should summarize what that slide is about and motivate the audience to look to the slide for answers.

- The title of each slide should serve as a headline, not just a label. The headline should be a short phrase with a verb. For example, **Computer Network Must Be Modernized** is a better title for communicating your message than **just Computer Network**. Titles look best if kept in the 32 to 36 point font size.

The headline should capture the key sound bite or point of the slide. Whenever possible, the title of a slide should state the conclusion you want the audience to reach or the action you want people to take. Think of it this way:

- If someone were to walk into your presentation when you were halfway through discussing a particular slide, he or she should be able to get the main point from reading the headline.
- It is best to limit titles to two lines. Subtitles occasionally may be appropriate as the second line to describe more precisely the content or central point of the slide.
- It is common to capitalize only the first letters of words in titles—with articles, conjunctions, and prepositions not capitalized. Decide what capitalization style looks best for your content and use that style consistently. Don't use ALL CAPITALS since that can look like you're shouting!

Apply the 5 x 5 principle

If you are using a slide with bullets, a good guideline is the 5 x 5 principle: limit each slide to five bullet points, with a maximum number of five words per bullet. If you exclude the title, this will give you about twenty-five words to play with.

Use the right number of slides for your presentation environment

When face-to-face, the general rule is to allow two to three minutes of viewing time per slide. If your presentation includes complex diagrams or explanations, allow even more. Your goal is to use the minimum number of slides necessary to support your message—and no more.

Don't automatically think that more is better. You probably need fewer slides than you thought at first would be necessary.

When presenting virtually, the opposite may be true. In order to keep a virtual audience captivated, you may need to increase the number of slides, the pace at which you show them, and be more creative with design. Therefore, you may want to use more animation, builds, images, quotes and infographics to provide the audience with more visual variety. Most all these techniques will result in more slides.

Put additional detail in handouts

Too much data or detail can clutter your presentation. Put additional detail in a handout or in hidden slides at the end of the deck—or simplify the slide to highlight the data or information you must display and/or discuss.

Use animation appropriately

Animation is very useful when building a slide that will show complex architectures, flowcharts, or diagrams. The slide can be “built” with one key component at a time, and when the entire slide is complete, the listeners can see and understand the complex schematics. A couple cautions: (1) animations may not function well on some virtual platforms; and, (2) do not animate to entertain.

Font size matters

For face-to-face presentations, we recommend keeping the font size large enough for the person in the back of the room to comfortably read the information – as a standard, use a minimum of 32 points for a title and 18 points for the information on the slide.

When virtual, you may be able to get away using a smaller font, but keep in mind, your audience may be using a small mobile device to view your presentation – so it is safer to keep your fonts 18 and above. To be sure your font size is appropriate – test it on a mobile device before your virtual presentation.

Hand-drawn slides

Some presenters make a point of using a whiteboard or including what appear to be hand-drawn slides in their presentations. These techniques help draw the listeners in, engages their imagination, and encourages them to ask questions and interact.

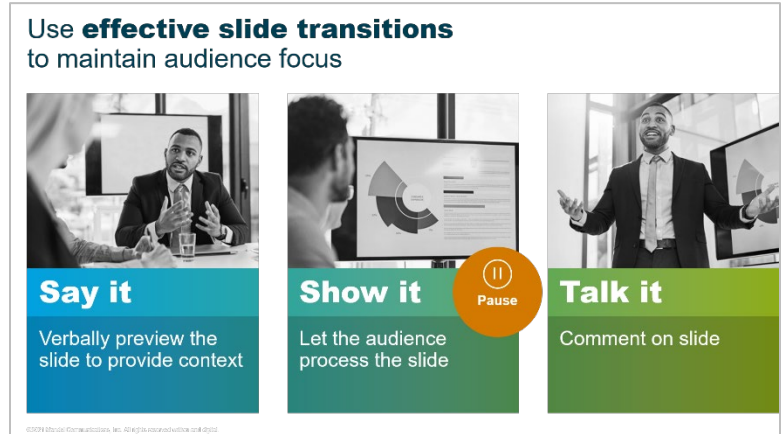
Use strong transitions to keep them with you

Use Effective Transitions

Use strong transitions to keep the audience with you

You can help the audience know where you're going by developing good transitions that guide them through the visual elements of your presentation. Especially when presenting in a virtual environment, people are easily distracted. Help the executive know where you're going by developing good transitions that guide him or her through the visual elements of your presentation.

Follow these three steps to create a new "default behavior" around how you use your visuals.



- **"Say it." Preview the content:** Give the audience a guide to the slide you are going to show them. This helps them focus their attention. Make your transition statements concise.
- **"Show it." Display the slide:** Pause briefly for the audience to review it. If necessary, tell them where on the slide they should focus.
- **"Talk it." Share the details:** Once the audience has had a chance to review the slide (at which point their eyes will turn to you), make eye contact with them and provide the necessary detail for the slide. Or if you are in the virtual environment, annotate or give verbal cues about where he or she should focus.
- **Tip:** If you find yourself having to use slides with a lot of data, make sure you guide listeners to the important information. For example, you might say, "At the lower left corner of the chart focus on the operating expense number," or "On this chart, please focus on the three numbers at the top right ..."
- **Tip:** In the virtual environment, make sure you know that the slide you are talking about is the one the executive sees. A best practice is to be logged on to another computer as a participant. Write it down. If you're using notes, remember to include your transition statements. This helps you stay on track and tell a better story.

Core Delivery Behaviors: Composure and Energy

To gain credibility you need to not only create a listener-centric message, but to also deliver that message crisply, clearly and persuasively. We call this maintaining a balance of composure and energy.

Maintain Composure when Face-to-Face

Posture: Use an engaged, open posture to both look and feel relaxed and confident.

- As simple as it sounds, it really helps to have your feet flat on the floor and not to cross your legs
- Sit straight and relaxed. If that's not your habit, practice until you feel comfortable
- Avoid shifting and rocking in your chair

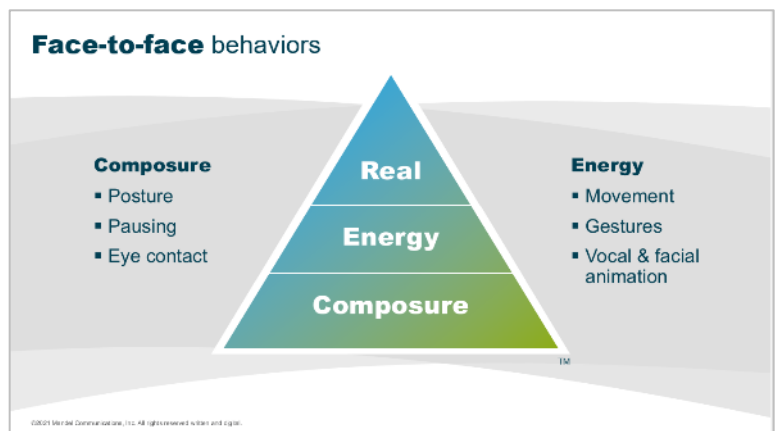
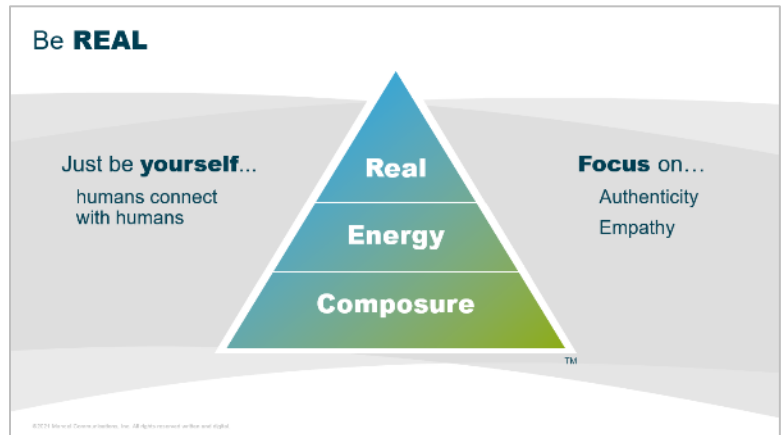
Pausing: Use pauses to stay in control and punctuate your thoughts.

Pausing helps you to:

- Look and sound confident
- Gather your thoughts
- Breathe and stay more relaxed
- Eliminate clutter words: *um, ah, so, right, you know, like, etc.*
- Avoid rushing

Eye Contact: Build your credibility with appropriate eye contact.

- Use eye contact strategically - look directly at the person when making a point or asking a question.
- Don't look away when you or the listener is saying something important
- If more than one person is present, focus on one person at a time
- Don't let your eyes sweep from person to person. Complete a full sentence or thought before moving your eyes to someone else



Maintain Energy when Face-to-Face

Movement: Deliberate body movement allows you to engage different members of the audience and draw them into your presentation.

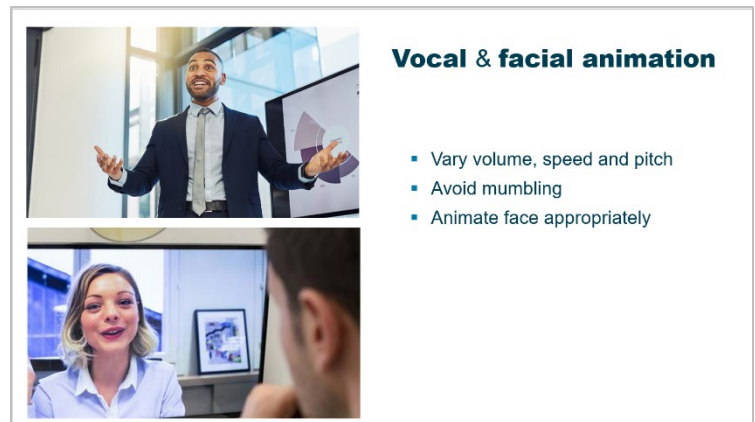
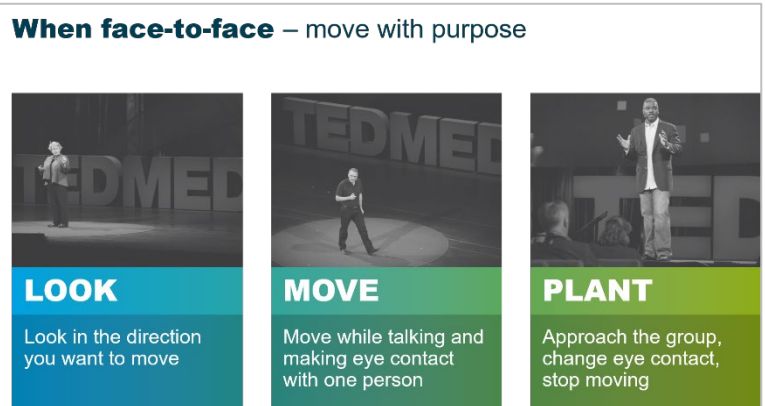
- **Look:** Naturally look in the direction you want to move
- **Move:** Move while talking and making eye contact with one person
- **Plant:** Approach the audience, change eye contact, and then stop moving

Gestures: Use natural gestures to emphasize your thoughts and ideas.

- Gestures start at the shoulder
- Vary your left or right arm, and both arms
- Use gestures smoothly and conversationally
- Avoid clasping your hands and other nervous movements

Vocal and Facial Animation: Use your voice and facial expressions to emphasize importance, urgency, and emotion.

- When speaking, vary your volume, speed, and pitch to match the needs of your audience – especially if it is a global group
- Project to the entire audience so everyone can hear you and engage
- Animate your voice to signal your energy, interest, and commitment to the topic – if YOU don't signal interest and conviction, how can you expect your audience to do so
- Be visually expressive throughout the presentation to keep the audience engaged



In Virtual Situations

When presenting in the virtual environment, one of the biggest challenges is maintaining your confidence and energy. With the skillful use of the Core Virtual Behaviors, you increase your chances of delivering a powerful, effective message to your audience.

The Composure behaviors help you maintain a calm “executive” presence, while the Energy behaviors engage the audience and demonstrate your conviction.

In order to be real and authentic in a high-stakes interaction, you must understand and practice the behaviors until they become second nature to you.

Maintain Composure when Virtual

Master the Composure behaviors to sound and feel in control. Even when things go wrong and the technology is not working, you’ve lost your place in your notes, and/or the audience is very quiet - it’s important to maintain your credibility and composure.

Posture: Use a relaxed, open posture to engage your body and mind.

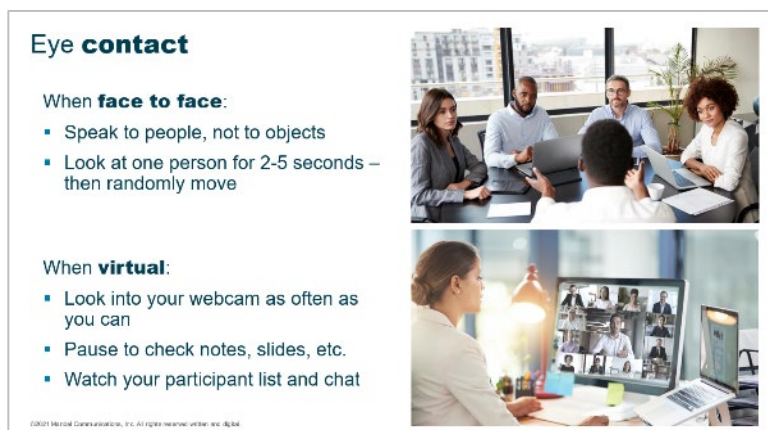
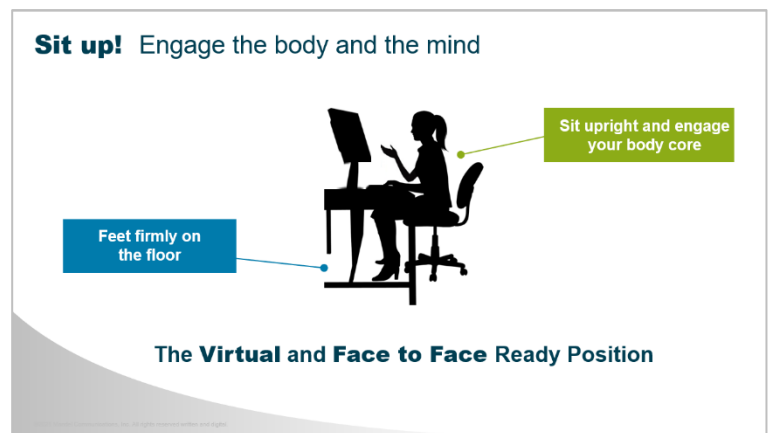
- Rest your feet flat on the floor
- Sit upright and engage your body core. If that’s not your habit, practice until you feel comfortable
- Avoid shifting/rocking in your chair

Pausing: Use pauses to think and breathe to stay in control and punctuate your thoughts.

- Breathe to stay relaxed – especially if something goes wrong – pause and then address
- Avoid rushing; pace yourself and enunciate clearly – this is especially important if you have a global audience
- Use a pause to eliminate clutter words: *um, ah, so, right, you know, like, etc.*

Eye Contact: Use eye contact to focus your attention and “read” the audience.

- If using webcams, look directly to your camera – especially if someone is speaking, look into your camera to signal you are listening
- Pause to check your notes, slides, and participant list
- If using chat, watch for comments and questions to keep engagement high and fluid



Maintain Energy when Virtual

Master the Energy behaviors to demonstrate conviction and convert your presentation anxiety into audience-focused energy. You must sound as if you are totally engaged and glad to be presenting virtually.

Gesture: Use natural, conventional gestures for vocal emphasis.

- Vary your gestures
- Avoid fidgeting and “playing” with objects that may make you more nervous and may be heard by the audience
- If using a webcam, make your gestures a bit slower and more deliberate

Gestures

- Vary your gestures
- Avoid handclaps and fidgeting
- With webcam, move slower and more deliberately



Vocal and Facial Animation: Use vocal variety to expressions to engage and clarify.

- Vary your vocal volume, speed, and pitch to match your content
- Avoid trailing off with your volume at the end of your sentences

For a detailed list of tips and techniques when presenting virtually, please refer to Mandel's Virtual Meeting Tips Handout.

Feedback Checklist for Observers

As you listen to your partner present their content, use this checklist to help guide your observations and feedback related to delivery skills.

Vocal Energy

- ☐ Delivered with high energy
- ☐ Varied pitch, volume and/or speed
- ☐ Kept the audience engaged

Pausing

- ☐ Used effective pauses
- ☐ Eliminated clutter words (um, uh, so, and)
- ☐ Avoided rushing, enunciated clearly

Handling Objections

Be Prepared for Tough Questions

Many good presenters can come undone when listeners raise objections and ask challenging questions. They may get defensive or confrontational, and as a result lose credibility with their listeners.

When you are able to respond to listeners' challenges and concerns in a straightforward and effective way, you increase their trust in you. You also strengthen your credibility as someone who can help solve their problems.

Here is a three-step technique for handling objections and tough questions.

Align: Demonstrate your understanding of the concern and its importance to the listener.

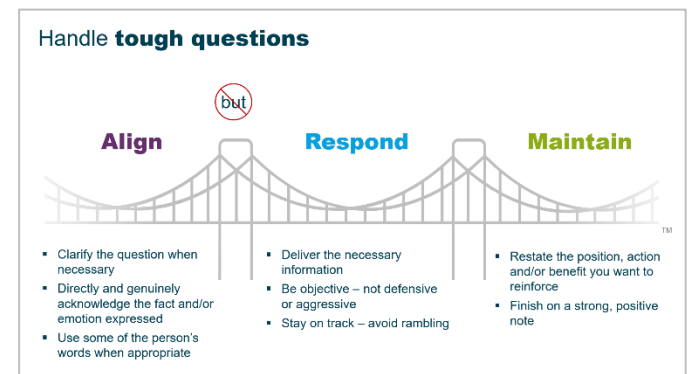
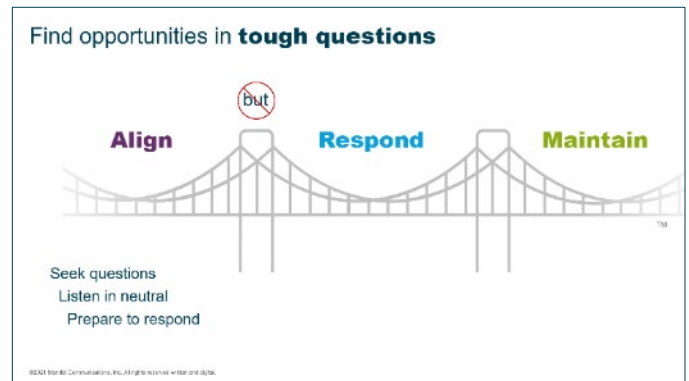
- Don't rush. Give yourself time to think before speaking
- Clarify the question, if necessary, by paraphrasing or asking for additional information to check your understanding or to learn more
- Directly and genuinely acknowledge and validate the fact and/or emotion the listener is expressing - use some of his or her words if appropriate
- Avoid superficial responses, like "I understand your concern"

Respond: Give the appropriate answer or response.

- Deliver the necessary information
- Be objective, not defensive, or aggressive
- Stay on track and be brief; avoid rambling
- Avoid using words like *but*, *however*, *although* or *nevertheless* before giving your answer - these words tend to negate what you say afterward

Maintain: Finish on a strong, positive note.

- Restate the position, action and/or benefit you want to reinforce
- Let the listener know that you are committed to his or her success and to the relationship
- Consider asking a question to make sure the listener is ready to move forward
- Finish on a strong, positive note



Appendix

- **Planning Tool**
When preparing for a presentation, we recommend using the text-enabled electronic Planning Tool (provided separately)
- **The Mandel Blueprint[®]**
When creating a new conversation/presentation, we recommend using the text-enabled electronic Blueprint (provided separately)
- **Self-Coaching Worksheet**
When practicing your delivery, we recommend using the text-enabled electronic Self-Coaching Worksheet (provided separately)

Planning Tool Introduction

Taking the time to identify both your intentions for the presentation and your audience's needs enables you to plan a concise message that will help influence your audience and accomplish your goals. This planning is the foundation for all successful presentations. Use the information below to help you complete the Planning Tool on the next page.

A. Your Topic

What is the subject of your presentation or communication? Consider the amount of time you have, if specified, and determine the appropriate scope of your topic.

B. Your Intention

What business goals and specific results do you want to achieve by making your presentation? This includes what you want your audience to know, do, and feel in relation to both you and your topic.

C. Your Audience

First, consider how many audiences you really have. Are you presenting to one homogeneous group with similar backgrounds and concerns? Or do you actually have multiple audience segments, each with their own concerns (for example, technical, financial and sales)?

Next, analyze your audience by identifying their:

Specific Needs and Relevant Demographics	Consider what's important to your audience, what they need to make decisions, and what motivates them. Determine their level in the organization (for example, executive, mid management, entry level) and identify both their business and their personal needs. If relevant, factor in culture, age range, language, and male/female ratios.
Topic Knowledge and Attitude	Determine how much your audience already knows about your topic. Consider the source of that knowledge and its accuracy. Then factor in how they feel about you and your organization.
Communication Environment	Take into account the impact of the room size and set-up, time of day, and even current events. If presenting virtually, consider both your and your audience's environment.

D. Your Content

Given your intention and your audience, answer the remaining six questions on the Planning Tool. Your responses will help you prepare a listener-focused, results-getting message using the Mandel Blueprint®.

Planning Tool

Bring a completed, printed copy to your workshop

A. Your Topic:

B. Your Intention – What goals/results do you want to achieve by making this presentation?

C. Your Audience – Who is your audience and what do you know about them?

Specific Needs
and Relevant
Demographics

Topic
Knowledge and
Attitude

Communication
Environment

Audience 1

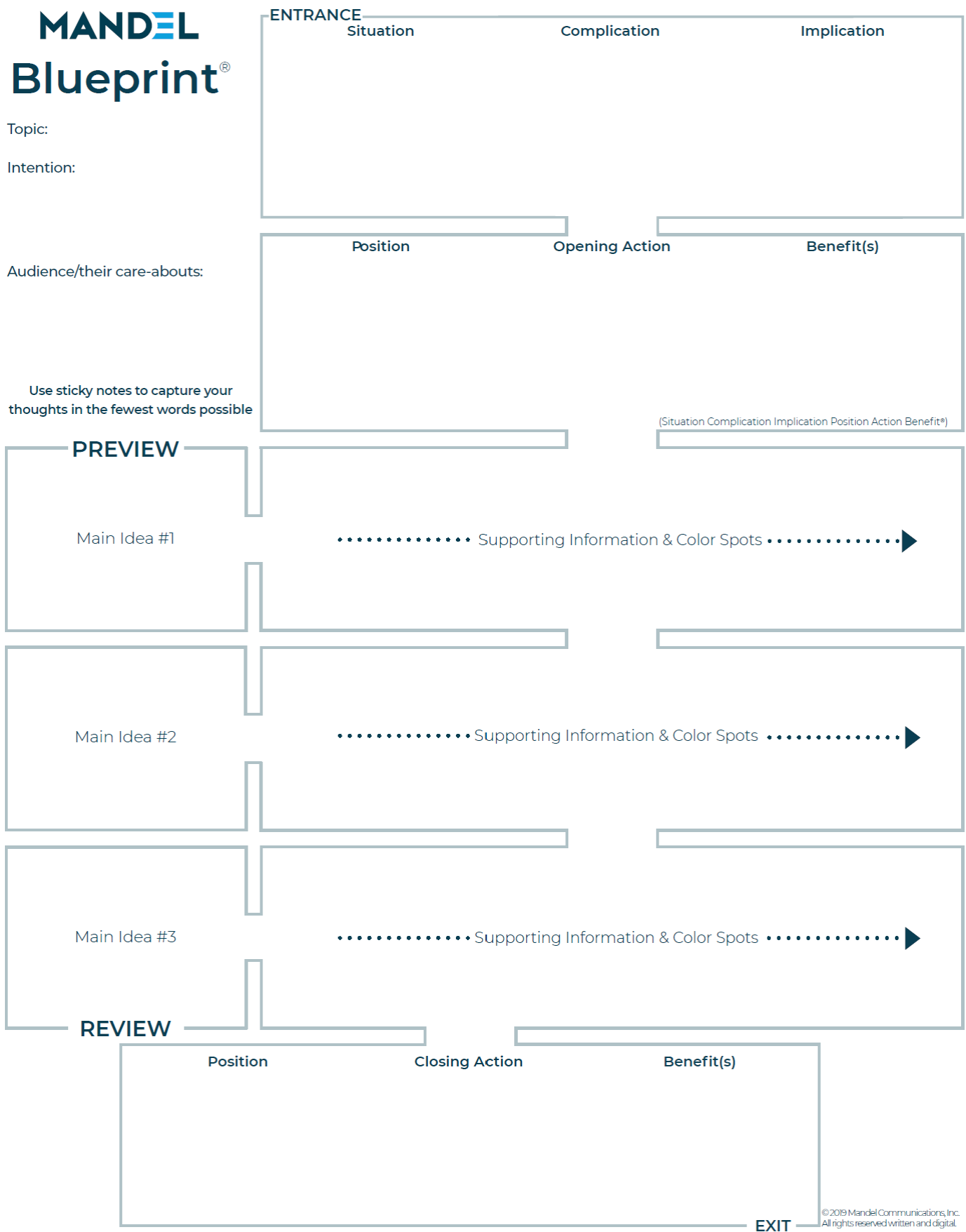
Audience 2

Audience 3

D. Your Content – What information do you want to convey in your message?

1. In relation to your topic, what is the current situation for your audience? What are they experiencing now?	
2. What changes, pressures, or challenges are creating either problems or opportunities for your audience and/or the business?	
3. What are the consequences of not acting on the issues described above? How can you quantify the impact of these consequences?	
4. What idea or recommendation do you have to address the issues above? What do you believe needs to be done?	
5. What actions will you ask your audience to take, both during and after your presentation?	
6. How will taking action benefit your audience? How can you quantify the benefit?	

Use sticky notes to capture your thoughts in the fewest words possible



Self-Coaching Worksheet

Name: _____

How do I want to be perceived by others?

COMPOSURE: Master three behaviors to look real and feel in control

Posture: Use an engaged default posture to look and feel relaxed and confident

- + Δ Open body to audience
- + Δ Balance weight
- + Δ Relax knees, arms & hands

Observations & Suggestions

Pausing: Use pauses to stay in control and punctuate thoughts

- + Δ Gather thoughts
- + Δ Breathe
- + Δ Eliminate clutter words

Observations & Suggestions

Eye Contact: Use eye contact to talk conversationally to one person at a time

- + Δ Talk only to individuals
- + Δ Give one thought per person
- + Δ Make random connections

Observations & Suggestions

ENERGY: Convert your presentation anxiety into audience-focused energy

Movement: Use available space to engage and involve your audience

- + Δ Walk with purpose
- + Δ Feet follow eyes
- + Δ Look → Move → Plant

Observations & Suggestions

Gesture: Use natural gestures for description and emphasis

- + Δ Use entire arm
- + Δ Rest arms at side
- + Δ Avoid handclasps & fidgeting

Observations & Suggestions

Voice and Face: Use your voice and facial expressions to express importance, urgency and emotions

- + Δ Vary vocal volume, speed & pitch
- + Δ Project to entire audience
- + Δ Animate face; smile

Observations & Suggestions

Notes:

Moment of Truth Presentations Skills Review

Focus Skill

Would my audience UNDERSTAND?

- + △ Clearly stated opening (SCIPAB®)
- + △ Provided agenda
- + △ Used appropriate detail and language
- + △ Made distinct transitions
- + △ Added memorable color spots and visuals
- + △ Demonstrated “say it; show it/write it; talk it” with use of visuals
- + △ Used a strong closing (PAB)

Observations & Suggestions

Would my audience SEE THE VALUE?

- + △ Acknowledged audience needs
- + △ Spoke to benefits/value to organization
- + △ Highlighted personal/individual benefits
- + △ Demonstrated with specific examples (numbers, case studies, etc.)

Observations & Suggestions

Would my audience TRUST ME?

- + △ Used engaged, default posture to look confident
- + △ Used pauses to stay in control and punctuate thoughts
- + △ Used eye contact to talk conversationally to one person at a time
- + △ Used available space to involve audience
- + △ Used natural gestures for description and emphasis
- + △ Used vocal and facial expressions to express importance, urgency and emotion
- + △ Created an environment that encourages dialogue

Observations & Suggestions

Next Steps: