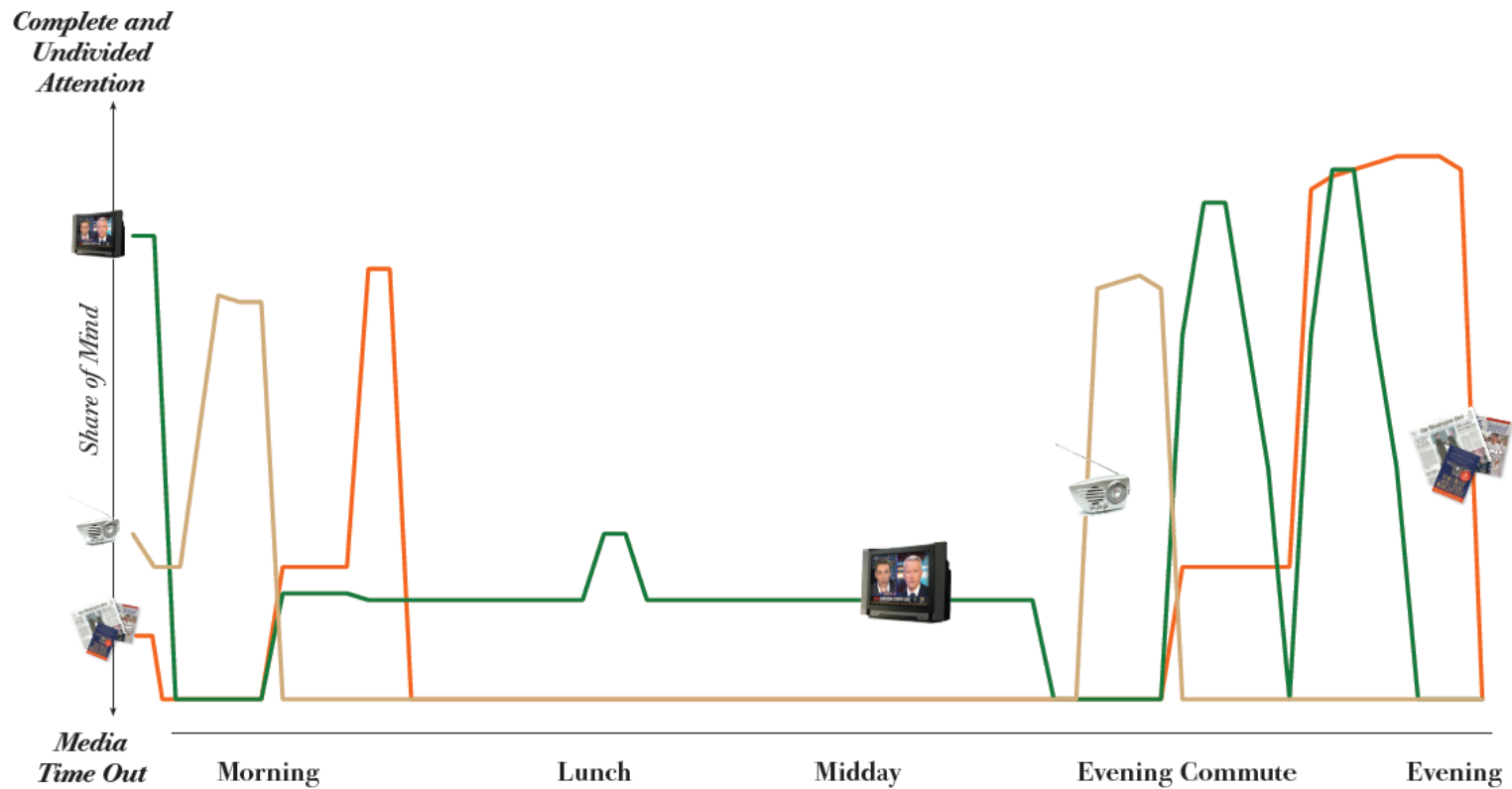# Selling Your Agenda & Focusing Your Message

ACC Central PA
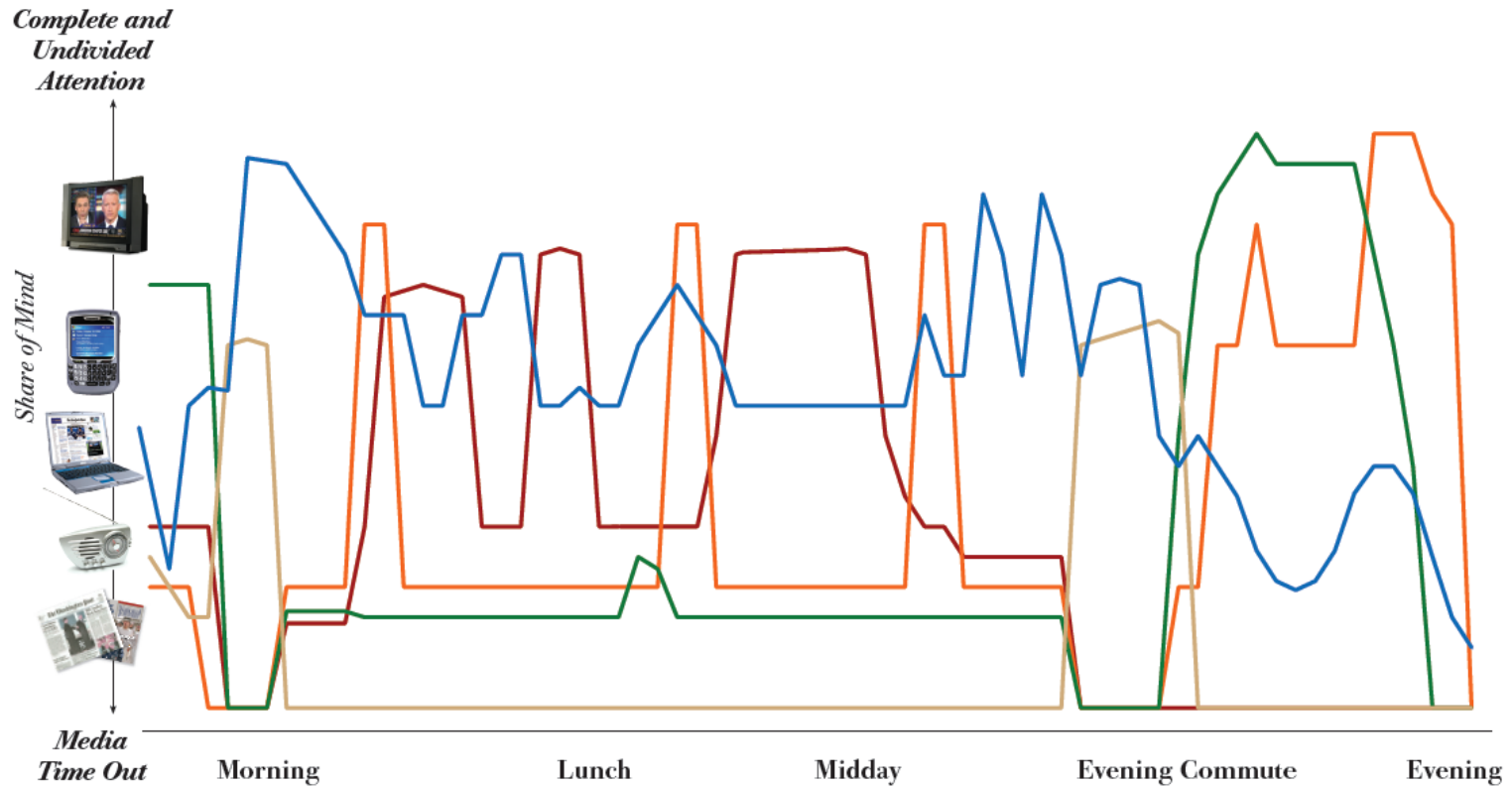
July 2022

Jeanine W. Turner

Even before the Digital Era, Washington Insiders Consumed a Host of Media

Complete and Undivided Attention

Share of Mind

Media Time Out

Morning   Lunch   Midday   Evening Commute   Evening

More and More Media Is Available Anytime, Anywhere on Consumer Demand

Complete and Undivided Attention

Share of Mind

Media Time Out

Morning   Lunch   Midday   Evening Commute   Evening

What is Different?

2005

Luca Bruno / AP

2013

NBC NEWS

Michael Sohn / AP

Watching for the smoke to announce the new Pope

Running of the Bulls - 2017

Zombie Lights - 2019

Tel Aviv

I listen when it pertains to me…

Increase in Tunnel Vision

Anytime, Anywhere Communication

Could this Your Meeting?

What is Multicommunicating?

Engaging in multiple conversations at any one time
- Texting while in a conversation
- Email while on a video meeting
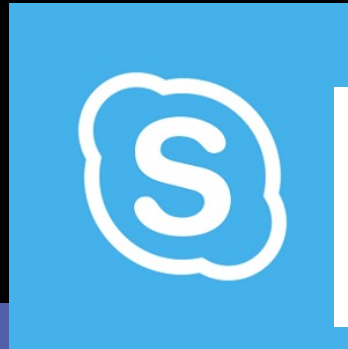- Checking social media while on a call
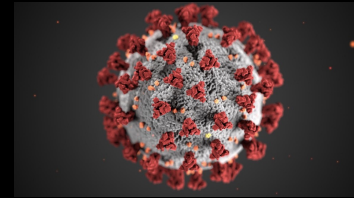
Two Places at Once
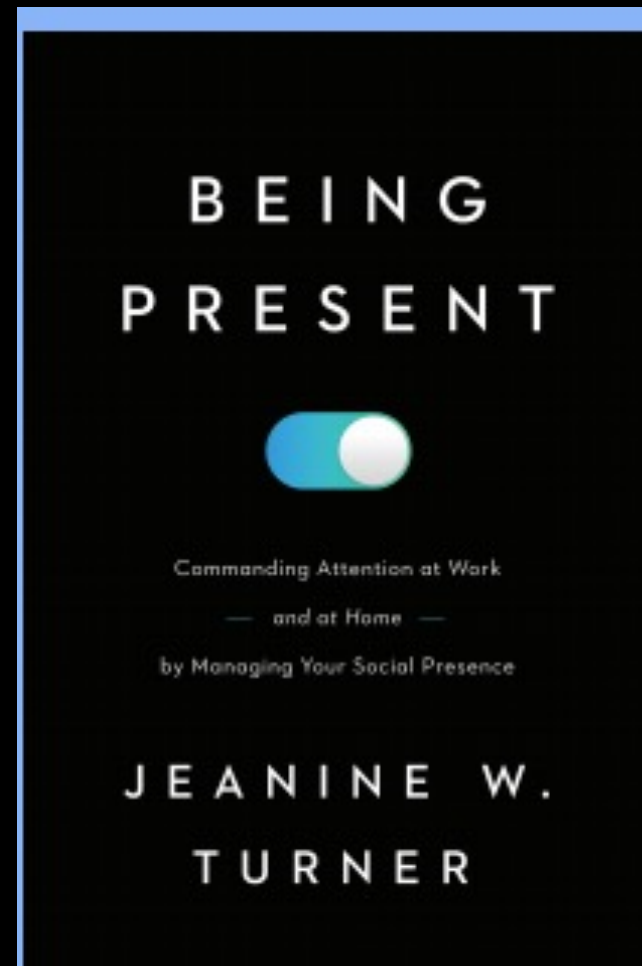
Creates Compartmentalized Communication

March 2020

How Do We Rethink Social Presence as We Move Into the Hybrid Workspace

You have to build your social presence in every conversation

- Focus on the individual
- Redesign around the love for the work
- Foster trust

Norms are changing:
2 sides of Presence

I work with someone in their 20s who is always on their phone during meetings with me. They are constantly checking their device. It drives me crazy. I don't want to say anything because I don't want to appear like 'that kind of person' but I will never promote him.

2018

Where I work, you need to show your commitment to the organization. You need to show you are busy. When I go into a meeting, I always respond to my device because I want everyone to see how responsive I am and that I will respond to them quickly as well

2018

What choices do I have?

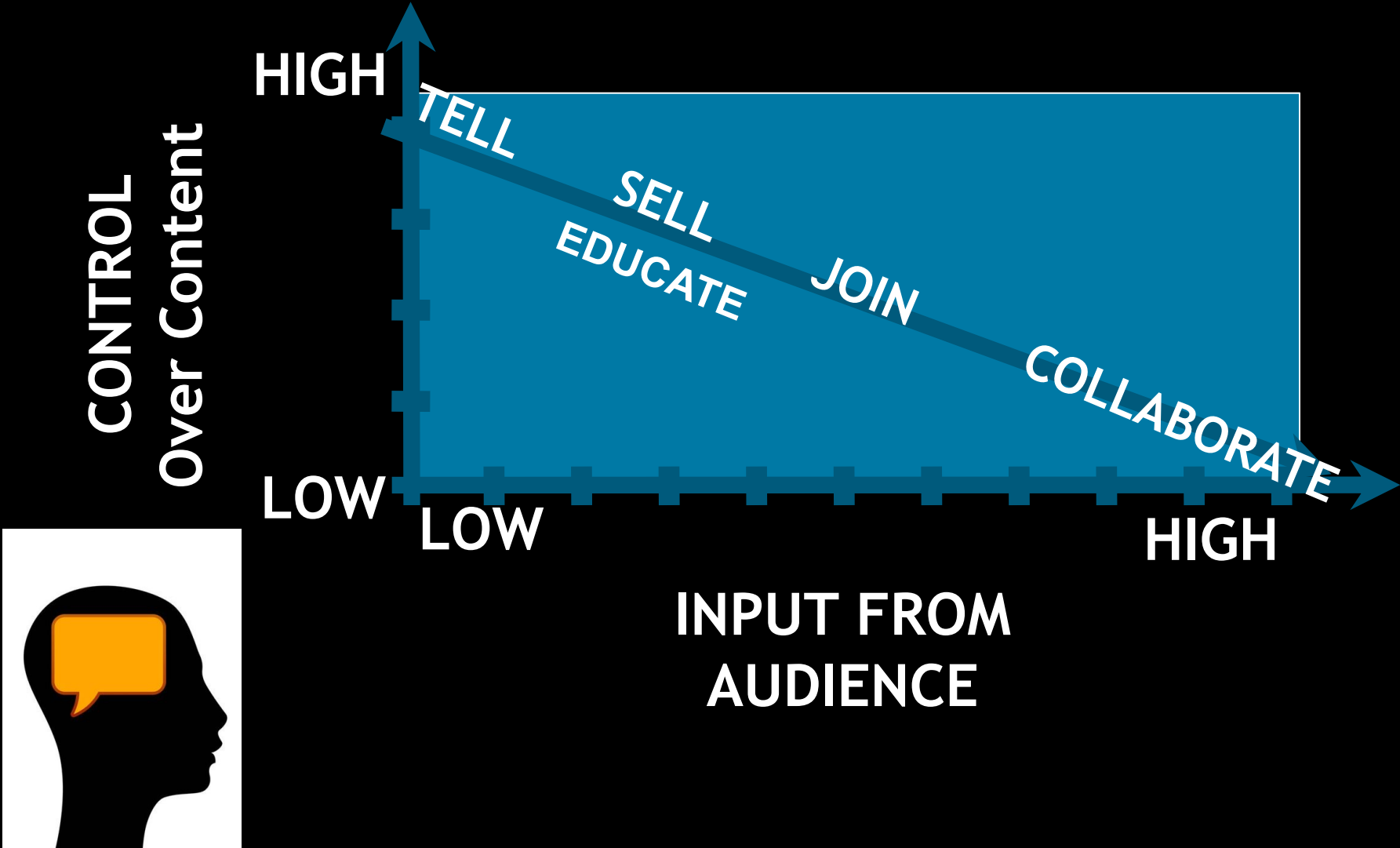# Attentional Social Presence: 4 Choices

Budgeted

Entitled

Competitive

Invitational

Competitive Presence
Considering Your Message and Your Audience

Speaker: Moving from Telling to Dialogue

Sources of Influence

	Motivation	Ability
Personal	Want To (doesn't want to do it)	Can Do (can't do it)
Social	Peer Pressure (doesn't think other people are doing it)	Help From Others (needs help to do it)
Structural	Carrots & Sticks (needs money or reward)	Structures, Environments & Tools (needs tools or an environment)

Start with Your Audience

- Who is your audience

- What do they care about?

- What part of your topic matters to them?

- What do they know about you?

Maslow's Hierarchy of Needs

Self-actualization: creativity, wisdom, self-realization, vocation, fulfillment

Esteem & Status: self-worth, uniqueness, respect, recognition in community

Social: affection, friendship, ties to group

Safety & Security: personal confidence, stability, protection

Physiological (survival): air, food, water, sleep, shelter

One Theme

What should they remember?

What should they do?

Why should they do it?

One sentence summary

Dear Shirley,

Remember last Saturday afternoon when I was playing in the park with my boyfriend and you came over, and he told me that when my back was turned, you kissed him?

And also, on Sunday, when you came to my house and my Mom made you a tuna fish salad for lunch and you said: "Yech! That's the worst salad I ever ate!"?

And yesterday, when my cat brushed against your leg, you kicked her and threatened to sic your dog "Monster" on her?

 Well, for all of these reasons, I hate you, and I no longer want to be your friend.

Lucy

Dear Shirley,

I HATE you. Here are my reasons:

1)   You stole my boyfriend.
2)   You insulted my mother.
3)   You scared my cat.

Presentation Theme

What do you want your audience to do:

_____

Why?

_____

Three Logical Structures

Groupings
- Pyramid structure
- Parallel points
- Used when people agree

Argument
- Problem/Solution structure
- Starts with common ground
- Used with opposition

Narrative
- Story telling structure
- Can be used as evidence or as a structure
- Used to highlight a challenge/lesson

Build a Pyramid to Support Your Communication

Groupings Pyramid

- Combine like ideas and focus on reasons or steps

- Answers *either* a why question or a how question

- Resembles topical pattern

Argument Pyramid

- Focus on the reasoning process and include recommendation and action plan

- Answers *both* a why and a how question

- Resembles problem solution pattern

Groupings Pyramid

Overall Message

Point One

Point Two

Point Three
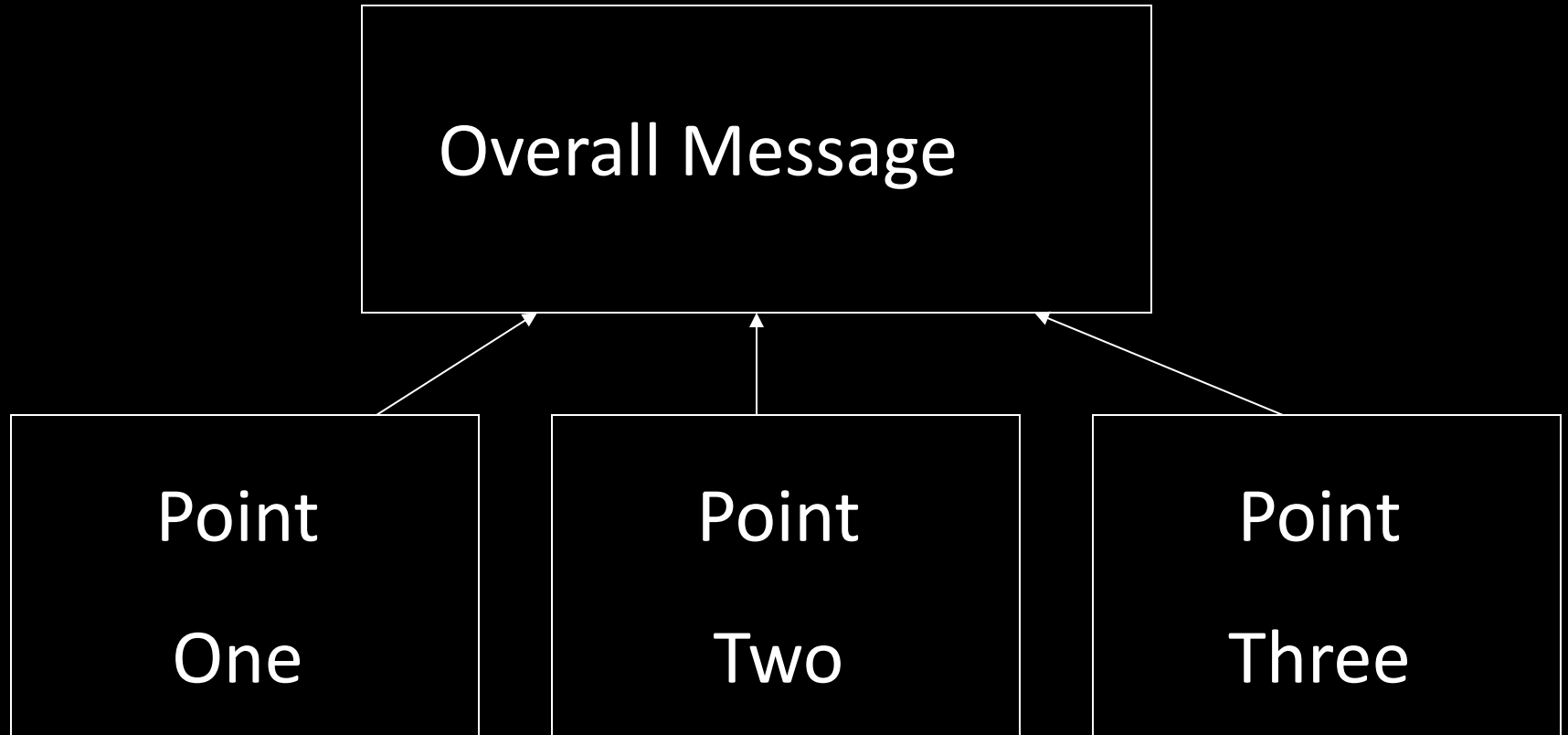
The Pyramid Structure **Creates a Hierarchy of Recommendation,**
Supporting Logic, and Supporting Fact

Governing Thought:
States the answer to the
question raised in the readers

Recommendation

Key Line:
Major points which,
taken together prove
the answer

Supporting Logic

Support:
Data and
facts that
support the
key line

**Supporting
Facts**

The Importance of MECE

MECE

Mutually Exclusive } Do any of the points overlap?

Collectively Exhaustive } Have all possibilities been covered?
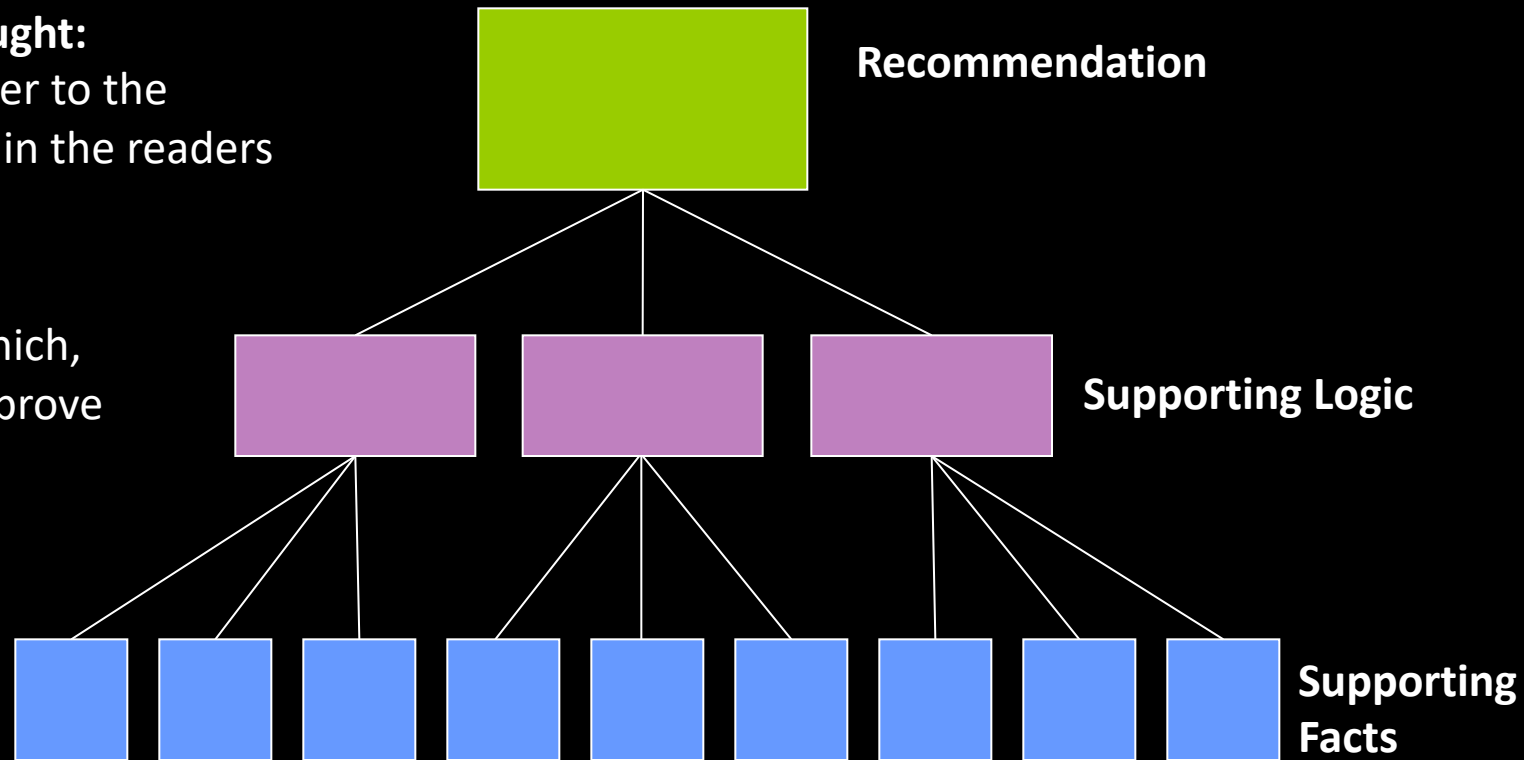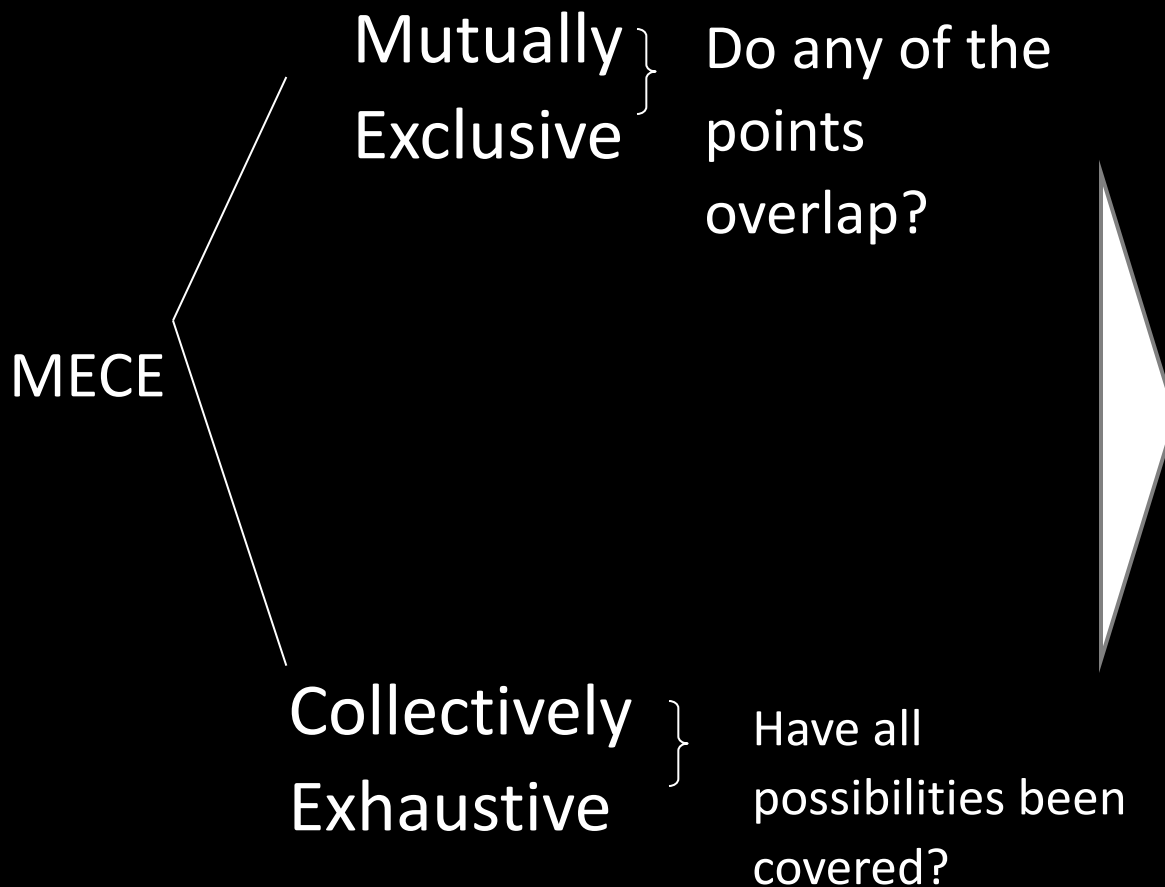
Making Dinner:

- Select menu
- Buy ingredient
- Prepare courses

Reasons to acquire competitor ABC:

- Complimentary customer base
- Superior technology
- Digestible size

For Logic and Facts to Be Effective, They Need to Clearly Lead to the Recommendation and Be Mutually Supportive
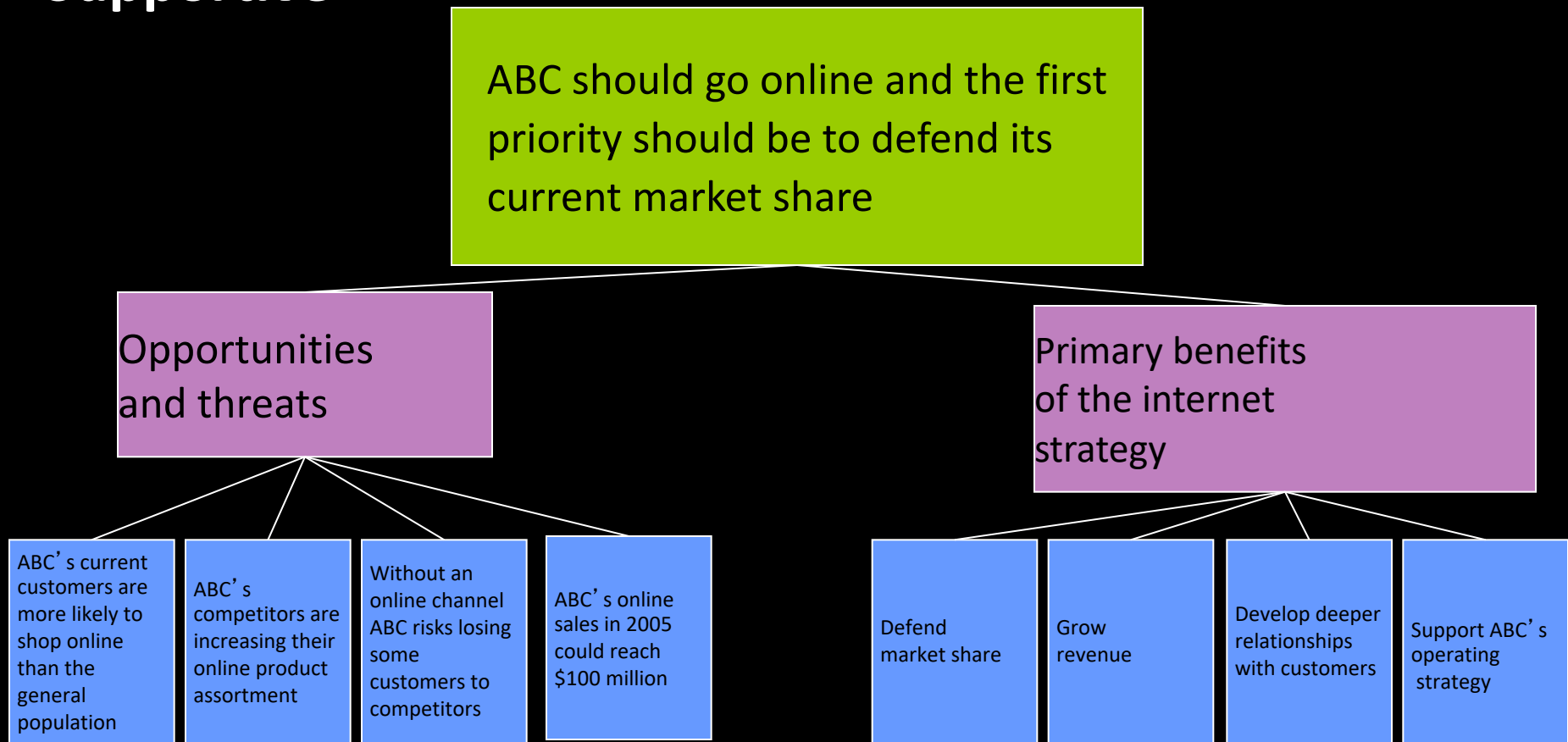
ABC should go online and the first priority should be to defend its current market share

Opportunities and threats

- ABC's current customers are more likely to shop online than the general population
- ABC's competitors are increasing their online product assortment
- Without an online channel ABC risks losing some customers to competitors
- ABC's online sales in 2005 could reach $100 million

Primary benefits of the internet strategy

- Defend market share
- Grow revenue
- Develop deeper relationships with customers
- Support ABC's operating strategy

Steve Job's Commencement Address

Argument Pyramid

Overall Message

Statement → Statement → **Recommendation**

Why?

How?
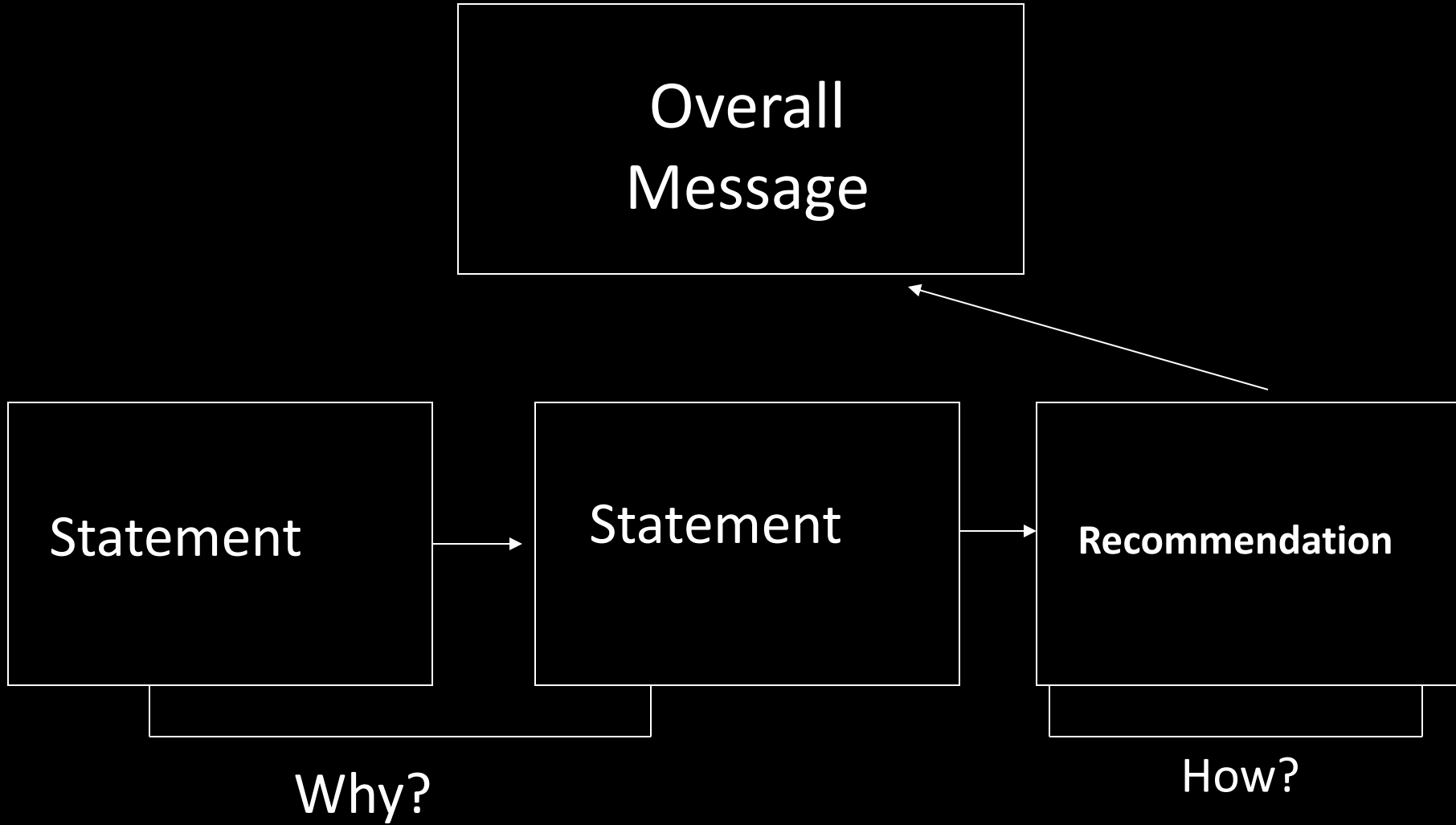
Argument structures

Success looks like X	We don't look like X	Therefore, make changes to look like X
You're pursuing A	Winning approach is B	Therefore, revise to approach B
Goal is Z	We have a gap relative to that goal	Therefore, fill the gap
X is not right for Y	It is right for Z	Therefore pursue X for Z

PCAN from Strategic Persuasion

Problem
- What is the Problem?

Causes
- What is Causing the problem?

Action
- What Action is necessary?

Net Benefit
- What is the Net Benefit of this action?

What evidence do you have to support your point?

- Testimony of an expert
- Personal experience
- Statistics
- Facts
- Demonstration
- Story

6 Key Emotions that Drive Action

- Happiness

- Surprise

- Anger

- Disgust

- Sadness

- Fear

Evidence Should be "Sticky"

Yosemite National Park

San Francisco Tap Water

0.022 cents per ounce

8.4 cents per ounce

Refill this bottle once a day
for 10 years, 5 months, and 21 days
with San Francisco tap water before the
water would cost $1.35.

Three Parts to a Presentation

Visual

Notes

Handout

Presentations Vs Slidedocs

Presentation

- I want to move the audience and inspire

- Audience requires a presenter to understand

- Designed to accompany a presentation

Slidedoc

- Combines texts and visuals for maximum understanding when I can't be there

- Could be a good pre-read to start a conversation

- Can serve as reference or follow up material to explore at reader's own pace

The PowerPoint Challenge

Documentation
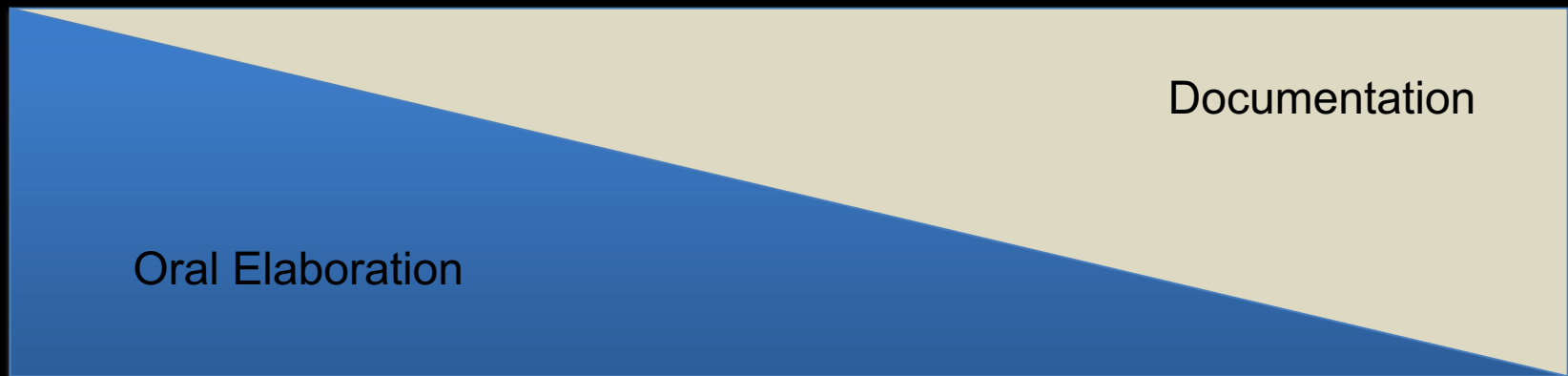
Oral Elaboration

Presentation Slides
One way

Stand up before an audience.

Minimal text
Many visuals

Pitch Books
Interactive working sessions.
Sit down in small groups.

Elaboration required, more data on slides

Heavy Decks/Slidedoc
- Pre-Read, Leave behind, Follow Up
- Standalone detail
- Reference
- Visually engaging

Moving from Telling to Dialogue
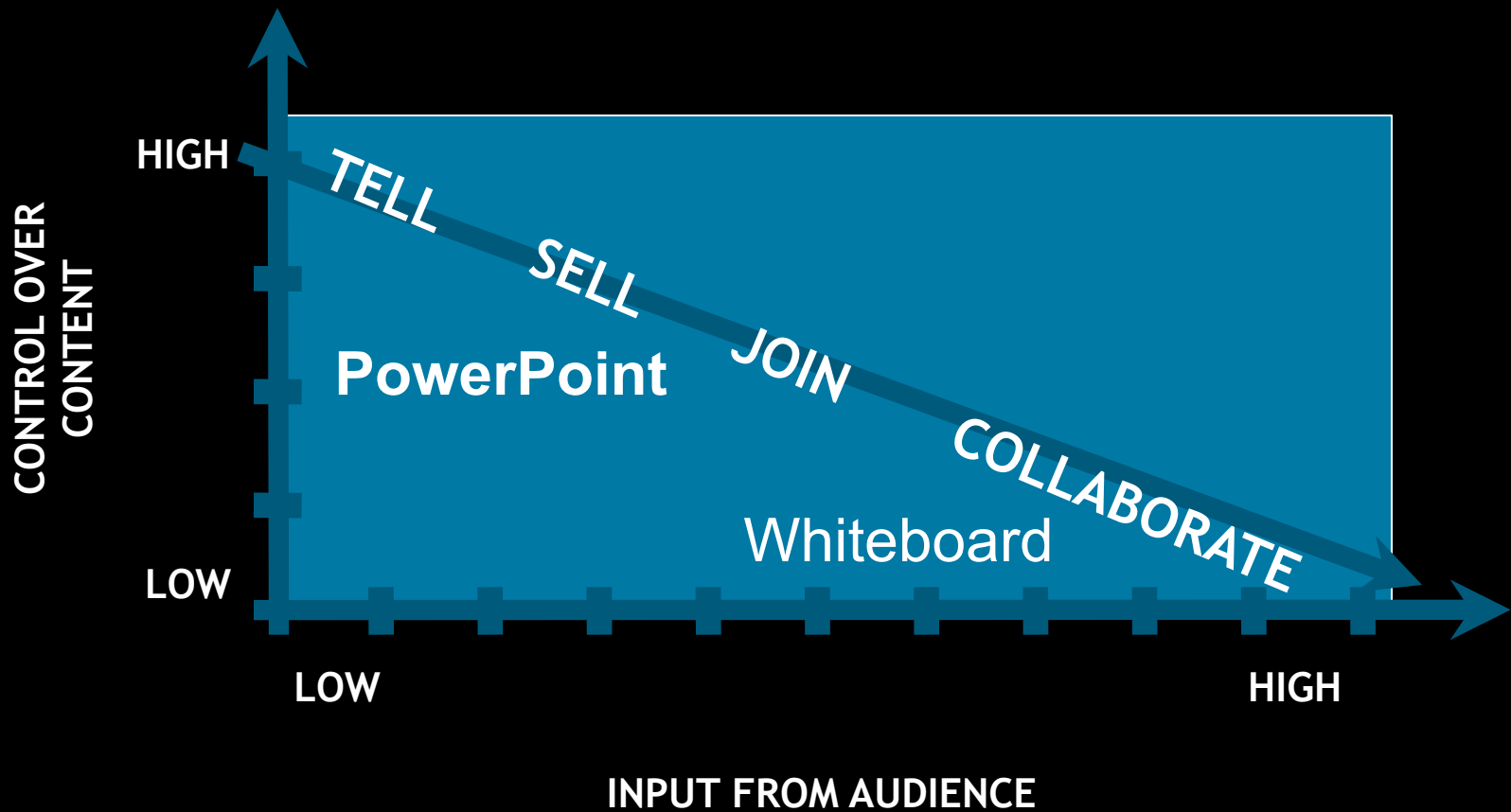
Conclusion/Insight

Charts/Tables   and/or   Textual Proof Points

-
-
-
-
-
-
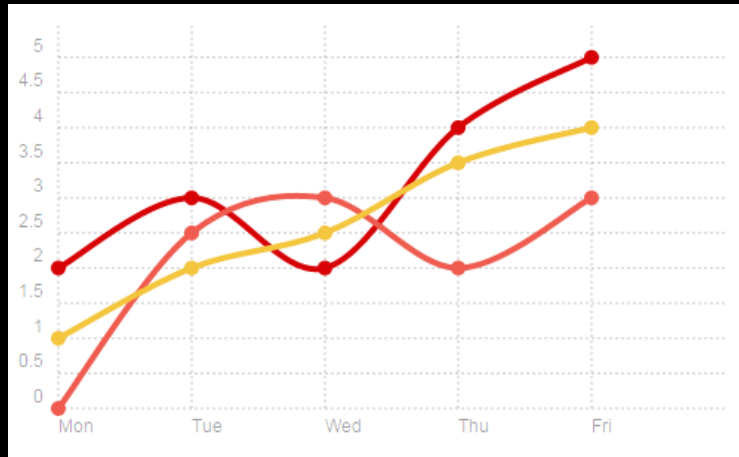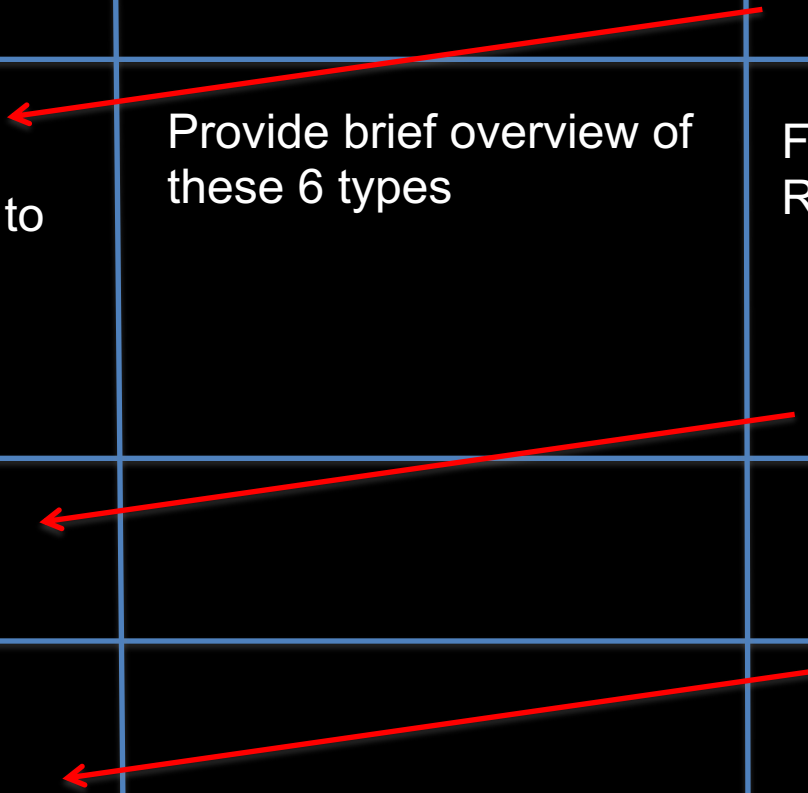
Implication (So What?) or Prescription (What to do?)

Slide Title	Proof/Evidence/Data	Conclusion
More Americans are living in their own home than ever before	Percentage of home ownership increase over the past 10 years	Spawned new types of mortgages
6 Important mortgage types to consider	Provide brief overview of these 6 types	Focus on Adjustable Rate Mortgages

Key Psychological Principles that Support Compelling Visuals

- Appropriate Knowledge: connect to what your audience knows
- Salience: attention is drawn to perceptual differences
- Discriminability: need contrast
- Perceptual Organization: group into units
- Capacity Limitations: limit to how much information can be retained

How We See

- We see what stands out
- We view spatially, not left to right
- We see only a few things at once, the more data, the more a singular idea is conveyed (we see a forest instead of the individual trees)
- We seek meaning and make connections
- We rely on conventions and metaphors

Less slack in the labor market: Number of available people per job opening is now at 2006-2007 levels

(People not in the labor force who want a job now + total number of unemployed) divided by (total number of job openings)

Pre-crisis average

Visual feel is timeless …

1979

2008

Use reader gravity to direct eye line

Eye line is the "natural" navigation of the page

What Comparison Are You Making?

Type of Comparison	What Chart Do You Need?	What Does the Chart Due?
Component	Pie Chart (small data set) Bar Chart	Connects the components to the whole
Item	Table (small data set) Bar Chart (large data set)	Ranks items
Time Series	Scatter plot/time series	Variation over time
Frequency Distribution	Bar Chart Line Chart	Distribution of an item
Co-relationship	Scatter plot Line Graph	Shows variation in one in respect to another

Never Okay

DO NOT DO THIS

Broker Consultant & Third Party Touch points

Contact
Training
Info Sharing
Run a Quote
Submit Sale Application
Receive Sales Comm.
Obtain Reports

Consumer Touch points: Review options & Associated costs — Enroll — Receive Member Materials — Participate in Med Mgmt Program — Submit Claim & Receive EOB — Receive & Pay Bill

Plan Sponsor Touch points

Request Proposal
Receive Proposal or Quote
Enroll Group
Enroll Employees
Receive Contract & Enrollment Materials
Receive Premium Bill
Pay Bill
Add or Terminate Employee
Receive Reports

Provider Touch points: Training & Information Sharing — Credentialing & Quality Interactions — See a Patient verify Eligibility or Approval — Submit a Claim — Receive a Payment

* Provides context for investment, prioritization, and to highlight points of shared enterprise vs. market specific decisions

Lessons learned

- The _____ ___ __ team should develop _____ _____ formation gai_____ _____ _____ ___ ____roject eval_____ ____ ___ ___e and pro_____ _____ _____icat____ ___ ___ and critical projec_____
- The project _____ ____ _____ ___ ____se project schedule that allows for i_____ _____ development and team distribution. The s_____ _____ _____ent stakeholders to ensure it is feasible and a_____ _____ ___ ___ack.
- The data gath_____ _____ _____ ___formation gathering techniqu___ _____ _____ ___tive feedback and fieldin_____ _____ _____ necessary for p_____ _____ ____ ___ndin___
- Per_____ _____ project manag_____ _____ _____isting lesso____ _____ __other project teams.
- A well d_____ ___ons learned document is critic____ ____ ___ss of future projects a_____ even serve the client to understand fi_____ __xisting contracts or potential ne__ contracts.

DO NOT DO THIS EITHER

Growth of Securitization of Mortgage Debt (See p. 352-355)

- In 1934, Congress created the **Federal Housing Administration (FHA)** to induce thrift institutions to originate long-term loans with relatively low down payments by *insuring those lenders against the risk of default.*

- In 1938, the **Federal National Mortgage Association (Fannie Mae)** was created to buy and to sell federally insured mortgages.
    - ("For most of its early history, it operated like a national S & L, gathering funds by issuing its own debt, and buying mortgages that were held in portfolio.")

- In 1968, the **Government National Mortgage Association (Ginnie Mae)** was created as a second, secondary market agency to take over the low-income housing programs previously run by Fannie Mae. It was responsible for promoting the MBS.
    - According to their 2015 web site, they do not "buy or sell loans or issue mortgage-backed securities (MBS)." Rather, they "guarantee investors the timely payment of principal and interest on MBS backed by federally insured or guaranteed loans," mainly loans insured by the FHA or VA. It also says that "Ginnie Mae securities are the only MBS to carry the full faith and credit guaranty of the United States government . . . ."

Growth of Securitization of Mortgage Debt

1934
Congress
created
FHA

1968
Fannie
Mae
Created

1968
Ginnie
Mae

Induce long term loans to insure lenders against risks of default

Buy and sell federally insured mortgages

Guarantee investors principal and interest on MBS

Critical Design Principles

- Remove chart junk
- Create **one** main idea per slide
- Distinguish between presentation slides and handouts
- Create descriptive titles that reinforce theme
- Place text inside images
- Use 5-7 lines per page
- Incorporate quality images (stockphoto.com)

Make Your Introduction Work for You

- Pull audience into your topic immediately
- Establish your credibility to speak about this topic
- Set up the primary theme/take away of your presentation
- Preview the structure you will follow

What Should The Intro Do?

- Grab the attention of the audience

- Secure credibility

- Introduce the theme

- Preview the structure

Ways to Gain Attention

- Connect your content to a problem in the organization
- Use a parable/well known story
- Tell personal anecdote: how you got into the topic
- Ask a question
- Describe a hypothetical scenario
- Draw a series of vignettes
- Throw out an offbeat statistic, fact
- Start with a quote

Deliver a Compelling Narrative

- Grab the attention of the audience
- Preview your story
- Use evidence to support story
- Deliver with conversational style
- Reinforce your theme

Close with Emphasis

- •Sell your theme
- •Restate your main points
- •Deliver with strong volume

Facilitating Questions & Answers

- Anticipate questions or objections from your audience

- Use evidence-based answers to reinforce your one main theme

- Always repeat the question

- Practice for Q & A and incorporate more team members

Think About Your Delivery

- Look for the visuals people are providing
- Look for opportunities for interacting
- Dispel broadcast myth - They don't know who you are looking at
- Cut away from slides
- Use a conversational style
- Make a plan for interaction
- Be aware of your volume level to make sure all participants can hear

Dynamic Presentations

Engaging Opening

One Theme

Convincing Evidence

Close with Emphasis

Conversational Style

"The greatest problem with communication is the illusion that it has been accomplished."
George Bernard Shaw