II. Delivery:

A. Main factors in establishing trust and believability:
   a. Verbal: the words you say 7%
   b. Vocal: how you sound when you say them 38%
   c. Visual: How you look when you say them 55%

B. Visual projection (80% of language is unspoken):
   a. Posture: stand up straight -- better breath control and “I’m in charge” body language.
   b. Face: let your face communicate enthusiasm.
   c. Eyes: look at one person and have a 5-second mini-conversation with him or her. Avoid looking like you are not confident or are uncommitted to your objective.
      DO NOT:
      i. Read the presentation,
      ii. Look at shoes, ceiling, visuals,
      iii. Eye dart - look at everyone,
      iv. Look at same people all the time.
   c. Hands: hands at the side when you start -- gestures are then natural.
   d. Lower body: feet shoulder width apart, toes straight ahead, weight slightly on heels.

C. Vocal projection:
   a. Pitch (highs and lows) -- let pitch go up and down to create interest, don’t overdo it.
   b. Inflection (emotion you put behind your pitch). Pitch voice down at end of sentences -- more authoritative.
   c. Emphasis (words chosen to stand out) -- don’t overdo it.
   d. Vocal resonance (vocal richness) -- lower is regarded as more pleasant.

D. Overcoming nervousness:
   a. Be prepared
   b. Rehearse
   d. Mentally visualize your presentation
   e. Let friends or colleagues critique you
f. Take some deep breaths

h. Do some isometric exercises 60 seconds before presenting

E. **Question and answer time:** Good presenters make short presentations and allot a large percentage of the time to question and answer. Most people do just the opposite because they are afraid of being caught unable to answer questions. Having a good Q&A builds believability, differentiates you from others, gives listeners the opportunity to clarify what they want, allows chemistry to happen, develops trust, gives immediate feedback. Allowing time for questions lets your audience know you think they are important.

F. **Handling Q&A:**

a. Have at least four questions prepared along with the answers to “prime the pump”

b. If someone’s hand goes up immediately, go to someone else first — this is most likely an antagonistic person.

c. Listen closely for the concept in the question — what’s the real issue?

d. Do not repeat a question unless it was not heard. Don’t rephrase it to your advantage — this builds distrust.

e. Don’t say “Good question,” unless you intend to repeat it for every question.

f. Tie your answer to your objective.

g. Use your visuals — use of the overhead or your blackboard can keep you focused and in charge.

h. Don’t forget your humor — keeping an attitude of lightness encourages questions.

i. Be brief and to the point.

j. Don’t let an answer turn into an argument — you’ll appear to be out of control.

k. Raise your hand and step **toward** the audience when asking for questions.

l. Look at someone other than the questioner when you complete the answer.

m. Raise your hand as you complete your answer to signal that your are ready for another question.

n. When you answer a hostile question, end physically away from the person, not looking at him or her and don’t ask, “Does that answer your question?”
o. If someone gets really hostile, assume you are a researcher and poll the audience about what they think. If they agree with you, move on. If not, let them know you’ve heard them – you’ve just been given a valuable piece of information!

G. DON’T memorize, DON’T read, DON’T speak to the blackboard!

H. Handling hostile questions:
   a. Admit the differences, sit mentally next to the “dragon” and look at the problem together. Show them that you heard them, thus giving them credibility.
   b. Remember most arguments can be “won” 51-49, not 90-10. You don’t have to convince everybody.
   c. Agree with your opponent’s favorable arguments – acknowledge the validity of his or her arguments to build a bridge and set the stage to be listened to.
   d. Go ahead with your presentation after appealing to your opponent’s objectivity.