You start developing a pyramid and effective presentation at the very start of a project

Collect ideas, concepts and facts

Define and structure the information

Analyze target group

Verify hypothesis

Structure Presentation (create storyline)

Prepare document
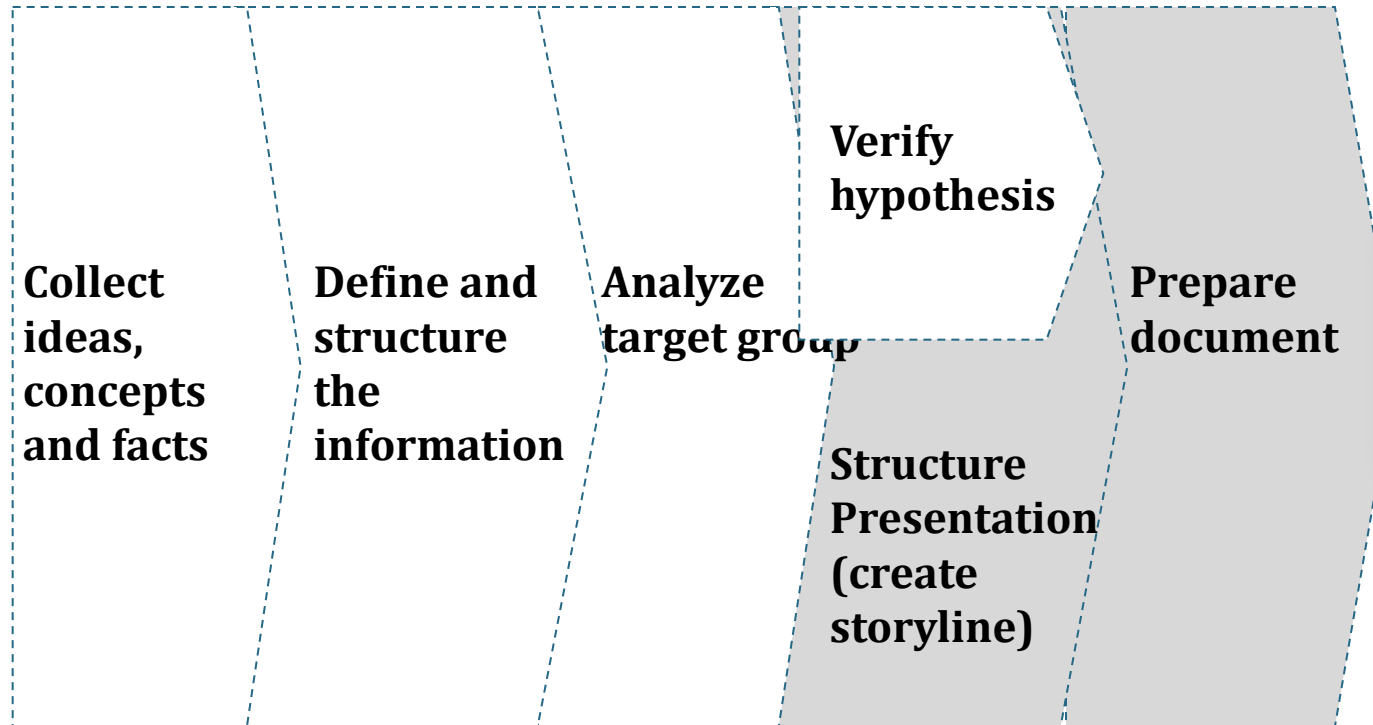
Principles of Effective Presentations

Introduction to pyramid and effective presentations

Training materials

It's always better to use the pyramid structure: by putting the core message in a prominent place, we can emphasize result and deliver message
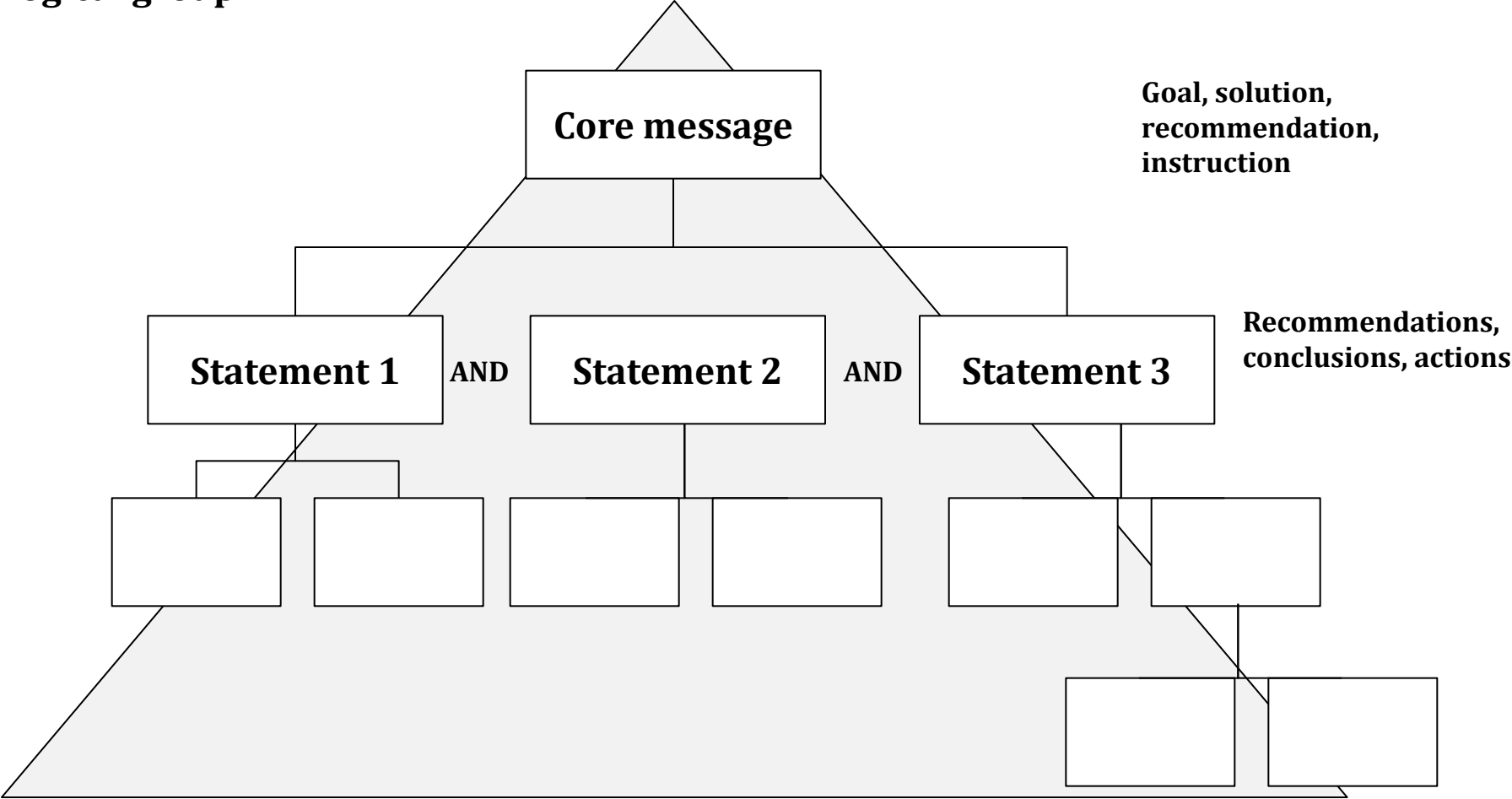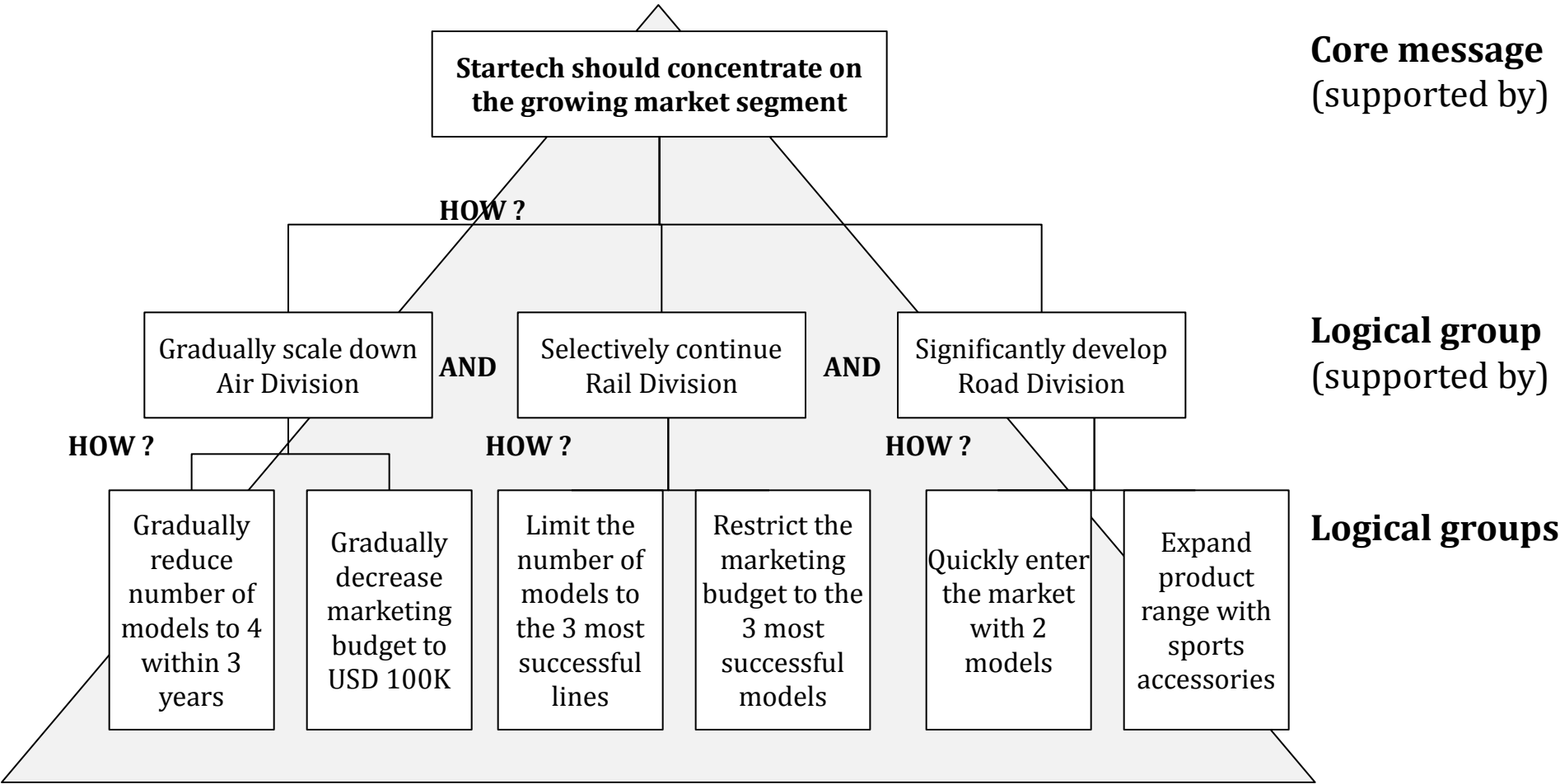
Core message
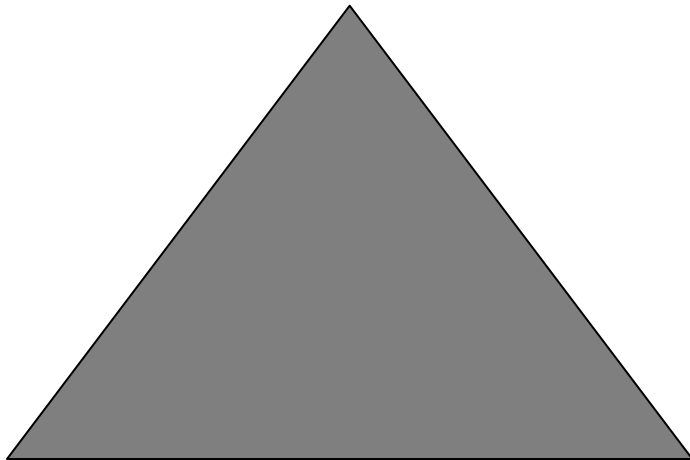
Hierarchical pyramid
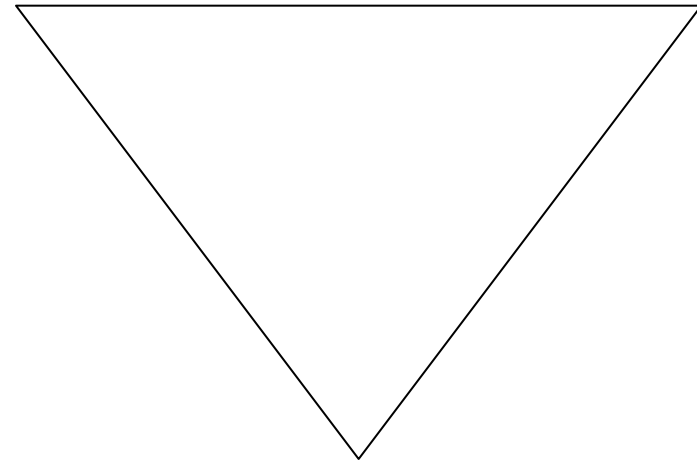
Core message

Traditional scientific funnel

The logical group is made of similar statements which support the same core message

Logical group

Core message

Goal, solution, recommendation, instruction

Statement 1 **AND** Statement 2 **AND** Statement 3

Recommendations, conclusions, actions

Example of logical group

Startech should concentrate on the growing market segment

Core message (supported by)

HOW ?

| Gradually scale down Air Division | **AND** | Selectively continue Rail Division | **AND** | Significantly develop Road Division |

Logical group (supported by)

HOW ?   HOW ?   HOW ?

| Gradually reduce number of models to 4 within 3 years | Gradually decrease marketing budget to USD 100K | Limit the number of models to the 3 most successful lines | Restrict the marketing budget to the 3 most successful models | Quickly enter the market with 2 models | Expand product range with sports accessories |

Logical groups

The statements at each level of the logical group must carry SEAL of quality

Similar

Always use the same sentence and content structure. This makes it easier to grasp the information

Linear

Make statements on mutually exclusive areas to guarantee a sound line of reasoning. This avoids redundancies in the work and in the flow of information

SEAL
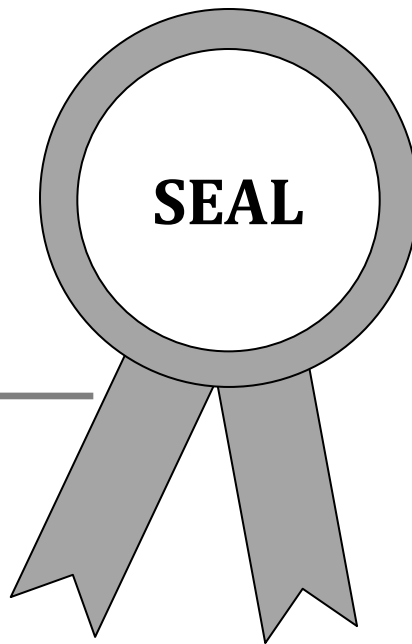
Exhaustive

Take all relevant statements into account to ensure a clear line of reasoning. This guarantees that no important topic (idea, or info) is left out
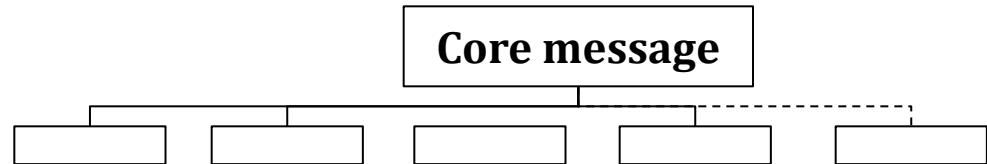
Apt

Formulate statements in a precise and focused way. This prevents misunderstanding

The first level of arguments below the core message (the primary cut) is the decisive element of your structure
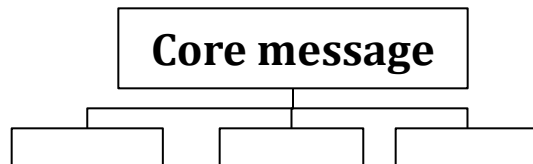
Examples of frequently used primary cuts

Core message
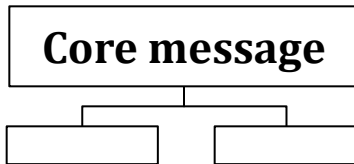
- Internal/external
- Strengths/Weaknesses
- Opportunities/Threats
- Old/New
- Rational/Emotional

Core message

- Regions
- Functions
- Divisions/business units
- Products
- Value chain

Core message

- Short / medium / long term

Core message

- Product, price, place, promotion (4Ps)

When expecting disagreement communicating project results requires a line of argumentation – the logical chain

Communication in case of agreement: LOGICAL GROUP

Communication in case of disagreement: LOGICAL CHAIN

The logical chain is a line of argumentation that leads to a resolution

Core message

WHY?

1 **Situation**
Neutral statement

2 **Comment:**
Statement about 1

3 **Resolution:**
Statement following
from **1** **2**

HOW?

But
Although
And

Thus
Therefore

Statement 1

Statement 2

Example of logical chain

Core message
(supported by)

The technology group Startech should pursue a differentiated product strategy

WHY?

Logical chain
(supported by)

Market development is different for the varios product of Startech

But

Startech invests a great deal in shrinking markets
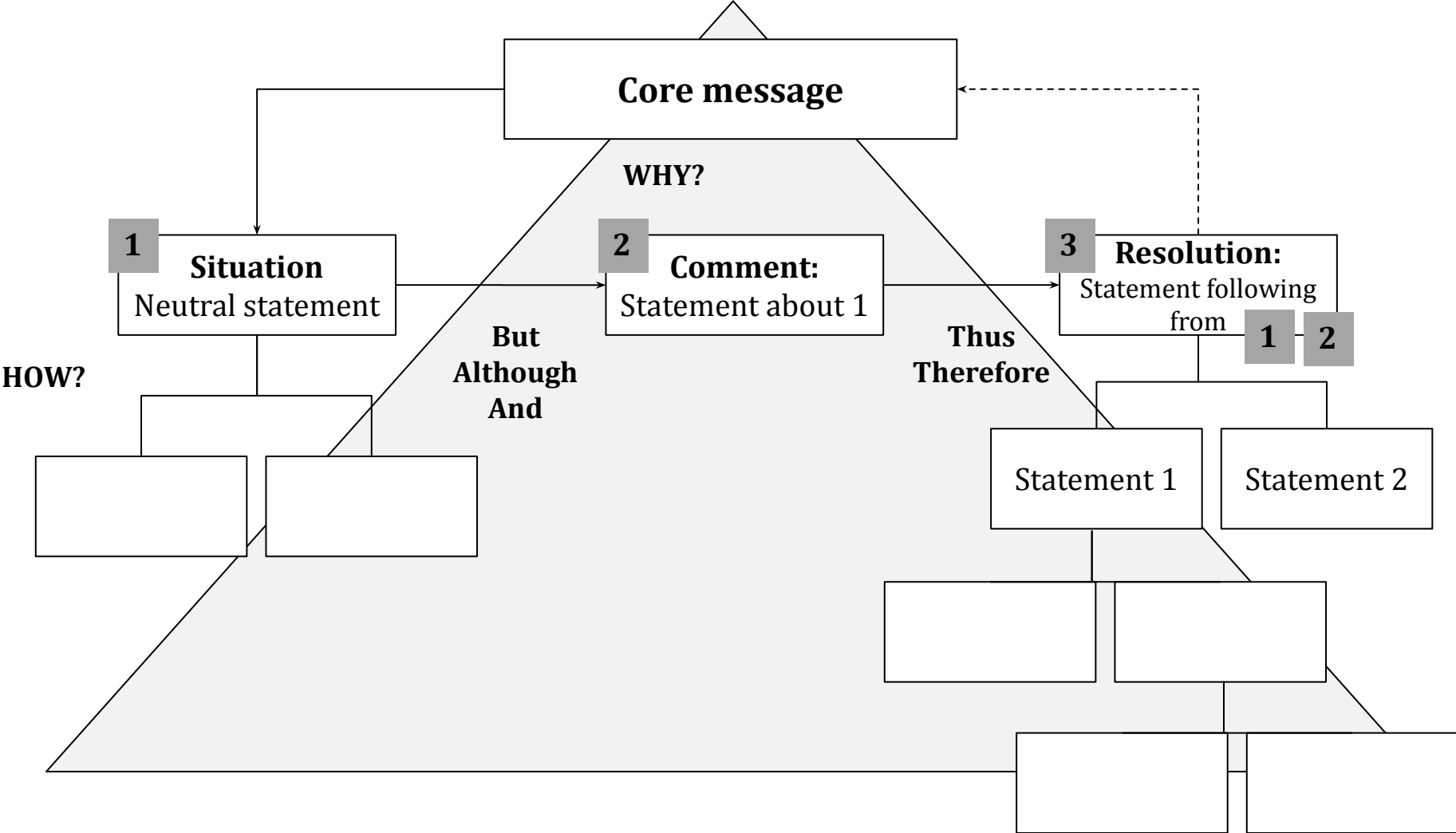
THUS

Startech should concentrate on the growing market segment

Logical groups

Proof ?

Due to legal changes the market share of the Air Division sank from 11% to 7%

Cutbacks in public spending by USD 1bn are planned for the Rail Division

Proof?

70% of the R&D budget goes to Air and Rail

80% of the marketing expenditure is distributed between the Air and Rail Division

How?

Gradually scale down Air division

Retain selected areas of Rail division

Significantly develop Road Divison

Each segment of the logical chain has to meet specific requirements

CORE MESSAGE
The main point of the line of argumentation

SITUATION

RESOLUTION

COMMENTS (INFORMATION, BACK-UP)

- Neutral statement

- Summarizes a general situation which is accepted

- Negative or positive comment

- Refers to the important aspect of the neutral statement

- Deduced statement

- Results in a logical conclusion from situation and comments
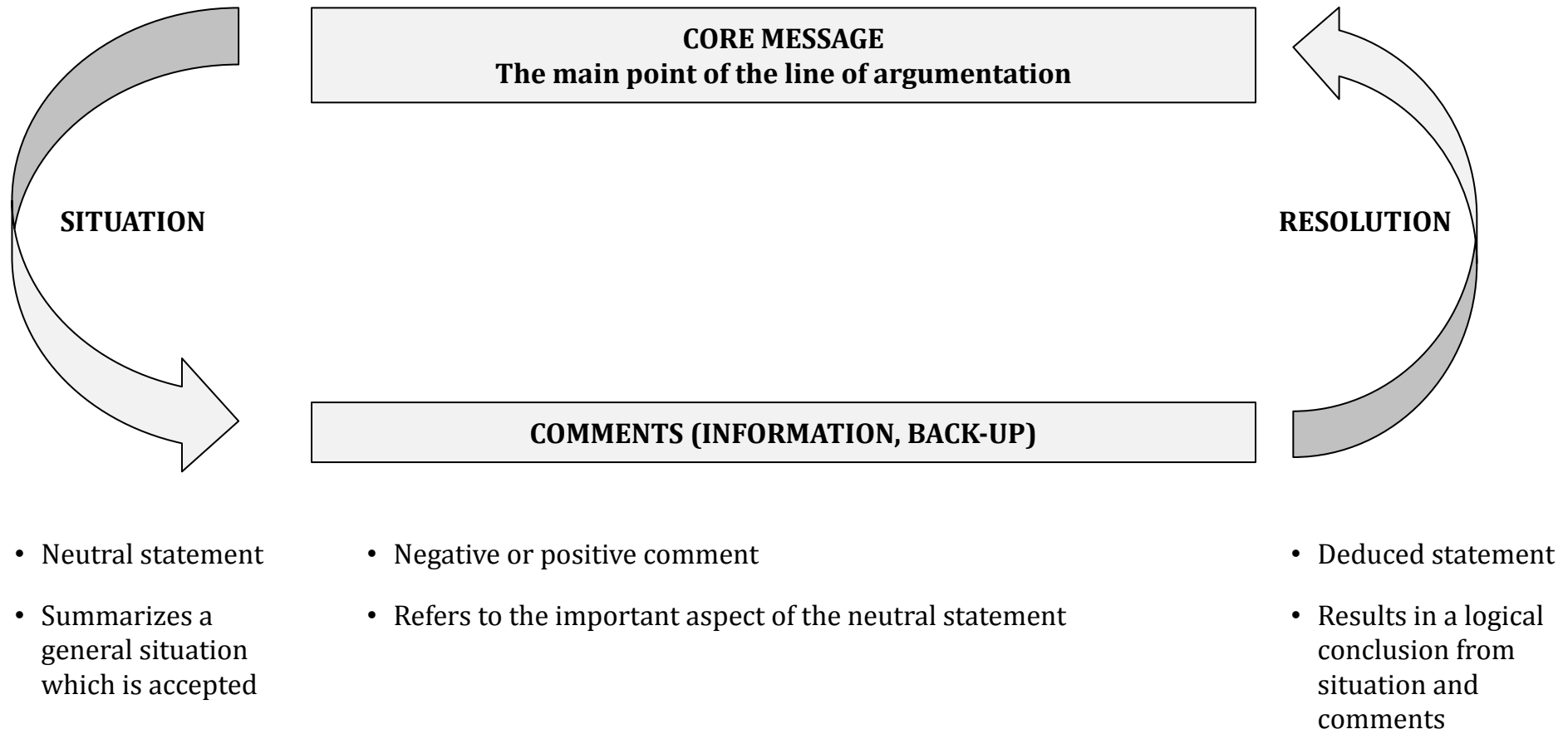
To avoid objections right from the start, formulate the core message as a diplomatic and general version of the resolution
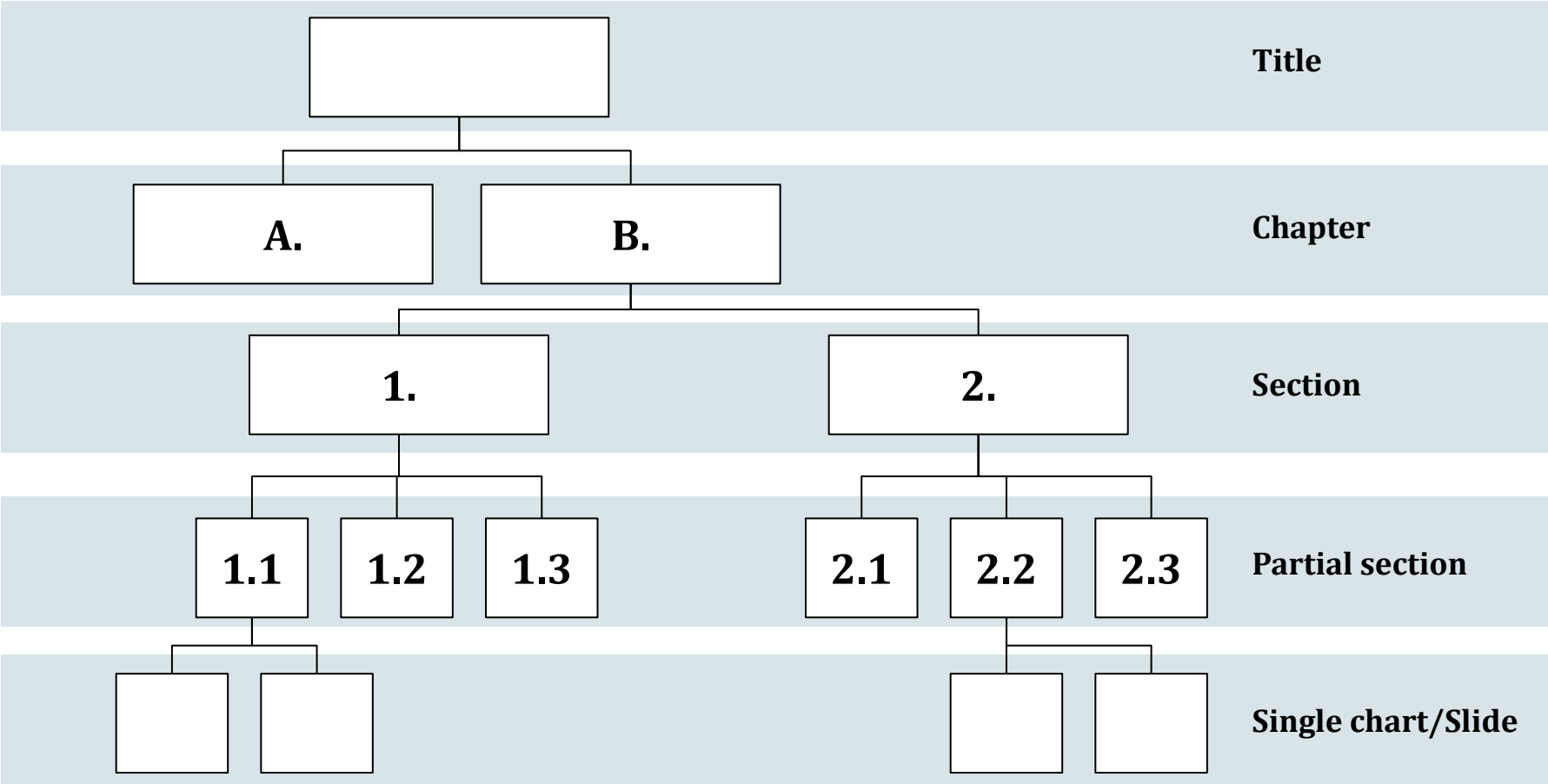
| CORE MESSAGE | = | CORE MESSAGE |

| Diplomatic and general | | Direct and specific |

BBC should extend its product portfolio

BBC should enlarge its range of products and services with information technology
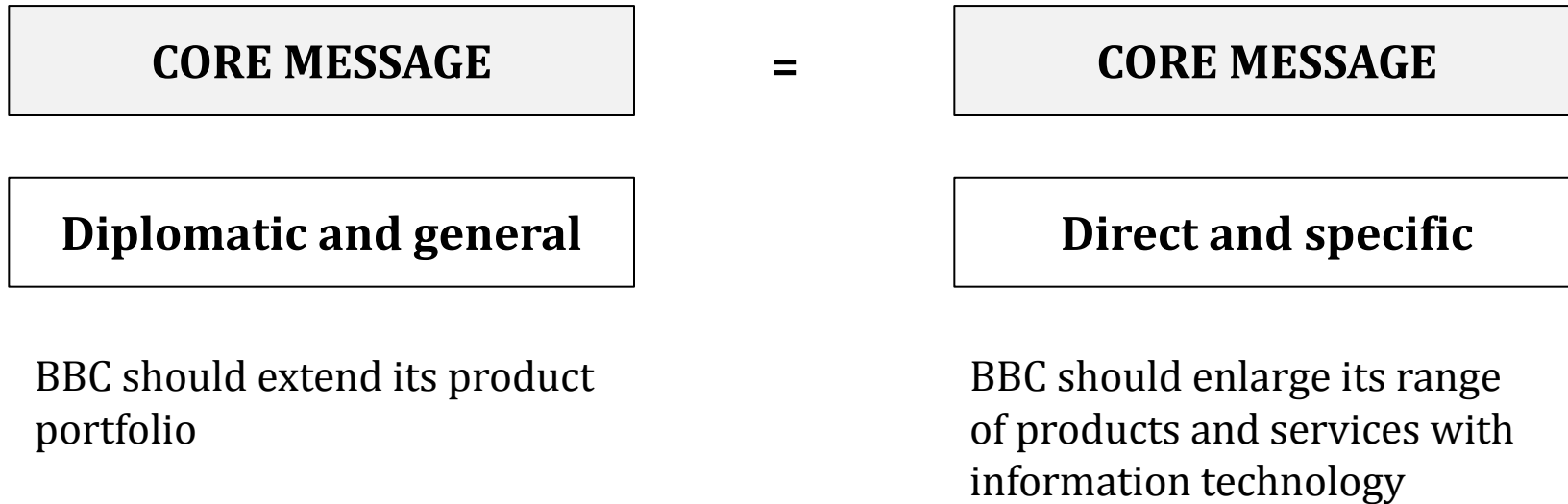
During career, you will encounter several common argumentation patters for logical chains

CORE MESSAGE

1. The company needs to develop capabilities for X in order to be successful…
2. The company needs to refocus its policy…
3. The company should reorient its strategy…
4. The company should target Y…
5. The company needs to act concerning X…

SITUATION   **BUT**

1. Success calls for X
2. You are pursuing X
3. You thought X was the problem
4. Performance is not as expected

COMMENT   **THUS**

1. The company is not equipped with X
2. The company is not focusing on X
3. Y option for company would be better
4. Further investigation shows that it is Y
5. The underlying cause is X

RESOLUTION

1. The company is not equipped with X
2. The company is not focusing on X
3. Y option for company would be better
4. Further investigation shows that it is Y
5. The underlying cause is X

The storyline is the backbone of texts and presentations

	Title
A. B.	Chapter
1. 2.	Section
1.1 1.2 1.3 2.1 2.2 2.3	Partial section
	Single chart/Slide

The structure of a presentation can be derived from the pyramid (logical chain)

Pursuing a differentiated product strategy

A. Management summary

B. Market development is different for the various products of Startech
   1. Due to legal changes the market share of the Air Division sank from 11% to 7%
   2. Cutbacks in public spending are planned for the Rail Division
   3. Government is increasing subsidies for the road area

C. Startech invests a great deal in shrinking markets
   1. 70% of the R&D budget goes to Air and Rail
   2. 80% of the marketing expenditure is distributed between both divisions

D. Startech should concentrate on the growing market segment
   1. Gradual scaling-down of Air division
   2. Selective continuation of Rail division
   3. Large-scale development of Road division

A good storyboard includes a rough draft of the action titles and the core data for the individual charts

Content

- Action title
- Rough concept for the charts
    - Business slide?
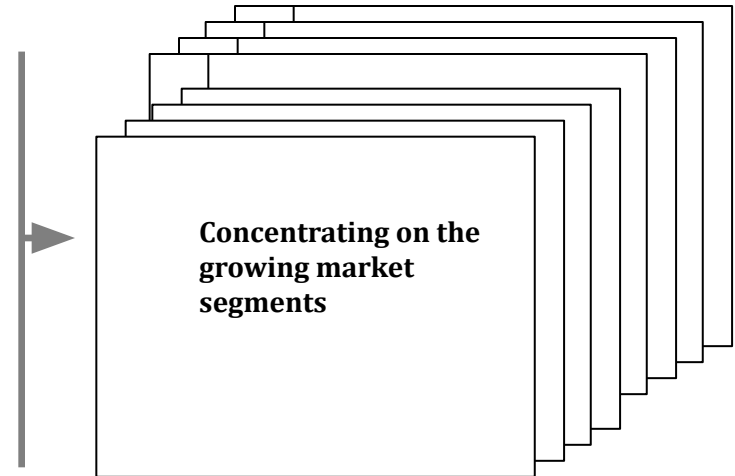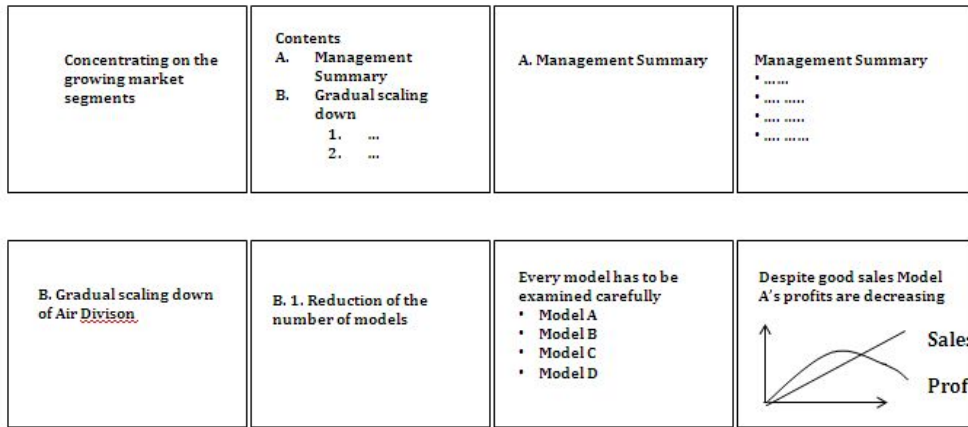   - Conceptual slide?
    - Text slide?

- Most important data

Format

Individuals / small groups

- Sheets of paper
- 4-6 slides per pages

- Post-it-notes

Teams / large groups

- Pin board

- Tape transparent envelopes onto the board for the insertion of pages

Copying the pictures of the storyboard onto standard size paper, you end up with a sent of handwritten charts: the master file

Storyboard (handwritten)

- Action title formulated as statement

- Contains most important information

- Drawing as a sketch

Master file (handwritten)

- Action title formulated in a complete sentence

- Contains complete information

- Exact drawing