

**EXHIBIT 6.15** (Continued)

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|--|------------------------------|-----------------------------|
| 7. Wherever possible print in color.   | <input type="checkbox"/> Yes | <input type="checkbox"/> No |
| 8. Use a high-quality paper for the final copy.  | <input type="checkbox"/> Yes | <input type="checkbox"/> No |
| 9. Put the title of the graph in the table rather than on the graph; it enables you to make an 11 <sup>th</sup> -hour change without having to go back to the source graph.  | <input type="checkbox"/> Yes | <input type="checkbox"/> No |
| 10. Organize your workbook so that the worksheet names clearly show what graphs are in each sheet.   | <input type="checkbox"/> Yes | <input type="checkbox"/> No |
| 11. Limit four graphs to a worksheet so that they can be seen on the one screen, this avoids hunting among spreadsheets for graphs six months later when you have forgotten which worksheet they are in.   | <input type="checkbox"/> Yes | <input type="checkbox"/> No |
| 12. Keep it simple; there are many graphical options that may be fully understandable by yourself but do not convey the message quickly to the user. (Radar, bubble, and 3D surface graphs are so hard to read that two individuals can read the same graph and come to widely varying conclusions.) | <input type="checkbox"/> Yes | <input type="checkbox"/> No |
| 13. When paste linking graphs into the document, select “manual link” option as opposed to “automatic.” Word attempts to update all automatic links when opening the document and this can corrupt graphs or lock up the machine if the source worksheet is not opened beforehand.                   | <input type="checkbox"/> Yes | <input type="checkbox"/> No |
| 14. Integrate your graphs with the text and avoid at all costs placing the graphs in an appendix.  | <input type="checkbox"/> Yes | <input type="checkbox"/> No |
| 15. Mock up several different graph types when you are displaying data you have not shown in a graph form before. This way you can quickly see which type will suit the data best.   | <input type="checkbox"/> Yes | <input type="checkbox"/> No |
| 16. If you have more than six lines of data split into multiple graphs showing an average (for a graph with absolute numbers) or total (for a graph with relative ratios).   | <input type="checkbox"/> Yes | <input type="checkbox"/> No |
| 17. On common spreadsheets change the font on the graph. Disable auto-sizing as the text will dominate the graph when you enlarge it.  | <input type="checkbox"/> Yes | <input type="checkbox"/> No |
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**Delivering Bulletproof PowerPoint Presentations**

This is a skill you need to adopt before you can be an effective manager. So it is best to start now. I will assume that you have attended a presentation skills course, a prerequisite to bulletproof PowerPoint presentations. The speed of delivery, voice levels, using silence, and getting the audience to participate are all techniques that you need to be familiar with and comfortable using (see Exhibit 6.16 for a checklist).

**There are at least 25 rules for a good PowerPoint presentation:**

1. Always prepare a paper for the audience covering detailed numbers and so forth so that you do not have to show detail in the slides (see rule 2).
2. Understand that the PowerPoint slide is not meant to be a document; if you have more than 35 words per slide, you are creating a report, not a presentation. Each point should be relatively cryptic and be understood only by those who have attended your presentation.
3. At least 10 to 20% of your slides should be high-quality photographs, some of which will not even require a caption.
4. A picture can replace many words; to understand this point you need to read *Presentation Zen: Simple Ideas on Presentation Design and Delivery* by Garr Reynolds,<sup>3</sup> and *Slide:ology: The Art and Science of Creating Great Presentations* by Nancy Duarte.<sup>4</sup>
5. Last-minute slide presentations are a career-limiting activity. You would not hang your dirty washing in front of a hundred people, so why would you want to show your audience sloppy slides? Only say “yes” to a presentation if you have the time, resources, and enthusiasm to do the job properly.
6. Create time so that you can be in a “thinking space” (e.g., work at home, go to the library, etc.).
7. Map the subject area out in a mind map and then create Post-It stickers for each point to help you organize your thoughts.<sup>5</sup>
8. Understand what is considered good use of color, photographs, and the “rule of thirds.”
9. For key points, do not go less than 30-pt-size font. As Nancy Duarte says, “Look at the slides in the slide sorter view at 66% size. If you can read it on your computer, it is a good chance your audience can read it on the screen.”
10. Where possible, if you are going to present on a regular basis, make sure you have a Exhibitt PC, which gives you the ability to draw when you are making points. This makes the presentation more interesting, no matter how bad you are at drawing.
11. Limit animation; it is far better that the audience is able to read all the points on the slide quickly rather than holding them back.
12. Use Guy Kawasaki’s “10/20/30 rule.” A sales-pitch PowerPoint presentation should have ten slides, last no more than 20 minutes, and contain no font smaller than 30 pt.
13. Bring theatrics into your presentation. Be active as a presenter, walking up the aisle so that those in the back see you close up, vary your voice, get down on one knee to emphasize an important point; have a bit of fun and your audience will, too. Very few things are unacceptable as a presenter. A colleague even commented to me that their

boring “Welcome to Uni” session was totally revolutionized by the junior lecturer giving the talk naked (that, however, may be a little over the top).

14. Be aware of being too cute and clever with your slides. The move to creating a lot of whitespace is all very well, provided your labels on the diagram do not have to be very small.
15. Never show numbers to a decimal place nor to the dollar if the number is greater than 10,000. If sales are \$9,668,943.22, surely it is better to say, “approx. \$10 million” or “\$9.6 million.” The precise number can be in the written document if it is deemed worthwhile.
16. Always tell stories to relate to the audience, bringing in humor that is relevant to them. A good presenter should be able to find plenty of humor in the subject without having to resort to telling jokes. No doubt, some of the audience have heard the jokes and would rather hear them from a professional comedian.
17. Make sure your opening words grab their attention.
18. Understand Stephen Few’s work on data visualization if you are using graphs.
19. Have a simple remote mouse so that you can move the slides along independently of your computer.
20. Never use clipart; it sends shivers down the spine of the audience and you may lose them before you have a chance to present.
21. Practice your delivery. The shorter the presentation, the more you need to practice. For my father’s eulogy, I must have read it through 20 to 30 times. Each time breaking down at a different point, I even had my brother as a backup in case I was unable to deliver it. He sat in fear throughout the whole service. However, on the day, all the practice paid off and I was able to deliver a worthy eulogy—one that has been commented on by many as the best they had ever heard. The point I am making is that the best speech I have ever delivered is the one I prepared the most for.
22. Always remember the audience does not know the whole content of your speech, particularly if you keep the details off the slides; if you do leave some point out, don’t worry about it—they don’t know or would not realize the error.
23. If there has been some issue relating to transportation, technology, and so forth that has delayed the start, avoid starting off with an apology. You can refer to this later on. Your first five minutes is the most important for the whole presentation and must therefore be strictly on the topic matter.
24. Greet as many members of the audience as you can before the presentation, as it will help calm your nerves, and it will also give you

the opportunity to clarify their knowledge and ask for their participation such as at question time. The other benefit is that it confirms that nobody in the audience would rather be doing your role, so why should you be nervous?

- 25. At the end of the presentation shake hands with as many of the audience as possible by positioning yourself by the door when the audience leaves. This develops further rapport between presenter and audience.



**EXHIBIT 6.16** PowerPoint Presentations Checklist

The 25 key rules are embedded in this checklist in the appropriate area, with number and indent. The number refers to the rule stated earlier in this chapter.



**The Planning Phase**

- |   |                              |                             |
|---|------------------------------|-----------------------------|
| 1. Only say “yes” to a presentation if you have the time, resources, and enthusiasm to do the job properly (rule 5).                                  | <input type="checkbox"/> Yes | <input type="checkbox"/> No |
| 2. Create time so that you can be in a “thinking space” e.g., work at home, go to the library, etc. (rule 6).   | <input type="checkbox"/> Yes | <input type="checkbox"/> No |
| 3. Map the subject area out in a mind map and then create Post-It stickers for each point to help you organize your thoughts (rule 7). <sup>[i]</sup> | <input type="checkbox"/> Yes | <input type="checkbox"/> No |
| 4. Develop a purpose of the presentation.   | <input type="checkbox"/> Yes | <input type="checkbox"/> No |
| 5. Have a goal for the number of slides you will need.  | <input type="checkbox"/> Yes | <input type="checkbox"/> No |
| 6. Perform research on the subject.   | <input type="checkbox"/> Yes | <input type="checkbox"/> No |
| 7. Do you know your audience?   | <input type="checkbox"/> Yes | <input type="checkbox"/> No |
| 8. Do you know why they are coming to the presentation?   | <input type="checkbox"/> Yes | <input type="checkbox"/> No |
| 9. Do you know what their emotional drivers, points of pain are?  | <input type="checkbox"/> Yes | <input type="checkbox"/> No |
| 10. Can you solve any of their problems?  | <input type="checkbox"/> Yes | <input type="checkbox"/> No |
| 11. Do you know what you want them to do?   | <input type="checkbox"/> Yes | <input type="checkbox"/> No |
| 12. Have you thought about why they might resist your suggestions?  | <input type="checkbox"/> Yes | <input type="checkbox"/> No |
| 13. Do you know how you can best reach them?  | <input type="checkbox"/> Yes | <input type="checkbox"/> No |

**The Creative Phase**

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|---|------------------------------|-----------------------------|
| 14. Always prepare a paper for the audience covering detailed numbers and so forth so that you do not have to show detail in the slides (rule 1). | <input type="checkbox"/> Yes | <input type="checkbox"/> No |
| 15. Max of 35 words per slide, each point should be relatively cryptic and be understood only by those attending (rule 2).                        | <input type="checkbox"/> Yes | <input type="checkbox"/> No |
| 16. At least 10 to 20% of your slides should be high-quality photographs, some will not even require a caption (rule 3).                          | <input type="checkbox"/> Yes | <input type="checkbox"/> No |

(Continued)

**EXHIBIT 6.16** (Continued)

The 25 key rules are embedded in this checklist in the appropriate area, with number and indent. The number refers to the rule stated earlier in this chapter.



- |   |                              |                             |
|---|------------------------------|-----------------------------|
| 17. Have you read <i>Presentation Zen: Simple Ideas on Presentation Design and Delivery</i> by Garr Reynolds, <sup>[ii]</sup> or <i>Slide:ology: The Art and Science of Creating Great Presentations</i> by Nancy Duarte (rule 4). <sup>[iii]</sup>   | <input type="checkbox"/> Yes | <input type="checkbox"/> No |
| 18. Understand what is considered good use of color, photographs, and the “rule of thirds (rule 8).”  | <input type="checkbox"/> Yes | <input type="checkbox"/> No |
| 19. For key points, do not go less than 30-pt-size font (rule 9).   | <input type="checkbox"/> Yes | <input type="checkbox"/> No |
| 20. Limit animation; let the audience read ahead (rule 11).   | <input type="checkbox"/> Yes | <input type="checkbox"/> No |
| 21. Apply the “10/20/30 rule for all sales-pitches.” Ten slides, 20 minutes, and contain no font smaller than 30 pt (rule 12).  | <input type="checkbox"/> Yes | <input type="checkbox"/> No |
| 22. Be aware of being too clever with your slides (rule 14).  | <input type="checkbox"/> Yes | <input type="checkbox"/> No |
| 23. Round all numbers (rule 15).  | <input type="checkbox"/> Yes | <input type="checkbox"/> No |
| 24. Understand Stephen Few’s work on dashboard design if you are using graphs (rule 18).  | <input type="checkbox"/> Yes | <input type="checkbox"/> No |
| 25. Never use clipart; it sends shivers down the spine of the audience (rule 20).   | <input type="checkbox"/> Yes | <input type="checkbox"/> No |
| 26. While you are creating avoid editing as you are going along—Do not mix editing with your creative side in other words, your first cut of a PowerPoint should never be edited as you are building it. Simply pour down your thoughts, leaving clues for your staff or peers to help in certain areas (see ahead for an example). | <input type="checkbox"/> Yes | <input type="checkbox"/> No |
| 27. Review recent articles or recent seminars you have attended for clever and concise diagrams.  | <input type="checkbox"/> Yes | <input type="checkbox"/> No |
| 28. Find some diagrams that tell a story.   | <input type="checkbox"/> Yes | <input type="checkbox"/> No |
| <b>The Editing Phase</b>  |                              |                             |
| 29. The person preparing the slides needs to have attended a course on PowerPoint.  | <input type="checkbox"/> Yes | <input type="checkbox"/> No |
| 30. Are you using the entire slide? (avoid using the portrait option for slides)  | <input type="checkbox"/> Yes | <input type="checkbox"/> No |
| 31. Do you create a progress icon to show the audience the progress being made through a presentation?  | <input type="checkbox"/> Yes | <input type="checkbox"/> No |
| 32. Portrait pictures can be moved to one side and the title and text to the other.   | <input type="checkbox"/> Yes | <input type="checkbox"/> No |
| 33. Are all detailed pictures expanded to use up the space of the whole slide? (ignore the need for a heading)  | <input type="checkbox"/> Yes | <input type="checkbox"/> No |
| 34. Repeat a good diagram if you are talking about a section of it at a time.   | <input type="checkbox"/> Yes | <input type="checkbox"/> No |
| 35. Have slides read through by someone who has good editing skills.  | <input type="checkbox"/> Yes | <input type="checkbox"/> No |

**EXHIBIT 6.16** (Continued)

The 25 key rules are embedded in this checklist in the appropriate area, with number and indent. The number refers to the rule stated earlier in this chapter.



36. If you have pictures of people, do you ensure that they are looking toward the slide content?  Yes  No

**First run Through of the Presentation**

37. Once the slides have been edited go straight into a full practice run with one or two of your peers in attendance.  Yes  No
38. Time the length and avoid any interruptions; the audience are to note down improvements as they are spotted.  Yes  No
39. Practice your delivery. The shorter the presentation, the more you need to practice (rule 21).  Yes  No
40. Prepare the master copy of the slides so you can check all is clear, and courier to seminar organizer.  Yes  No
41. If workshop exercises are to be included, read through these carefully and get them checked for clarity by an independent person.  Yes  No
42. Print slides three to a page except for complex slides that should be shown on their own.  Yes  No
43. Test your laptop on at least two data shows as some custom settings that maximize your network can prevent your laptop linking to data projectors.  Yes  No

**Night before**

44. Avoid late changes; nothing annoys the audience more than the presentation being in a different order to the presentation handout.  Yes  No
45. Always test the data show projector the night before if you are required to run it. (you may find you have a missing cable)  Yes  No
46. Carry a spare power extension lead and the standard lap top to data projector cable with you.  Yes  No
47. Add some more story clues for you on the slides if necessary.  Yes  No
48. Travel up the night before. (plane travel deadens the senses, can effect hearing and you cannot trust the schedules)  Yes  No
49. If possible, bring a spare data show with you for extra protection.  Yes  No
50. Avoid excessive intake of alcohol the night before, it reduces performance the next morning.  Yes  No
51. Bring your own laptop to the presentation.  Yes  No
52. Practice the night before especially the first five minutes. You will need to grab the audience's attention. Be good at telling your lead story (you will need a story in the first five minutes).

(Continued)

**EXHIBIT 6.16** (Continued)

The 25 key rules are embedded in this checklist in the appropriate area, with number and indent. The number refers to the rule stated earlier in this chapter.

**On the day**

- |  |                              |                             |
|--|------------------------------|-----------------------------|
| 53. Use a Tablet PC which gives you the ability to draw when you are making points (rule 10).  | <input type="checkbox"/> Yes | <input type="checkbox"/> No |
| 54. Bring theatrics into your presentation (rule 13).  | <input type="checkbox"/> Yes | <input type="checkbox"/> No |
| 55. Always tell stories to relate to the audience, bringing in humor that is relevant to them (rule 16).   | <input type="checkbox"/> Yes | <input type="checkbox"/> No |
| 56. Make sure your opening words grab their attention (rule 17).   | <input type="checkbox"/> Yes | <input type="checkbox"/> No |
| 57. Have a simple remote mouse so that you can move the slides along independently of your computer (rule 19).   | <input type="checkbox"/> Yes | <input type="checkbox"/> No |
| 58. Always remember the audience does not know the whole content of your speech, don't worry if you leave something out (rule 22).   | <input type="checkbox"/> Yes | <input type="checkbox"/> No |
| 59. Avoid starting off with an apology. Your first five minutes is the most important for the whole presentation apologize later (rule 23).  | <input type="checkbox"/> Yes | <input type="checkbox"/> No |
| 60. Greet as many members of the audience as you can before the presentation, as it will help calm your nerves, and it will also give you the opportunity to clarify their knowledge (rule 24).                    | <input type="checkbox"/> Yes | <input type="checkbox"/> No |
| 61. At the end of the presentation shake hands with as many of the audience as possible (rule 25).   | <input type="checkbox"/> Yes | <input type="checkbox"/> No |
| 62. A brief run through the first one to five minutes at the proper speed before breakfast.  | <input type="checkbox"/> Yes | <input type="checkbox"/> No |
| 63. Light exercise is a great idea to freshen the mind. ( I usually go for a swim before I speak)  | <input type="checkbox"/> Yes | <input type="checkbox"/> No |
| 64. At the first break meet with a sample of the audience and ask whether the material is of interest and about the pace of delivery. This will help pick up any problems and thus improve the assessment ratings. | <input type="checkbox"/> Yes | <input type="checkbox"/> No |
| 65. Run through an example of the workshop exercise to ensure every workshop group has the correct idea of what is required.   | <input type="checkbox"/> Yes | <input type="checkbox"/> No |
| 66. Recap what has been covered to date and ask for questions.   | <input type="checkbox"/> Yes | <input type="checkbox"/> No |

[i]Ibid., p. 28.

[ii]Garr Reynolds, *Presentation Zen: Simple Ideas on Presentation Design and Delivery*, New Riders, 2008.

[iii]Nancy Duarte, *Slide:ology: The Art and Science of Creating Great Presentations*, O'Riley, 2008.