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my two-day
influential presenting
course in a book!

how to **PRESENT**

the ultimate guide to
presenting your ideas and **influencing people**
using techniques that **actually work**

CONTROL NERVES • ENGAGE PEOPLE • ACHIEVE RESULTS

MICHELLE BOWDEN



WILEY

Contents

<i>Foreword</i>	xi
<i>About the author</i>	xiii
<i>Thank you!</i>	xv
<i>Welcome to this book!</i>	xvii
1 Influential presenting at a glance	1
Phase 1: Analysis—Be clear on your goals	15
2 What do you want to achieve from your presentation?	17
Phase 2: Design—Write your presentation	35
3 Structure your message	37
4 Design your presentation	49
5 Script your presentation in 13 steps	59
6 Watch your language!	119
7 The art of storytelling	135
Phase 3: Delivery—Captivate your audience	151
8 Warm up your mind	153
9 Warm up your body and voice	165
10 Connect with your audience	175
11 Speak with confidence	183
12 Body language	191
13 Engage and entertain!	207
14 Dealing with difficult people	221
15 Using visual aids	229
16 Setting up the room	253
17 Get some positive feedback	261
18 Summary of <i>How to Present</i> tips	267
<i>And now it's up to you</i>	283
<i>Resources</i>	285
<i>Index</i>	287

Welcome to this book!

Have you ever wondered why some people seem to fast-track it to senior levels in business, even when there are other more experienced or expert candidates? Or have you noticed that when it comes to the best jobs, some people seem to have it all?

How come in meetings a select few have the ability to say exactly what they mean with such confidence, clarity and influence, even when they are under pressure? How do they do that? Do they have some sort of magic or secret?

Have you ever sat in a business meeting where it seemed the person talking was just raving on and on about nothing very interesting? Did it seem to you that they might as well have been saying 'blah, blah, blah'? Did you wish you were somewhere else?

Have you ever run a meeting where you could see the people in your audience glazing over as you were talking, making you feel frustrated or inadequate? And did you wish you were somewhere else then too?

The more successful executives and senior people I meet, the more I realise that, regardless of their intelligence and business acumen, these successful people know how to present their ideas in an

influential, compelling way. They know how to showcase their professional expertise. They know how to structure their thoughts and connect with people, and they say what they want to say in a way that resonates with their audience. They inspire and compel their audiences to take action!

TIP

Michelle says...

Anyone can be an exceptional presenter!

As a presentation skills expert, I have had the opportunity to work with many thousands of people. My experiences have taught me that most people are completely unaware of the hundreds of little tips, techniques and secrets that can combine to create an exceptional influencer who achieves exciting results. I have observed that once people know what to do to influence their audience and actually do it, they automatically increase their success at work and at home.

I've witnessed the self-esteem and confidence of people develop exponentially, as they achieve results they never thought possible in their conference or board presentations. I know many people who now close more deals and are more successful in job interviews.

And that's why I wrote this comprehensive book. My wish for you, whether you are already an effective presenter or not, is that you read this book and use it often to guide and inspire yourself in order to achieve better results for you, your organisation and your audience.

Unlike other presentation skills books, this one is written with a step-by-step approach for business people who are striving to present their ideas with confidence, clarity and influence. It is my life-changing, award-nominated, two-day Influential Presentation

Skills program in a book. To decide which of the plethora of information to include for you, I have used the questions my clients have asked me over the years as we learned together in my mentoring or training sessions. To my knowledge, there is nothing like it on offer, where people in business are introduced to a simple, profoundly practical, step-by-step approach to standing up at work and presenting their ideas.

I approach presenting from a completely practical and readily applicable perspective, based on many decades of experience as a presentation skills trainer, mentor, speaker and author. I have a passion for seeing people perform better than they thought possible, and I'm so excited about this opportunity to share my expertise and experience with you. My intention is to simplify the skill of presenting and teach you what you need to do, one step at a time, so you can speak up and be awesome!

Success in business excites me. There are so many strong, competent business people with so much to offer in the workplace. Not only will this book open your eyes to the possibilities, it will give you the tips, techniques and secrets to ensure it happens for you!

And there are invaluable techniques in the following chapters. Why are they invaluable? Because they address all of the very common mistakes that presenters can make. Before we move on, please take a moment to review my 'top ten' list of common presentation mistakes (overleaf).

Top 10 business presentation mistakes

Here are the top 10 things that presenters make the mistake of not doing.

- 1 Realise that it's not about them and it is all about their audience—most presenters are too focused on themselves.
- 2 Remember 'I am in control'—many presenters don't realise they must be in complete control of themselves, their message and their environment if they are to maximise the likelihood of behaviour change in their audience.
- 3 Analyse their audience before writing the script—in fact, many presenters don't think at all about who will be in their audience and how that might change the way they should deliver their messages.
- 4 Rehearse—sadly, most presenters run from one meeting to another, making very little time to even think through what they are going to say, let alone rehearse it out loud to check how it's going to sound.
- 5 Warm up—if you've ever tripped over your words you will know how much it can fluster you and make you nervous; and when you trip over your words it also reduces your credibility.
- 6 Connect with their audience—they make PowerPoint their presentation and read it to their audience. 'Death by PowerPoint' includes relying too heavily on information-packed slides that no-one can read, an approach that does not work.
- 7 Use their body to support their message—for example, they place their hands over their crotch in what is known as the fig leaf, crotch clutch or reluctant nudist posture—gestures that are distracting detract from the overall message.

- 8 Really look at their audience between slides — audiences know when you are there for them rather than for yourself and indirect or fake eye contact will result in a lack of connection and engagement with your audience.
- 9 Pause — they use filler words like ‘um’, ‘ah’, ‘and so’ instead of pausing, mannerisms that can make you look uncomfortable and will detract from the power of your message.
- 10 Call their audience to action and close the presentation with strength — when a presenter fails to state their desired outcome it’s likely that the audience will simply go back to work and change nothing.

Let’s make sure this isn’t you!

How to get the best value from this book

I recommend you read through the chapters and do the activities where possible. Then, when you have a more formal presentation coming up at work, you can go through the steps one at a time, ensuring that your message is well crafted and that you maximise the likelihood of achieving your objectives.

Remember, it doesn’t matter how good your message is if no-one is listening. And it doesn’t matter how intelligent, creative or hard working you are if no-one is listening. So let’s make sure your audience listens to you when you speak.

I’m pumped for you! Enjoy!

<http://www.pbookshop.com>

Influential presenting at a glance

You have within you right now, everything you need to deal with whatever the world can throw at you.

Brian Tracy, motivational speaker

Every important presentation should be planned, and the good news is that the more practised and accomplished you are at crafting your message, the more efficient and productive you will become.

There are only three phases to exceptional presenting:

- 1 *Analysis*—where you work out what you'd like to achieve. This is where you ascertain the current state of your audience as well as your own desired state.
- 2 *Design*—where you put your presentation together, making sure that you shift your audience from their current state to your desired state.
- 3 *Delivery*—where you communicate the message to your audience so that they are compelled to take action.

This three-phase approach is results oriented. Ultimately, it will help inspire you to:

- 1 step up and really be heard by the people around you
- 2 structure your message so it's clear and compelling

- 3 deliver your message with excellence (no matter how dull you think your subject is!), so that your audience responds positively.

The detail of each of these three phases has been finetuned over the many years I have specialised in presentation and influencing skills. It draws on my own extensive experience, as well as on the work of other theorists and subject matter experts, to enable anyone with a desire to learn how to present to quickly grasp both the fundamental and advanced skills required to become a brilliant presenter.

TIP

Michelle says...

It doesn't matter how intelligent, creative or hard working you are if no-one is listening.

What does the research say about our ability to present in business?

My 2010 survey of more than 800 respondents from the business world shows that audience members are pretty tough when it comes to whether or not they will listen in a presentation. Conservatively, they will give presenters less than five minutes to prove themselves before they switch off. Most people said they would give a presenter less than two minutes to prove themselves before they switch off and think about something else. So you don't have much time at all to connect with your audience, capture their attention and make a good impression. It's critical you start strong. (Chapter 5 will show you how to do this.)

When asked about workplace presenters they had seen in the last 12 months:

- 50 per cent of respondents thought presenters were a bit boring.

- Only 52 per cent of respondents thought that presenters delivered their presentation so that audience members could relate to their message.
- Only 38 per cent of respondents thought the presenters understood their needs as an audience member.
- Only 40 per cent of respondents found the presenters to be engaging.
- And sadly, only 28 per cent of respondents said that they were moved to action after the most recent presentation they attended.

Death by PowerPoint isn't working!

When asked about workplace presenters they had seen in the last 12 months:

- 70 per cent of respondents said that workplace presenters generally relied heavily on PowerPoint slides. This impacted their ability to connect with the audience and make their subject matter worth listening to.
- 55 per cent of respondents said that, in general, presenters read from their PowerPoint slides—at which time the audience members mostly chose to switch off and think about something else.

It's clear from this research that business audiences are asking for a new approach to presenting that doesn't involve death by PowerPoint.

We know we need development

When asked about presentations they deliver at work:

- More than 60 per cent of respondents admit to using their slides to help them remember what to say.
- Nearly 60 per cent of respondents admit to being frequently nervous before giving presentations, which reduced their ability to connect with their audience.

- Only 37 per cent of respondents feel that they are influential, persuasive presenters.
- 75 per cent of respondents believe that they would receive more respect for their knowledge and expertise if they were better public speakers.

So what does all this mean?

It means we are typically going to too many boring meetings and workplace presentations where the presenter is not enjoying themselves and the audience is enjoying themselves even less! It's critical you remember that anyone can be an exceptional presenter. It's just a matter of knowing what to do and doing it.

TIP

Michelle says...

Take action today to improve the way you present in business.

Let's be clear on what presenting means

I believe presenting is any form of communication with another person (including face-to-face, over the phone, by email or through the internet), from one-on-one, to small and large groups, and I believe we present both formally and informally. In short, most people in business present every day of their lives.

Presenting is about connecting with people through the words you choose to say and the way you choose to say them. When you present you show people who you are and how you can help them. It's an opportunity to step up and be noticed for what you can offer. Presenting provides a unique opportunity for you to showcase your professional expertise and accelerate your career.

TIP

Michelle says...

Presenting is about connecting with your audience through the use of a clever structure and masterful delivery.

Many people think of presentation skills as the techniques that help you to have a confident voice and good posture, or that help you design your PowerPoint slides. I believe that presenting is not just about an ability to speak clearly with precise articulation and beautiful posture, and it's definitely *not* about your slides! Of course presenting does include these things—but it is much, much more.

Many people confess that their standard approach to presenting is to spend most of their time on their visual aids or slide presentation, and then just hope that they can wing the rest. At best, the slides end up restricting the presenter's ability to connect with their audience; at worst, this approach forces the presenter to simply stand and read out their slides to their audience. I'm sure you'd agree that neither of these options is very good for your audience.

Successful, confident, engaging presenters think deeply about their audience, and they are sure about what they are trying to achieve. In short—they do the work! They respect their audience and they master their craft.

If you want to be a confident, influential presenter, it's critical that you understand your audience before you even think about designing what you're going to present. If you take some time to think about what the state of your audience will be and then work out what you would like to achieve, you'll be much more likely to begin your presentation in a confident frame of mind. You'll also maximise the likelihood of changing your audience's behaviour—which is usually why we present, isn't it? Regardless of whether you wish to sway opinion, introduce controversial ideas or change long-standing policies or redundant methods, understanding your audience will

help you feel so much more confident. Chapter 2 will give you the specifics on how to do this.

TIP

Michelle says...

It's important that you are as authentic as possible.

In the business world, many people spend a lot of their time trying to please or impress others. If you find yourself doing this, you may well lose a sense of yourself. You may become confused about who you really are, and the result is that the audience can then find it difficult to connect with you. Thank goodness the world is made up of all types of people. And I know that whoever you are, whatever your style, you are gorgeous!

So instead of trying to be someone you are not, just know you are fantastic and be as good as you can at being you! In other words, focus on your strengths and on being the best you that you can be. That's the key to ongoing confidence, rapport and authenticity as a presenter.

Remember, there are only three phases to exceptional presenting:

- Phase One—Analysis
- Phase Two—Design
- Phase Three—Delivery

All you need to do is go through these three phases step by step and you will influence your audience to change their behaviour. It's really that simple!

Our deepest fear is not that we are inadequate. Our deepest fear is that we are powerful beyond measure ... We ask ourselves, Who am I to be brilliant ...? Actually, who are you not to be?

Marianne Williamson, author and international speaker

Guiding principles

These guiding principles should be your presentation mantra every day you go to work:

- It's not about me. It's all about the audience!
- I respect my audience, prepare in advance and strive to master my craft.
- I am confident and interesting and I will strive to be as good at being my authentic self as possible.
- It doesn't matter how good my message is if no one is listening! I will do what I can to help them listen.
- Presenting is a lot more than a nice voice, good body language and some PowerPoint slides.
- Presenting is about connecting with people through the words I choose to say and the way I choose to say them. I will choose carefully!

Nerves and presenting

Of course this wouldn't be a presentation skills book if I didn't address what many surveys say is the greatest fear in the world—the fear of public speaking! Let's talk about that right now.

Most people feel very anxious before important presentations. For many people, this anxiety can extend to informal team meetings or presentations to colleagues, even if such events occur regularly.

If you are one of the many people who feels nervous before a presentation, you will probably know that this nervousness can present itself in a variety of different forms. Symptoms can be as mild as sweaty palms, a dry mouth, blushing or a thumping heartbeat, through to physical illnesses such as the shakes, vomiting or diarrhoea (to name just a few!). No wonder public speaking is considered to

be up there with some of the greatest fears in the world! These awful symptoms can significantly reduce the amount of enjoyment you derive from communicating at a high level with others.

Well, it's time for some good news. Presenting can be fun! In fact, I believe presenting *should* be fun. Managing nerves is mostly to do with your approach, regardless of whether you are presenting at work or in a conference environment.

Fight or flight

In 1915 the concept of fight or flight was developed by Dr Walter Cannon to describe an animal's response to threat. Essentially you can think of it like this: when you are faced with stress (presenting is very stressful for many people) you have two choices:

- *Fight it.* You can fight it, in other words, you can soldier on and push through your discomfort to beat the feeling. If you fight, you can make the most of the opportunities that present, and step up and be heard so people know what you are capable of.
- *Run away.* You could choose to flee, that is, you could run away, avoid presenting, and delegate the job to a colleague. If you flee you will avoid the conflict, but you will also pass up the chance to showcase your professional expertise, so no-one will know what you actually think or feel about the subject and you may find yourself being passed over for future opportunities.

You have two choices when faced with stress: fight it or flee.

Dr Walter Cannon, American professor and physiologist

Couple this understanding of fight or flight from Dr Cannon with a concept described by Dr Hans Selye, who discovered and documented the fact that as humans we experience two main kinds of stress. Dr Selye called these two types of stress *distress* and *eustress*.

Distress is the bad, or negative, kind of stress that weakens and disables you; and eustress is a positive, or good, stress that enables you and makes you powerful. The main way to turn your distress into eustress is to use the power of your mind and your self-talk, and reframe in your mind that you are a strong and confident presenter and you will do a great job when you present.

Another way to make your stress positive is to try really hard to keep reminding yourself that the presentation is not about you: it's all about the audience. If you can do what you can to focus your attention on how your audience is feeling and what they need to hear from you, your nerves will immediately begin to dissipate. This is because you have less space in your brain for analysing your own consciousness. In other words, if you are more focused on your audience, you will be less preoccupied with yourself.

You can use a number of excellent techniques to reduce your nerves and increase your enjoyment when presenting, and they don't include imagining your audience naked! What a laugh! I've been told stories time and time again of presenters who were told by their boss to imagine their audience naked, and they either froze on the stage or felt more nervous than ever.

TIP

Michelle says...

Imagining your audience naked will not work, so please don't do it!

You will manage public speaking nerves if you understand your audience (chapter 2), prepare thoroughly, rehearse (chapter 8), warm up your mind, voice and body (chapters 8 and 9), and connect with your audience by Extending the Self (chapter 10).

If nerves really are a problem for you, then taking steps to eliminate your limiting beliefs, being yourself, and actively seeking positive feedback (chapter 17) is also important.

Let me tempt you towards increasing confidence by briefly touching on some of these elements before examining the nerves dilemma in more detail through the course of this book.

Common mistakes people make in attempting to reduce their nerves

The two common mistakes people make in an attempt to reduce their nerves are that they make themselves too dependent on PowerPoint or avoid presenting altogether.

Some people cope with the pressure of presenting by making PowerPoint slides the focus of their presentation. They simply read from, or heavily rely on, their slides, which is not ideal if you are trying to influence an audience. For some help on how to design your presentation so that you don't need to rely on your PowerPoint slides, read chapters 4 and 5.

Other people cope with the pressure of presenting by doing their best to avoid presenting altogether! One wonderful client of mine had avoided presenting for 24 years of his career. He had even quit jobs to avoid presenting. In a program I ran recently, a participant aged 24 told me that both his parents had spent their entire careers quitting jobs to avoid presenting. He was on my program to ensure that he wouldn't repeat the negative, vicious and very contagious cycle he observed as a child.

Top tips about developing more confidence when presenting

There is no single thing, no magic formula or short cut that is a panacea for a lack of confidence when presenting. If you feel you are lacking in confidence, consider a change of approach. Begin by writing a slogan in big letters:

IT'S NOT ABOUT ME. IT'S ALL ABOUT THE AUDIENCE!

And then try the following tips:

- Analyse your audience.
- Structure your message.
- Breathe deeply using your diaphragm.
- Relax your muscles.
- Focus fully on the audience.
- Use the power of your mind.
- Get feedback.

Analyse your audience

It's critical to spend some time analysing both the current and desired state of your audience. This way you will better understand what your audience needs to hear in your presentation, and you will also be much clearer about what you need to achieve from the presentation. This step is so important because without it you will be creating PowerPoint slides or just winging your presentation with no clear purpose.

Structure your message

If you have a nice, tight, well-crafted message, and you have designed it with a model that allows you to remember the information without relying on notes, then of course you'll feel more confident.

Breathe deeply using your diaphragm

Breathing is something we take for granted. We think and breathe all the time. Actually, one of the most common pieces of feedback that I give to clients in presentation skills training and coaching is to breathe! Although diaphragmatic breathing (chapter 9) does take some practice, it will provide you with many benefits:

- You will feel calmer.
- Your voice will be more powerful.
- You will retain your clarity of thought, because when you breathe deeply the blood pumps oxygen around your body more efficiently.

Relax your muscles

Practise releasing the tension in your body. Relaxing is something that takes lots of practice. Just think about all those millions of people around the globe who engage in some kind of meditation, yoga or massage to try to wind down. Those of you who present a lot probably can't go off for a massage the hour before every presentation. So what can you do to help yourself? Try to ascertain where you hold your tension. Perhaps it is in your shoulders, neck or face? Many people even tend to hold tension in the buttocks. Once you have isolated your problem area, try tensing and relaxing the muscles associated with that area. Do this just before you present — you will be amazed at the difference. Chapter 10 provides some detailed exercises for you.

Focus fully on the audience

You may agree that when you are nervous you focus on the symptoms that indicate nervousness. In other words, you become aware of your thumping heartbeat, the butterflies in your stomach and an increased body temperature. And often when you focus on the symptoms they get worse and you feel even more nervous.

There's a secret called Extending the Self that will help you to stop being so self-focused. The idea behind Extending the Self is that if you can find a way to fully focus on your audience then you won't be aware of feeling the various nervous symptoms, and that means you won't feel nervous.

How to Extend the Self

This is somewhat tricky and even some of the greatest public speakers don't do it very well. However, once you work out how to do it, it will ensure you are an engaging, confident, charismatic presenter every time. Here's a summary for you.

When it's time to deliver your presentation, it's essential to remember:

It's not about me. It's all about the audience!

- 1 Claim your space confidently and charismatically at the head of the meeting table or in the centre of the room or stage where you are presenting.
- 2 Next, imagine there is a bubble around you and your audience.
- 3 Then throw your attention out into the bubble.
- 4 Look into the whites of your audience's eyes, rather than skim their heads or pretend to look at them. Know that they are real, live humans, and you have the wonderful opportunity to influence and help them. This takes your focus off yourself and your nerves and places your attention on the audience—which in turn, enhances your connection or rapport with them.

It's as good as magic! Chapter 10 elaborates on this important technique for you.

Use the power of your mind

Many of the best presenters use the power of positive thinking before they present. They imagine themselves as successful, confident, engaging speakers and are often delighted with the

results. Others imagine themselves as something or someone else. You should not, of course, let this technique change you into something that you are not. Rather, it should help to bring out an inherent quality that you believe you are not yet displaying. Chapter 8 explores mind power in more detail and includes some fascinating examples.

Get feedback

Many people focus a lot on their negative points and their nervousness, rather than on their positive attributes, like their voice or their personal presentation. Setting up a system at work where you can give feedback and receive it from people you respect, and who are sensitive to your needs, is a great way of finding out what you are doing well. This can boost your confidence tenfold (there's more information in chapter 17).

TIP

Michelle says...

Believe in yourself. You can do it!

After decades of experience, I really believe that most people are more nervous than they need to be, simply because they have no idea what they are supposed to do to manage their nerves.

So get ready to transform yourself from a presenter who feels nervous into a confident, engaging presenter who achieves results. Use the tips, tools and techniques in this book so you can dramatically reduce your nerves and make presenting an enjoyable experience for yourself, no matter the circumstances you find yourself in!

By the way, even if you are not a typically nervous or anxious presenter, there are still many insights in this book to help you connect with your audience and influence them to accept (even love) your ideas so you get more of what you want. How exciting! Let's go!

About the author



87 per cent of executives admit to daydreaming during important meetings and conversations.*

75 per cent of people say they believe they would gain greater respect for their knowledge and expertise if they were better communicators.

Sadly, only 28 per cent of people say the most recent meeting they went to moved them to action — 72 per cent went back to their desk and changed nothing.

If you have ever thought you'd like to improve the way you communicate with the people around you so your relationships were easier... you'll love working with Michelle!

Michelle Bowden (MEd. Adult Ed.) is a master of presentation and influencing skills and she is one of only 35 female certified speaking professionals in Australia. This is the highest designation for speakers in the world. Michelle has been nominated for the past four years for the Educator Award for Excellence, and she is

*Professor John Croucher (statistician and professor of management at MGSM).

a prolific author and consultant to a list of blue chip international clients. She's the author of *STOP! Your PowerPoint is Killing me! How to Present—Tips from the Masters* and *Don't Picture Me Naked* (an earlier version of this book).

As the director of a very busy national training company specialising in presentation and influencing skills solutions, Michelle has delivered her influential presentation skills training to thousands of people with ground-breaking accuracy every time. She's also well known for her executive coaching to help CEOs and senior executives from Fortune 500 companies pitch their ideas at board level and win big dollar sales.

Michelle is renowned for achieving results through learning and laughter. And now it's your turn to reap the benefits of her experience through this book!

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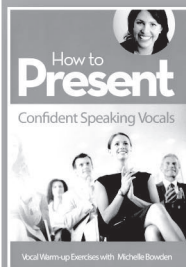
CONFIDENT SPEAKING VOCALS—AUDIO

A confident, persuasive speaking voice lies within you!

Many of us know someone who has a strong, rich, resonant voice. Maybe it's an actor like Sean Connery or Cate Blanchett.

At some point you may have found yourself wishing that you could enhance your vocal quality and projection so you were more compelling, influential and persuasive when speaking in meetings, persuading your manager, or selling to your clients.

Well you know it's possible, and it's easy! Creating a rich, resonant influential voice is all about warming up your voice, and this CD will take you through the warm-ups that actually work one by one. Enjoy!



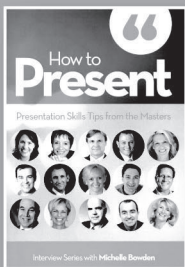
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Fast-track your presentation and speaking skills success by discovering the presentation secrets of 14 of Australia's top conference keynote presenters.

What would be possible for your career and income if you absorbed the wisdom of Australia's top speaking professionals and could learn from their tips and their mistakes?

Well, now you can in this series of insightful interviews by Australia's #1 Presentation Skills Expert—Michelle Bowden.

Learn critical presentation tips from the amazing: Amanda Gore, Lisa McInnes-Smith, Glenn Capelli, Alan Parker, Siimon Reynolds, Rodney Marks, Sam Cawthorn, Marty Wilson, Terry Hawkins, Dale Beaumont, Catherine DeVrye, David Penglase, Avril Henry and Bruce Sullivan.



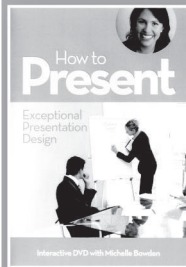
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You can design an exceptional presentation in a minimum amount of time!

Imagine how helpful it would be if you could have your very own coach taking you through the design process for an exceptional presentation. That's exactly what this DVD is for!

If you have a presentation to write, simply play this DVD and Michelle Bowden will coach you through the design of an exceptional presentation from beginning to end. It couldn't be simpler!

An ideal accompaniment to Michelle's book *How to Present*, you'll be reminded how to identify the purpose of your presentation, analyse your audience and design a powerful message that influences your audience to change their thinking and/or behaviour using techniques that actually work!



This is the fully revised and updated edition of *Don't Picture Me Naked*, first published in 2009.

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Do you get nervous when presenting at work?

Do you want to showcase your knowledge, influence people and accelerate your career?

Would you like to learn the secrets of successful speaking, communicating and presenting?

How to Present reveals how you can be a confident, clear and influential presenter every time. Presentation skills expert Michelle Bowden shares her internationally proven 13-step system to exceptional presenting, starting with **analysis** (plan what you would like to achieve), then **design** (put your presentation together) and **delivery** (communicate your message for results).

Whether you're presenting or speaking to one person or thousands, this is the essential guide to becoming an outstanding presenter.

How to Present will help you:

- maximise your impact in meetings, conferences and conversations
- manage your nerves so you feel calm and confident
- engage your audience and master the art of persuasion
- deliver your message clearly and with authority
- command attention and achieve your goals!

There is no other book on the market like this that will take you step-by-step through the process of successful presenting.

— Steve Weston, Managing Director of Retail Lending,
UK Retail and Business Banking division, Barclays

MICHELLE BOWDEN is a Certified Speaking Professional who presents to thousands of people each year. Michelle's client list reads like a who's who of international business from banking and finance, information technology, pharmaceutical, telecommunications, and retail — plus many more. Visit www.michellebowden.com.au.

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