

簡報與溝通(2)

簡報製作與表達

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成功大學

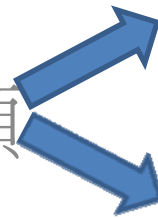
2018/03/11

大綱

- 簡報準備第一至第四課
- 溝通與表達
- 求職簡報面談
- 研究成果簡報
- 演講
- 簡報溝通之美
- 發現內在的聲音：原則與誠信

內容之準備

簡報溝通對象分類



第一課

- 辨識場合，說故事給誰聽
- 核心概念，三分鐘說故事
- 聽眾關心什麼事

辨識場合，說故事給誰聽

- 希望聽眾知道什麼，採取什麼行動？

LIVE PRESENTATION WRITTEN DOC OR EMAIL

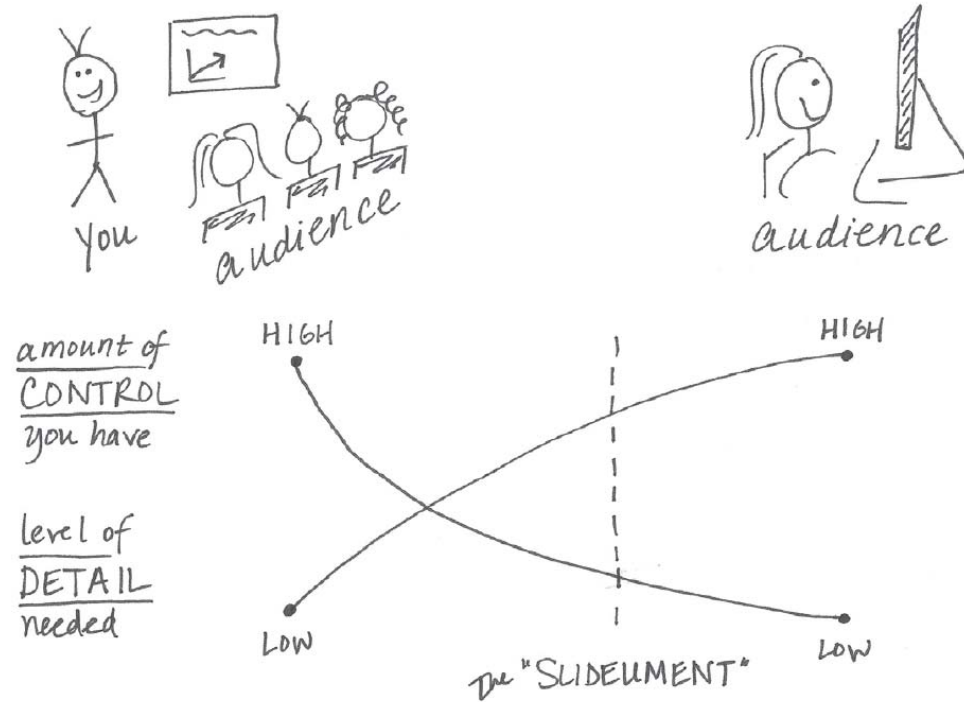
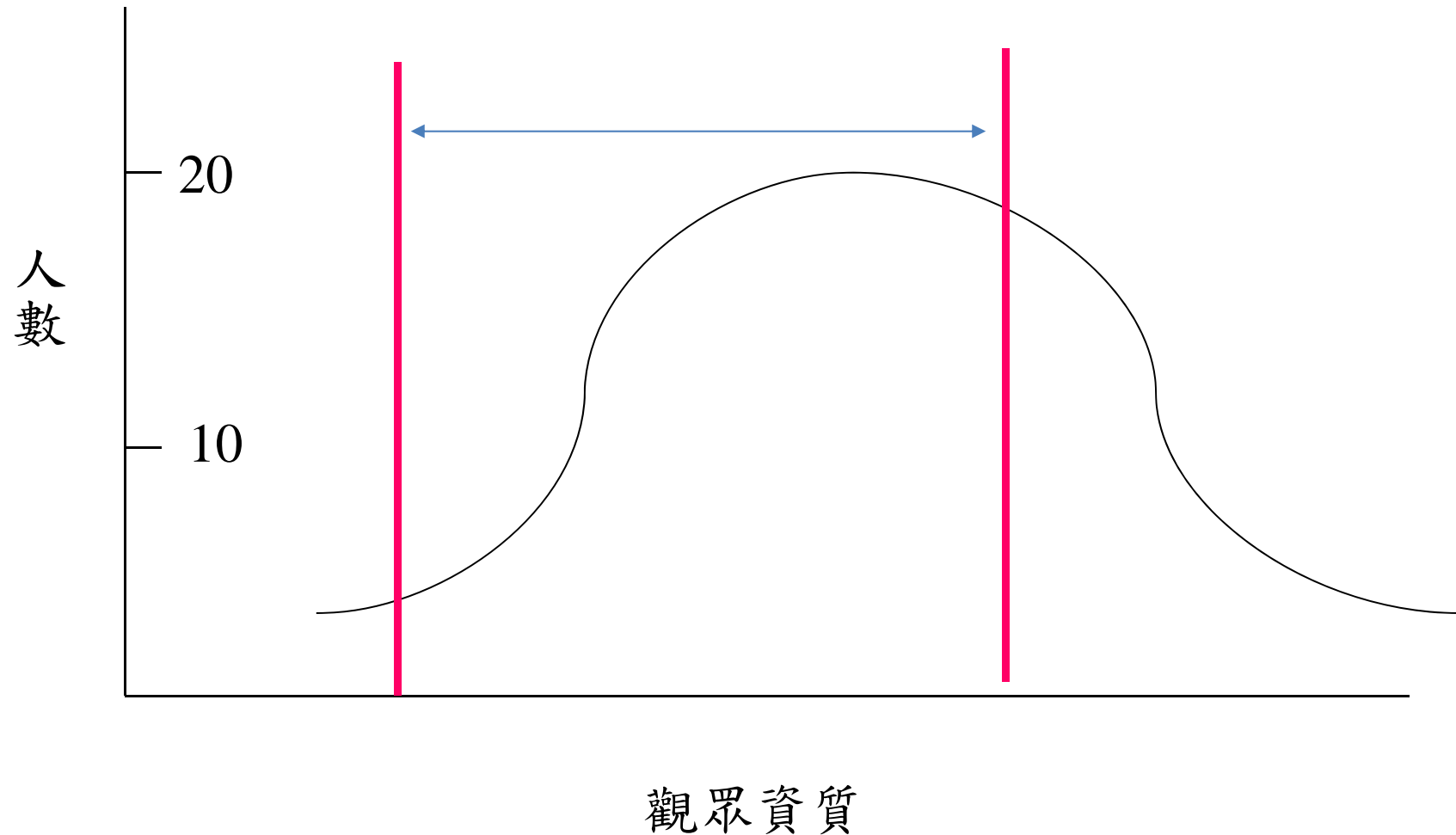
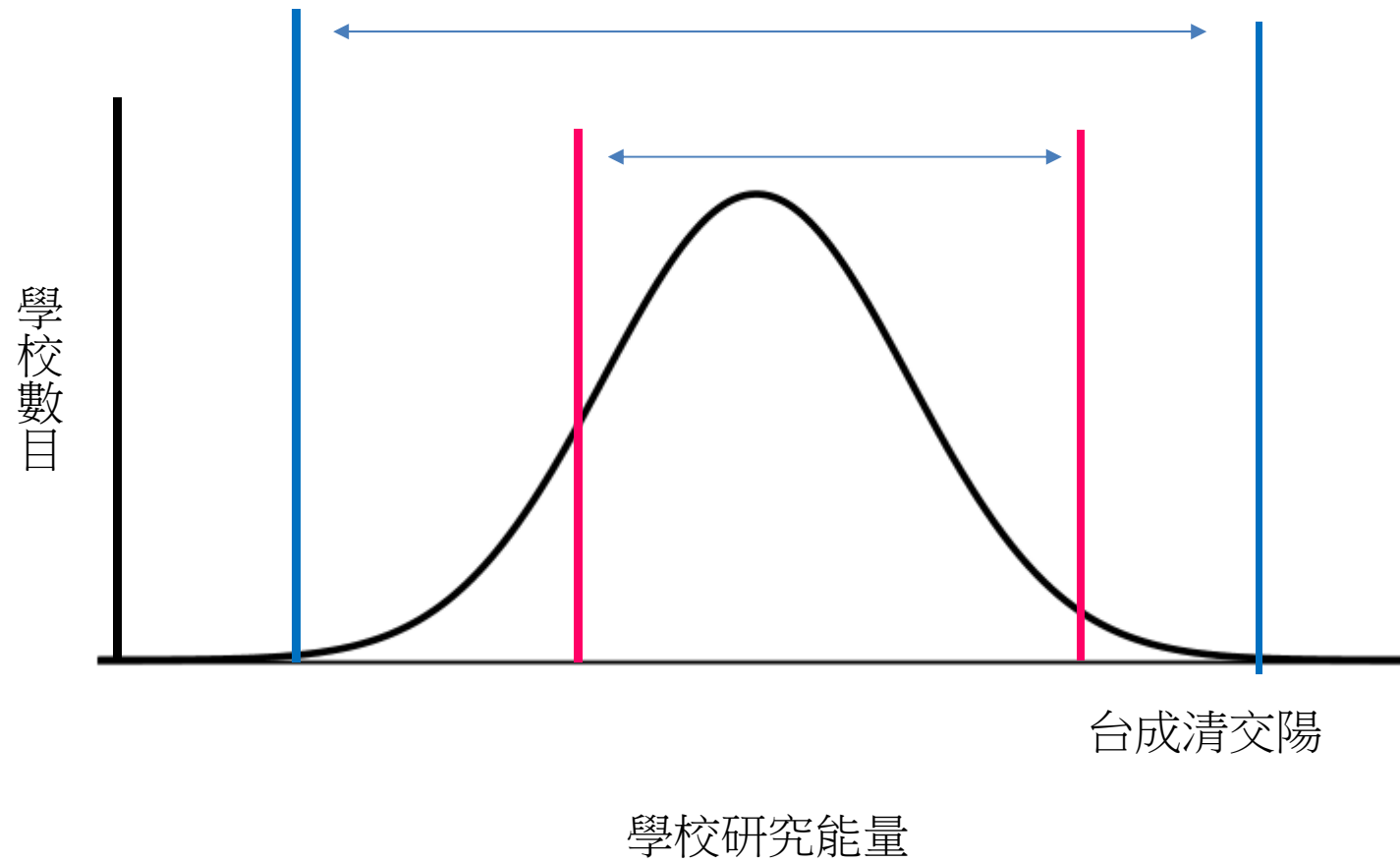


FIGURE 1.1 Communication mechanism continuum

一個原則或判斷極少能應用於所有
人或事物：選擇特定群體



深耕計畫對象



核心理念：三分鐘說故事

- 淬練成簡單的信念
- 核心理念：一句完整的句子。

用三分鐘(無投影片或視覺輔助)陳述

(1) 針對之問題

(2) 支持理念的推理或證據

(3) 核心理念

Take home message (no more than 3)

- 成功(Success)的元素有3P
- Purpose
- Passion
- perseverance
- 學習(learning) 一定要有3P
- Play-based learning
- Problem-based learning
- Project-based learning

聽眾關心什麼事

- 在引言由聽眾關心的事聯結到核心理念。

第二課

- 圖形及文字
- 投影片不是提詞機，而是[故事書]
- 推論及故事

圖形及文字

- 圖形及文字
- 圖形能抓住注意力 也有助記憶。
- 文字能作快速傳遞，並較易形成長期記憶。
- 將兩者聯結，幫助我們找到文字記憶



Apprivoiser/ Tame ↓ 馴服



人與人之間從陌生到建立熟悉的關係，借由狐狸表達其過程，需要[儀式/Rites]，需要對你馴服過的人[負責/Responsibility]，馴服不是征服。

投影片不是提詞機

- 寫下自己的重點
- 模擬演講

故事書推論及故事

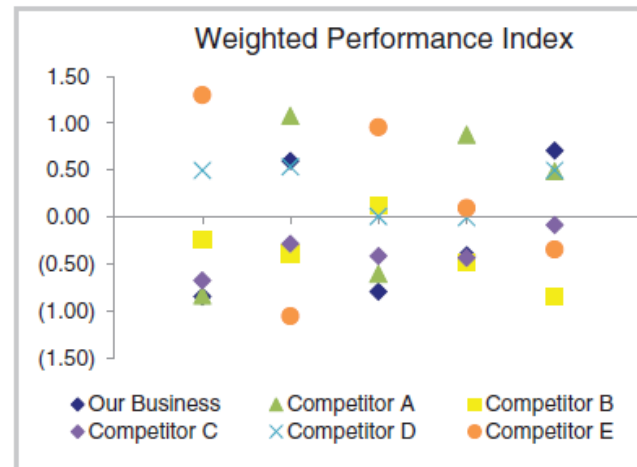
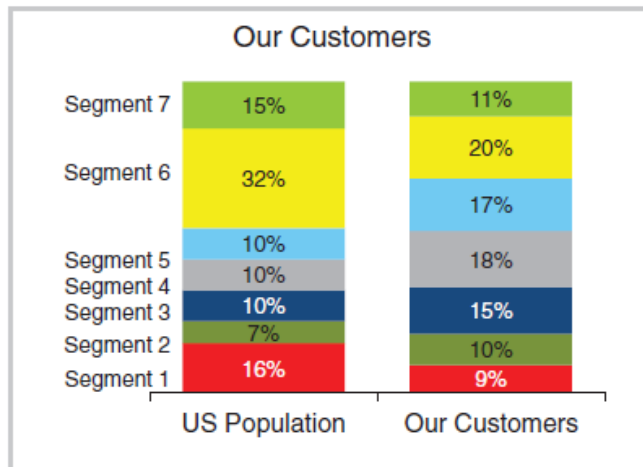
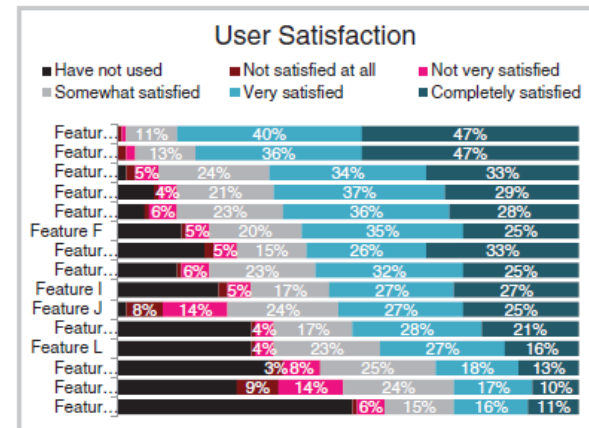
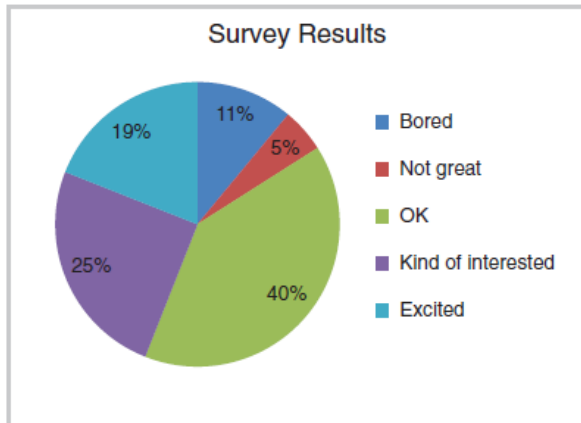
- https://m.facebook.com/story.php?story_fbid=2252397271452407&id=148395741852581

第三課

- 製作有傳播力的圖，善用折線圖及柱狀圖
- 去除不必要文字或影像資訊降低觀眾負擔
(Busy slides are enemy for comprehension)
- 利用視覺原則設計簡報
- 利用對齊及空白
- 利用顏色表示感覺
- 加上設計師思維

效率低落的圖

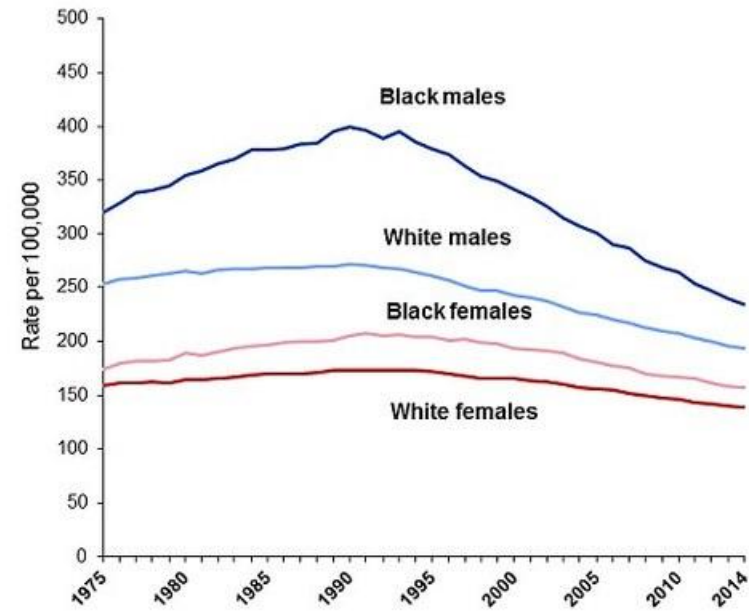
- 儘量不用圓餅圖(Pie Chart)，立體圖，或多層柱狀圖。



有效視覺因素

- 折線圖是最適合表現趨勢

Trends in Cancer Death Rates* by Sex and Race, US, 1975-2014



修正例

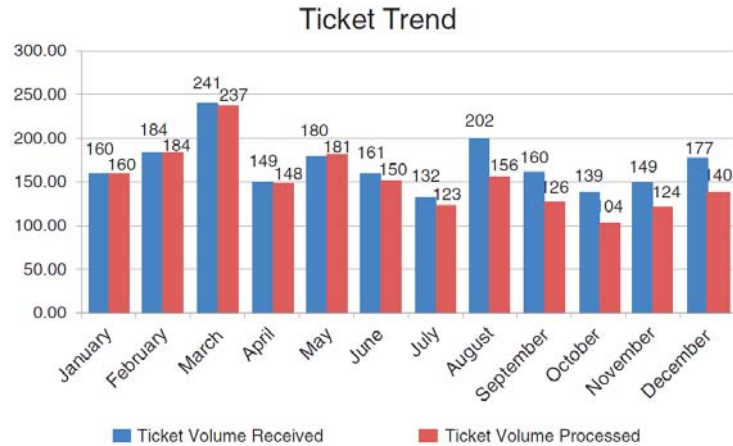


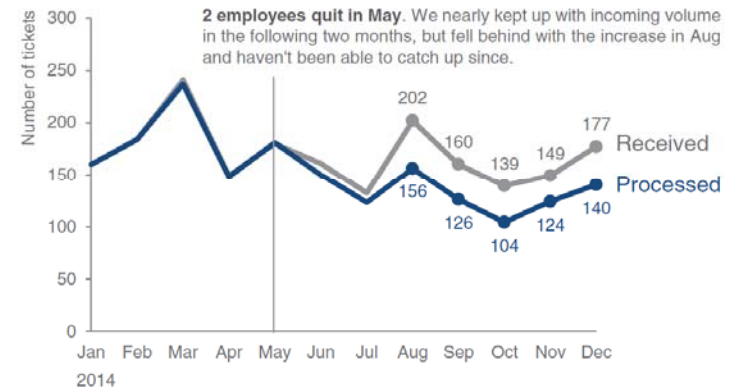
FIGURE 0.2 Example 1 (before): showing data



Please approve the hire of 2 FTEs

to backfill those who quit in the past year

Ticket volume over time

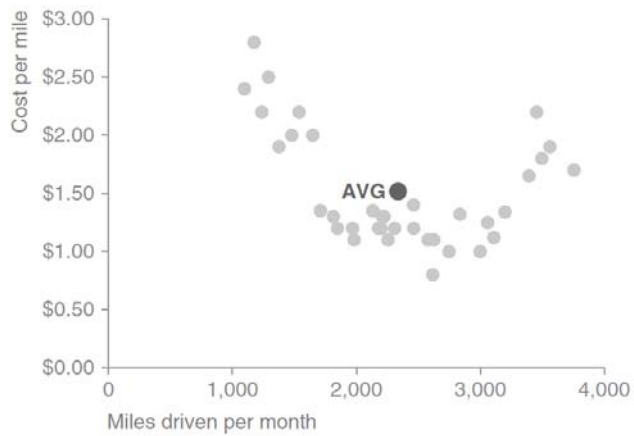


Data source: XYZ Dashboard, as of 12/31/2014 | A detailed analysis on tickets processed per person and time to resolve issues was undertaken to inform this request and can be provided if needed.

FIGURE 0.3 Example 1 (after): storytelling with data

- 點型散布圖容易表示兩者之間的關係

Cost per mile by miles driven



Cost per mile by miles driven

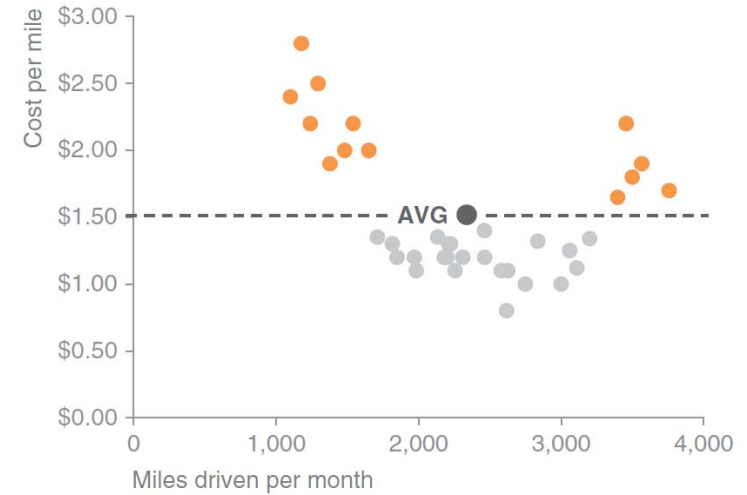


FIGURE 2.6 Scatterplot

柱狀圖或簡約文字

Alternatively

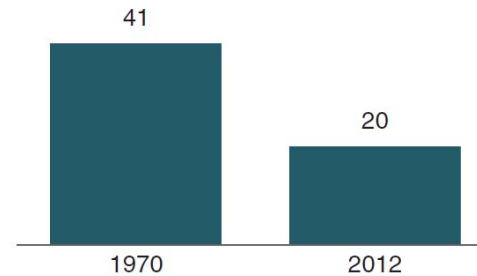
20%

of children had a **traditional stay-at-home mom** in 2012, compared to 41% in 1970

FIGURE 2.3 Stay-at-home moms simple text makeover

Children with a "Traditional" Stay-at-Home Mother

% of children with a married stay-at-home mother with a working husband



Note: Based on children younger than 18. Their mothers are categorized based on employment status in 1970 and 2012.

Source: Pew Research Center analysis of March Current Population Surveys Integrated Public Use Microdata Series (IPUMS-CPS), 1971 and 2013

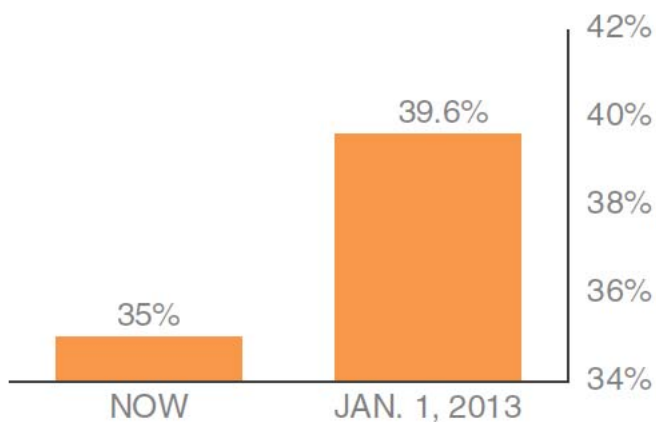
Adapted from PEW RESEARCH CENTER

FIGURE 2.2 Stay-at-home moms original graph

柱狀圖比大小(請注意道德原則，原點須為0)

Non-zero baseline: as originally graphed

IF BUSH TAX CUTS EXPIRE
TOP TAX RATE



Zero baseline: as it should be graphed

IF BUSH TAX CUTS EXPIRE
TOP TAX RATE

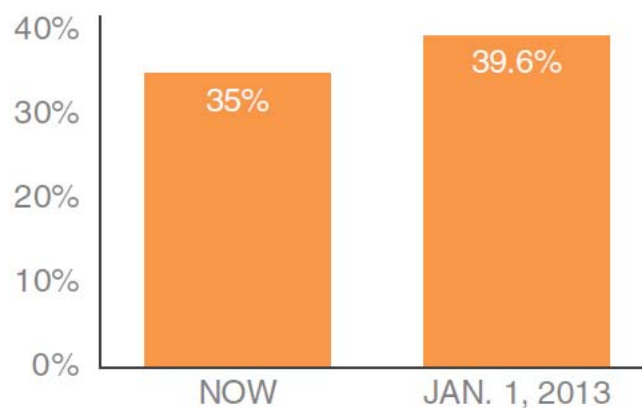


FIGURE 2.13 Bar charts must have a zero baseline

認知負擔越大，越懶得看。減少負擔，善用視覺原則

- 相近



- 相似



- 封閉



- 連續

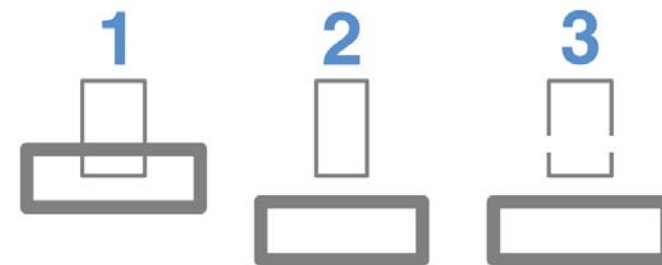


FIGURE 3.9 Gestalt principle of continuity

Demonstrating effectiveness is most important consideration when selecting a provider

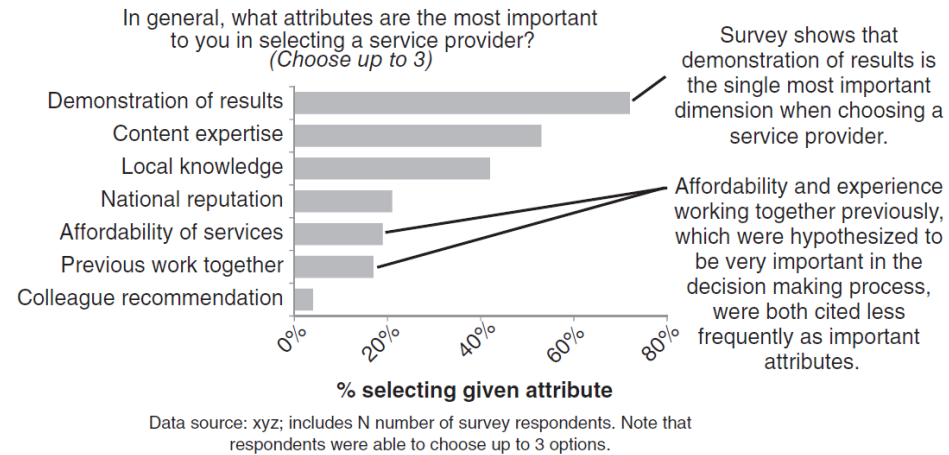


FIGURE 3.13 Summary of survey feedback



Demonstrating effectiveness is most important consideration when selecting a provider

In general, what attributes are the most important to you in selecting a service provider?

(Choose up to 3)

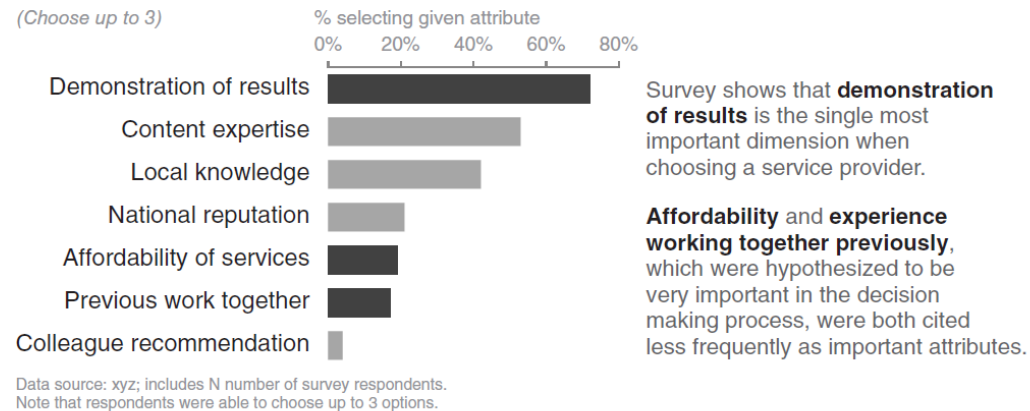


FIGURE 3.14 Revamped summary of survey feedback

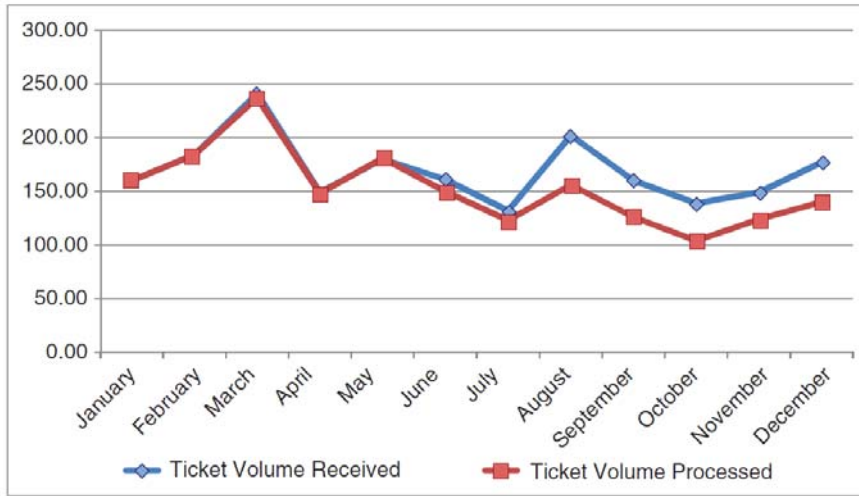


FIGURE 3.17 Original graph

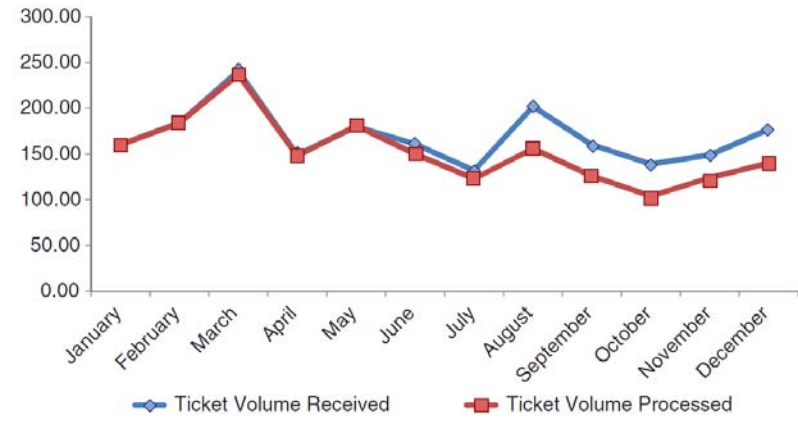


FIGURE 3.19 Remove gridlines

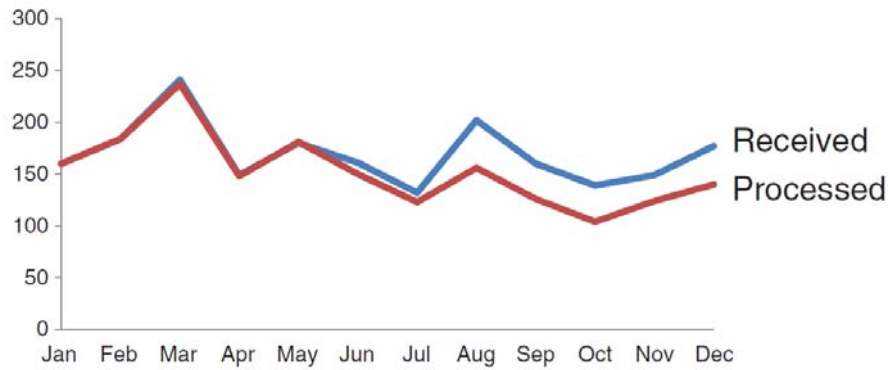


FIGURE 3.22 Label data directly

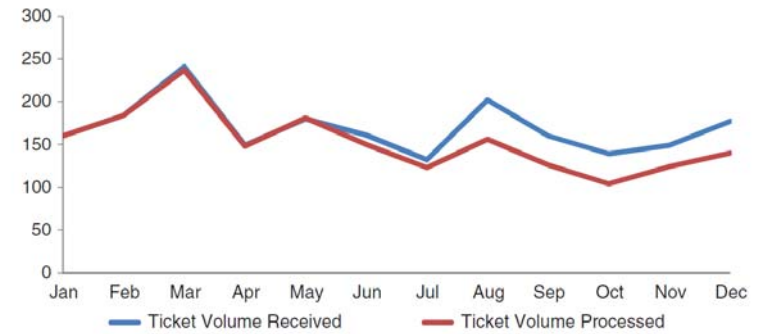


FIGURE 3.21 Clean up axis labels

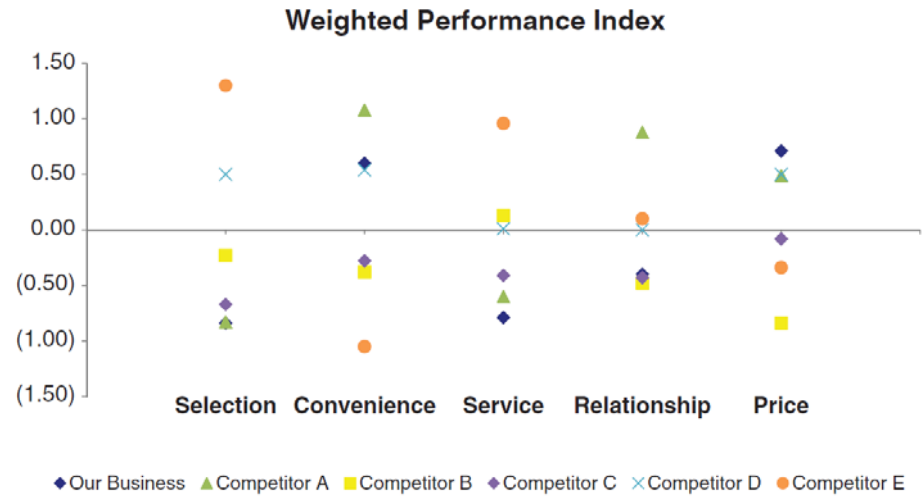


FIGURE 3.15 Original graph



Performance overview



FIGURE 3.16 Revamped graph, using contrast strategically

善用顏色或灰階

Country Level Sales Rank Top 5 Drugs

Rainbow distribution in color indicates sales rank in given country from #1 (red) to #10 or higher (dark purple)

Country	A	B	C	D	E
AUS	1	2	3	6	7
BRA	1	3	4	5	6
CAN	2	3	6	12	8
CHI	1	2	8	4	7
FRA	3	2	4	8	10
GER	3	1	6	5	4
IND	4	1	8	10	5
ITA	2	4	10	9	8
MEX	1	5	4	6	3
RUS	4	3	7	9	12
SPA	2	3	4	5	11
TUR	7	2	3	4	8
UK	1	2	3	6	7
US	1	2	4	3	5

FIGURE 4.15 Use color sparingly

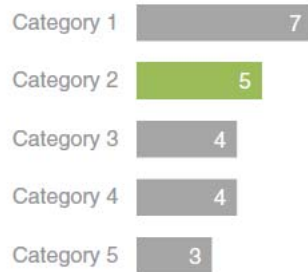
Top 5 drugs: country-level sales rank

RANK		1	2	3	4	5+
COUNTRY DRUG	A	B	C	D	E	
	Australia	1	2	3	6	7
Brazil	1	3	4	5	6	
Canada	2	3	6	12	8	
China	1	2	8	4	7	
France	3	2	4	8	10	
Germany	3	1	6	5	4	
India	4	1	8	10	5	
Italy	2	4	10	9	8	
Mexico	1	5	4	6	3	
Russia	4	3	7	9	12	
Spain	2	3	4	5	11	
Turkey	7	2	3	4	8	
United Kingdom	1	2	3	6	7	
United States	1	2	4	3	5	

客戶品牌顏色是綠色
三種處理方式

突顯設計要素

Leverage **brand color**



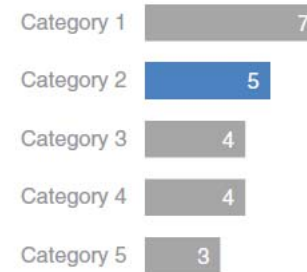
ClientLogo

Draw attention with **black**



ClientLogo

Use **complementary color**



ClientLogo

FIGURE 4.16 Color options with brand color

善用文字

Peak Break-up Times

According to Facebook status updates

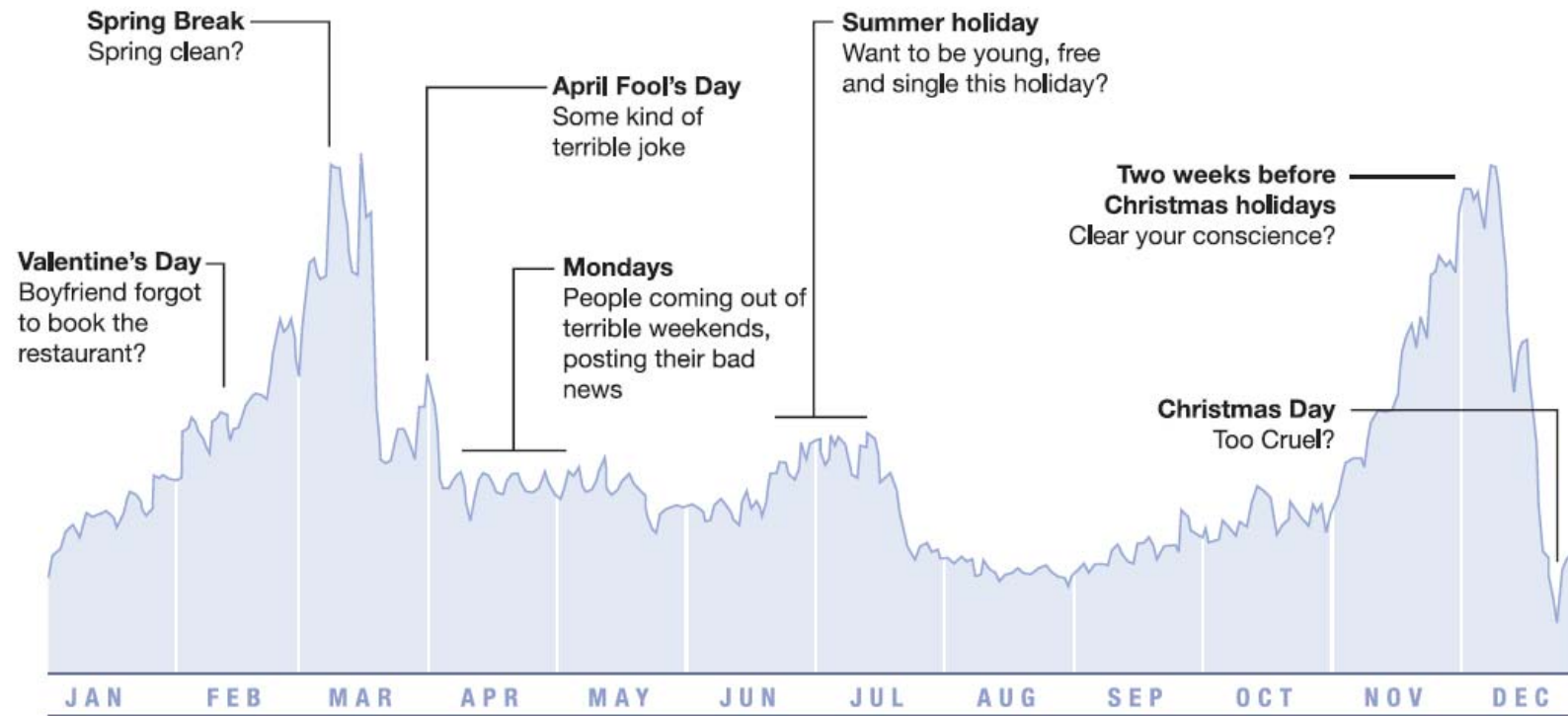


FIGURE 5.7 Words used wisely

第四課學習說故事

- 學文學家和劇作家的技巧
- 故事是說給人聽，不是自嗨，得從聽眾角度出發
- 運用水平及垂直邏輯

說故事

- 布局(set up)
- 衝突/問題 (Conflict/Problem)
- 解決 (Resolution/Solution)

水平及垂直邏輯

單看每一張投影片標題
就可了解故事

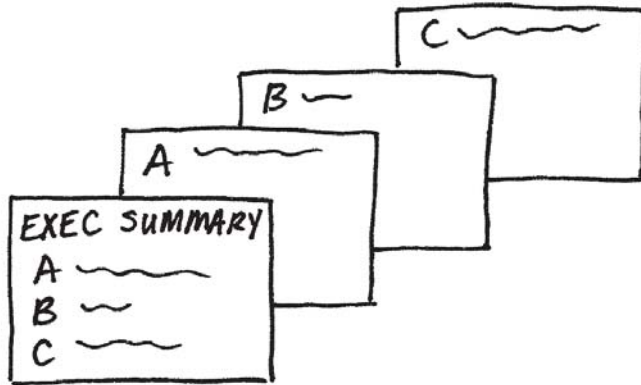


FIGURE 7.2 Horizontal logic

每一張投影片內容
會自成一系統

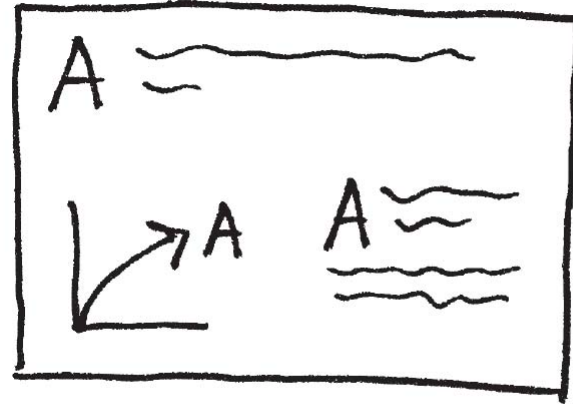


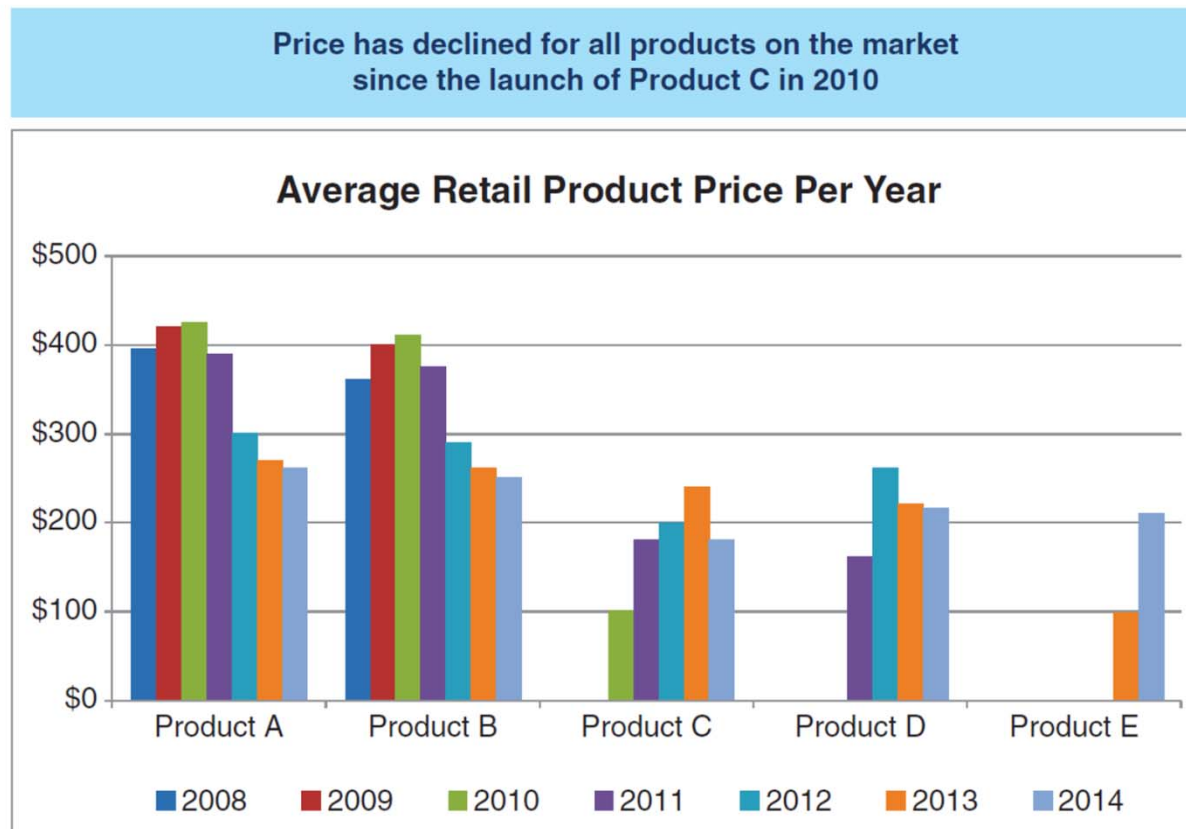
FIGURE 7.3 Vertical logic

實例說明

對象(Who)：產品部副總

內容(What)：推出一個新產品，提出可能售價區間

方法(How)：由五個相關產品，近5年售價，推論最佳售價



原圖

FIGURE 8.1 Original visual

Step1: 顏色並不重要



FIGURE 8.2 Remove the variance in color

並無明顯共同昇降趨勢

改用折線圖表示時間變化

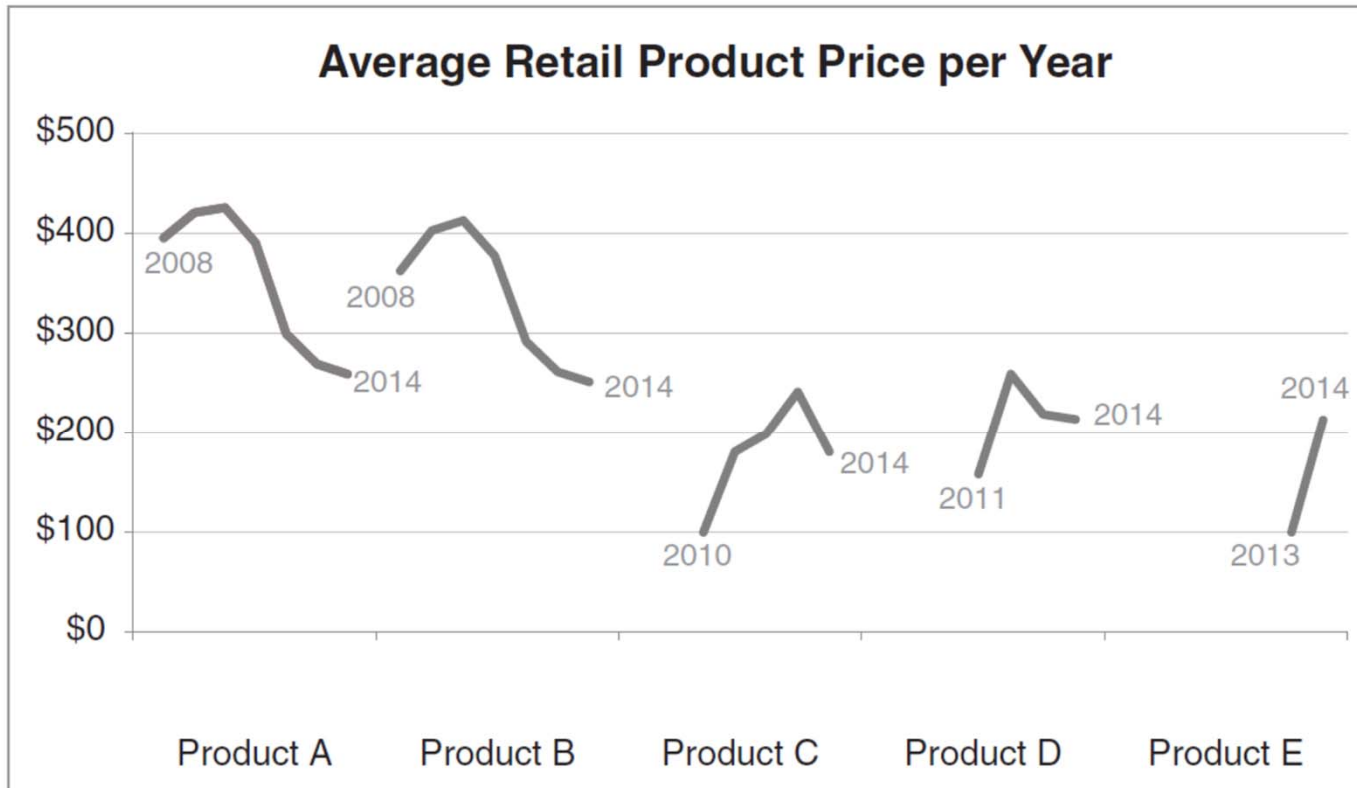


FIGURE 8.4 Change to line graph

合併圖

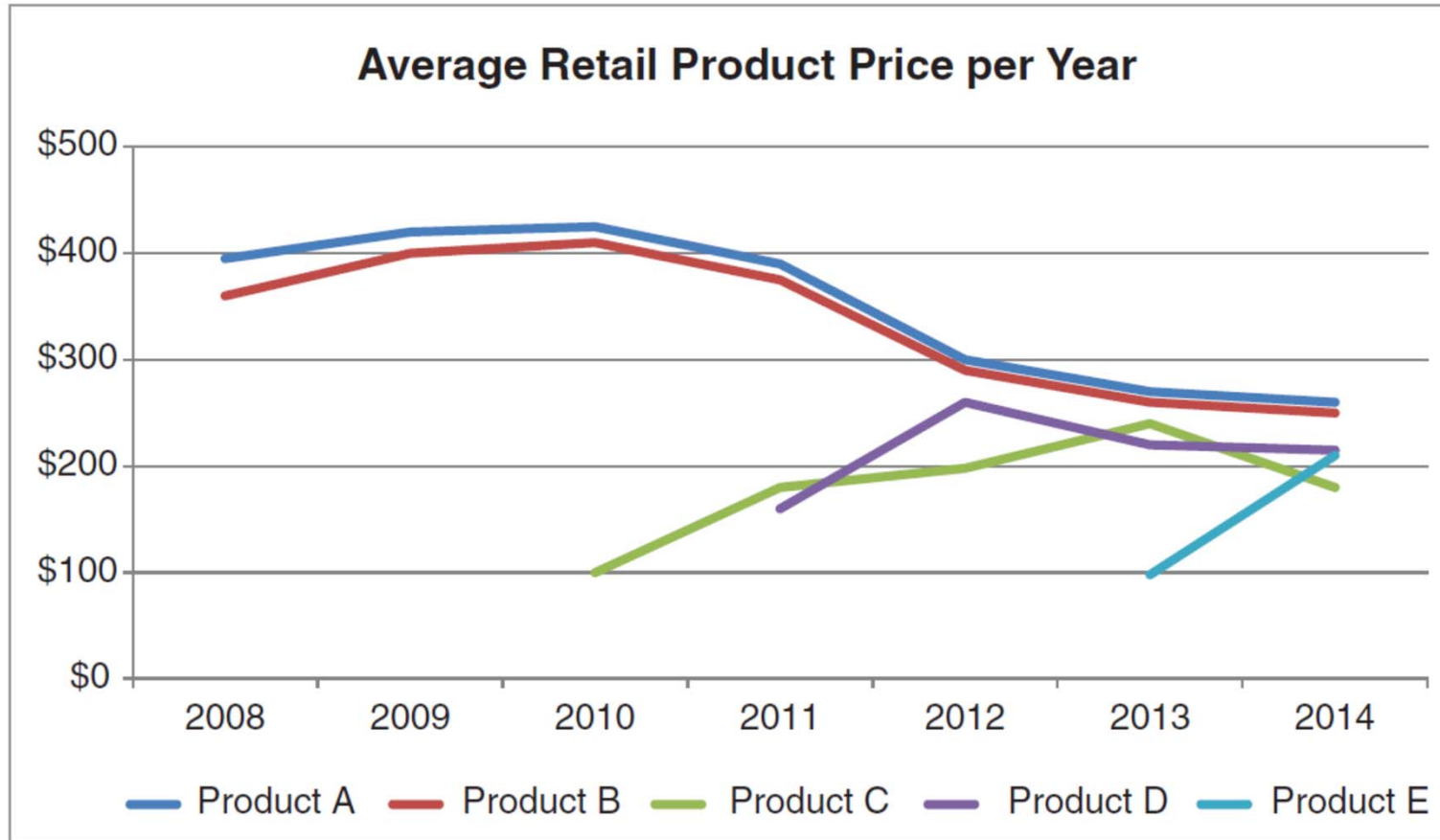


FIGURE 8.5 Single line graph for all products

去除不相關雜訊

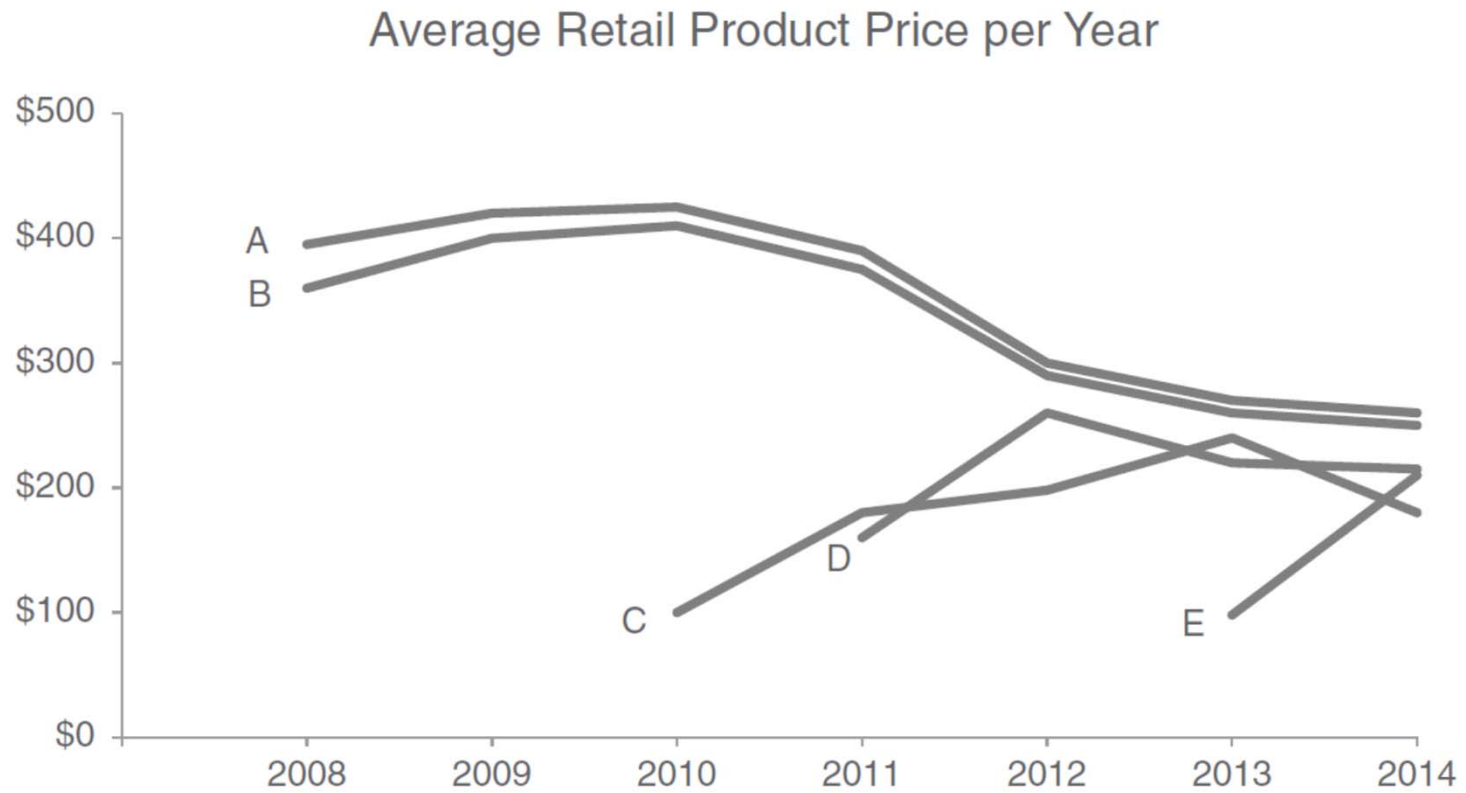


FIGURE 8.6 Eliminate clutter

經由不同點抓聽眾注意力

2010年後產品價格下降

在此領域價格皆先上升再下降

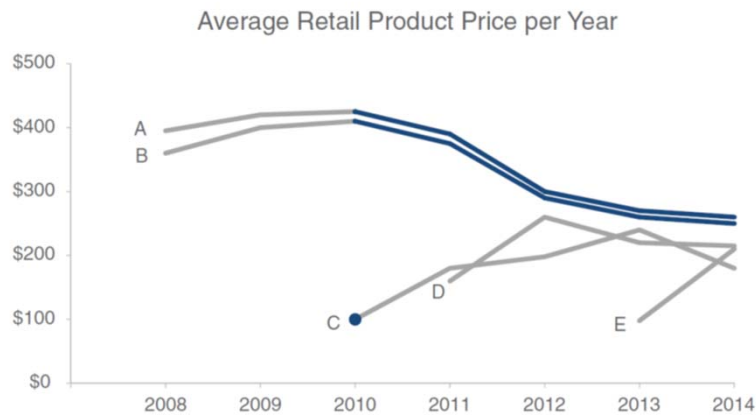


FIGURE 8.7 Focus the audience's attention

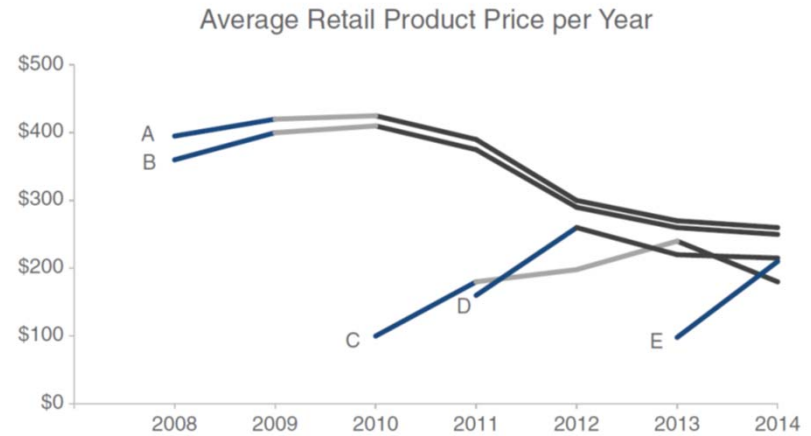


FIGURE 8.8 Refocus the audience's attention

另一方面，也看出在2014價格趨一致，價格在180-260元

說故事

Story goes from

1. 理解競爭市場上的價格變化
2. 決定產品價格

Products A and B were launched in 2008 at price points of **\$360+**

Retail price over time

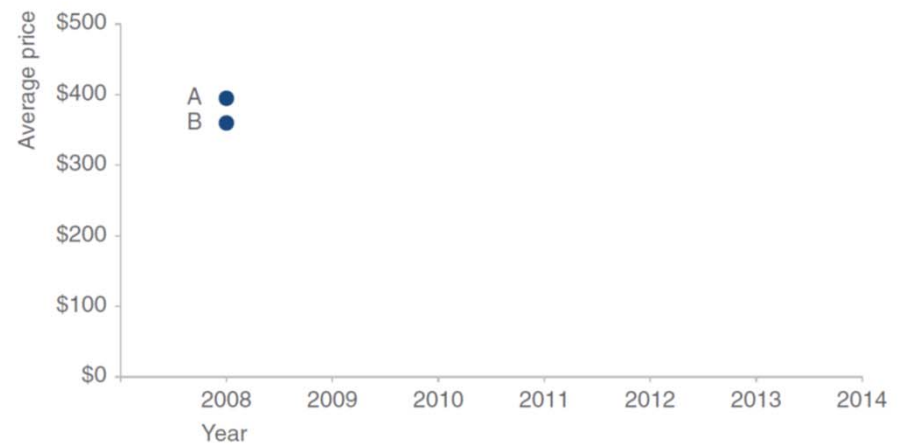


FIGURE 8.12

They have been priced similarly over time, with B consistently slightly lower than A

Retail price over time

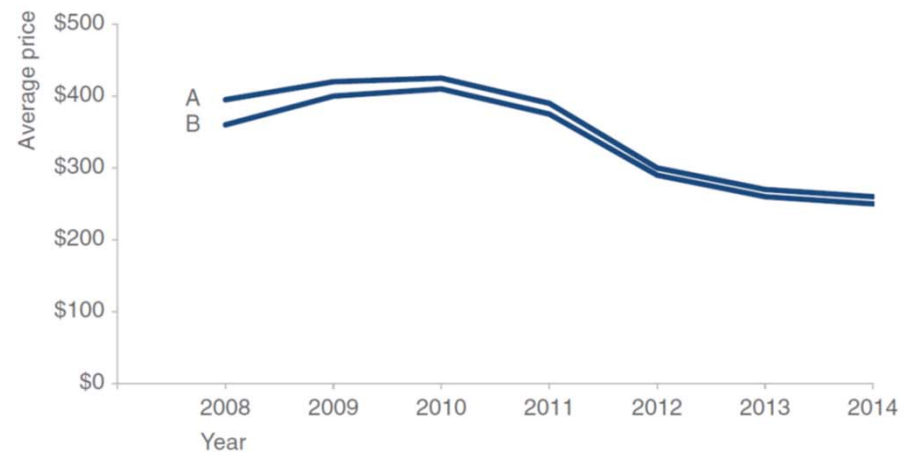


FIGURE 8.13

Products C, D, and E were each introduced later at **much lower price points**...

Retail price over time

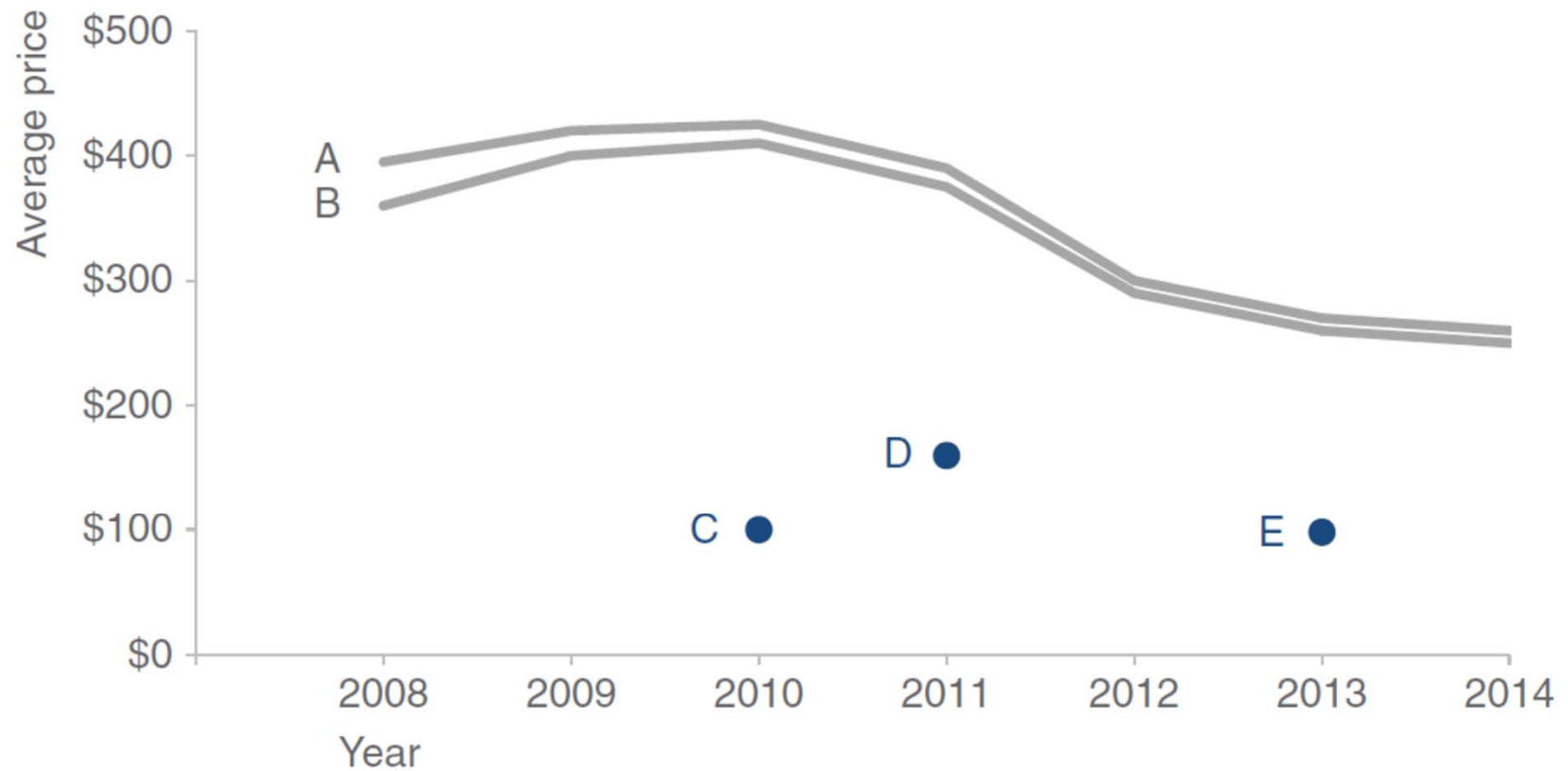


FIGURE 8.15

...but all have **increased in price** since their respective launches

Retail price over time

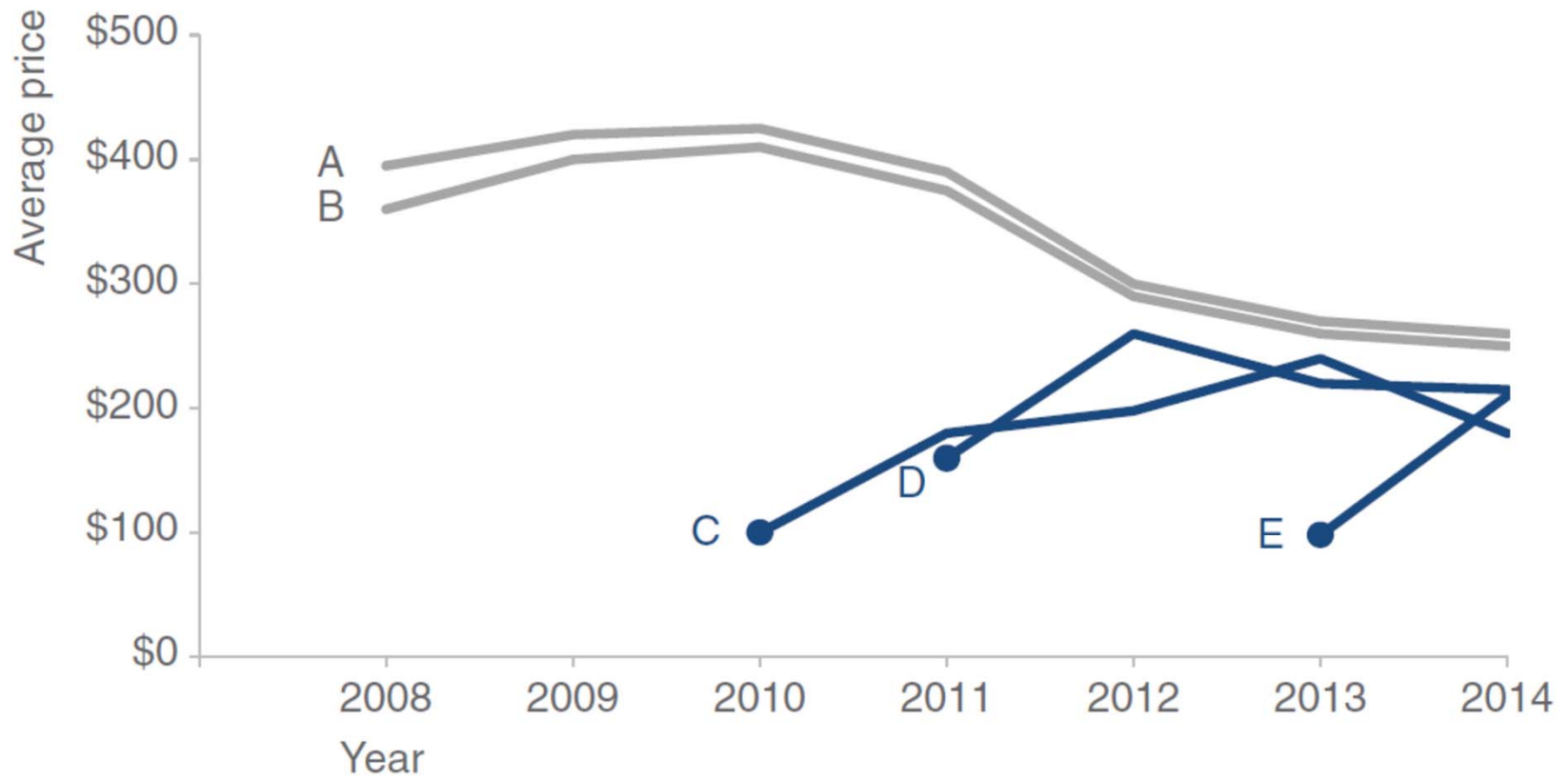


FIGURE 8.16

In fact, with the launch of a new product in this space, we tend to see an **initial price increase**, followed by a **decrease** over time

Retail price over time

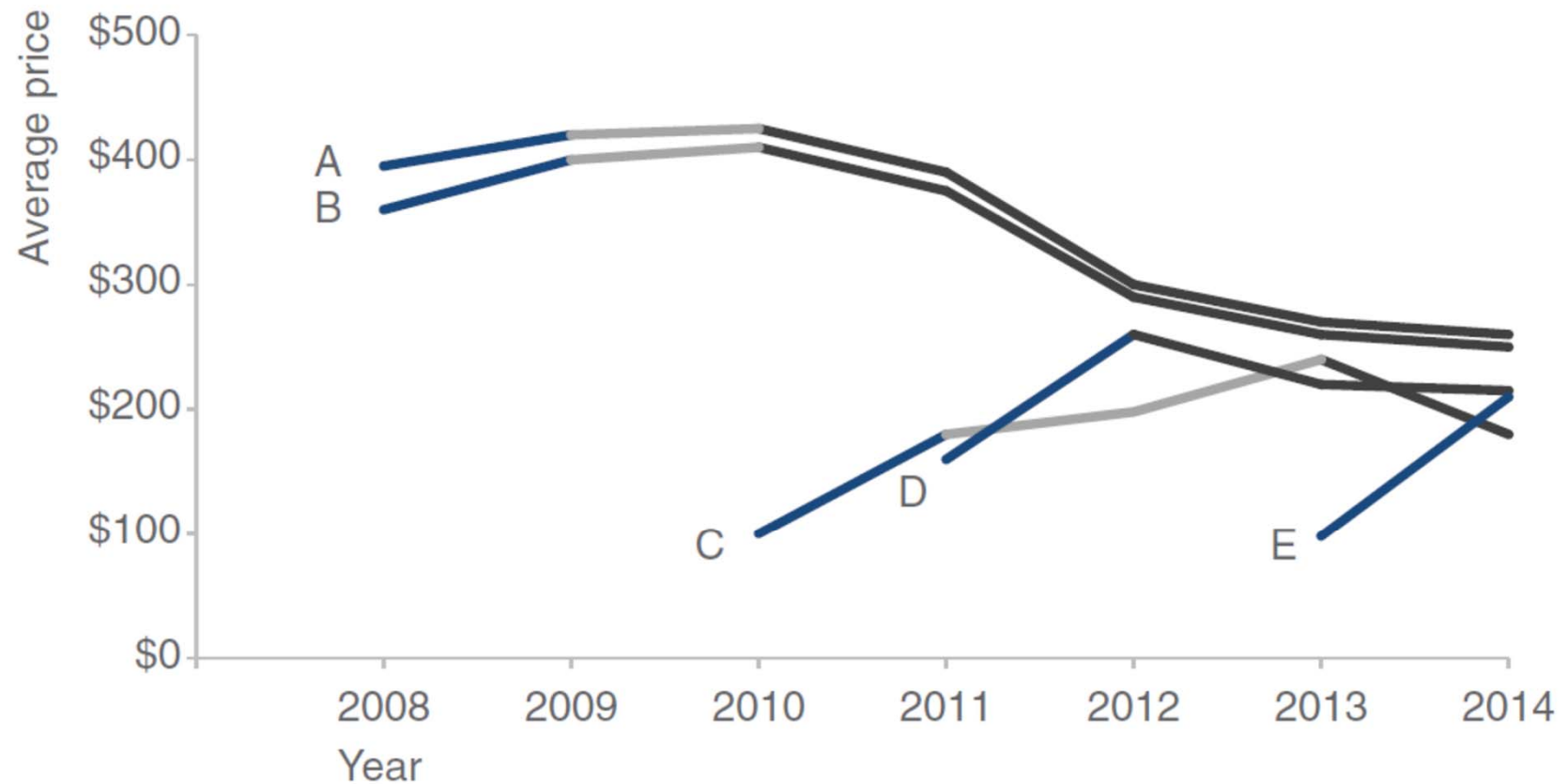


FIGURE 8.17

As of 2014, retail prices have converged, with an **average retail price of \$223**, ranging from a low of \$180 (C) to a high of \$260 (A)

Retail price over time

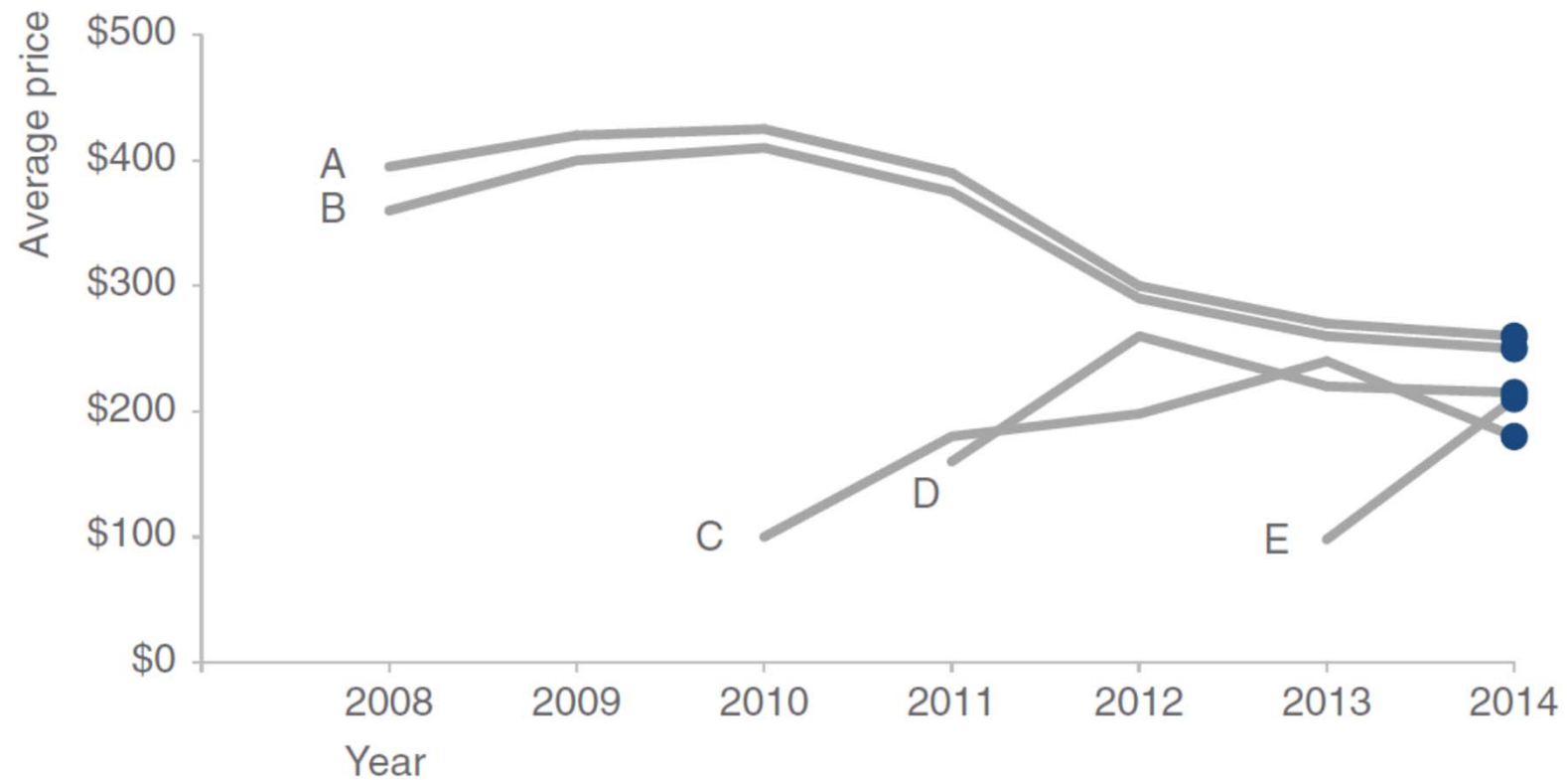


FIGURE 8.18

To be competitive, we recommend introducing our product *below the \$223 average price point* in the **\$150–\$200 range**

Retail price over time

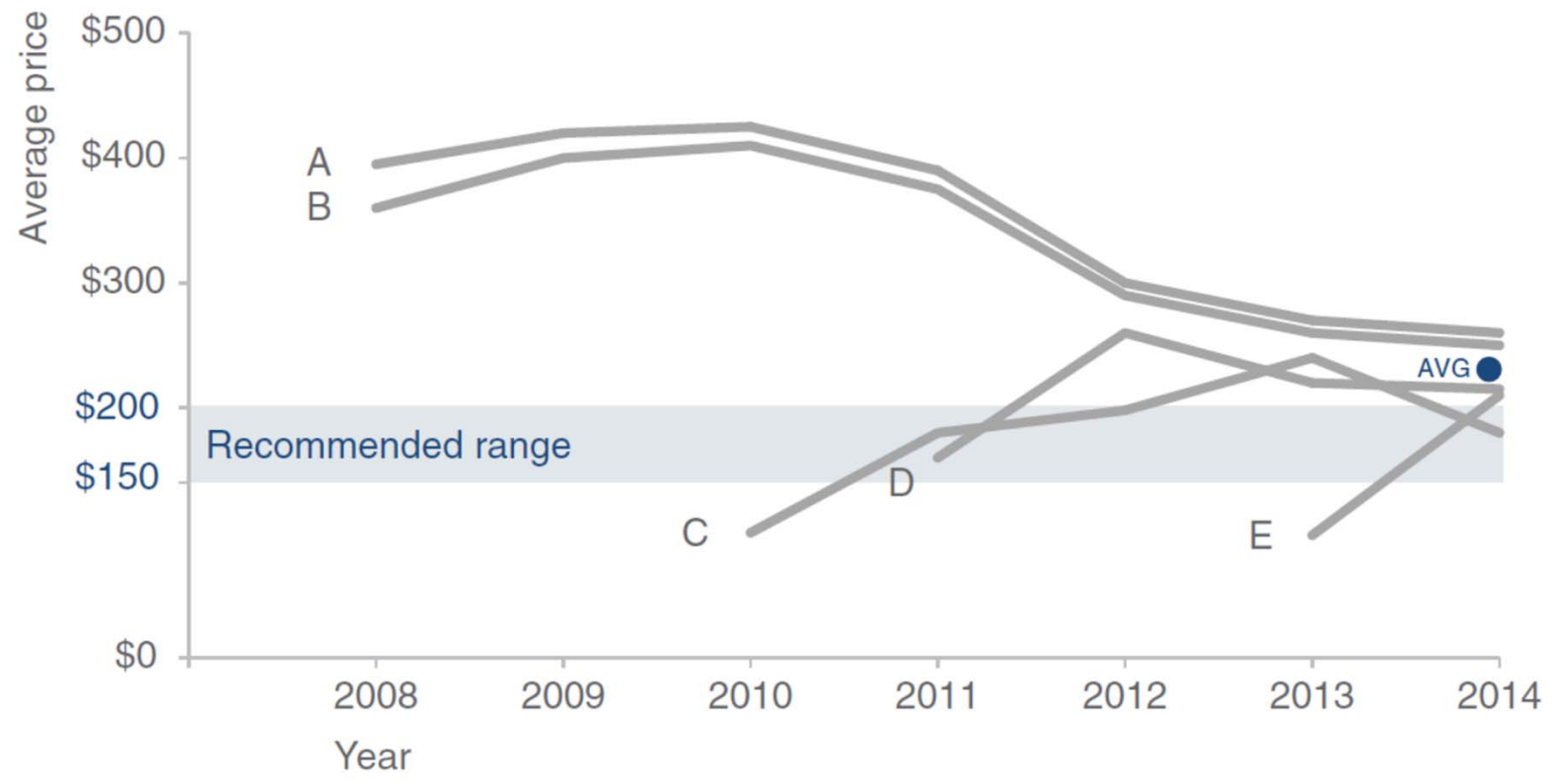


FIGURE 8.19

溝通與表達

三大原則

- 熱情 (釋放內在)
- 說故事的技巧
- 提供新知

釋放內在

- 找出內心和講題[獨特]而有意義的聯結
- 有熱情才能掌握講題
- 科學研究顯示熱情是具有傳染力，唯有自己受到啟發，才可能啟發他人
- 找出自己喜愛什麼，了解真實的自我，還要有勇氣如此做

說故事的技巧

- 自己的故事是打破隔閡最好的方式
- 具有轉折(橋段)的故事，是較有效的

提供新知

- 大腦天生就對新奇事物有興趣。告訴聽眾全新的資訊，全新的解決之道，以別出心裁方式包裝
- 三數法則：一般人能夠記住三項資訊，將新知綜合為**3-4**項目

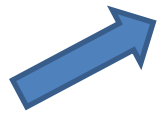
態度

- 反覆練習，和演講合而為一
- 放輕鬆(everyone is nervous before speech)
- 注意時間限制，也了解聽眾連續注意力上限約**20**分鐘 (聆聽是很累人的)。愛因斯坦說「假如你不能將一件事簡單解釋清楚，你就是對它不夠了解」

懂一些心理學 (Proved in literature)

- 酒類專賣店，放古典音樂，顧客買的酒價格貴三倍。
- 被告面貌較佳，和長的不好的人，犯同樣的罪，刑期較短
- 陌生男女速配，聊旅遊比聊電影，較易成功
- Quirkology by Richard Wiseman

- 有能力的表現從自覺有能力開始(Competence Starts with Feeling Competent)
- 預測不同美國人是否快樂，最好的預測指標，是該人是否認同“生命是有目的” (Your life has purpose and meaning)
- By David Niven



準備之第一步

- 募資及計畫簡報溝通
- 求職簡報面談
- 研究成果簡報
- 簡報內容著重於影響少數「特定人士」之決定，必須有「立即」的影響，如通過審查，聘任，或投資等。時間通常是有限制，大約10-30 分鐘。

求職簡報面談

Interview

Three important Things on job interview preparation

- Resume should be accurate and easy for reader.
- Research the company
- A story for your Life

Example

- A story for your life
- Weak: I graduated from, and interested in biology study
- Strong: I got a strong input from my high school teacher. In a flower/insect class, they showed me the beauty of the biology and the strength of biotechnology. Then, I attended ... school.Therefore, I wish...

Describe anecdote in Story

- Problem
- Action
- Result
- Who, When, Where

Standard Attitude

- Come on time (a little early)
- Dress normal
- Stay calm

- Are you interested in nailing your interview?
Science says that all you need to do is be **likable**.

But how?

Three simple things may do the trick:

- Talk about an interesting topic, unrelated to the interview and the job.
- Confess your weakness the minute the interview starts.
- Don't freak out if you make a mistake.

- Also – don't gossip. Science has proven over and over again that people really like to gossip, but, surprisingly, don't like gossipers.

Job Interview as an example: Questions frequently asked in an interview

- **1. Tell me about yourself.** 先思考你應徵的職位需要什麼樣個性或技能的人，並藉此連結到自己的能力和優勢。
- **2. What are three positive things your last boss would say about you?** 要配合新職業之敘述，如堅持有耐力，加上實例說明。
- **3. What are your goals?** 最好能夠談談短期跟中期的目標，不用一直把自己縮限在回答很遠大的目標。
- **4. If you were an animal, which one would you want to be?** 這是間接型問題，用模擬方式推演性格及行為。大半的回答是牛，馬，熊，虎，狼。混合職位需求性質及個人特性混合。

Questions frequently asked in an interview

- 4. Why should we hire you? What makes you better than any other candidates I'm interviewing? What can you do for us that other candidates can't? 應該強調你認為自己比較優秀的長處，甚至可以給面試官一個選擇你的理由。
- 5. What are your weaknesses? 回答這種題目需要有些技巧，讓我們把自己真正的弱點變成強項。(1) 最常見的回答如：「我是一個完美主義者，常常會太過努力為了把一件事做好。」但千萬要記得，在回答時必須要誠實以及誠懇，不然是非常容易弄巧反拙的喔！(2) 說明自己弱點及進行中的改進

Questions frequently asked in an interview

- **6. Tell me about a time when you had to work with a difficult colleague?**所以你不只得傳達自己具有團隊合作的精神，也得讓面試官知道，當你被指派到一個團隊工作時，無論跟合作對象合不合得來，你都得想辦法完成你的工作。
- **7. Tell me the worst manager/leader you've had?**回答這類型題目前，你必須要先對公司有一定的了解，也就是說面試前必須做好功課，大致上了解公司的管理及風格，這也會幫助你回答這道問題。
- **8. When were you most satisfied in your job?** 敘述正面工作成就及未來可能發展。

Questions frequently asked in an job interview

- 9. Why do you want to work here? What can you tell me about our company or industry? 回答的時候盡量精簡說明你對公司的了解，當然你也可以問一些有建設性的問題。這樣不只能讓對方知道你對這份工作的熱忱以及感興趣程度，也能藉此展現你的有備而來與積極心態喔！
- 10. Do you have any question for us? 這個問題主要是讓你表現你對公司的了解，並且從而問出帶有深度及建設性的問題。問個好問題不但能大大為你的面試表現加分，還能讓你對公司有更進一步的認識，亦或者是了解其他工作相關的事情。
- 作者簡介 / VoiceTube HERO 團隊
- 作者簡介 / AmazingTalker BLOG

研究成果簡報

Research seminar/Report

Seminar presentation: how shall I prepare for the seminar

- Speaker should make up his mind about whom he is addressing-audience, and the knowledge background of his audience and their demanding determine the content of his speech.
- The length and depth of Introduction and experimental detail will depend on which type of audience you address.
- In summary, what is your “take-home-message” for the audience.

Seminar presentation: the length of speech

- The people with anything to say can usually say it briefly.
- Always try to close your speech on time.
- Speak only 30-35 minutes in 50-minute speech.

Seminar presentation: a boring speech

- A lecturer can be bore not only being insufferably prosy or because his work is intrinsically dull, but because he goes into quite unnecessary details about matters of audience.

Seminar presentation: attitude and the style of speech

- Scientist shall speak with confidence but not arrogant. Confident with your data and knowledge, and respect for the audience attention.
- A torrential outpouring of words may make the speaker think that he is brilliant, but his audience are more likely to think him glib.

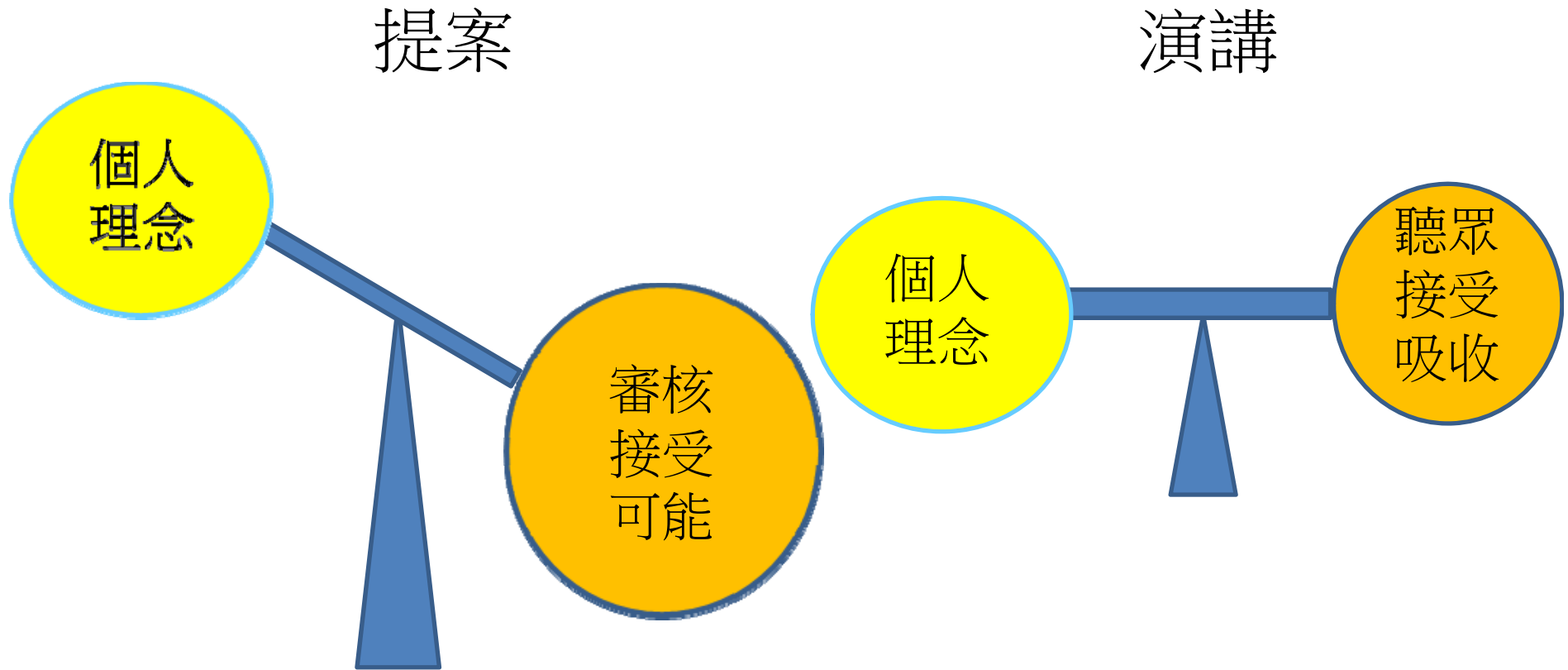
Seminar presentation: format

- Linear presentation: in a logical order.
- Slide is for the audience: Do not read your talk.
- Do not go into detail: audience may get lost in experimental detail
- You are "telling a story."

Research seminar presentation

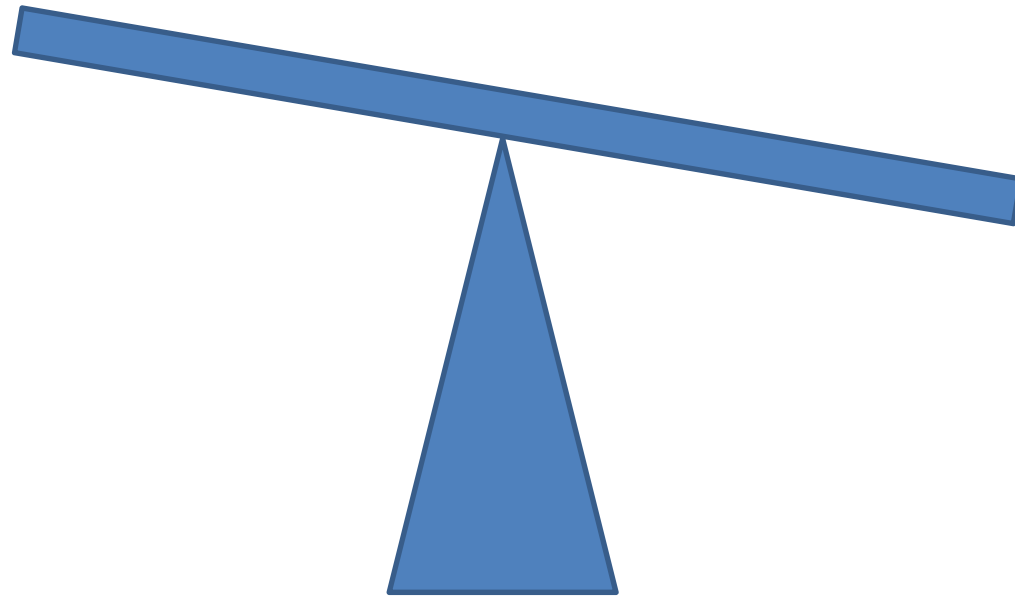
- Three basic rules:
- (1) clearly present the rationale and the aim of each experiment
- (2) Briefly describe how the experiment was performed
- (3) describe how the result support the conclusion.
- Make the results “explanatory”, not “descriptive.”

樣例：提案和演講之不同



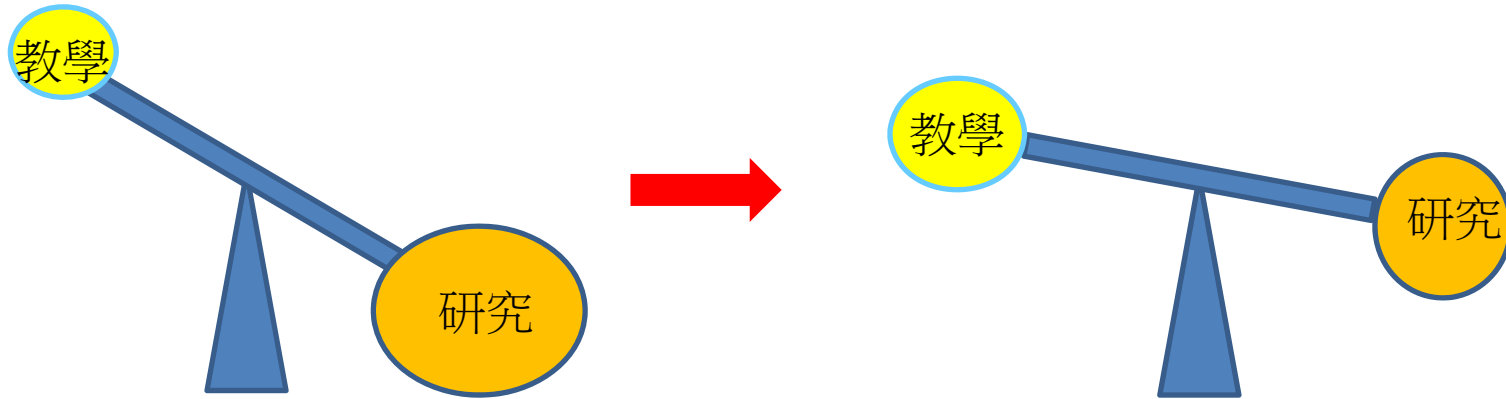
平衡

大多數的論述，皆可用平衡角度視，每一舉動皆可能產生雙面效應。
論述應著重說明為何選擇此方，而非漠視另一方。



樣例：大學中教學和研究

深耕計畫是為了扭轉大學過度重視研究，而非僅重視教學



平衡

- 如果頂部的人值得他們取得成功，那麼底部的人肯定應該得到他們所有的失敗。
- 對策是一個信念：運氣，說成功不僅取決於人才和努力；體面的人可能會失敗，應該得到同情，而不是蔑視。
- The book of life

天資X環境X努力X運氣=成功



準備之第一步

- 演講對象之年齡及專業程度性質：決定內容之深度
- 演講對象之人數及演講長度：決定準備內容之時間。
- 演講之目的：決定傳遞給演講對象之訊息，訊息可以具多面向，著重「長期」的影響。
- 請記住一個不好的演講是浪費了很多人的時間。
聽眾100個人 X (演講 1 hr+交通 1 hr)=200 hr = 一個人工作一個月之產值。

Give a lecture

How to prepare a presentation

- Introduction
- Body
- Closing
- Prepare “body” first, then introduction and closing.

Body (主題)

- Topic
- Audience
- Goal: (1) information presentation (2) persuasion presentations

Categorize the information in order of priority

- Collect the information:
 - (1) Write down every important piece of information
 - (2) Think about your goal
 - (3) Write the key items related to reaching that goal
- Categorize the information in order of priority

Basic Structure

I. Main point

A. sub-point

- a. sub-sub point
- b. sub-sub point

II. Main point

A. sub-point

- a. sub-sub-point
- b. sub-sub-point

B. sub-point

- a. sub-sub-point

Example: a company in risk

- Reduced revenue
 - Causes
 - Overall Economy
 - Sales
- Resulting action
 - Cut costs
 - Reduce expenditures
 - downsize
 - Improve efficiency
 - Eliminate redundancy
 - Provide job training
- Future
 - Immediate
 - Work long hours
 - Team work
 - Distant
 - optimism

Wagner Method to organize “body” DROP

- **D**etail: current situation and problems
- **R**equirements: what is needed to improve the situation or solving the problems
- **O**ptions: several approaches that may answer the requirements.
- **P**roposal: your choice and rationale
- To form the “body” of presentation.

Detail (The extension of Situation)

- Retail sales in Taiwan have been anemic for two years now. And although we have tried to attract shoppers by using traditional sales methods, new and innovative techniques are now required in these sophisticated times.
- It is no mystery that a large number of people are intimidated by the complex technology being developed. In fact, many people are often tempted to give up on trying to learn new software released on the market.

Requirements

- We will use these terms: “...will be required..” “ we need to”, “.. must be undertaken”, “means..”
- Deep changes **will be required** if we are to maintain profitability. There are no easy answers. But change, big change, **must be undertaken**. What does this mean?
- **This means** that simple bargain sales or seasonal offerings need to be replaced by other options.
- This is what I want to make proposal that I think could revolutionize the entire software industry. **In addition to attracting** current software users, **we will** establish a foothold in the children’s software market.

Options

- Be **neutral** to present several methods that may solve the problem in current situation. Let the audience judge first.
- Now, let me **talk about three options of change we can consider. One is...to, another is...., and the last options is...**
- As I see it, there are **three alternatives...., the first is..., the second is..., the third is...**

Proposal

- **After reviewing these three options, I believe the best way to secure our future is to**
- **From these four alternatives, I propose option three,**
- **For the following reasons, I believe our immediate future is dependent on...**

Greeting

- Good morning! Ladies and gentleman. Thank you for your time this morning. I am regional sales manager for Pharmacia.
- It is a great pleasure for me to give this presentation.
- Good afternoon, everyone. I am pleased to be here today. For those of you who don't know me, my name is

Hook

- Many speakers will use “Hook” immediately after introducing statements to attract audience attention:
 - (1) rhetorical question
 - (2) striking statement
 - (3) humor

Rhetorical question

- This type of question is the method to induce “**curiosity**” of the audience and let the audience “**think**”, but not to ask the “answer”.

- Examples:

Have you ever wondered how Taiwanese companies stay profitable in this tough economy?

Do you have any idea how many doctors are accused of malpractice?

Don't you think the modern biochemical technology is becoming too complicated and hard to perform?

Striking statements

- Usually, use **striking statistical data, disclose unknown facts**, or **contrasting statements** to arouse the interesting.
- Examples:
- One single product, potato juice, makes 38% profit of this company. That is 1 billion dollars last year.
- A “clone” human was born last month in Brazil.
- I am probably not the one whom you were expecting to see.

Humor

- Some speakers like to employ “humor” to relax the tension in the audience. However, it should be used with cautious and not too much.
- Examples:
- I am the one your mother warned you about!
- The building is nice, but I did not see the fire-exit in this auditorium. Are we safe throughout this lecture?
- **For beginners, “humor” is not suggested.** And for some speakers, “humor” is prohibited for the lifetime.

After Hook, before Body

- Describe the following subjects briefly with one or two statements:
 - 1. Situation (background)**
 - 2. Objective**
 - 3. Agenda (map tour for the whole talk)**
 - 4. Time**
 - 5. Questions and Answers**

Situation (examples)

- Technology is a part of our lives, **and today, I want to take a look at how** we can
- **As you know, we have gathered here today to** inaugurate our new headquarters
- **The reason we are here is to discuss** how we can maintain profitability.

Objective

- So by the end of my presentations, **I hope you will decide to accept my plan** for adding 500 beds in this hospital.
- **My objective is to convince you that** the current operation is effective and safe.
- **Our goal is to** continue to improve the quality of operation.
- **After listening to my ideas, please** rethink about your career plan.

Agenda

- Today, I have four main points I would like to discuss. First, I will..
- In my presentation, I will discuss four issues: how people....
- In the following discussion, I intend to highlight four items: First,...
- There are four things we need to cover today, one is to explain...

- Today, I have three main points. First, I will *talk* about... Next, I will *show* you.... And finally, I intend to *discuss*...

- Try to use different verbs for the expression, otherwise, the audience will be bored.

Time

- I will be speaking for **about** 45 minutes.
- My talk should take **around** 30 minutes or so.
- The presentation should take around half an hour.
- Can you give me 15 minutes of your time?

Question and Answers (tell the audience when to ask the question)

- If you have questions, please feel free to ask at any time.
- If you want to ask about anything, please interrupt at any time.
- I love questions! Be sure raise your hand to let me know.
- My policy is simple... no questions! Just kidding. Ask whenever you like.
- Do you mind if I take questions at the end of my talk.
- If you have questions, please hold them until I finished my talk. Thanks!

Verbal and Nonverbal messages

- I am excited to be here – be energetic!
- I am happy to be with you –smile
- I see familiar faces today –look at everyone
- Can everyone hear me –speak loudly
- I have been waiting for this opportunity to give this seminar –show respect
- I have been waiting for this day – show confidence.

Closing

- Closing is not just “That’s all for my talk”
- The structure for closing:
 1. Summary
 2. Conclusions
 3. Q&A session
 4. Final greeting

Summary

- **In summary**, I showed what I think can be done in next five years.
- **To sum up** what I talked today, I described ...
- **In short**, I have highlighted the locations worthy of consideration.

Conclusion

- **I hope that I have convinced that**
- **In am certain, with further discussion, that you will accept my plan...**
- Without a doubt, this new overseas opportunity gives us a chance....
- **I hope you will agree with my proposal to..**
- **The take-home-message is that...**

Q&A session

- Are there any questions?
- If you have questions about any part of talk, I would be happy to take them now.
- I have time for a few questions now.
- It seems you have questions... Please go ahead.
- I am ready for questions.
- Now is the time for your questions?
- Who has questions?

Q&A session

- Question types
- Handling questions
- Persuading techniques

Question types

- Open question: This type of questions start with who/what/where/when/why/how. e.g. Why are you interested in that? How do you think we should proceed?
- Closed question: Questions start with Do/have/are/Will/Is. e.g. Is this the numbers of firms in Asia? Is this protein located in nucleus? Answer these questions with Yes or No.
- Check question: Questions end with aren't you, right? Isn't you? Great minds think alike, don't they? You are new here, aren't you?

Handle questions (funnel method)

- To tackle an open question, we usually start to funnel (restrict) the question and switch the question partially into closed question.

Q1. Why is revenue going down?

A1. What do you mean by “going down”?

A2. Are you asking why revenue went down between 1999 and 2003?

Q2. Why are companies going through so many changes?

A1. What exactly do you mean by “changes”?

A2. You are asking why companies are downsizing, right?

Persuading techniques

- **Being sensitively direct**
- **Responding politely**
- **Assuming good intentions**
- **Initiating respect**
- **Integrating the audience**
- **Neutralizing difficult people**

Being sensitively direct

- What do you think? → Can I have your views on this point?
- Who makes the decision? → Are there specific people who decide?
- Why would you do that? → Is that the only option available?
- Why did you ask that question? → Can I just confirm why you asked that question?
- Who's in charge? → do you know anyone one could contact?
- What did you do that for? → Was there a specific purpose in doing that?

Responding politely

- You sound angry. What happened?
- I would be upset too. What would you like us to do?
- I understand your position very well. Can I make a suggestion?
- Sounds frustrating. What can I do to help?
- That must have been tough. How did you handle it?
- I see your point. What's the solution?
- You seem really irritated. Can I help in some way?

Assuming good intentions

- Thank you for your question. It is nice to see that ...
- That is a good question, and is the one I have asked myself several times.
- I can tell from question that you feel strongly about this issue. Let me answer you this way...
- I have considered that. I think you have a good point.
- You remind of this important issue. Here is my position...
- That makes sense, too. My personal opinion is...
- That is the first time I have heard that. If it makes sense, let's do it.

Initiating respect

- Thank you for the feedback. It is very helpful.
- That is an excellent idea. I believe, should be integrated into the plan.
- That is an excellent point! I totally agree with you.
- You are right about that. It is something I have not considered.

Integrating the audience

- What is your opinion on this issue?
- Would you mind giving us your view?
- Will you share your views with us?
- Do you have anything to add?
- Is there someone in the back with a question?
- How about you, Mr. Peterson?

Neutralizing Difficult people

- Use the **POSITIVE, NEGATIVE, POSITIVE** strategy
- Ms. Porter, I am clear that you have a differing view on that issue. Your view is also valid. However, that view may be more suitable for other situations, but not for our current situation. I will be happy to meet you after the presentation to discuss this further.
- Mr. Lee, you have an excellent record of offering good advice. Right now, I would like to proceed with my presentation. Would it be OK with you if I integrate your point later.

Final greeting

- I have enjoy being here today. Thank you.
- Once again, I would like to extend my thanks to all of you for coming here this afternoon.
- Thanks for your patience for listening to my talk.
- It is a great pleasure to be here today
- Thank you for having me this night.
- Thank you for being here today.

To gather support

- **Integrate each person's opinions.**
- Use each interaction to persuade and convince.
- **Use questions to influence skeptics.**
- **Think deeply about every comment you make.**
- Use your voice, body, and eyes as a tool for persuasion.

Summary (I)

- The style of the presentation is determined by “the aim of the presentation”. → information presentation or persuasion presentation.
- The style of presentation depends on the four factors: (1) The audience (2) the speaker (3) time (4) space.
- The difference in the presentation style results from the heterogeneity of audience and speaker.
- However, there are some common properties among all the audience.

Summary (II)

- The information must be organized in **order** and with **priority**.
- The presentation can be divided into three parts: Introduction, Body, Closing.
- Introduction can be further divided into: (1) greeting (2) hook (3) The guideline of the presentation.

Summary (III)

- The body (DROP): Detail, Requirement, Option, Proposal.
- Check all the transitions in the Body Part, place the transitions into small, medium, and Major transitions.
- Closing includes (1) Summary (2) Conclusions (3) Q&A session (4) Final greeting

Summary (IV)

- In Questions and Answer sessions, six rules should be followed: (1) Being sensitively direct (2) Responding politely (3) Assuming good intentions (4) Initiating respect (5) Integrating the audience (5) Neutralizing difficult people-positive/negative/positive method.

Summary (V)

- The content of your presentation is the most important!
- Well-organized material and well-prepared speaker is always welcomed.

- <https://www.youtube.com/watch?v=-z8XOoYm3EE>
- Bryan Stevenson 我們需要談談不正義

簡報溝通之美

- 藝術的背後是人文的關懷。
- 蕭瓊瑞



文字之美 When You are Old

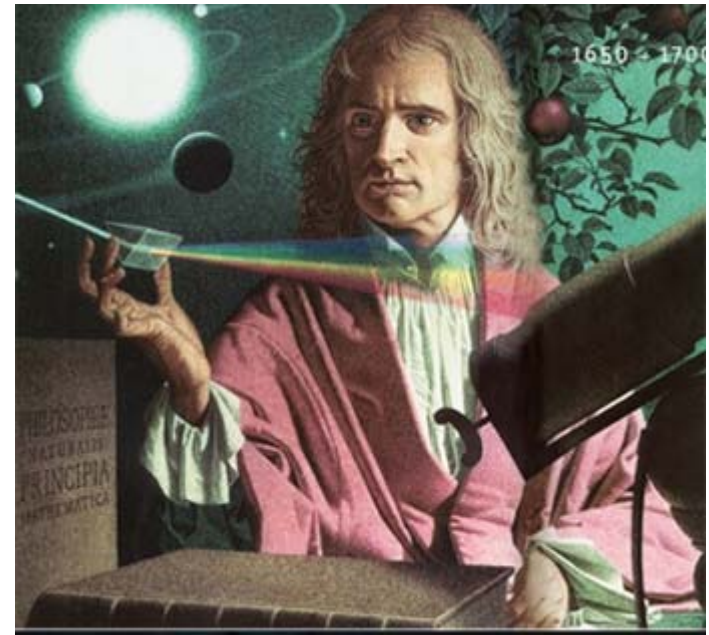
WHEN you are old and grey and full of sleep,
And nodding by the fire, take down this book,
And slowly read, and dream of the soft look
Your eyes had once, and of their shadows deep;

How many loved your moments of glad grace,
And loved your beauty with love false or true,
But one man loved the pilgrim soul in you,
And loved the sorrows of your changing face;

"When You Are Old" is reprinted from The Rose. W.B. Yeats. 1893

The Ten Most **Beautiful** Experiments in Science

- 牛頓：三菱鏡 (解析之美)
- 光是什麼？
- 光是複合體，
五彩繽紛並非是光的染色



克理斯 (Robert P. Crease)：史上最美的十項科學實驗 (The prism and the Pendulum)。蔡承志譯，2009，貓頭鷹出版社。

實驗設計之美

- 「牛頓的關鍵實驗一舉為世界帶來了許多新事物：一項資訊、一套工具和技術，甚至還有一段道德指引。每樣新事物都造就了這個實驗之美。牛頓的實驗揭露了這個世界的一項真理，做法卻是極端單純又極富巧思。」
- 「不必做那麼多種，只要做關鍵實驗就好了。因為實驗的次數不重要重點是要考慮它們的價值；而既然做一種就有用哪還需要其他的呢？」

巴斯德與鵝頸瓶



Louis Pasteur , 1822—1895

(by American painter Robert Thom)

Jonathan M. Metzl & Joel D. Howell (2004) Making history: Lessons from the *great moments* series of pharmaceutical advertisements. *Academic Medicine* 79, (11): 1027-1032.

具有宗教一般的神秘氣質

- 鵝頸瓶之美是出自於其一氣呵成的實驗安排，透過空間設計，將實驗組與對照組融合成一體。在同一個實驗安排之下，就可以創造出嚴謹而、巧妙的對比。它提供新的方法(完美的對照組)來檢視可能被欺騙的理性。簡單、而且直接了當。

康德美學

- 康德就進一步指出美感經驗是一種主觀的判斷，可依個體感受的程度區分為「美」和「崇高」(sublime)：「美」讓人感覺精緻、細微的愉悅，例如一朵花、一條小溪；「崇高」則讓人感到驚異、震撼、敬畏或崇敬，例如狂風暴雨、閃電打雷，亦或是宇宙的浩瀚等。顯然地，二者分屬於不同層次的美感經驗，崇高感雖比美感顯示更多心境上的起伏、更深刻的體認，但美感的體會卻比崇高感更平易近人、更先被覺察。
- 康德美學導論。台北：水牛。曹俊峰，2003

- 美學系統希望經由理性、科學的方法，把美當成可以分析、可以解剖的學問，希望美不要停留在感覺狀態 . . . 可是美本身是一種感覺，一旦開始嚴格理性的分析這個感覺的時候，是不是已經破壞到美的本身了？
- 蔣勳：美的覺醒，2006，遠流出版，頁20

法高中會考哲學考題

- 法國高中會考 (Bac, baccalauréat) 本週開始，照慣例週一早上先考共同科目哲學考題 (Bac Philo)，考生們有四小時作答。法國全國約有七十萬多人應考，今年最年輕考生年僅十二歲，最年長者為八十七歲。法國高中會考 1808 年由拿破崙創設，當時應考科目中就已包含哲學。
- 新頭殼 newtalk 2012.06.19 TEWA 歐洲新聞/法國報導
- 以下是今年的考題：
 - 文學組考題(三選一)
 - 工作能讓我們獲得什麼呢？
 - 所有的信仰是否都與理性處於對立面？(所有的信仰是否都不理性？)
 - 試評論斯賓諾莎 (Spinoza) 作品「神學政治論」(Traité théologico-politique) 片段
 - 理組考題(三選一)
 - 如果國家 (l'Etat) 不存在，我們是否會更自由？
 - 我們是否必須尋求真相 (la vérité) ？
 - 試評論盧梭作品「愛彌兒」片段
 - 經濟組(三選一)
 - 工作的價值是否只在於「有用處」？
 - 自然而生的慾望是否可能存在？
 - 試評論貝克萊 (George Berkeley) 作品「被動服從」(De l'obéissance passive) 片段

我們的日常生活

- 29日，麥肯錫全球研究所（McKinsey Global Institute）公布了最新研究報告——「工作的消失與崛起：自動化時代的勞動力轉移」（Jobs Lost, Jobs Gained: Workforce Transitions in a Time of Automation）。
- 這項研究報告針對46個國家（總體GDP佔全球將近90%）、超過800項工作職務進行研究，綜合考量自動化科技應用的速度與範圍、開發與應用自動化科技的成本、勞動市場的動態變化（包括勞動力的品質、數量、薪資待遇等）、自動化的效益等多項因素，並進行模擬預測。
- “麥肯錫預估，在2030年，全球將有4~8億個工作將會被自動化科技取代。”
- 至於像是管理人員、高階專業知識或技術的應用、或是需要社交互動的工作類型，則比較不容易被自動化科技取代，而這些工作也多半屬於高薪工作。

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- 不過，這只是事實的一部分。
- 好消息：有9億個新工作機會崛起
- “「最大的問題不在於『還有工作嗎？』」麥肯錫全球研究所合夥人與經濟學家朗德（Susan Lund）說，「最大的問題是：『失去工作的人找得到新工作嗎？』」”
- 對於失去工作的8億人來說，不是每個人都能很幸運地在接近原本的工作領域找到新機會。麥肯錫預估，全球將會有3.75億的人必須學習新技能、轉換職業領域，才能找到下一個工作機會。如果失去工作的人，無法在一年內找到新工作，中短期內國家的失業率將會上升，整體薪資成長也會減緩。

我們應為自己感到驕傲

- 在生存中，身為平凡的人，即有無數的付出，這些累積的小事，就是深入人性的[美]。
- 一場簡報可以帶給聽眾[美]的感覺
- 我們的[生存]就是一篇[美]的小史詩。

What we are doing here

- 原本我以為擔任電視台要職，就是成功人生的表徵，後來讓我最感自豪的，竟是在謝幕離開時那抹昂然無愧的心情- 小野
- 在被動的人生中，盡力而為；
- 在失控的人生中，挺住失敗，奮力而為！

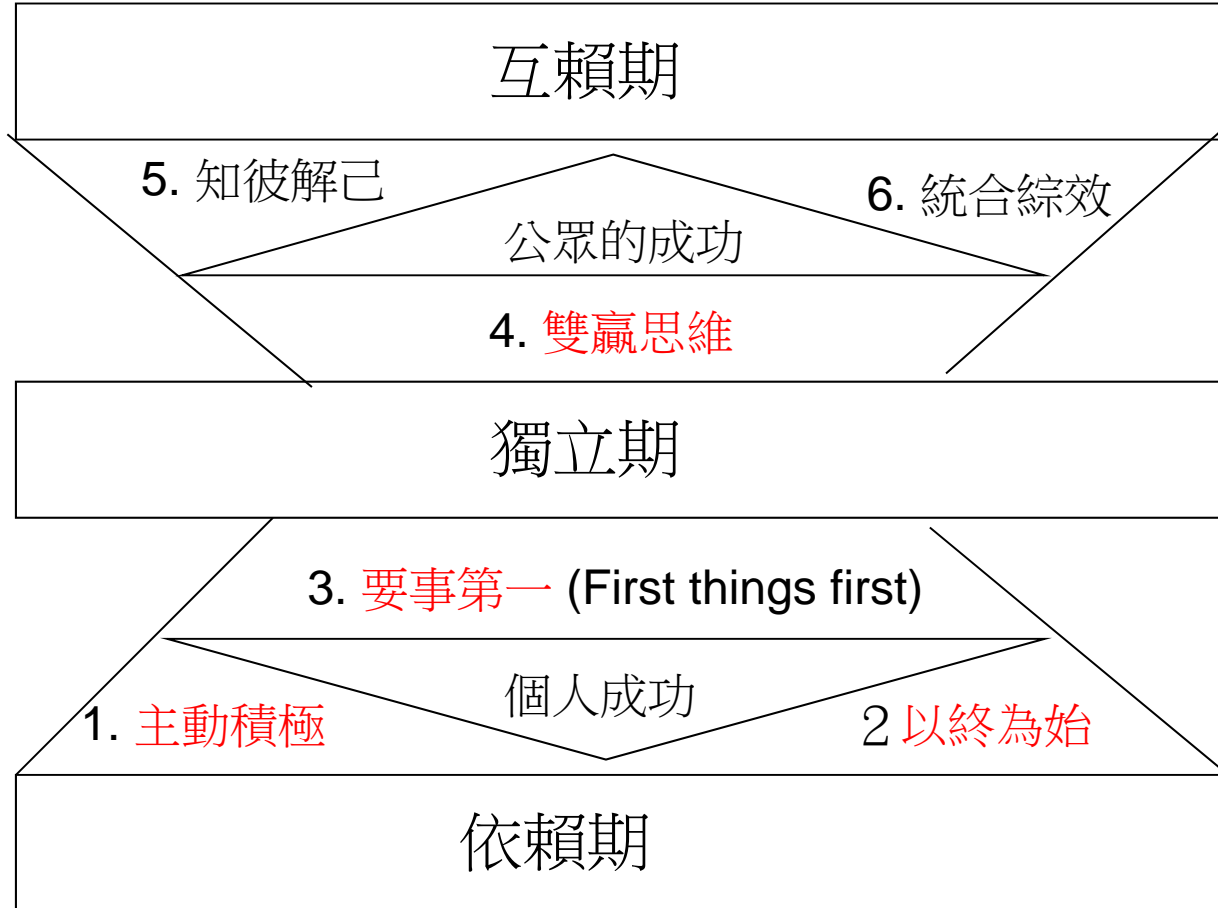
心靈雞湯？

- 《情緒勒索》 《被討厭的勇氣》 《關係黑洞》？

2S

Self-Respect
and
Success

由內而外全面造就自己



主動積極

- 最令人鼓舞的事實，莫過於人類確實能主動努力以提升生命的價值。
- 採取主動，並不表示強求，具侵略性，而是面對問題，由改變自己，進而改變環境。
- 不怕錯，只怕掩飾，不認錯改過。
- 成功就在失敗的另一端。

以終為始

- 確定人生終極的目的及意義。
- 生活的重心：金錢、配偶、家庭、名望、工作、享樂、敵人、朋友、自我、宗教。
- 正確的生活的重心：原則
- 原則是恆久不變，歷久彌新。值得信賴，具有增加安全感。可統合其他生活重心。

要事第一

- 確定生活之長期目標及短期目標
- 設定事情處理之優先順序

雙贏思維

- 一般人總以為非強即弱，非勝即敗。其實世界之大，人人皆有立足空間。
- 尋找利人利己的方案：從品格至關係至協議。
- 適當平衡：損人利己and 損己利人

效率是經過學習的

- 智力，想像力和知識是必不可少的資源，但只有有效性將它們轉化為結果。他們自己只能設定可達到的限度。
- 知識型員工不能得到密切或詳細的監督。他們只能得到幫助。但他們必須自我指導，而且他們必須這樣做才能表現和貢獻，即實現有效性。

發現內在的聲音

原則與誠信

Your Presentation will be Successful
and your Life will be Happy.

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