



A Briefing on Briefings Gateway Fall 2005

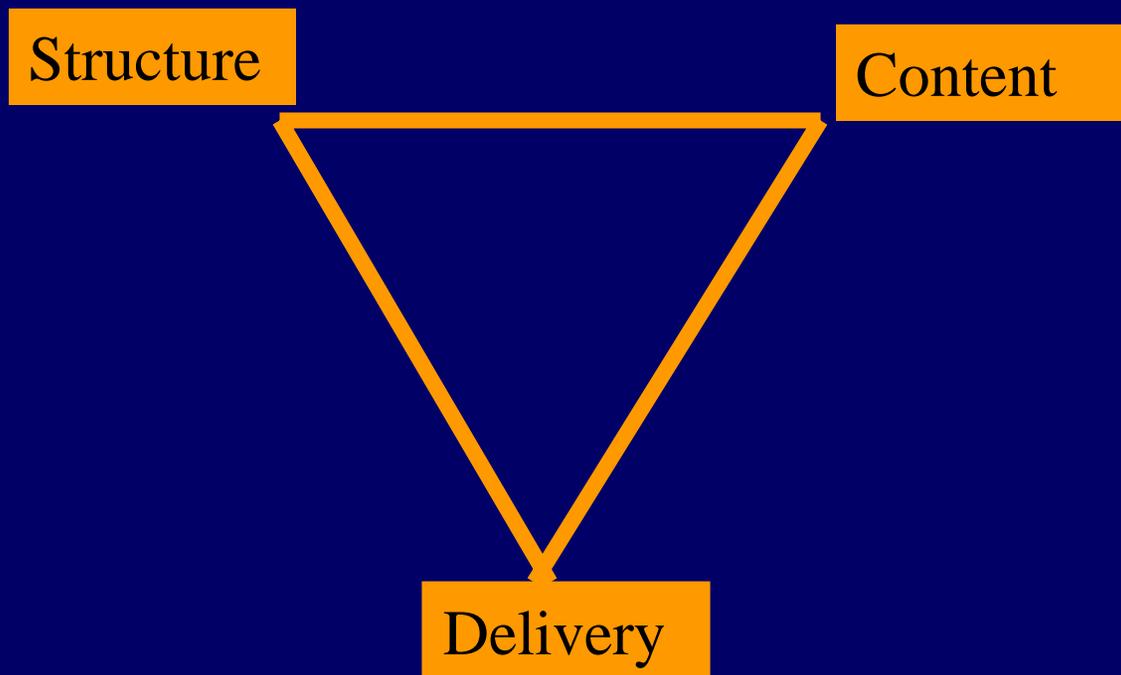
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The Tasks....





Unmask your Audience

- **Race**
- **Gender**
- **Generation**
- **Affiliation**
- **Size**
- **Attitude**
- **Education**
- **Economic status**



Linear Structure

- **Beginning** 
 - Summarize the Issue
 - Supply the recommendations
- **Middle** 
 - Craft the analysis
 - Analyze the issue
 - Choose a framework
- **End** 
 - Recap/Synthesis/ Next Steps



Begin with the End in Mind

- **Purpose of the briefing**
- **Recommendations (if receptive audience)**
- **Roadmap – what structure do you use?**



Middle -- Structure the Analysis

- **Inductive Reasoning – Best Approach**
 - Put the bottom line on top
 - Use with receptive audiences
 - $D = A + B + C$
- **Deductive Reasoning –**
 - Build the case
 - The mystery novel approach
 - Use with hostile audiences
 - $A + B + C = D$



Middle -- Choose a Framework

- **Cause/Effect**
- **Problem/Solution**
- **Categories or elements of the problem**
- **Questions/Answers**
- **Chronological – historical background**

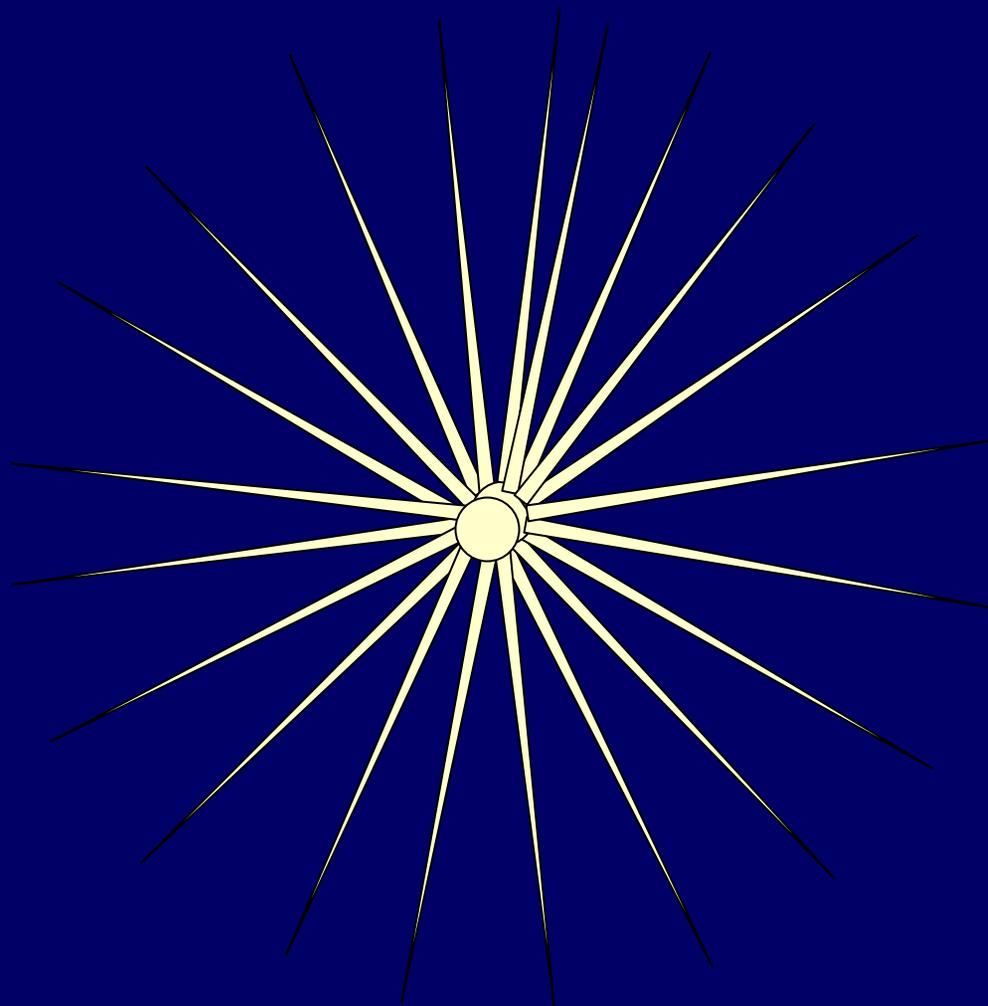


End With Your Message

- **Highlight Major Points**
- **Summarize Recommendations**
- **Synthesize in light of problem/purpose**
- **Outline next steps!**



Non Linear -- Hub and Spoke Model





Content is Key....

- **Know your project**
- **Collect *more* information than you will use**
- **Focus on graphs and charts**
- **Anticipate problem areas**



Create the Visual Aids

- **Keep them simple**

- Average attention span per slide is 8 seconds

- **Use examples and metaphor**

The stretching of vorticity is a difficult physical concept, but comparing it to a skater's conservation of momentum helps to clarify what we mean



Visual Arguments Need Evidence

- **Present evidence**
- **Teach with evidence**
- **Convince with evidence**



What does the Audience Expect?

**t (time)= 15', T (temperature)=32°; t=0',
T=25°; t=6', T=29°; t=3', T=27°; t=12',
T=32°; t=9', T=31°**



What does the Audience Expect?

Time (min)	Temperature (°C)
0	25
3	27
6	29
9	31
12	32
15	32



What does the Audience Expect?

Temperature (C)

Time (min)

25

0

27

3

29

6

31

9

32

12

32

15



Image Quality Matters

- **Consider size**
- **Choose colors with care**
- **Make data accessible**



Focus on the Overall Composition

- **What is the eye drawn to?**
- **Where does the reader want to focus?**
- **“Less is More”**
- **Avoiding chart junk**



Credible Arguments

- **The integrity of the graphic is key**
- **Include careful comparisons**
- **Document everything**



Emotional Arguments

- **Have a single message**
- **Appeal to our hearts**
- **Stir us inside**
- **Move us to action**
- **Include evidence and examples**



Deliver the Briefing

- **Focus and center yourself**
- **Be excited about your subject**
- **Be yourself—don't imitate others' styles**



Rehearse

- **Practice and time briefing at least 6 times**
- **Get feedback**
 - Is your content clear?
 - Do you rock, squirm, gesture too much?
 - Is there room for improvements/adjustments?
- **What 3 questions will your audience ask you?**



Connect with the Audience

- **Use the terms that your audience knows**
- **Use examples to explain new ideas**
- **Engage the audience**
 - Establish eye contact; look at *people* not the screen
 - Use friendly hand gestures
 - Speak to specific individuals if you know them



Connect with your Audience

- **A presentation is *two-way* communication**
 - Pay attention to audience reaction
 - Modify your talk as needed (are they listening or reading email?)
 - Look for nods, smiles and strange looks to determine if your message is being received.



How do you Look?

- **Where to Stand?**
 - If you need to pick a place to stand – go left
 - Mediate between screen and audience
- **How to Speak?**
 - Project, Project, Project – Practice in Class!!
 - Pause after complicated ideas
 - Take questions at the end to maintain focus



The Briefing Doesn't Live on the Screen

- **Don't read the screen**
 - Say more than you show
 - Hand-out more than you say
 - Leave paper trail



The Briefing Flows Through You

- **Weave a story**
- **Why is this interesting?**
- **Include stories, examples, evidence?**



Prepare for Questions

- **Listen actively (nod, make eye contact)**
- **Answer the question and move on**
- **Say you don't know, if you don't know**
- **State that you will supply answers later, if necessary**



Finish Strong

- **Structure – pick one**
- **Content is key!**
- **Delivery -- Rehearse, rehearse, rehearse**
- **What was your primary message again?**



A Note on Group Presentations

In good teams...

- **Tasks get Accomplished**
- **The satisfaction of team members is high**



Group Check List

- **Set goals -- together**
- **Communicate early and often**
- **Use people's strengths/talents**
- **Keep disagreements in perspective**
- **Factor in editing time**
- **The group is always “on”**
- **Decide who will handle what questions**



Sources

- **Purpose, Movement, Color:
A Strategy for Effective Presentations**
 - Tom Mucciolo and Rich Mucciolo, MediaNet, Inc., 1994
- **The Quick and Easy Way to Effective Speaking**
 - Dale Carnegie, Dale Carnegie Associates, Inc., 1962
- **The Visual Display of Quantitative Information**
 - Edward R. Tufte, Graphics Press, 1983