

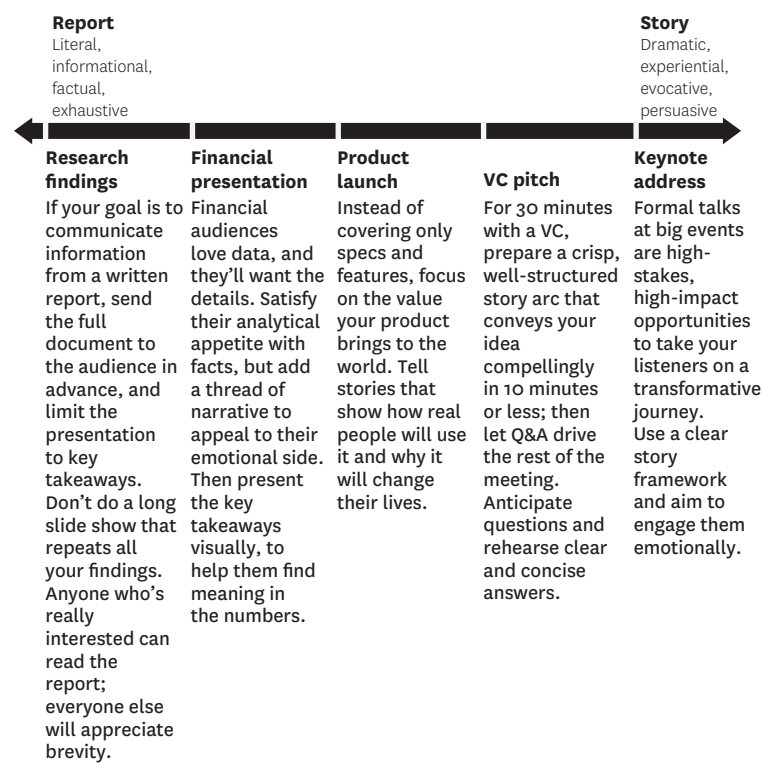
**HBR'S 10 MUST READS
ON PUBLIC SPEAKING
AND PRESENTING**

BY HARVARD BUSINESS REVIEW

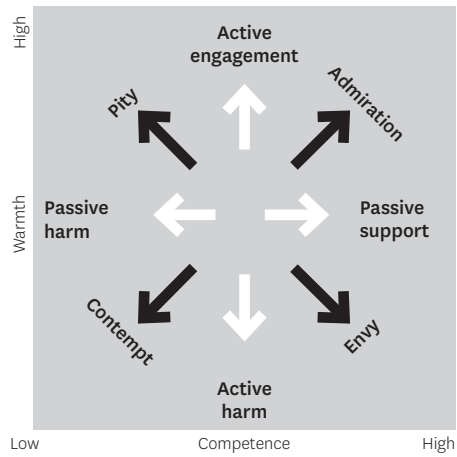
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Find the Perfect Mix of Data and Narrative



How Will People React to Your Style?



Are You Projecting Warmth?

Warm



When standing, balance your weight primarily on one hip to avoid appearing rigid or tense.

Tilt your head slightly and keep your hands open and welcoming.

Cold



Avoid standing with your chin pointed down.

Don't pivot your body away from the person you're engaging with.

Avoid closed-hand positions and cutting motions.

Lean inward in a nonaggressive manner to signal interest and engagement.



Place your hands comfortably on your knees or rest them on the table.

Aim for body language that feels professional but relaxed.

Try not to angle your body away from the person you're engaging.



Crossing your arms indicates coldness and a lack of receptivity.

Avoid sitting "at attention" or in an aggressive posture.

Grading a Sales Leader's Pep Talk

HBR ASKED MILTON AND JACQUELINE MAYFIELD to evaluate how well Yelp sales leader Erica Galos Alioto used motivating language theory with her team. They highlighted the three elements— underlined for direction- giving language, *italic* for empathetic language, and **bold** for meaning- making language—and offered comments on her approach. Edited excerpts follow.

Let me just say how impressed I am with this group. . . . Thank you for being the top office in Yelp right now, and for welcoming me with such incredible energy.

*Right now the New York office is leading the company with 104% of quota, and there are two days left in the month. That's absolutely insane. . . . Colleen is at \$80,000. I tried to say hello to her yesterday, but she was on the phone, pitching like a madwoman, so I couldn't. . . .*¹

Everybody knows how amazing the last day of the month is in the New York office. **But LDOM isn't really about the day of the month. It's about how we approach that day. There's something about that particular day that makes us come in with the ridiculous amount of grit and determination, the ability to make the unthinkable happen,**² the energy to achieve just about anything so that *no matter where we are in relation to quota*, we're going to win. *All those people who've been telling us no all month long— we're going to turn that around and get a yes. . . .*³

Hopefully everybody has a pen and paper. I want you all to take a moment and write down what success looks like for you today. It may be how many business owners you talked to, or how many hearts and minds you won. . . . Write it down.⁴

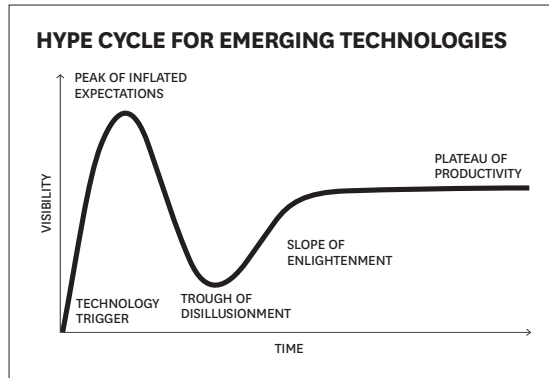
When you woke up this morning, what was your mentality? *Sometimes we get into negative self- talk. Sometimes it may sound like this: "Why is Jon at target today? He must have a really great territory." Sometimes we believe if somebody is achieving something that we're not, it must be because the other person has some advantage.*⁵

Guess what? We also have plenty of examples of what people think of as a bad territory, and we put somebody new on it, and they go out and absolutely crush it.

If there's anything negative in your thinking, I encourage you to turn that thinking on its head. Instead of looking at the differences between you and somebody else with a lot of success, look for similarities.⁶

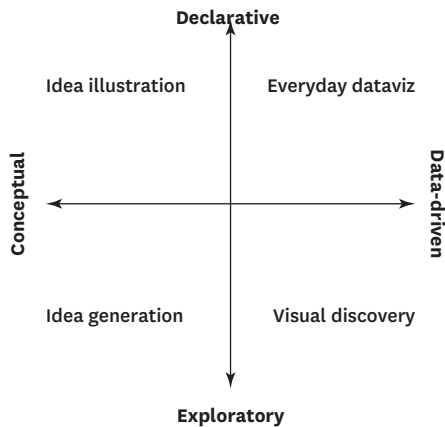
We've got two days to make it happen. **Everything you do today, every action you take to make that successful outcome, every time you pitch, every business owner you talk to, every time you encourage a teammate to be better, every time you win the heart and mind of a business owner, you're not only helping yourself— you're helping your team, you're helping your office, you're helping your company, and you're helping Yelp get where it wants to be.**⁷

1. Praising the group and individual contributors
2. Portraying LDOM as a transcendent event and connecting the reps' actions to a larger goal
3. Acknowledging that some people are lagging, but emphasizing their self-efficacy and resilience
4. Offering specific guidance on how to approach the day's task
5. Recognizing employees' tendency to get discouraged, rather than be emboldened, by colleague's success
6. Instructing reps to avoid negativity
7. Connecting today's work to the company's larger goal

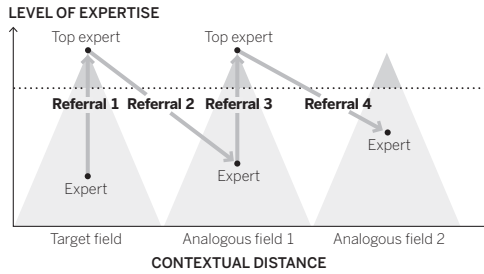


TheFourTypes

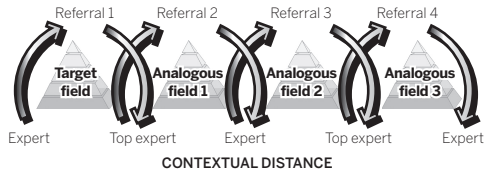
The nature and purpose questions combine in a classic 2x2 to define four types of visual communication: idea illustration, idea generation, visual discovery, and everyday dataviz.



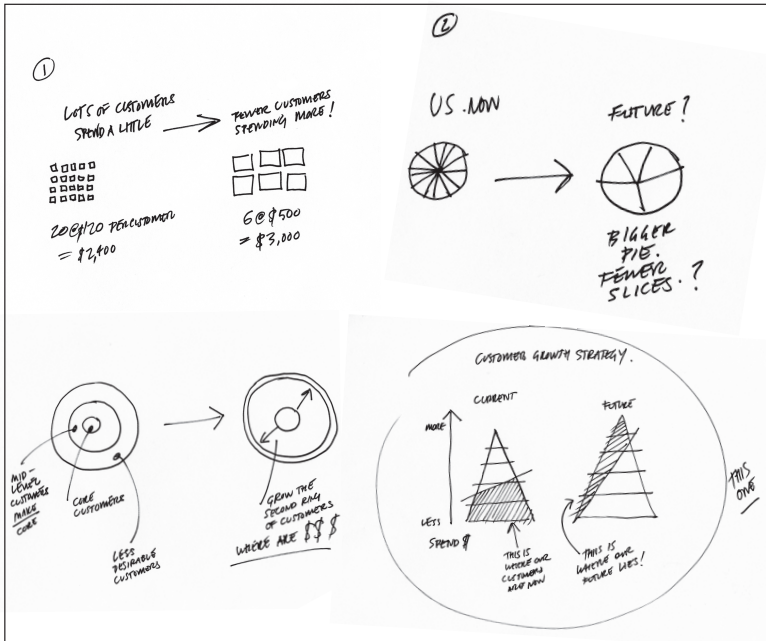
CLIMBING PYRAMIDS IN SEARCH OF IDEAS



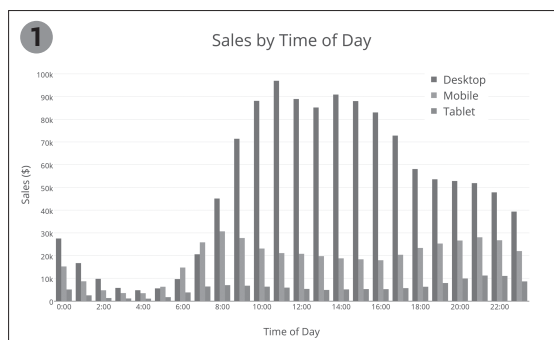
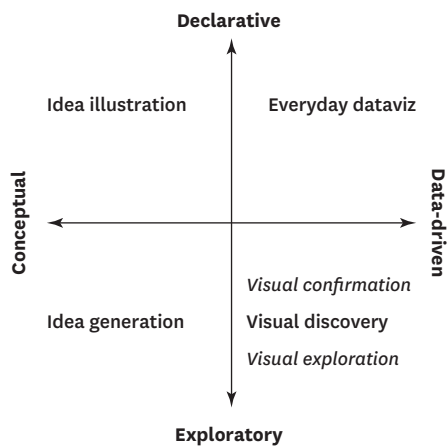
HOW A PYRAMID SEARCH WORKS

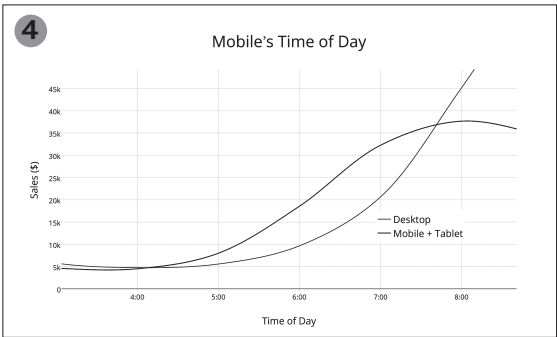
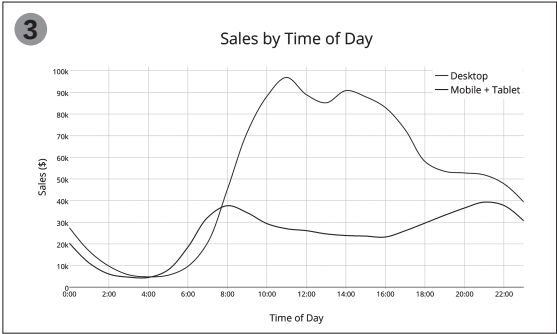
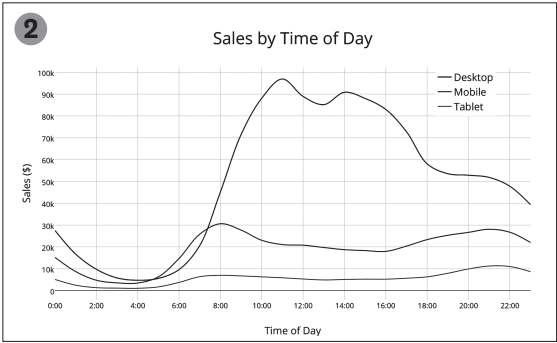


White Board Visual



Visualizations





Scatter Plot Graph

