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**BUSINESS AND MANAGEMENT
CLASSROOM IN A BOOK 2**

**Handbook for
<< Self-management and
presentation techniques>>
course**

ENGLISH VERSION
OPEN BOOK ISSUE 1.5 September 2025



VESUVIAN ACADEMY
OF ARTS AND CULTURE

Publishing



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DOI: 10.82050/caputoclassroominabooktwo0325

Published by "Vesuvian Academy of Arts and Culture no profit
organization – Italy – Europe.

This e-book is a free publication in accordance with the
institutional purposes of the "Vesuvian Academy of Arts and
Culture no profit organization".

www.vesuvianacademy.it

Registered Office: Via Torquato Tasso, 119 – Naples (80127)
– Italy

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First Edition, 2025

Abstract

This handbook is for university students following the courses 'Self-management and presentation technique'.

It is an 'OPEN BOOK', i.e. it is updated regularly, and new chapters are added.

The goal of the book is to provide learners with the opportunity to study the typical issues of **small and medium business and innovative start-ups** and their socio-economic and psychological implications in a simple and straightforward way.

Therefore, complex and redundant language was avoided to help the reader an easier understanding of business economics topics. Of course, each topic in this textbook must be expanded upon by the **lecturer** during class, just as any student can delve into the diverse topics of business economics by reading the many books available in public and private libraries and on academic websites.

This handbook is aimed at the study of entrepreneurship issues. Students study the features of business, how to develop a business idea, planning and business management.

The book is composed of three sections.

Part, one deals with fundamental topic about enterprise and entrepreneur.

Part two deals all about self-management

Part three is an introduction to Presentation techniques.

As part of the discipline, Classes are held in the form of work in mini groups on the development of presentation materials within the framework of a developed business idea.

Explanatory note

Students master the different steps to create a new business.

We will deal with methodologies of self-management, the importance of a correct presentation plan for business creation.

A special attention will do **the reality of an entrepreneur in its social and psychological issues.**

We will learn both how to present our business idea to investors and institutions and how to write a good speech presentation.

Course aims:

- Theoretical approaches to the definition of self-management.
- Making a speech plan
- Psychological aspects of the presentation.
- Presentation management.
- learn to use presentation tools.

As a result of studying students will learn:

Know and understand approaches to critical thinking; types, structure and content of a standard business plan.

Be able to: show a business idea

To possess: skills of professional argumentation and decision making;

To be competent: in Verbal and non-verbal contact.

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PART ONE

FUNDAMENTALS

CHAPTER 1

CREATIVE THINKING. FINDING SOLUTIONS. PROBLEM SOLVING

If you approach a problem with the rational method of thinking, you get correct results, but they are limited by the rigidity of traditional logical models. When, on the other hand, a truly different and innovative solution is required, one that contributes to a real evolutionary step with respect to pre-existing conditions, it is necessary to change the reasoning, start from the furthest possible point, overturn the data, mix hypotheses, deny certain certainties and even rely on completely random associations of ideas. It is therefore necessary to abandon vertical thinking that which is based on logical deductions, to enter the laterality of **creative thinking**.

We must have a particular methodological approach, i.e. looking at the problem from different angles, as opposed to the traditional way of focusing on a direct solution to the problem, while looking for alternative viewpoints to **find the solution**.

In the business world, **problem solving** is very important. **It** is the ability to solve problems and deal with critical situations with creative, innovative and contextually appropriate solutions. It is a skill that might seem obvious, but which, in truth, not everyone really possesses. This is why **it is one of the** soft skills, the transversal skills, **most in demand** by companies.

Knowing how to solve problems is a quality that develops over time, thanks to life experiences and a cultural background that allows one to think in **an alternative** and out-of-the-box **manner**. It is a skill that is difficult to learn through theoretical study. What can be learned from study are certain techniques for approaching problems.

Solving a problem with 'problem solving' requires an approach that involves structured reasoning composed of five moments:

understanding, forecasting, planning, monitoring and evaluation.

Understanding refers to the ability to understand the specific components of a problem. **Foresight** is used to assess the timing and tools needed to solve the problem. **Planning** is the first step in arriving at the result, while monitoring is that moment when the solver asks himself whether he has chosen the right approach or whether he needs

to evaluate a new path. Finally, **evaluation** serves to understand whether the timing and tools calculated were right.

Furthermore, five practical tips are useful.

1. You need to be able to present a problem to others to get advice from those who have a good solution. It is also necessary to be able to use IT tools and to be able to surf the Internet using precise search terms that will enable you to contact experts or obtain useful written information.
2. A second piece of advice is to read the available data carefully. This essentially serves to prevent the mind from being loaded with unnecessary notions. In this way, our mind can work on creativity by finding unexpected solutions.
3. The third tip concerns break during work. These should serve the purpose of not overstressing the memory in searching for answers. During work, one must distract oneself by thinking about something else or simply rest.
4. The fourth tip is to use graphical analysis diagrams such as pyramid diagrams. We draw a diagram where at the top of the pyramid we write the solutions we think are of most interest, while all other ideas are placed below according to their importance.
5. The fifth tip is to test the solution found to see if it is efficient and effective. It should not be forgotten that very often the solution is not unique but there can be diverse ways and methods to solve a problem.

CHAPTER 2

POSSIBILISM IN ECONOMICS (brief notes)

Possibilism can be defined as an approach to economic and social analysis and policy aimed at the systematic search for ways out of complex problems. 'Possibilism' does not take anything for granted and is not satisfied with theories. It intends to make the analysis and its concrete applications richer and more articulate with a methodological approach that does not claim to impose itself on the various realities but rather draws from those suggestions and guidelines for possible "paths" to follow in solving problems.

Possibilism in economics is a concept that is often associated with the works of Albert O. Hirschman

Albert O. Hirschman, a prominent economist, is renowned for his contributions to economic development and influential publications like *Exit, Voice, and Loyalty* (1970), *The Passions and the Interests* (1977), and *The Rhetoric of Reaction* (1991). However, he is also associated with a lesser-known concept called **possibilism**.

Albert Otto Hirschman argued that to foster economic development, it was appropriate to summon up those capacities or resources that were poorly used or not utilised at all, because they were hidden or dispersed. To use these hidden resources, it is necessary - asserts Hirschman - to be open to the unexpected, to let oneself be surprised by reality and with creativity draw those connections that at first sight seem unlikely, to react to emerging difficulties, to engage in the search for ways out by going beyond the predictable to find possible solutions to complex problems.

Possibilism represents Hirschman's methodological approach to the social sciences.

Definition: Possibilism acknowledges that while the environment sets certain constraints, human agency remains crucial. It posits that the environment provides opportunities, and individuals, acting as economic agents, choose from these possibilities.

1. **Human Agency:** Unlike strict environmental determinism, which views humans as passive recipients of environmental influences, possibilism elevates human agency. It recognizes that individuals actively engage with their surroundings, making choices based on available options.
2. **Methodology:** Hirschman's possibilism encourages a nuanced understanding of social change. Rather than deterministic predictions, it emphasizes exploring alternative paths and potential outcomes.
3. Economic models are often the result of theoretical elaborations that claim to be universally suitable for any economic and business reality. The possibilists, on the other hand, do not take anything for granted and do not follow the rigid rules imposed by economic models.

Possibilism in economics encourages a focus on the possibilities that arise from the complex interplay of economic and political forces, rather than being constrained by deterministic theories or models.

It is about exploring the potential for alternative outcomes and solutions in the face of economic challenges.

In the traditional conception of economics, the absolute principle of scarcity of resources reigns; a precise quantity of available resources is taken as given and it is discussed how best to allocate them.

The possibilists have a hugely different view:

observation of reality leads us to verify that resources are not a given and that they are often different from apparent resources and are greater in quantity and quality, because there are resources that are misused, submerged and not apparent, or even underutilised.

THAT MUST BE UNCOVERED AND UTILISED.

THE POSSIBILIST METHOD IN BUSINESS ECONOMICS

The possibilist method applied to business economics was developed and implemented in Europe and the United States of America.

It uses the practical and theoretical approach, typical of development economics, to business creation and development activities.

TOPICS:

- The method in business economics uses a mode of study and research in the field, entering and immersing oneself in the reality one wishes to examine and from it draw ideas, solutions and new lessons.
- The business economist learns to enter the different local realities where a business operates.
- the different markets in which it operates.
- learns and reads and interprets the subjective motivational and cultural aspects of entrepreneurs.
- tries to identify the direct and indirect participants and all the collective aspects of the environment that interact and influence the enterprise and the market in which it operates.
- The instruments of analysis are:
 - the 'participant observation';
 - the 'how one thing leads to another'.
- how to use and adapt methods or approaches of analysis from other social sciences on a case-by-case basis.
- how to learn to notice signals and paths to follow that are not visible or that we assume are negligible but that often turn out to be very useful.
- Qualitative rather than quantitative view of available resources
- can DISCOVER and DISCOVER all resources to use.
- Inductive, observational, abductive method
- The capacity for the 'perception of change' in progress
- dialectical method of observation of the reality under study
- strategy of incremental changes and not chasing global ones
- transforming obstacles, problems into opportunities; unearthing non-apparent opportunities

- use analysis tools such as direct observation and not rely exclusively on deductive analysis, typical of economists.
- A possibilist perspective, while not neglecting or eliminating the deductive method a priori, focuses more on inductive and abductive analysis.
- first, there is the description of the phenomenon.
- And the description comes from observation, i.e. that of the person trying to understand what he or she is up against.
- Using multidisciplinary
- Identify the obstacles to the perception of change taking place that prevent one from grasping and exploiting new opportunities and all the possibilities that change can offer.

CHAPTER 3

ENTERPRISE

1. WHAT AN ENTERPRISE IS

An enterprise is an economic activity organised by the entrepreneur and professionally conducted by him for the purpose of producing and exchanging goods or services.

The enterprise is characterised by the following requirements.

- conducting an economic activity, i.e. an activity involving the production of goods (primary goods agriculture, fishing; industrial activities) and services
- organisation
- professional activity

An entrepreneur is a person who professionally conducts an organised economic activity for the production and exchange of goods and services.

THERE IS A CONCEPTUAL DIFFERENCE BETWEEN COMPANY AND ENTERPRISE.

An enterprise is a professional activity organised to produce or exchange goods/services.

A **company is** a complex of assets organised by the entrepreneur for the exercise of a **business** activity.

BUSINESS:

A business is the economic activity professionally organized for the purpose of the production or exchange of goods or services.

The **business** is therefore characterized by a specific object (production or exchange of goods or services) and by specific

ways of conducting it (organization, cost-effectiveness, and professionalism).

In **business economics** there are 2 views on the mission of a company:

1. The purpose of the company is to make a profit.
2. The purpose of the company is to keep its existence; profit is only the tool that allows it to stay alive.

The purpose of the company is – in addition to the definitions mentioned above – more complex and multiple and depends on the size of the company and the reason for which it was created. The business is aimed to.

1. Creating income for the entrepreneur and for the workers
2. To undertake by remaining in balance with sufficiency and <<learning to stand on one's own two feet>> without depending on debts with banks and compromises of all kinds with external forces
3. Achieve an entrepreneur's goal even if only by balancing costs and revenues.
4. Making Profits for Member Enrichment
5. To have, in addition to profits, the power to control the market, bargaining power over politics, and to have the ability to influence society
6. Have profit-making purposes aimed at social, environmental, supportive of collective philanthropic purposes or to cooperate to create jobs?

2. TYPES OF ENTERPRISES (COMPANY)

The companies divided into:

Enterprises that produce tangible goods

1. Agricultural enterprises (produce goods by exploiting natural processes linked to the land)
2. Industrial enterprises (carry out technical transformations of goods)
3. Businesses that produce digital tangible goods

Enterprises producing services.

1. Transport, IT, services, and telecommunications companies.
2. Companies that distribute electricity, gas and water.
3. Trading Enterprises
4. Credit companies
5. Insurance companies

The main types of legal documents for companies are.

1. Sole proprietorships
2. Cooperative
3. Partnerships
4. Joint-stock companies

From an economic point of view, enterprises are divided into ***imperfect and perfect***, depending on whether they assume only the technical risk or also the economic risk, i.e. depending on whether they work only to order, or directly for the market.

They are also divided into ***large, medium and small*** according to various criteria: number of workers employed, volume of capital invested, turnover, market size and, above all, market power.

From the latter point of view, a distinction can be made between firms that have the possibility of influencing the price (so-called price *makers* or *price leaders*, generally monopolistic or oligopolist), alone or in

coalition with others, and those that instead suffer the price as a given (so-called *price takers* or *price followers*, especially in competitive conditions).

A distinction is also made between the firms that first define the quantities produced (*quantity leaders*) and the firms that set the quantities produced based on the choices of the former (*quantity followers*).

The **sole proprietorship**, which is generally small and imperfect, historically precedes the development of the **collective enterprise**, but continues to accompany it; the latter has since drawn impetus from the joint-stock company, which, because of the greater ease of raising capital and the less responsibility of the managers, has greatly facilitated the formation of large and very large enterprises.

The enterprise headed by a **natural person**, which provides most of the capital, assumes the technical and economic risks and supervises the workforce, characterized the production system until the beginning of the 20th century. In fact, the complete transformation of the company from a partnership to a corporation dates to this period, i.e. managed in ways designed to limit the liability of entrepreneurs. Based on the latter type of capital enterprise, when they are not contributed by the shareholders, they are borrowed, the risks are generally covered by insurance contracts or assumed by categories of speculators or even passed on to the suppliers of capital, the control over the workers is carried out by the managers, who strictly speaking also fall into the same category.

In general, in industry, large companies are more advantageous than small ones, as they allow for greater internal and external savings. In the case of **oligopoly** or partial monopoly, it is the company which imposes its price or quantity policy on the other companies in the group or in the market.

Compared to profits and costs we have:

Marginal firm:

whose minimum average cost is equal to the market price, i.e. it is the firm that can only cover its own costs, without making any profit, and which would be forced to give up production if the market price fell even

slightly.

Extramarginal firm:

with a minimum average cost above the market price, which is therefore destined to disappear unless it succeeds in renewing its production system.

Intramarginal firm:

minimum average cost below the market price, which enjoys a real profit of varying size, i.e. a difference between total revenue and total cost.

Representative firm:

An abstract concept, introduced into economic science by A. Marshall, to indicate an enterprise which, especially from the point of view of cost and size problems, can represent the other businesses of a given industrial, commercial, etc. sector. It should not be understood as an i. Rather, it is a typical enterprise, built according to a model to which the other companies in the sector tend to adapt.

Legal entity and economic entity

A *legal entity* or **business owner** is the person in whose name the business is exercised and to whom the rights and obligations arising from its establishment and exercise are referred.

A distinction can be made between the *legal entity* and the economic subject of the enterprise, which refers to the person or group of persons who in fact has and exercises the supreme volitional power in the entity, subject only to the legal and moral constraints to which it must or should be subject.

Control of a public limited company may be separated from ownership, not only of most of the share capital but also of any direct shareholding in it, by virtue of both the shareholdings held by a group and the shareholdings linking the various companies in the group.

Thanks to these links, the group's economic entity can control several companies in which it has no direct shareholding.

In groups of companies, the name "**parent company**" is given to the company that directly or indirectly controls all the others, called *subsidiaries* or *affiliates* or simply *subsidiaries* (holding companies).

3. ENTREPRENEUR AND ENTREPRENEURSHIP

Entrepreneurship: A set of requirements necessary to perform the function of an entrepreneur, consisting essentially of the will and ability to promote and organize an economic enterprise, together with the willingness to face its risks.

This attitude manifests itself in the search for original or creative solutions in the challenge or confrontation with other companies, including the development or improvement of products or services, the use of new technologies and new administrative techniques.

THE ENTREPRENEUR IN CLASSICAL ECONOMICS ACCORDING TO J. SCHUMPETER (1883 – 1950)

One of the first scholars to describe the innovation and business was J.A. Schumpeter, who in 1934 defined the entrepreneur as the engine of innovation and technological change, the individual capable of generating economic growth, as he can break existing and consolidated structures and schemes, initiating processes of 'creative destruction'. Subsequently, the entrepreneurial phenomenon was defined as the result of a process of adaptation of the economic system, which constantly tends towards equilibrium between market supply and demand. In some cases, the entrepreneurial choice is residual and derives from not having better or satisfactory alternatives.

ENTREPRENEUR AND BUSINESS OPPORTUNITIES

Much more frequent is the decision to become an entrepreneur to seize an opportunity, which the person sees or even invents, so much so that some scholars have defined some entrepreneurs as bold visionaries. Following this approach, some authors describe the work of the i. such as discovering, evaluating, and exploiting opportunities. It is a process characterized by high uncertainty that leads to the creation of new market opportunities, new goods or new services. Business opportunities are the sources of economic value. Their detection does not follow predefined logic or patterns. It is the cognitive structures of everyone (deriving from acquired knowledge, previous experiences,

personal attitudes) that contribute to shaping the perception that each person has of the external environment. It is for these reasons that, in the face of the same phenomenon, some people recognize entrepreneurial opportunities before others or seize opportunities that others ignore.

ENTREPRENEURIAL ORIENTATION

Studies on innovation introduced the concept of '**entrepreneurial orientation**', which is composed of 3 dimensions: innovativeness, which is the predisposition to engage in experimentation through the introduction of new products and services, as well as technological leadership in new processes; risk appetite, which represents the inclination to undertake new projects by venturing into uncertain environments; proactivity, which concerns the intensity with which new opportunities are sought.

SPECIAL TOPIC

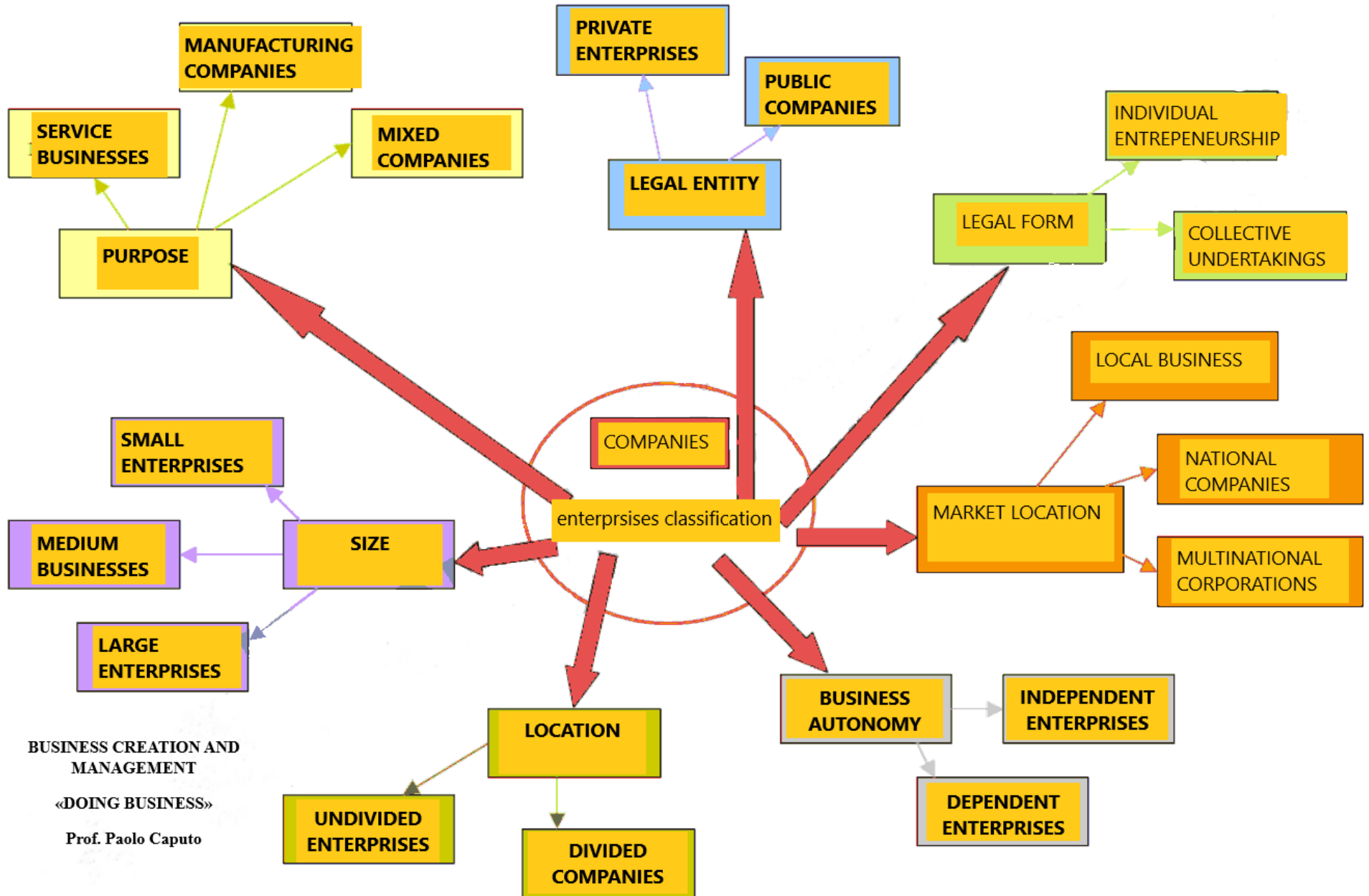
- Entrepreneurship is a psychological characteristic of an individual. Not everyone tends to entrepreneurship and therefore become a capable entrepreneur.
- Entrepreneurship is more widespread in certain countries or cities than in others and this depends not only on the socio-economic characteristics of that context but also on history, culture, religious influences. These are all factors that affect the spread of entrepreneurship in one place compared to another.
- Entrepreneurship can also be born and stimulated by extreme needs of economic survival, of initiating economic development, of a scientific discovery that is seized by people who are more predisposed to undertake and who contaminate and push or stimulate other people to promote <<doing business>>.

4. CLASSIFICATION OF ENTERPRISES

TYPES OF COMPANY

The companies are CLASSIFIED IN:

1. LEGAL ENTITY
2. PURPOSE
3. SIZE
4. LEGAL FORM
5. MARKET LOCATION
6. BUSINESS AUTONOMY
7. LOCATION



PART TWO

SELF-MANAGEMENT

CHAPTER 4

Theoretical approach to the definition of self- management

Definition of self-management

Self-management is your ability to regulate your behaviours, thoughts, and emotions in a productive way. This means excelling in both personal and professional responsibilities for the benefit of yourself and your team.

In other words, Self-management is about finding the self-control and mastery needed to take control of one's work (e.g., to manage one's time, workflow, and communication).

In psychology, self-management is defined as "our ability to manage our behaviours, thoughts, and emotions in a conscious and productive way." It usually relates to the pursuit of a particular goal—for example, breaking a bad habit or making some kind of lifestyle change.

In the workplace, self-management describes an employee's ability to practice self-awareness and work autonomously. Self-managing employees can manage and adapt their behaviours, thoughts, and emotions within the workplace to complete their projects and tasks, achieve professional goals, and build effective relationships with their managers and coworkers.

It is a 'participatory management system, in which the individual members of the company manage the definition and achievement of their own objectives and the methods by which to achieve them'.

While it is true that self-management means independence of decision and action, it is also true that, within the corporate structure, the particles do not operate according to a random dynamic and without hierarchy, but with defined objectives and as an integral part of the organizational network.

A flat structure means not only more contact between staff and executives with fewer filters and interferences, but also the ability of managers to empower their staff to manage themselves.

Managers need to be able to reinvent themselves through new leadership styles, to collaborate and get others to collaborate, to engage different people, knowledge, disciplines, and parts of the organization.

In this context, the organizational structure must be able to adapt fluidly, to manage periods of disruption and to respond independently but in a coordinated way to environmental stimuli. It is therefore the manager who can facilitate the self-management of the various cells of his company who can transform the organization into an organism capable of surviving in a radically changed habitat.

STANDARD DEFINITION OF SELF-MANAGEMENT SKILLS

Developing self-management skills requires a certain level of self-awareness—you need to know yourself before you can regulate yourself.

Skill 1. Time management

Time management is when you control how you use your time. This means prioritizing your most important tasks first and managing your daily to-do list. A leader who has suitable time management skills can manage their time effectively without the need for external help.

Having good time management skills can help you stay engaged and avoid procrastination. As a leader, time management allows you enough time to both stay on top of your own work and empower others to do the same.

Skill 2. Self-motivation

Self-motivation is your ability to get motivated and proactively accomplish daily tasks. It takes a certain level of personal responsibility, but practicing self-motivation can help you become more self-aware and prioritize what is important to you.

This is like intrinsic motivation, which is motivation that comes from within. Like self-motivation, intrinsic motivation stems from a variety of personal factors. For example, your internal motivator for volunteering could be that it makes you feel fulfilled. External motivators, on the other hand, are influenced by factors outside yourself. For example, working faster because you're scared of the repercussions if you work slower.

Enjoying the work you do is an important part of staying motivated and engaged throughout your workday. Plus, liking the work you do can help you inspire your team to do their very best. To practice internal motivation, work towards goals that excite you and fuel your sense of purpose.

Skill 3. Stress management

Leaders often deal with stress, but to be good at self-management you need to embody healthy stress management. Without stress management, you can suffer from overwork and, eventually, burnout.

Leaders with good stress management skills approach work in a focused manner by connecting their initiatives to larger goals. When you know which task is most important and how project deliverables are tied to team goals, you can better prioritize work and will likely feel more fulfilled doing it. Engaging with your work in this way is a form of self-care, and it can help reduce your stress levels and keep you levelheaded.

Skill 4. Adaptability

Being adaptable means, you have the confidence and ability to pivot when changes arise. This is especially important for leaders who work in a fast-paced environment where project changes occur often.

For example, imagine a new project comes up that's a higher priority than the one you've been working on for the last couple of weeks. Instead of becoming stressed or frustrated, you can adapt to this change and move forward with openness and curiosity. This is an important skill to have to maintain flexibility.

While being adaptable may be uncomfortable at times, it can make you a great leader as you can tackle anything that comes your way. It also empowers your team to do the same.

Skill 5. Decision making

To be effective, it's essential for leaders to develop decision-making skills that reduce confusion and increase team empowerment. Problem solving and addressing issues can help you grow your decision-making skills.

Like all the skills we've looked at so far, decision making is something you can learn. Start by sharpening your critical thinking skills and learning how to analyse key information when problems arise. And use data-driven decision making to ensure your actions come from data rather than guesswork, so fewer issues will arise down the road.

Skill 6. Goal alignment

Setting goals means you prioritize the most important projects that have the highest impact on your business.

This means being able to see the bigger picture and knowing what's best for your team members and organization. In the long run, this will generate better results and boost team morale.

Goal alignment consists of three main skills:

Goal setting. When goal setting, be sure to identify current pain points, forecast growth objectives, and analyse your current resource allocation plans—all of which can help you set informed goals. Use the SMART goals framework to make sure your goal is specific, measurable, achievable, realistic, and time bound.

Goal communication. Not only does this involve managing your team's goals, but it always involves aligning them to your organization's overall goals. That way, your team members understand how their work leads to larger objectives. This requires transparent communication and aligns teamwork.

Goal tracking. Not only is it important to set and communicate goals, but it's also important to track them. This is critical for connecting daily work to larger goals and seeing how your team is progressing over time.

Skill 7. Personal development

Personal development is key for all team members, but especially for leaders. To build your team's knowledge, you first need to build your own. This means taking the time to attend workshops, take courses, and connect with industry experts to develop your management skills.

This means taking the time to attend workshops, take courses, and connect with industry experts—all of which can help you develop your management skills.

By continuing to develop your skills, you can empower your team to do the same. Not only does this mean individual career development, but it also means growth for the good of the company.

CHAPTER 5

The Importance of Self-Management in the Workplace

Self-management skills enable employees to work independently with minimal supervision. This has a huge impact on both day-to-day operations and general company culture.

Self-management drives overall business success.

From a business perspective, self-management is an important factor in achieving strategic goals and running a successful company. If most of your workforce can effectively manage their own time and meet deadlines, solve problems and make decisions, adapt to change, and handle stress, you've got a well-oiled machine. That's the kind of environment where productivity and progress thrive.

Self-management builds a positive company culture.

Self-management also plays a critical role in shaping company culture. In self-managing teams, trust is the key. You trust your employees to get the job done—and, as a result, your employees trust and believe in themselves. They have confidence in their own ability, they feel empowered to take ownership, and they're motivated to do their best work. That's a solid foundation for a collaborative, supportive, and psychologically safe company culture.

Self-management is crucial in the remote workplace

For example, 74% of US companies are either currently operating a hybrid working model or planning to do so in the future, while an estimated 22% of the US workforce will be remote by 2025. To thrive in this new normal, it's essential that remote employees feel empowered to manage their own time and work. Equally, employers and managers need to be able to trust and rely on their employees. Companies that foster a self-management culture will be much better equipped to excel in remote and hybrid environments.

The Benefits of Self-Management.

Self-management is related to higher job satisfaction

Research points to a positive correlation between self-management and job satisfaction. When employees are given autonomy over their own work and processes, they feel an increased sense of empowerment. Self-management also enables greater flexibility, helping employees to achieve a healthier work-life balance.

Overall, employees who are part of a self-managing culture tend to feel more valued by their employers and be more engaged. This all points to higher job satisfaction and employee retention—a win-win for everybody.

Self-management increases productivity.

Self-management relies on skills such as time management, effective communication, problem-solving, adaptability, and decision-making (to name a few). In practice, all these skills lay the foundation for a productive, high-performing workplace.

A team made up of self-managers—people who can work both autonomously and collaboratively, prioritize tasks, meet deadlines, overcome challenges, and motivate themselves to act—is a team equipped for progress and growth. As such, self-management is a great driver of company-wide productivity.

Self-management builds and promotes trust

Self-management is an essential part of building a high-trust culture. It fosters mutual trust between employees and managers, but also among coworkers. Employees feel trusted and empowered to do their best work and demonstrate their competence, which in turn reinforces their manager's trust—and the trust of their peers.

Trust is proven to boost productivity, enhance decision-making, and reduce stress and burnout. Overall, it's crucial for creating a positive company culture.

Leaders have more time to focus on strategy

In a self-management culture, employees are more self-sufficient. This means that managers and leaders don't need to be so heavily involved in day-to-day operations, freeing up their time to focus on strategy.

Strategic leadership is essential for setting long-term goals, identifying new opportunities, staying ahead of potential risks, and keeping the business moving in the right direction. And, with a clear strategic vision, employees understand what they are working towards and why their contribution is valuable.

Is Self-Management the Future of Working?

If you consider the rise of remote and hybrid work, as well as the fact that employees are placing increasing value on autonomy and flexibility, self-management has an undeniable place in the future of work.

And, while a fully self-managed workforce may not be feasible (or desirable) for every organization, most companies can benefit from a self-management culture; one that empowers individuals to make decisions, take ownership, and set their own priorities.

A better question would be: Is self-management the future of your workplace?

If you want to build a high-trust company culture, develop self-sufficient employees, thrive in a remote or hybrid environment, and boost engagement and productivity, then the answer is yes.

And bear in mind that embracing self-management doesn't necessarily mean getting rid of all management positions and leaving people entirely to their own devices. Rather, it's about helping your employees develop valuable self-management skills and equipping them with the confidence and competence to work more autonomously.

CHAPTER 6

GOALS AND PRINCIPLES OF TIME MANAGEMENT

DEFINITION

Time management theories refer to a collection of concepts, principles, and frameworks that provide guidance and strategies for effectively utilising and organising one's time.

These theories aim to help us prioritise tasks, allocate time efficiently, and improve productivity and effectiveness in various aspects of life, such as work, personal goals, and leisure activities.

By understanding and applying time management theories, individuals can enhance their ability to plan, schedule, and utilise time resources more effectively, leading to better outcomes and reduced stress.

PRINCIPLES

Time is one of the most valuable resources we have, yet it often seems like there is never enough of it.

Whether you are a busy professional, a student, a stay-at-home parent, or anyone else trying to balance a hectic schedule, effective time management is essential for achieving your goals and realizing your dreams.

But let us face it, managing our time is easier said than done. With countless distractions vying for our attention, it can be difficult to stay focused and productive. And even when we do manage to carve out some time for ourselves, it can be hard to know where to start.

The term "time management" refers to the practice of effectively planning and allocating time spent on tasks/activities. A well-managed schedule allows you to prioritize, focus and deliver excellent results. Time is a precious commodity. So, to make the most of it, time management is critical.

The principles of time management are the fundamental concepts that underpin effective time management. Some of the key principles include:

1. **Setting priorities:** Prioritizing tasks based on their importance and urgency is key to effective

time management. This allows you to focus on what's truly important and avoid wasting time on tasks that don't move you closer to your goals.

2. **Time blocking:** Time blocking involves setting aside specific blocks of time for certain tasks or activities, rather than trying to multitask or switch between different tasks throughout the day.

This allows you to focus on one task at a time, minimizing distractions and increasing productivity.

3. **Goal setting:** Having clear goals and a plan for achieving them is essential to effective time management. Without a clear sense of direction, it is easy to get sidetracked and waste time on tasks that don't contribute to your long-term objectives.

Science of Productivity and Time Management

The science of productivity and time management is an emerging field of research that has shed new light on how our brains work and how we can maximize our productivity. Some of the key findings from this research include:

1. **Multitasking is a myth:** Contrary to trendy belief, our brains are not designed to multitask.

Attempting to do so can decrease productivity and increase stress levels.

2. **Taking breaks is essential:** Taking regular breaks throughout the day can improve focus and creativity, leading to increased productivity in the long run.

3. **Sleep is crucial:** Getting enough sleep is essential to cognitive function and productivity. Sleep deprivation can lead to decreased focus and concentration, as well as increased stress levels.

Common Misconceptions About Time Management

There are many misconceptions about time management that can hold us back from achieving our goals. Some of the most common misconceptions include:

1. **Working longer hours is the key to success:** While hard work is important, working longer hours doesn't necessarily equate to greater productivity. In fact, studies have shown that working too many hours can decrease productivity and lead to burnout.

2. Multitasking is the most efficient way to get things done: As we've already discussed, multitasking is a myth. Trying to do multiple things at once can decrease productivity and lead to mistakes.

3. Time management is a one-size-fits-all solution: Effective time management requires a personalized approach that considers your unique goals, priorities, and working style.

There is no one-size-fits-all solution that will work for everyone.

By understanding the principles and science behind time management, as well as the common misconceptions that can hold us back, we can develop a more effective approach to managing our time and achieving our goals.

Identifying Your Priorities

The first step in setting priorities is to identify and clarify your goals. What do you want to achieve?

What are your long-term and short-term objectives? Having a clear sense of direction is essential to effective time management.

One useful tool for clarifying your goals is the SMART framework. SMART stands for Specific, Measurable, Achievable, Relevant, and Time-bound. By setting goals that meet these criteria, you can ensure that they are clear, achievable, and focused on your long-term objectives.

The Eisenhower Matrix and Other Tools for Prioritization

Once you have clarified your goals, the next step is to prioritize your tasks and activities. One useful tool for prioritization is the Eisenhower Matrix, which categorizes tasks based on their urgency and importance. Tasks are divided into four categories:

1. Urgent and important: These tasks should be done immediately.
2. Important but not urgent: These tasks should be scheduled and done later.
3. Urgent but not important: These tasks should be delegated or minimized.
4. Not urgent and not important: These tasks should be eliminated.

Other tools for prioritization include the ABC method, which involves categorizing tasks based on their importance, and the Pareto principle, which states that 80% of the results come from 20% of the efforts.

Strategies for Making Tough Decisions About Priorities

Sometimes, making tough decisions about priorities can be challenging. It is important to remember that not everything is equally important, and that it's okay to say no to tasks or activities that don't align with your goals.

Here are some strategies for making tough decisions about priorities:

1. **Consider the impact:** Think about the impact of each task on your long-term goals and objectives. Will it move you closer to your desired outcome?
2. **Set boundaries:** Learn to say no to tasks or activities that don't align with your priorities. Setting boundaries is essential to effective time management.
3. **Seek feedback:** Get feedback from others on your priorities and goals. Sometimes, an outside perspective can help clarify your thinking and identify blind spots.

By identifying and clarifying your goals, using tools for prioritization, and developing strategies for making tough decisions about priorities, you can develop a more effective approach to time management and achieve your desired outcomes.

Developing Effective Habits

Habits are essential to time management and productivity because they allow us to automate routine tasks and conserve mental energy. By developing effective habits, we can streamline our workflows, reduce decision fatigue, and increase our efficiency.

However, not all habits are created equal. Some habits, like checking email or social media, can be counterproductive and distract us from our priorities. To be effective, our habits must align with our goals and support our long-term objectives.

Creating New Habits and Breaking Bad Ones

Creating new habits and breaking bad ones is essential to effective time management. Here are some strategies for doing so:

1. Start small: Begin by focusing on one or two new habits at a time. Trying to change too much too quickly can be overwhelming and lead to burnout.
2. Use triggers: Use triggers, such as time of day or specific events, to cue your new habit. For example, you might make a habit of going for a walk after dinner each night.
3. Reward yourself: Reward yourself for sticking to your new habit. Rewards can be as simple as taking a break or indulging in a favorite treat.
4. Replace unpleasant habits with good ones: Instead of trying to break a bad habit, focus on replacing it with a new, more productive habit.

The Importance of Consistency and Accountability

Consistency and accountability are essential to developing effective habits. Consistency means doing the same thing repeatedly over time, while accountability involves taking responsibility for your actions and their outcomes.

To maintain consistency and accountability, consider the following strategies:

1. Use a habit tracker: A habit tracker can help you monitor your progress and hold yourself accountable.
2. Find an accountability partner: Find someone who shares your goals and can provide support and accountability.
3. Celebrate your successes: Celebrate your successes, no matter how small. Celebrating your wins can help keep you motivated and on track.

By developing effective habits, breaking bad ones, and maintaining consistency and accountability, you can develop a more effective approach to time management and productivity.

Time-Saving Techniques

Strategies for Minimizing Distractions and Interruptions.

Distractions and interruptions can significantly impact our productivity and ability to manage our time effectively. Here are some strategies to minimize them:

1. Turn off notifications: Turn off notifications for non-essential apps and tools that can distract you from your work.
2. Use the Pomodoro technique: The Pomodoro technique involves working in 25-minute increments, followed by a short break. This technique can help you stay focused and avoid distractions.
3. Designate specific work hours: Establish specific work hours and communicate them to others to reduce interruptions.

Tips for Managing Email and Other Communication Channels

Email and other communication channels can be a significant source of distraction and time-wasting.

Here are some tips to manage them effectively:

1. Set aside specific times to check email: Rather than checking your email throughout the day, set aside specific times to check and respond to emails.
2. Use email filters and folders: Use email filters and folders to organize your emails and prioritize them based on their importance.
3. Consider other communication channels: Consider alternative communication channels, such as messaging apps or phone calls, for urgent or time-sensitive matters.

Techniques for Maximizing Efficiency and Focus

Efficiency and focus are essential to effective time management. Here are some techniques to maximize them:

1. Prioritize your most important tasks: Identify your most important tasks and tackle them first thing in the morning when your energy and focus are highest.
2. Take breaks: Taking regular breaks can help refresh your mind and boost your productivity.
3. Avoid multitasking: Multitasking can be counterproductive and reduce your efficiency. Instead, focus on one task at a time.

By implementing these time-saving techniques, you can reduce distractions and interruptions, manage your email and other communication channels more effectively, and maximize your efficiency and focus.

Planning and Scheduling

Planning and scheduling are essential components of effective time management. By planning and scheduling your tasks and activities, you can:

1. **Prioritize your goals:** Planning and scheduling allow you to prioritize your most important goals and tasks.
2. **Maximize your time:** By scheduling your tasks, you can make the most of your time and avoid wasting it on unimportant or non-essential tasks.
3. **Reduce stress:** Planning and scheduling can help reduce stress and anxiety by providing structure and predictability to your day.

How to Create a Daily, Weekly, and Monthly Schedule

Creating a schedule is easy when you follow these steps:

1. **Identify your goals:** Start by identifying your most important goals and tasks.
2. **Break down your goals into smaller tasks:** Break down your goals into smaller, manageable tasks.
3. **Determine your time availability:** Decide how much time you have available for each task.
4. **Create a schedule:** Create a daily, weekly, and monthly schedule that incorporates your tasks and activities.

Tips for Staying on Track and Adjusting Your Schedule as Needed

Creating a schedule is just the first step. Here are some tips for staying on track and adjusting your schedule as needed:

1. **Stay organized:** Use a planner or app to keep your schedule organized and easily accessible.
2. **Be flexible:** Be open to adjusting your schedule as needed to accommodate unexpected events or changes.
3. **Review and adjust regularly:** Regularly review and adjust your schedule to ensure that you are making progress towards your goals.

By following these tips, you can create a schedule that maximizes your time and helps you achieve your goals.

Managing Time for Different Areas of Life

Balancing work and personal life can be a challenge, but it's essential for maintaining good mental health and overall well-being. Here are some strategies for managing your time effectively:

1. Set boundaries: Set clear boundaries between your work and personal life and stick to them as much as possible.
2. Prioritize self-care: take time for self-care activities, such as exercise, meditation, or hobbies.
3. Learn to say no: Be selective about the activities and commitments you take on, and do not be afraid to say no when necessary.

Time Management Techniques for Students and Academics

Students and academics have unique time management challenges, such as balancing coursework, research, and extracurricular activities. Here are some time management techniques to help you stay on track:

1. Use a planner: Use a planner to keep track of deadlines, assignments, and appointments.
2. Break down assignments: Break down larger assignments into smaller, more manageable tasks.
3. Prioritize tasks: Prioritize tasks based on their importance and deadline.

Managing Time When Working Remotely or as a Freelancer

Working remotely or as a freelancer can be challenging when it comes to managing your time effectively. Here are some strategies to help you stay productive and focused:

1. Set up a routine: Set regular working hours and establish a routine to help you stay on track.
2. Minimize distractions: Minimize distractions by turning off notifications and closing unnecessary tabs and apps.
3. Use time tracking tools: Use time tracking tools to monitor your work and find areas for improvement.

By applying these strategies and techniques, you can effectively manage your time across different areas of life, whether you are a student, academic, remote worker, or freelancer.

Overcoming Time Management Obstacles

Procrastination, perfectionism, and other common obstacles can derail even the most organized and disciplined individuals. Here are some strategies to help you overcome these obstacles:

1. Identify the root cause: Find the underlying cause of your procrastination, perfectionism, or other obstacle, and develop a plan to address it.
2. Break down tasks: Break down larger tasks into smaller, more manageable ones to reduce overwhelm and boost motivation.
3. Use accountability: Use accountability measures, such as working with a mentor or accountability partner, to stay on track and avoid procrastination.

Managing Stress and Avoiding Burnout

Stress and burnout can have a significant impact on our productivity and overall well-being. Here are some strategies to help you manage stress and avoid burnout:

1. Practice self-care: Be available for self-care activities, such as exercise, meditation, or time in nature, to reduce stress and boost well-being.
2. Take breaks: Take regular breaks throughout the day to give your brain and body a rest and recharge.
3. Set boundaries: Set clear boundaries between work and personal life to prevent burnout and maintain a healthy work-life balance.

Staying Motivated and Keeping Up Momentum

Staying motivated and maintaining momentum can be challenging, especially when faced with setbacks and challenges. Here are some strategies to help you stay motivated and keep up momentum:

1. Celebrate progress: Celebrate small wins and milestones to stay motivated and keep momentum.
2. Use visualization: Use visualization techniques to visualize your goals and success and use this visualization as motivation.
3. Practice gratitude: Practice gratitude for the progress you've made and the opportunities you have, to keep a positive mindset and motivation.

By applying these strategies and techniques, you can overcome common time management obstacles and keep motivation and momentum towards your goals.

Advanced Time Management Techniques

Now that you have a solid understanding of the principles and strategies of time management, it's time to take things to the next level with

advanced techniques. These techniques will help you maximize your productivity and achieve your goals more efficiently.

1. Time management tools and software: There are many time management tools and software available that can help you stay organized and on track. These tools can range from simple to-

do list apps to more complex project management software. Find the tools that work best for you and integrate them into your workflow.

2. Time blocking: Time blocking is a technique where you schedule specific blocks of time for different tasks or activities. This technique helps you stay focused and avoid distractions during your work time. It also ensures that you're making progress towards your goals every day.

3. Pomodoro technique: The Pomodoro technique is a time management technique where you work for 25 minutes and then take a 5-minute break. After four 25-minute work sessions, you take a longer break. This technique helps you stay focused and avoid burnout.

4. Mindfulness: Mindfulness is the practice of being present and fully engaged in the current moment. This technique can help you stay focused, reduce stress, and improve productivity.

5. Workspace optimization: Your work environment can have a big impact on your productivity.

Make sure your workspace is set up in a way that promotes focus and productivity. This could include decluttering your workspace, improving your lighting and temperature, and minimizing distractions.

By incorporating these advanced time management techniques into your daily routine, you'll be able to maximize your productivity and achieve your goals more efficiently. Experiment with different techniques to find what works best for you and make them a part of your daily routine.

Conclusion:

Remember that time management is an ongoing process. It's important to continuously evaluate your habits, strategies, and goals to ensure that you're making progress and staying on track.

Here are some added tips for improving your time management skills beyond this book:

- Keep learning: There are always new strategies and tools being developed for time management and productivity. Stay up to date with the latest research and developments in the field.

- Practice consistency: Consistency is key when it comes to time management. Make a habit of practicing the strategies and techniques you've learned every day.

- Embrace failure: Don't be afraid to fail or make mistakes. Failure is a natural part of the

learning process and can help you improve your time management skills over time.

- Celebrate your successes: When you achieve a goal or make progress towards your goals, take the time to celebrate your success. This will help you stay motivated and focused on your goals.

Time management pumps up productivity and efficiency, lowers stress, and accelerates one's chances of success in life.

Organizing your time enables you to reap the following benefits.

CHAPTER 7

CONCEPT AND TYPES OF STRESS

DEFINITION

Stress can be defined as a state of worry or mental tension caused by an inconvenient situation. Stress is a natural human response that prompts us to address challenges and threats in our lives. Everyone experiences stress to some degree. The way we respond to stress, however, makes a significant difference to our overall well-being.

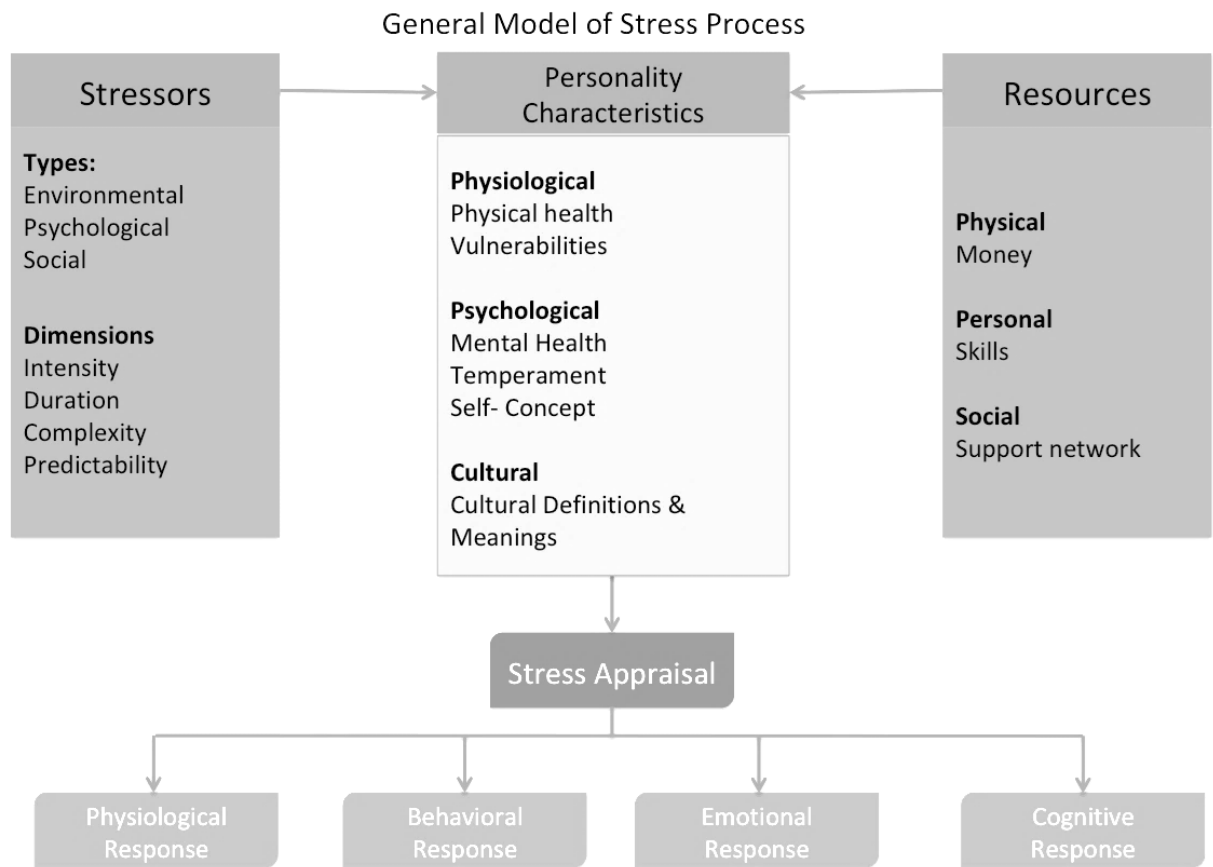
Stress is a psychological condition and body discomfort. It is a common phenomenon associated with a feeling of emotional or physical tension. When the person experiences a constraint inhibiting the accomplishment of desire and demand for accomplishment, it leads to potential stress. Every individual experiences stress at some or other time.

The word stress has its origin in the Latin words 'strictus', meaning tight or narrow and 'tighten', the verb meaning to tighten.

Stress is the pattern of responses an organism makes to stimulus event that disturbs the equilibrium and exceeds a person's ability to cope. Fred Luthans defined stress as an adaptive response to an external situation that results in physical, psychological, and/or behavioural deviations for organisational participant.

Hans Selye, the father of modern stress research, defined stress as "the nonspecific response of the body to any demand" that is, regardless of the cause of the threat, the individual will respond with the same physiological pattern of reactions.

Stress is not a factor that resides in the individual or the environment, instead it is embedded in an ongoing process that involves individuals transacting with their social and cultural environments



Stressors:

There are all kind of factors that can cause stress. They range from physical illness to financial problems, to change of work, to strain relations, to loss of dear one, to social situations. All these stressors can be listed under:

- 1) Emotional stressors
- 2) Family stressors
- 3) Social stressors
- 4) Change stressors
- 5) Chemical stressors
- 6) Work stressors
- 7) Decision stressors
- 8) Commuting stressors

- 9) Phobia stressors
- 10) Physical stressors
- 11) Disease stressors
- 12) Pain stressors
- 13) Environmental stressors

Dimensions of Stressors:

The stresses which people experience also vary in terms of

- Intensity – low intensity vs. high intensity,
- Duration – short-term vs. long-term,
- Complexity – less complex vs. more complex
- Predictability – unexpected vs. predictable

Appraisal of Stress

The perception of stress is dependent upon the individual's cognitive appraisal of events and the resources available to deal with them. An individual's response to a stressful situation largely depends upon the perceived events and how they are interpreted or appraised. Lazarus has distinguished between two types of appraisals, i.e. primary and secondary.

Primary Appraisal

Primary appraisal refers to the perception of a new or changing environment as positive, neutral, or negative in its consequences.

Secondary Appraisal

When one perceives an event as stressful, they are likely to make a secondary appraisal, which is the assessment of one's coping abilities and resources and whether they will be sufficient to meet the harm, threat, or challenge of the event. These resources may be mental, physical, personal or social. If one thinks one has a positive attitude, health, skills and social support to deal with the crises s/he will feel less stressed.

These appraisals are very subjective and will depend on many factors. One factor is the experience of dealing with such a stressful condition. If one has handled similar situations very successfully in the past, they would be less threatening for her/him. Another factor is whether the stressful event is perceived as controllable, i.e. whether one has mastery or control over a situation. A person who believes that s/he can control the onset of a negative situation, or its adverse consequences, will experience less amount of stress than those who have no such sense of personal control.

TYPES OF STRESS

The three major types of stress, viz. physical and environmental, psychological, and social. It is important to understand that all these types of stress are interrelated.

Physical and Environmental

Physical stresses are demands that change the state of our body. We feel strained when we overexert ourselves physically, lack a nutritious diet, suffer an injury, or fail to get enough sleep. Environmental stresses are aspects of our surroundings that are often unavoidable such as air pollution, crowding, noise, heat of the summer, winter cold, etc. Another group of environmental stresses are catastrophic events or disasters such as fire, earthquake, floods, etc.

Psychological

These are stresses that we generate ourselves in our minds and are unique to the person experiencing them. These are internal sources of stress. Some of the important sources of psychological stress are

frustration, conflicts, internal and social pressures, etc. We worry about problems, feel anxiety, or become depressed.

Frustration results from the blocking of needs and motives by something or someone that hinders us from achieving a desired goal. There could be several causes of frustration such as social discrimination, interpersonal hurt, low grades in school, etc.

Conflicts may occur between two or more incompatible needs or motives, e.g. whether to study dance or psychology. You may want to continue studies or take up a job. There may be a conflict of values when you are pressurised to take any action that may be against the values held by you.

Internal pressures stem from beliefs based upon expectations from inside us to ourselves such as, 'I must do everything perfectly'. Such expectations can only lead to disappointment. Many of us drive ourselves ruthlessly towards achieving unrealistically high standards in achieving our goals.

Social pressures may be brought about from people who make excessive demands on us. This can cause even greater pressure when we must work with them. Also, there are people with whom we face interpersonal difficulties, 'a personality clash' of sorts.

Social

These are induced externally and result from our interaction with other people. Social events like death or illness in the family, strained relationships, trouble with neighbours are some examples of social stresses. These social stresses vary widely from person to person. Attending parties may be stressful for a person who likes to spend quiet evenings at home while an outgoing person may find staying at home in the evenings stressful.

Sources of Stress

Stress can be generated because of a wide range of events and conditions. Few of these are:

Type of Personality

Everyone has their own personality traits. Some people are sensitive, emotional, competitive in nature others may be relaxed, carefree, patient and less serious. Individuals belonging to first type of personality are more susceptible to stress while that of second type feel less (no) stress. Thus, Individual basic dispositions can also be the reason for potential stress.

Demographic differences:

Demographic differences such as age, health, education and occupation are some of the reasons causing stress in individuals.

Health: Sound health enables a person to cope up stress better than unsound health. Physical condition of individual like illness, disability leads to potential stress.

Age: Age is positively related to stress. When a person grows older, his/her expectations & responsibilities also increase and if he/she is unable to find avenues for realising expectations, one feels stressed.

Education: Better education provides an opportunity to understand things in a better manner. So better educated persons are less prone to stressed condition.

Occupation: The nature of the occupation and stress are related. Certain occupations are inherently stressful than the other occupations. For instance, doctors, lawyers, politicians etc.

Lifestyles:

Lifestyles of individuals can also cause stress.

Sedentary lifestyles, individuals experiencing certain unique situations, faster career changes lead to stress.

Physical Environment

The origin of stress can be any variation in physical surrounding conditions like elevated temperature, absence of comfortable sitting arrangement in office, noise etc.

Hassles

These are the personal stresses we endure as individuals, due to the happenings in our daily life, such as noisy surroundings, commuting, quarrelsome neighbours, electricity and water shortage, traffic jams etc.

When an individual is subjected to hassles for significant period, it produces stress.

Life Events

Major life events that disturb our routine and cause upheaval can be stressful.

If several of these major life events that are planned (e.g. moving into a new house) or unpredicted (e.g. break-up of a long-term relationship) occur within a short period of time, then it may produce stress.

Traumatic Events

These include being involved in a variety of extreme events such as a fire, train or road accident, robbery, earthquake, tsunami, etc.

The effects of these events may occur after some lapse of time and sometimes persist as symptoms of anxiety, flashbacks, dreams, and intrusive thoughts, etc.

Effects of Stress:

An individual experiences stress through psychological emotions and is disseminated through physiological breakdown or biological changes. However, stress is not negative always. Stress has also positive consequences. The positive form of stress is known as eustress.

Eustress – is the term used to describe the level of stress that is good for you and is one of a person's best assets for achieving peak performance and managing minor crisis. Eustress, however, has the potential of turning into 'distress'. Distress is the manifestation of stress that causes our body's wear and tear. Few of the Eustress effects include:

Motivation: Mild stress elevates body metabolic and biological rates. The increase in the metabolism leads to increase in drive for achievements.

Performance: It enhances job performance, leads to excellence and provides impetus to work hard and perform better.

Speed: Mild stress stimulates body and increases reactivity. It helps individuals perform tasks in a rapid way.

Decision-Making: Eustress helps in development of proper perception in the decision making.

Creativity: Individuals involved in the discharge of professional oriented jobs, jobs involving creativity, challenge, interpersonal communications and certain managerial jobs, will be benefited by stress, which leads to positive performances.

However, in the modern organisations the negative consequences of stress are creating more problems. There are four major effects of stress:

Emotional,
Physiological,
Cognitive
Behavioural

Emotional Effects

Those who suffer from stress are far more likely to experience mood swings and show erratic behaviour that may alienate them from family and friends.

Emotional effects are expressed in terms of certain psychological symptoms such as anger, anxiety, depression, nervousness, irritation, tension, boredom, aggressiveness, moodiness, hostility, and poor concentration.

Physiological Effects

Stress influences the biological system of the human being.

When the human body is placed under physical or psychological stress, it increases the production of certain hormones, such as adrenaline and cortisol. These hormones produce marked changes in heart rate, blood pressure levels, metabolism and physical activity. Although, this physical reaction will help us to function more effectively when we are under pressure for short periods of time, it can be extremely damaging to the body in the long-term effects.

Stress leads to increasing heart rate, constriction of blood vessels, increase in blood pressure and increase in breathing rate. In long term, this may result into malfunctioning of internal gland and consequently the body disorder (biological illness).

Cognitive Effects

If pressures due to stress continue, one may suffer from mental overload. This suffering from elevated level of stress can rapidly cause individuals to lose their ability to make sound decisions.

Cognitive effects of stress are poor concentration and reduced short-term memory capacity.

Behavioural Effects

Stress affects our behaviour in the form of eating less nutritional food, increasing intake of stimulants such as caffeine, excessive consumption of cigarettes, alcohol, and other drugs such as tranquillisers etc.

Sometimes stress produces anxiety, apathy, depression, and emotional disorder. This leads to impulsive and aggressive behaviour.

Some of the typical behavioural effects of stress seen are disrupted sleep patterns, increased absenteeism, and reduced work performance.

ECONOMIC FACTORS AND STRESS.

The performance of an economy can affect the health of the population it supports. Economic contraction increases the number of persons coping with undesirable job and financial events. These events increase the risk of experiencing other stressors not intuitively connected to the economy. The adverse effects of these stressors spread to family and friends. Rapid economic growth also induces adaptations that should, according to classic theory, increase the incidence of stress-related illness. Research on work-related trauma and alcohol consumption, for example, supports this connection. A contracting economy affects our capacity to cope with stressors. Persons who lose income cannot purchase as many coping resources as they once did. This reduces their ability to deal not only with new economic stressors but also with chronic stressors previously buffered with purchased coping resources. The tangible and intangible coping resources gotten from social networks are also more difficult to obtain when the economy contracts. This is true because there are fewer surplus resources to contribute to the common pool while there are more demands upon it. Economic stressors can also increase the incidence of illnesses not typically thought to be stress related, because coping with such stressors can leave us with fewer resources to avoid risk factors for, or detect early signs of, illnesses unrelated to stress. The economy can, moreover, affect the tolerance of society for persons coping with stressors. We know that overstuffed communities, as indicated by high unemployment rates, reduce competition for scarce jobs by increasing the diagnosis of disability. Economic contraction inevitably increases the number of persons who are poor. Being poor is a risk factor for stressors of all sorts and, by definition, means that access to coping resources is constrained.

ECONOMIC STRESS

Economic stress is the feeling of stress due to the current state of one's personal finances and/or due to fear about the economy. Although some stress can be healthy, in the way that it can give you the energy and initiative to take needed actions or encourages you to challenge yourself, economic stress can have harmful impacts.

Research demonstrates that economic stress can be triggered by several factors:

experiences of a job loss or home
major changes to your family's income and budget
the feeling of not having enough financial resources compared to others.

STRESS MANAGEMENT: STRATEGY & TECHNIQUES

What is stress management?

It may seem like there is nothing you can do about stress—no way to avoid it and no way to de-stress completely when it hits. The bills won't stop coming, there will never be more hours in the day, and your work and family responsibilities will always be demanding. But the truth is, you have a lot more control over stress than you may think. In fact, the simple realization that you're in control of your life is the foundation of stress management.

Managing stress is all about taking charge: of your thoughts, emotions, schedule, environment, and the way you deal with problems. The ultimate goal is a balanced life, with time for work, relationships, relaxation, and fun—plus the ability to hold up under pressure and meet challenges head on.

Stress management involves using various techniques and coping strategies to improve the way you react to stressful things in your life and build resilience. But it's not one-size-fits-all. That's why it's important to experiment and find out what works best for you. Whether you're looking to reduce your overall stress levels, avoid unnecessary stressors in your life, or deal with stress in the moment, the following stress management techniques and strategies can help.

IDENTIFY THE CAUSES OF STRESS IN YOUR LIFE

Stress management starts with identifying the sources of stress in your life. This isn't as straightforward as it sounds. While it's easy to identify major stressors such as changing jobs, moving, or going through a divorce, pinpointing the sources of chronic stress can be more complicated.

It is all too easy to overlook how your own thoughts, feelings, and behaviors contribute to your everyday stress levels. Sure, you may know that you are constantly worried about work deadlines, but maybe it's your procrastination, rather than the actual job demands, that is causing the stress.

METHODS

There are many simple ways to combat stress. We can club these methods of stress management in two broad categories:

Self Help methods

Learnt Methods

Self-Help Methods:

This category covers ways of managing stress by observing its cause-and-effect relationship with our response and thereby controlling, eliminating, or reducing the intensity of stressor.

Another way to handle ill-effect of stress is to regulate our response to the stressor by either delaying the response or reducing the intensity of response. For, e.g., if you get exhausted by driving through traffic jam and experience 'commuting stress'. It is better to start little early to avoid heavy traffic hours or to use chartered bus and listen to some relaxing music or enjoy recreational reading, It is essential to identify the stressors and be creative in handling them.

Many of our stress related reactions are due to minor, chronic and unattended health problems. Therefore it is important to value and enhance well-being, by attending to health problems and getting proper treatment for them. Taking care of health would reduce the number of stressors.

Another way of managing stress is to change your lifestyle and adapting new ways of viewing the world. A lot depends on how we view the world. It is essential to be optimistic and be objective in viewing the situation. It helps to plan an effective management of the situation without causing damage to physical and mental health. This method is a self-help method, where we learn to view a situation from different viewpoints. Lots of stressors can be eliminated and nullified by objectively evaluating their nuisance value and by simply ignoring or overlooking them.

Some times we react blindly to the situation. Instead, we should act rationally and identify the stressor and look for alternative modes of handling these stressors. A balanced diet, sufficient sleep, some physical exercises, yoga, little entertainment and good insight can help adapt to many stressors.

Regular exercise can provide an active outlet for the physiological arousal experienced in response to stress. Regular exercise improves the efficiency of the heart, enhances the function of the lungs, maintains good circulation, lowers blood pressure, reduces fat in the blood and improves the body's immune system. Swimming, walking, running, cycling, skipping, etc. help to reduce stress.

Learnt Methods:

There are many other methods of stress management that can be learnt with the help of professionals. Few of these are:

Relaxation training

Bio feedback

Systematic desensitization

Creative Visualization
Cognitive Behavioural Techniques
Meditation Procedures
Hypnosis

Relaxation training

It is an active skill that reduces symptoms of stress and decreases the incidence of illnesses such as high blood pressure and heart disease. Usually relaxation starts from the lower part of the body and progresses up to the facial muscles in such a way that the whole body is relaxed. Deep breathing is used along with muscle relaxation to calm the mind and relax the body.

Bio feedback

It is a procedure to monitor and reduce the physiological aspects of stress by providing feedback about current physiological activity and is often accompanied by relaxation training. Biofeedback training involves three stages:

Developing an awareness of the physiological response, e.g. heart rate,

Learning ways of controlling that physiological response in quiet conditions; and

Transferring that control into the conditions of everyday life.

Systematic desensitization

Systematic desensitization is a procedure, in which relaxation and pleasant feelings are learned as conditioned responses to stimuli that once acted as fear producers. Take an example of an individual who is excessively afraid of dogs. Systematic desensitization would start from. may be showing the pictures of a dog, to looking at chained dog, to seeing others play with dog 'and finally to touching the dog himself. This

requires numbers of sessions, and the progress will depend on individual's ability to tolerate the situation and control his reaction.

Creative Visualization

It is an effective technique for dealing with stress. Creative visualisation is a subjective experience that uses imagery and imagination. Before visualising one must set oneself a realistic goal, as it helps build confidence. It is easier to visualise if one's mind is quiet, body relaxed, and eyes are closed. This reduces the risk of interference from unbidden thoughts and provides the creative energy needed for turning an imagined scene into reality.

Cognitive Behavioural Techniques

These techniques aim to inoculate people against stress. Stress inoculation training is one effective method developed by Meichenbaum. The essence of this approach is to replace negative and irrational thoughts with positive and rational ones. There are three main phases in this : assessment, stress reduction techniques, and application and follow through. Assessment involves discussing the nature of the problem and seeing it from the viewpoint of the person/client. Stress reduction involves learning the techniques of reducing stress such as relaxation and self-instruction.

Meditation Procedures

The yogic method of meditation consists of a sequence of learned techniques for refocusing of attention that brings about an altered state of consciousness. It involves such a thorough concentration that the meditator becomes unaware of any outside stimulation and reaches a different state of consciousness.

Hypnosis

Hypnosis is also one of the methods used for treating and managing stress. Hypnosis puts the client into a trance like situation where the client is very suggestible. Relaxation instructions used for deep muscle relaxation may include suggestions of drowsiness or deep sleep. This state is called hypnosis. The heightened suggestibility is used to get clients to comply with direct suggestions for behaviour change. Hypnotic

treatment is used to stop health threatening habits like smoking or over-eating.

PRACTICE THE 4 AS OF STRESS MANAGEMENT

There are many healthy ways to reduce stress or cope with its effects, but they all require change. You can either change the situation or change your reaction. When deciding which option to choose, it's helpful to think of the four As: avoid, alter, accept, or adapt.

Avoid unnecessary stress

Not all stress can be avoided, and it's not healthy to avoid a situation that needs to be addressed. But you may be surprised by the number of stressors in your life that you can eliminate.

Learn how to say "no." Know your limits and stick to them. Whether in your personal or professional life, taking on more than you can handle is a surefire recipe for stress.

Avoid people who stress you out. If someone consistently causes stress in your life, limit the amount of time you spend with that person, or end the relationship.

Take control of your environment. If the evening news makes you anxious, turn off the TV. If traffic makes you tense, take a longer but less-travelled route. If going to the market is an unpleasant chore, do your grocery shopping online.

Avoid hot-button topics. If you get upset over religion or politics, cross them off your conversation list. If you repeatedly argue about the same subject with the same people, stop bringing it up or excuse yourself when it's the topic of discussion.

Pare down your to-do list. Analyze your schedule, responsibilities, and daily tasks. If you have got too much on your plate, distinguish between

the “shoulds” and the “musts.” Drop tasks that aren’t truly necessary to the bottom of the list or eliminate them entirely.

Alter the situation

If you can’t avoid a stressful situation, try to alter it. Often, this involves changing the way you communicate and operate in your daily life.

Express your feelings instead of bottling them up. If something or someone is bothering you, communicate your concerns in an open and respectful way. If you don’t voice your feelings, resentment will build and the stress will increase.

Be willing to compromise. When you ask someone to change their behavior, be willing to do the same. If you both are willing to bend at least a little, you’ll have a good chance of finding a happy middle ground.

Be more assertive. Don’t take a backseat in your own life. Deal with problems head on, doing your best to expect and prevent them. If you’ve got an exam to study for and your chatty roommate just got home, say up front that you only have five minutes to talk.

Find balance. All work and no play is a recipe for burnout. Try to find a balance between work and family life, social activities and solitary pursuits, daily responsibilities and downtime.

Adapt to the stressor

If you can’t change the stressor, change yourself. You can adapt to stressful situations and regain your sense of control by changing your expectations and attitude.

Reframe problems. Try to view stressful situations from a more positive perspective. Rather than fuming about a traffic jam, look at it as an opportunity to pause and regroup, listen to your favorite radio station, or enjoy some alone time.

Look at the big picture. Take perspective of the stressful situation. Ask yourself how important it will be in the long run. Will it matter in a month? A year? Is it worth getting upset over? If the answer is no, focus your time and energy elsewhere.

Adjust your standards. Perfectionism is a major source of avoidable stress. Stop setting yourself up for failure by demanding perfection. Set reasonable standards for yourself and others and learn to be okay with "good enough."

Practice gratitude. When stress is getting you down, take a moment to reflect on all the things you appreciate in your life, including your own positive qualities and gifts. This simple strategy can help you keep things in perspective.

Accept the things you can't change

Some sources of stress are unavoidable. You can't prevent or change stressors such as the death of a loved one, a serious illness, or a national recession. In such cases, the best way to cope with stress is to accept things as they are. Acceptance may be difficult, but in the long run, it's easier than railing against a situation you can't change.

Do not try to control the uncontrollable. Many things in life are beyond our control, particularly the behavior of other people. Rather than stressing out over them, focus on the things you can control such as the way you choose to react to problems.

Look for the upside. When facing major challenges, try to look at them as opportunities for personal growth. If your own poor choices contributed to a stressful situation, reflect on them and learn from your mistakes.

Learn to forgive. Accept the fact that we live in an imperfect world and that people make mistakes. Let go of anger and resentments. Free yourself from negative energy by forgiving and moving on.

Share your feelings. Expressing what you are going through can be very cathartic, even if there is nothing you can do to alter the stressful situation. Talk to a trusted friend or make an appointment with a therapist.

CHAPTER 8

THE THEORY OF SUCCESS IN ENTREPRENEURSHIP

Entrepreneurship success is the goal pursued by entrepreneurs, and entrepreneurial passion is also considered an indispensable and essential element on the road to entrepreneurial success.

Entrepreneur Success:

In entrepreneurship context, entrepreneurial success is conceptualized as receiving financial returns from venturing activities, having growth rate of business, or having good stock market performance (and having non-financial achievement such as employees' happiness, your own happiness, personal achievement, and self-fulfilment. Entrepreneurial success is defined as receiving financial returns and non-financial achievements from entrepreneurial activities.

Entrepreneurship, as an important path to achieve individual wealth accumulation, increase social employment, and promote social prosperity and development (Reynolds et al., 2004), has always been a research hotspot in the fields of management, organizational behavior, and psychology. As the goal of entrepreneurs, entrepreneurial success has always been paid attention to by academia. In China, although the entrepreneurial activity index is much higher than other innovation-driven countries, the entrepreneurial success rate has not been high. How to increase the success rate of entrepreneurship, promote national entrepreneurship support policies, and maintain entrepreneurial passion has become a hot topic for scholars. Therefore, it is particularly necessary to explore the influencing factors of entrepreneurial success.

Although the research on entrepreneurial passion as the antecedent of entrepreneurial success has been extensively evaluated, there are different perspectives. Self-regulation theory points out that when individuals believe that the goal is valuable or the individual enjoys the process of pursuing the goal, they can insist on pursuing the goal (Ma et al., 2017). More specifically, entrepreneurial passion enables entrepreneurs to identify with the activities they participate in and

persist in entrepreneurship more persistently until they succeed. The resource conservation theory states that individual entrepreneurial passion can prompt them to patch up social resources to meet the basic needs of entrepreneurial success. Although many studies have explored the inner relationship between entrepreneurial passion and entrepreneurial success from different perspectives, they have not involved individual psychological changes, such as entrepreneurial self-confidence and entrepreneurial resilience. Individual success is inseparable from the basic characteristics of self-confidence, resilience, hope and optimism. Therefore, we can explore the internal mechanism of entrepreneurial passion and entrepreneurial success based on the perspective of individual psychological capital.

Psychological capital refers to the individual's mental state or traits, including the confidence to make efforts to succeed in the challenge, the optimism about the positive attribution of success, the perseverance of hope for the goal, and the resilience to persevere in adversity (Luthans et al., 2005). In the field of entrepreneurship, the psychological capital of entrepreneurs refers to the psychological characteristics of self-confidence, optimism, hope, and resilience shown by individuals when facing entrepreneurial challenges (Newman et al., 2021). The psychological stress theory points out that psychological capital affects individual behavior and attitude choices (Goldsmith et al., 1998). Individuals with positive psychological capital can not only correctly handle unexpected problems in entrepreneurship, but also respond flexibly to entrepreneurial challenges, ensure the smooth progress of entrepreneurial activities, and achieve entrepreneurial success (Syed et al., 2020). Therefore, in the process of entrepreneurial success, individual psychological capital plays an important antecedent role.

THEORETICAL

Entrepreneurial passion is the obtainable, conscious, and strong positive emotions that individuals exhibit when they perceive that their entrepreneurial activities are consistent with their own entrepreneurial identity during the process of participating in entrepreneurship (Cardon et al., 2005, 2009).

At present, academic circles believe that entrepreneurial passion should be divided into two dimensions: one is that entrepreneurs must have positive emotions about entrepreneurial activities; the other is that

entrepreneurs must subjectively identify with their entrepreneurial identity (Vignoles et al., 2006).

Specifically, entrepreneurial passion is not a general emotion but needs to rely on activities that have the meaning of entrepreneur identity to stimulate. When individuals perceive their entrepreneurial identity from certain activities, they can experience entrepreneurial passion (Cardon et al., 2013). In addition, Smith et al. (2001) believes that entrepreneurial passion is an inherent trait of entrepreneurs based on the perspective of individual traits; Bird (1989) believes that entrepreneurial passion is a motivation to stimulate entrepreneurs' behavior based on the perspective of motivation. Different perspectives have different definitions of the connotation of entrepreneurial passion. We chose to use the original Cardon et al. (2005)'s definition as the starting point for this research.

Entrepreneurship success is divided into two perspectives: entrepreneurial success and entrepreneur's career success (Zhang et al., 2019). Rahman (2015) and Staniewski (2016) believed that entrepreneurial success is the continuous growth of corporate performance and non-performance or reaching a high level in the industry; Lafuente et al. (2013) thought that the success of entrepreneurship mainly depends on the level of marketing, internationalization, financing and sustainable development; Wickham (2006) divided entrepreneurial success into three levels: economic return, psychological success, and social influence. Diverse types of entrepreneurs pay different attention to the above three levels because of their different entrepreneurial motives. Other scholars believe that the criteria for judging entrepreneurial success should be based on entrepreneurs as a research perspective and divided into subjective and objective success. The subjective aspect of success is the satisfaction of the company, the high quality of life, the realization of personal value, etc., (Lau, 2002); the objective aspect of success is the factors such as personal income, personal wealth creation, sustainable development of the company, and employee growth rate (Perren, 1999; Amit et al., 2001). It can be seen from the above research that most scholars' criteria for success are measured from the explicit level (such as the rate of return, financial indicators) and the recessive level (such as influence, etc., non-financial indicators). Explicit financial indicators are divorced from the research object, while implicit indicators are different due to the distinct characteristics of entrepreneurs.

Psychological capital reflects the positive mental state of an individual, and contains four dimensions: self-efficacy (believing that one can complete challenging tasks), hope (the ability to persevere toward goals), and optimism (full of positiveness for the future expectations) and resilience (the ability to quickly recover from setbacks and failures). Different from other positive core constructs, psychological capital is regarded as a kind of psychological resource with similar status and exploitability. Existing research also supports this conclusion. For example, Luthans et al. (2010) believed that psychological capital is clearly different from core self-evaluation, positive affect, and big five personality, which is different from fixed personality traits and different from frequently changing personality traits. It is somewhere in between and can be cultivated and developed. Scholars have conducted a lot of research around the four dimensions of psychological capital and have achieved certain research results. Existing research believes that it is necessary for future research to integrate the four psychological resources into a core construct (i.e., psychological capital) to reflect the basic synergy of resources (Luthans et al., 2005). In addition, psychological capital as a whole construct reflects the positive mental state of the individual, and has a positive impact on entrepreneurs' entrepreneurial attitude, entrepreneurial behaviour, and entrepreneurial performance.

Entrepreneurship policy support refers to the supportive policies provided by administrative agencies (such as government departments) to reduce the adverse effects of imperfect systems on entrepreneurial activities. It is an important institutional environment faced by entrepreneurs. Huang et al. (2019) believed that support policies for entrepreneurial activities can be divided into direct support and indirect support. Specifically, direct support includes direct resource support such as financial support, tax incentives, and training; indirect support policy is an environmental policy tool, which mainly provides entrepreneurs with higher government efficiency or service level, such as providing a unified office place, factory building, market and technology information exchange platform, etc., which can create an entrepreneurial support atmosphere for technology entrepreneurs.

Entrepreneurship Passion and Entrepreneurial Success

Entrepreneurship passion originates from philosophy and is an individual's strong tendency toward favourite activities (Vallerand et al., 2003). Baum and Locke (2004) defined entrepreneurial passion as an

individual's love for entrepreneurial activities based on entrepreneurial background. Cardon and Kirk (2015) believed that entrepreneurial passion is the conscious, strong, and positive emotions experienced by entrepreneurs when they participate in entrepreneurial activities. These activities are related to the entrepreneur's self-identification and prominent role. With the deepening of related research, the importance of entrepreneurial passion for entrepreneurial results has gradually attracted the attention of the academic community.

In the field of entrepreneurial research, entrepreneurial passion positively affects the entrepreneurial process and entrepreneurial success. The two important dimensions of entrepreneurial passion, the positive emotions and identity of entrepreneurs, are inseparable from entrepreneurial success. First of all, entrepreneurs with positive emotions can continue to strive to achieve success (Samuelsson, 2009), and even this positive state can prompt entrepreneurs to complete their goals and tasks and achieve success in the business, and continue to invest in the next longer-term plan (Heiby, 1995); secondly, entrepreneurs with a sense of identity are more likely to have psychological ownership of the company they create, thereby increasing their sense of responsibility to the company and being able to fight for the success of the company more specifically.

Successful entrepreneurs often emphasize the power of passion. The path to entrepreneurship is full of difficulties. Passion is the driving force that drives entrepreneurs to continue pursuing their goals when encountering difficulties (Cardon and Kirk, 2015). Existing studies have found that individuals with entrepreneurial passion are more aware of the entrepreneurial activities they are engaged in, increase their attention to entrepreneurial goals, and improve their knowledge and skills through hard work. The improvement of ability is helpful to deal with all kinds of difficulties and challenges in the process of starting a business and realize the success of starting a business (Ma et al., 2017). This means that enthusiastic entrepreneurs are more likely to achieve entrepreneurial success in the process of starting a business. Vallerand et al. (2010) found that enthusiastic entrepreneurs have a stronger tendency toward goals and are willing to make significant efforts to overcome obstacles to create and develop their own new enterprises, thereby improving corporate performance. Mueller et al. (2017) proposed that entrepreneurial passion can enable entrepreneurs to persevere in the face of difficulties and challenges, and further achieve entrepreneurial success. To sum up, entrepreneurial passion enables

entrepreneurs to have a stronger sense of identity with the entrepreneurial activities they are engaged in, to be more determined in their entrepreneurial goals, and to be willing to invest more time and materials to start a business, to cope with the difficulties and challenges in the process of starting a business, and to achieve entrepreneurial success.

Based on this, we propose the following hypotheses:

Hypothesis 1: Entrepreneurship passion has a positive impact on entrepreneurial success.

The Mediating Role of Psychological Capital

Psychological capital is an individual's positive psychological state and characteristics, the source of value creation, the key factor and core asset for obtaining competitive advantage (, including: when faced with entrepreneurial challenges, have confidence and can make necessary efforts to gain confidence in success; optimism that current and future success can be positively and correctly attributable; perseverance to the goal and the hope of not giving up easily; perseverance in adversity (Aryee et al., 2008). According to the theory of resource conservation, individuals can use their resources to deal with entrepreneurial pressure and meet environmental needs to obtain positive results.

In recent years, the empirical discussion on entrepreneurial passion is still in its infancy (Mueller et al., 2017), and there is no in-depth exploration of its impact on psychological capital and entrepreneurial success.

Existing studies have shown that entrepreneurial passion can increase entrepreneurs' tolerance for risks, and influence entrepreneurs' cognition through motivational and emotional channels, improve cognitive flexibility, and trigger entrepreneurs to improve their entrepreneurship. Based on the theory of resource conservation, individuals tend to obtain resources from outside for individual improvement. Entrepreneurship passion, as the driving force of individual entrepreneurship, can further enhance the motivation of entrepreneurs to obtain resources from the outside. The accumulation of resources is conducive to the promotion of entrepreneurial activities. Therefore, it is conducive to enhancing the psychological capital of entrepreneurs.

Existing studies have shown that psychological capital has a significant positive impact on the outcome variables. The higher the level of individual psychological capital, the higher the entrepreneurial

performance. Psychological capital and human capital constitute the overall resource capacity required for entrepreneurship.

It has been proven that the effect of psychological capital on entrepreneurship is far greater than that of human capital and social capital. The overall score dimension of psychological capital has a more significant impact on job performance. According to the resource conservation theory, individual resources are scarce and limited, and individual characteristics affect their resource allocation. Therefore, psychological capital, as a positive individual trait, also affects the allocation of resources, that is, psychological capital may affect entrepreneurial activities by affecting individual resource allocation. Research has found that individuals with high psychological capital can make reasonable use of resources to cope with entrepreneurial challenges. Psychological capital's entrepreneurial efficacy, familiarity with entrepreneurial procedures, evaluation of entrepreneurial returns, and entrepreneurial preparation have an impact on entrepreneurial success. Entrepreneurs with stronger psychological capital are more challenging and courageous in making decisions, and have greater ability to act (Sequeira et al., 2007), entrepreneurship is more likely to succeed. Based on this, this study believes that psychological capital, as an individual trait, can promote entrepreneurial success by influencing the process of individual resource allocation.

Hypothesis 2: Entrepreneurship passion has a positive impact on psychological capital.

Hypothesis 3: Psychological capital mediates the relationship between entrepreneurial passion and entrepreneurial success.

The Moderating Role of Entrepreneurial Policy Support

Entrepreneurship passion promotes entrepreneurial success by enhancing individual psychological capital. External policy support has a particularly significant impact on this mechanism. Entrepreneurship policy support is divided into direct support and indirect support. On the one hand, direct policy support. According to resource-based theory, the

technological knowledge, skills, and innovation network possessed by entrepreneurs are the key to gaining a competitive advantage, but if other entrepreneurial resources are scarce, the existing resource structure will not be able to adapt to the comprehensive and dynamic requirements of entrepreneurial activities (Zeng et al., 2010). Therefore, policy support can promote the accumulation of individual resources by promoting entrepreneurial passion, which includes both the optimization of the material resources needed for entrepreneurship and the improvement of psychological resources. In addition to general human capital requirements, entrepreneurs must also possess basic entrepreneurial psychological qualities, which are embodied in entrepreneurial resilience, entrepreneurial confidence, and entrepreneurial hope. The government's entrepreneurial education support increases their entrepreneurial knowledge and at the same time enhances entrepreneurs' psychological capital.

On the other hand, indirect policy support. First, indirect policy support provides entrepreneurs with a space for mutual learning and cooperation. Specifically, entrepreneurial activities are difficult to rely on technological entrepreneurs to complete independently, and the government-led and constructed regional network of technology parks, high-tech zones, technology alliances, etc., enables technology entrepreneurs in the same area to engage in similar and complementary industries to have more cooperation opportunities (Huang et al., 2019). Close communication and cooperation among technological start-up enterprises is conducive to the flow of explicit information and knowledge resources among enterprises and promotes the diversity of entrepreneurial resources. At the same time, it brings psychological capital accumulation in entrepreneurial confidence and resilience. At the same time, it is conducive to mutual learning and acquisition of hidden experience and skills among entrepreneurs, strengthening the use of existing resources by entrepreneurs, and enabling them to perceive opportunities more sensitively. Second, the good entrepreneurial atmosphere created by indirect policy support is conducive to entrepreneurs to eliminate negative pressure, improve the level of psychological pressure and the ability to flexibly deal with entrepreneurial challenges, so that they can persist in entrepreneurship until they succeed. The entrepreneurial atmosphere created by the indirect support from the government plays a role in "justifying the name" of entrepreneurs, establishing the enterprising spirit of dare to challenge, compete for the first place, and innovate in the regional environment, and form positive encouragement while enhancing individual psychological capital.

Entrepreneurship policy support promotes the transformation of entrepreneurial passion into individual psychological capital. The higher the level of entrepreneurial policy support, the stronger this promotion relationship.

Conditional Process Model

The above theoretical derivation clarifies the role of policy support in moderating entrepreneurial passion and entrepreneurial success, but the principle and mechanism of policy support to enhance the relationship between entrepreneurial passion and entrepreneurial success need to be further explored. Entrepreneurship passion promotes entrepreneurial success by increasing the accumulation of entrepreneurs' psychological capital. Based on the above assumptions, this research further infers that, compared with low-level entrepreneurial policy support, entrepreneurs with high-level entrepreneurial policy support will generate higher psychological capital when they have entrepreneurial passion, and then increase their entrepreneurial success probability. That is, entrepreneurial policy support plays a moderating role in the mediating effect of psychological capital.

The effect of internal factors on entrepreneur success

Chowdhury, Alam, and Arif (2013) found that age, gender, education and work experience of entrepreneurs positively impact on their success. In a more recent research findings, age, education (Chowdhury et al., 2013), experience and education of entrepreneur (Chowdhury et al., 2013; Fatimah-Salwa, Mohamad-Azahari, & Joni-Tamkin, 2013) have been found to positively affect entrepreneurial success. Lee and Yang (2013) found that the personality traits positively influence entrepreneurial success in female micro entrepreneurship in Taiwanese catering business. Ardichvili (2003) remarked that the personality traits of entrepreneurs contribute to the success of the entrepreneurial ventures. Mill (1984) suggested that risk taking is a key factor in distinguishing entrepreneurs from managers and believed that entrepreneurs take greater degree of risk especially in areas where they have control or competencies in realizing the profit.

Sefiani (2013) revealed that competence factor such as entrepreneurial skills, managerial skills and interpersonal relationship are the key drivers of the business success. Lee and Yang (2013) found that the management dimensions such as product and service innovation, managerial process and financial performance are the key success factors leading to entrepreneurial success. Jasra, Khan, Hunjra, Rehman, and Azam (2011) found that entrepreneurial skills and financial management skills are two of the main factors leading to business success.

The relationship links between external factors and entrepreneurial success

Lee and Yang (2013) found that opportunity factors such as market environment and business environment are the key drivers of the business success. Sok (2009) found out that operating location and peaceful environment are positively related to SME's success. The government assistance which include training program, contributes significantly and positively impact the success of entrepreneurs (Cheston and Kuhn, 2002; Jill et al., 2007; Kuzilwa, 2005). The two strategic dimensions, namely government support and family support of resources factors were found to be the key success factors of catering business in Taiwan (Lee & Yang, 2013). More specifically, Fatimah-Salwa et al. (2013) revealed that the source of capital is positively related to the success of Muslim entrepreneurs in Malaysia. The literature suggests that businesses that use a written business plan experience higher levels of sales, earnings, and growth than firm that do not have one (Soldressen, 1998; Mazzarol, 2000). The literature also suggests that technology adoption can increase efficiency in areas such as production output, reduce lead time, and increase a businesses' overall profitability (Waggs & Bracken, 1986; Garsornbke & Garsombke, 1989 (Jasra et al., 2011). It enables a business to reduce the need for human capital and increase the automation of business processes while reducing expenses.

PART THREE

PRESENTATIONS

CHAPTER 9

THE CONCEPT AND TYPES OF PRESENTATIONS

WHAT IS A PRESENTATION?

A presentation is the act of presenting information or ideas to a group of people in a structured and deliberate manner.

Presentations are typically demonstrations, introduction, lecture, or speech meant to inform, persuade, inspire, motivate, build goodwill, or present a new idea/product.[1] Presentations usually require preparation, organization, event planning, writing, use of visual aids, dealing with stress, and answering questions

Presentation is the practice of showing and explaining the content of a topic to the audience or learner. A good oral presentation is well structured; this makes it easier for the listener to follow. It is natural for presentation skill to improve if presentation know-how is taught, and presentation opportunities increase.

TYPES OF PRESENTATIONS

A presentation is a means of communication that can be adapted to various speaking situations, such as talking to a group, addressing a meeting, or briefing a team.

From persuasive pitches that influence opinions to instructional demonstrations that teach skills, the diverse types of presentations serve a unique purpose, tailored to specific objectives and audiences.

Every presentation is different, reflecting your unique business and the information you share. But some common presentation types are used across various fields and teams. Before diving into specific slides or organization, consider the type that best suits your audience.

DIFFERENT TYPES OF PRESENTATIONS

Educational Presentations

Educational presentations are a great way to introduce a new topic to people who aren't familiar with it. They can be especially helpful when you want to explain something complex, like a process, or share key facts in a clear way. Whether you are a teacher in a classroom or a trainer at a company, educational presentations can be a powerful tool for learning.

These presentations often use visuals like pictures or diagrams to make things easier to understand. They might also include step-by-step instructions to guide the audience through a process. Companies use them a lot to teach new employees about how things work at the company. The length of the presentation can be short or long, depending on what you are trying to teach.

Academic presentations and research presentations are fitting examples of informative presentations. An effective academic presentation involves having clear structure, credible evidence, engaging delivery and supporting visuals. Provide context to emphasize the topic's significance, practice to perfect timing, and be ready to address anticipated questions.

Instructional Presentations

Instructional presentations help people learn more about a topic and sometimes even guide them on what to do next. They are like presentations used for education, but they might include some extra details or specific steps for the audience to follow.

Think of webinars or training sessions – these are examples of instructional presentations. They give people latest information and help them develop new skills. For instance, if you are in HR, you might create one to explain how employees can sign up for the new insurance plan.

Persuasive Presentations

Presentations aim to convince the audience of something, like a new idea, product, or way of doing things. They often address a specific issue and use data to explain why their solution is the best. Business proposals and sales talks are common examples.

For instance, a new company seeking funding might create a presentation to convince investors to support their idea. This presentation could explain a problem they see in the market, how their company solves it, and how they plan to make money. A similar presentation could also be used to secure additional funding for growth and plans.

With persuasive presentations, it is important to know your audience inside out and tailor your message to their interests and concerns. Craft a compelling narrative with a strong opening, a solid argument, and a memorable closing. Additionally, use visuals strategically to enhance your points.

Examples of persuasive presentations include presentations for environmental conservations, policy change, social issues and more.

Motivational Presentation

Motivational presentations aim to lift up the audience's spirits and help them deal with challenges. They spark interest in a subject and share a particular perspective or message. These presentations can be useful when you want to inspire a group of people. Sometimes, they might even use a personal story to connect with the topic.

Leaders in organizations often use motivational presentations to boost employee morale and encourage them to work harder. Recruiters might also use them to display employee success stories and get potential hires excited about joining the company.

Acknowledging team efforts through platforms like the kudos platform can further boost motivation and encourage a positive response to challenges.

Problem-solution Presentation

Have you ever needed to present an idea to help people decide? Problem-solution presentations are a wonderful way to do that. They focus on explaining a challenge or issue and then offering potential solutions for the audience to consider. While like persuasive presentations, the main goal here is to discuss the problem clearly and share research so decision-makers can weigh the options and choose the best path forward. These presentations can include details about the problem and a few practical solutions. They are a handy tool for many business meetings and discussions within organizations.

Project Presentations

Progress presentations are a way to share how a project, campaign, or initiative is moving along. They are like progress reports, but in a presentation format.

These presentations typically cover four key points:

- Important measurements: This could include numbers or data that show how the project is doing.
- Status: An update on where things stand now.
- Potential roadblocks: Any challenges that might come up down the line.
- Tasks still to do: What needs to be completed next.

Project teams often use progress presentations to share updates on their work. This allows clients, colleagues, or other interested parties to stay informed and ask questions if needed.

Storytelling Presentations

Presentations that use a story format can be a great way to connect with your audience and share information in a more engaging way. This approach can be useful in different settings, from classrooms to company meetings. It can be especially helpful when you want to grab the attention of a specific group of people and make them feel involved.

Storytelling presentations might include personal stories or examples that relate directly to the main topic. For instance, if you are in marketing, you could use a story format to present a case study to your colleagues about a competitor's product and its success.

Visual Presentations

Presentations come in many forms, but some rely mostly on pictures, charts, and other visuals instead of text. These are called visual presentations. They're a good choice when you have limited time, or your topic is easy to understand with pictures.

The goal of a visual presentation is to help people grasp the information quickly and keep them engaged. Businesses often use them to show what their products or services can do. For instance, a company selling shampoo might use before-and-after pictures to show the results.

Sales presentation

Sales presentations are one of the types of business presentations and the bread and butter of businesses looking to woo potential clients or customers. With a sprinkle of charm and a dash of persuasion, these presentations highlight products, services, or ideas with one end goal in mind: sealing the deal.

A successful sales presentation often has key characteristics such as a clear value proposition, strong storytelling, confidence, and a compelling

call to action. Hence, when presenting to your clients or stakeholders, focus on benefits rather than just features.

Anticipate and address potential objections before they arise and use storytelling to display how your offering solves a specific problem for your audience. Utilizing visual aids is also a fantastic way to make your points stand out and stay memorable.

A sales presentation can be used to promote service offerings, product launches or even consultancy proposals that outline the expertise and industry experience of a business.

Pitch presentation

Pitch presentations are your ticket to garnering the interest and support of potential investors, partners, or stakeholders. Think of your pitch deck as your chance to paint a vivid picture of your business idea or proposal and secure the resources you need to bring it to life.

Business presentations aside, individuals can also create a portfolio presentation to highlight their skills, experience and achievements to potential clients, employers, or investors.

Craft a concise and compelling narrative. Clearly define the problem your idea solves and how it stands out in the market. Anticipate questions and practice your answers. Project confidence and passion for your idea.

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Pitching is a very common activity in the world of start-ups and innovation. It is essentially the art of presenting activities, products or services that will soon be launched by an entrepreneur or company.

Pitching has several main objectives: to secure a sale or partnership, obtain favourable terms from a supplier, present a business plan, secure a company acquisition or obtain financing. There are essentially three types of pitch, or presentation. The elevator pitch, lasting around 30 seconds, is the shortest of the three and is designed to grab attention. Management Presentations, whose purpose is to sell or propose a project, entertain the audience for approximately 5-10 minutes. This type is subdivided internally into Investor Pitch, Customer Pitch and Partner Pitch depending on the people to whom the presentation is addressed. The last category concerns classic Sales Calls with the intention of selling a product or service.

Preparation

A fundamental step in the successful execution of a pitch is preparation. Some key questions that need to be explored, regardless of the type of presentation, are:

Who is the audience? (Investors, customers, partners, etc.)

What is my goal? (Presentation, sales, financing, etc.)

How much time do I have?

What tools can I use? (PowerPoint, video, etc.)

Execution

During the pitch, what are the main rules to follow for proper execution?

Be unique – conviction and uniqueness in execution.

Be enthusiastic – enthusiasm, determination and passion are the oxygen of success.

Tell a story – recount and narrate a story.

Confidence – stand up straight and keep your chin up.

Control – avoid excessive movement.

Confidence – speak clearly, slowly and in simple words.

Vision – maintain good eye contact with the audience.

Participation – repeat questions before showing the answers.

Practice – public speaking is a skill that can be learned.

An **EXAMPLE** of Pitch describes the Issue better than a thousand of word.

You can read and study the Pitch of the famous company LINKEDIN:

[Linkedin Series B Pitch Deck | PDF](https://www.slideshare.net/webjoe/linkedin-deck-27367069)

<https://www.slideshare.net/webjoe/linkedin-deck-27367069>

CHAPTER 10

MAKING A SPEECH PLAN

A great speech will engage the audience and can lead to greater personal and professional success.

Each speech should be structured with three major parts: introduction, body, and conclusion. Before writing the speech, you should prepare an outline.

An outline provides a framework that organizes the main and supporting points into an order you believe will have the greatest impact on your listeners.

PLANNING

Determine the purpose of your speech.

Whether it is a persuasive essay, argumentative essay, or just an informative one you need to know why you are giving the speech. Generally you may be told what kind of speech to write for your assignment, but if you have a choice on what type of speech you need to give it's important to know what you want to tell your audience.

Identify your audience.

This may depend on your assignment, but you need to know your audience to know what type of the information you are giving to them. Are you giving a speech to people who don't have any knowledge on the subject? Experts in the field? Or are you just speaking in front of your professor and fellow classmates? Understanding your audience helps you determine the scope of the detail in your speech and how you can keep the audience captivated.

To connect with your audience during speeches, it is important to be able to place yourself in their shoes. Only from this perspective can you truly communicate understanding and establish rapport.

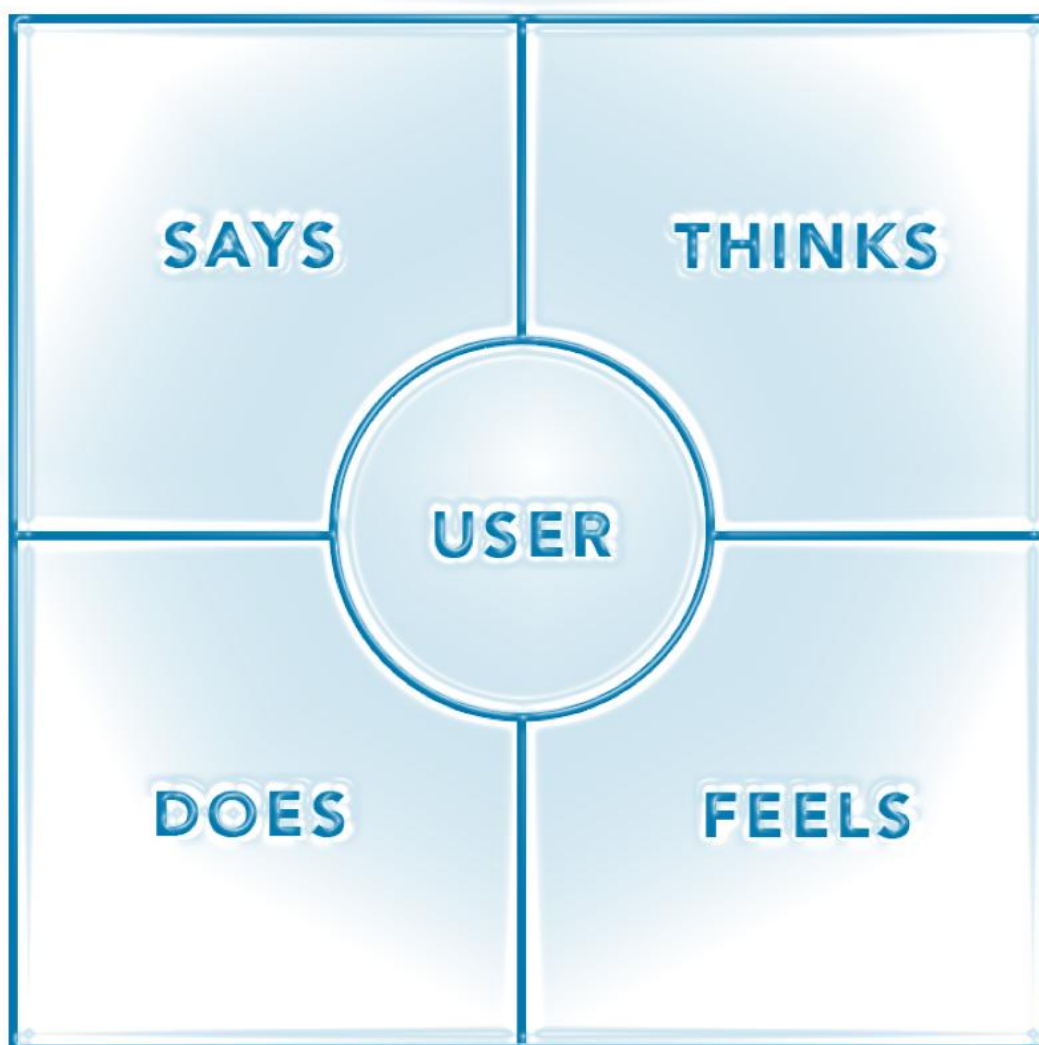
To know your audience is to engage your audience.

The **Empathy Map** is a handy technique from the world of user experience and marketing, where it is used to better understand potential or existing customers. It works remarkably well when you prepare a speech, too.

An empathy map is a collaborative visualization used to articulate what we know about a particular type of user. It externalizes knowledge about users to 1) create a shared understanding of user needs, and 2) aid in decision making.

Traditional empathy maps are split into 4 quadrants (Says, Thinks, Does, and Feels), with the user or persona in the middle. Empathy maps provide a glance into who a user is as a whole and are not chronological or sequential.

EMPATHY MAP



Create your claim (or thesis).

Just like writing a paper, your speech needs a thesis. Your claim is the main idea for your speech, and you will spend your speech providing evidence that supports your claim.

When preparing to write a speech, you want to start by thinking about the core message you want to share. Your core message should be a topic you're knowledgeable and passionate about and one that's relevant to your audience.

The topic should be delivered in a way that's easy to understand and concise. Ideally, your audience should be able to explain what the speech was about in just one or two sentences.

Organize content.

The importance of this step cannot be stressed enough, for both speeches and paper presentations.

Follow the standard organizational format of introduction, body, and conclusion, which translates into the standard public speaking formula:

- Tell them what you're going to tell them.
- Tell them.
- Tell them what you have told them.

Outline the body of your talk first, limiting it to three or four main points with sufficient supporting material to back up those points. Too much information can lose an audience; well-organized key points help an audience re- member them and allow for easy note-taking.

Also, if presenting a paper, your goal is to whet the appetite of the audience with key ideas so they will want to get a copy of the full paper to read later.

After you have outlined the body of your speech or paper, prepare the introduction and conclusion. Your **introduction** should start out with an attention- getter which can be an anecdote, a quotation, a question, a joke, or whatever is appropriate for the topic and audience.

A good introduction serves as an attention getter, previews the topic and main points, and establishes your credibility as a speaker.

The introduction is also your opportunity to build rapport between you and the audience; tell them why your speech or paper is relevant to them and that you are glad to be speaking to them.

The **body** is the largest part of the speech, where you will use credible sources, such as science journal articles, and mention those sources during the speech. The main points of the speech are contained in this section and should flow from the speech's goal and thesis statement. It is advisable to limit your content to between two and five main points, with a maximum of seven main points. Science communicators recommend using three main points for speeches about science. If you have too many main points, your audience will forget them. Focusing on three main points and providing effective supporting points for each main point makes your speech more memorable. Supporting points justify your main points and help substantiate your thesis.

Once you've told your audience why they should want to listen to you, lead into your talk by briefly previewing the major points to be covered in your speech (tell them what you're going to tell them).

The **conclusion** should include the summary of the main points (tell them what you've told them) and a final statement that leaves the audience with something to think about or remember (this will depend on the purpose of your speech).

Collect your evidence.

You need to support your claim with evidence. Evidence may include surveys, statistics, anecdotal evidence, or even your own experience.

Start determining how you will organize your speech.

Just like an essay, a speech has a similar structure. Your introduction, body, supporting evidence, and conclusion. It's helpful to write down your speech in a similar way you would write an essay.

Consider the presentation type and format

A business presentation can refer to keynote speeches, investor or sales pitches, and project status reports. You may want to teach your audience about your products or persuade them to purchase. Alternatively, your presentation may kick off a new project by defining the steps needed to progress.

Prepare visual aids.

Visual aids, if appropriate for your speech or presentation, can help your audience remember your points and clarify information. Speech textbooks usually emphasize the following when covering visual aids: make sure the audience can see the visual aid; show the visual aid only when you are referring to it; and talk to the audience, not to the visual aid.

Know what you're talking about.

You will be more comfortable reciting your speech when you have some knowledge on the subject. While you are researching and preparing your speech, get some preliminary background information so you feel more confident with the subject. This also helps if you get any surprise questions from your audience!

Organize your materials.

Disorganization the day of your speech can worsen your anxiety! Prepare the night before by setting out all your demonstrative items (poster, PowerPoint, pictures), make sure any notecards are in order, and set aside your clothes if you are dressing up for your speech.

Practice.

Practicing your presentation or speech contributes directly to your success as a speaker. As you practice, consider both your verbal and nonverbal delivery. Vocal delivery includes volume, rate, pitch. Strive for vocal variety which is the variation of these elements—loudness/softness (volume), fastness/slowness (rate), highness/lowness (pitch).

An expressive voice will engage an audience; a monotonous, flat voice will lose one.

Also, remember that nonverbal delivery carries as much weight as verbal. Eye contact with your audience is crucial, and this means looking at audience members.

As for posture, don't slouch, and avoid shifting your weight from foot to foot.

There are certainly other elements of verbal and nonverbal delivery to investigate when practicing your speech or paper. Your goal is to sound spontaneous and feel comfortable, so time spent practicing is necessary. It is a good idea to practice in a situation as close to the real one as possible, and in front of friends or with a tape recorder.

CHAPTER 11

STRUCTURING THE PRESENTATION

In the business world, a presentation is so much more than just a bunch of slides or points—it's a golden opportunity. It can sway decisions, propel change, or bring people together. How you structure your presentation is critical in getting your ideas across clearly and compellingly.

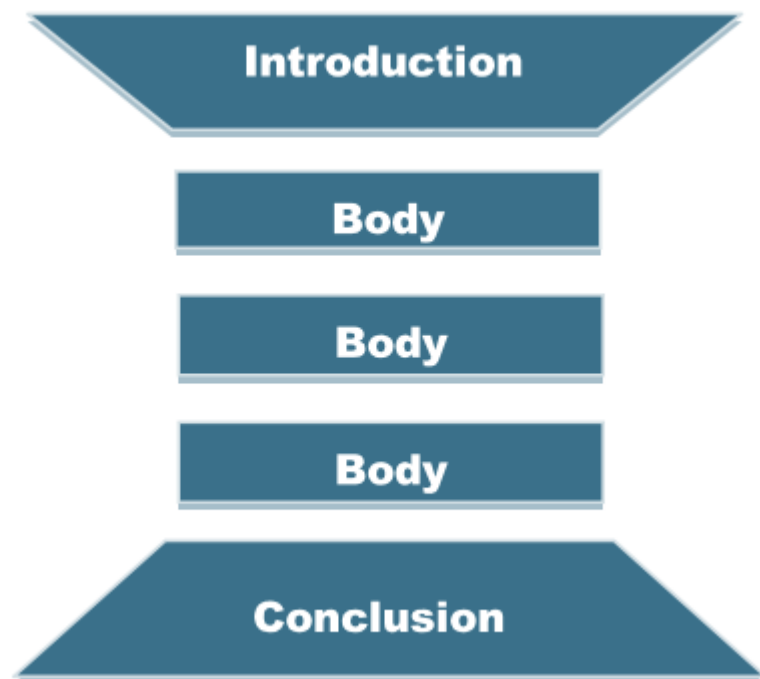
When you've got a structured presentation just right, it's like you're taking your audience by the hand and guiding them through your thoughts, making sure they pick up all the important bits along the way. Moreover, it speaks of your degree of professionalism and how much knowledge you bear on the topic in question.

PRESENTATION vs BUSINESS PLAN

Let's compare a presentation structure to a business plan. Just as a business plan is essential for guiding a company's strategy and ensuring all aspects of the business are aligned toward common goals, a presentation structure is crucial for organizing the content and delivery of your talk.

The presentation structure lays out a clear and logical sequence of information, akin to the sections of a business plan that outline the company's mission, market analysis, and financial projections. This clear sequence ensures that your audience can easily follow and understand your message, maximizing the impact your speech can deliver and influencing your target audience.

Presentation Structure



Presentation should have a title, introduction, body and conclusion – just like an essay.

The title needs to tell the audience what your presentation is about, so make it clear. The title can be in the form of a question, a statement, an argument, or a proposal; whichever you use should indicate the purpose of your presentation.

Some examples:

Traffic Congestion: Are driverless cars the solution?

Road Safety and Autonomous Vehicles

Driverless Cars: Some ethical questions

The introduction should give an overview of your presentation topic and its context. Providing a context will help your audience to understand the purpose of your presentation.

You could:

- ☐ Give relevant background information
- ☐ Outline any existing research in this field
- ☐ Set out the scope of the issue, problem or question you are addressing

The introduction is the first section of the presentation and sets the tone for the rest of the presentation. It should be attention-grabbing and make the audience want to listen to the rest of the presentation.

Set out what you will cover, in the order you will cover it, so your audience knows what to expect. For instance, you could outline your main points and argument or proposal.

When defining how to start a presentation, these are the best tips we recommend you implement.

Start with a Hook

Kick off your introduction with a strong hook that grabs your audience's attention. This could be an intriguing fact, a thought-provoking question, or a compelling story related to your topic. A captivating opening will make your audience want to listen and engage with your presentation.

Here are a few hook examples you can swipe:

a. Open with a provocative statement

It creates an instant jolt and makes the audience intrigued to hear what you are about to say next – pedal back, continue with the provocation, or do something else that they will not expect.

b. Ask a rhetorical, thought-provoking question

Seasoned presenters know that one good practice is to ask a question at the beginning of a presentation to increase audience engagement. Rhetorical questions have a great persuasive effect – instead of answering aloud, your audience will silently start musing over it during your presentation. They aroused curiosity and motivated the audience

to remain attentive, as they did want to learn your answer to this question.

c. Use a bold number, factor stat.

A clean slide with some overwhelming stat makes an undeniably strong impact. Here are a few opening statement examples you can use along with your slide:

Shock them: "We are effectively wasting over \$1.2 billion per year on producing clothes no one will ever purchase".

Create empathy: "Are you among the 20% of people with undiagnosed ADHD?"

Call to arms: "58% of marketing budgets are wasted due to poor landing page design. Let us change this!"

Spark curiosity: "Did you know that companies who invested in speech recognition have seen a 13% increase in ROI within just 3 years?"

Clearly State Your Topic

Be clear and concise when stating your topic. Your audience should immediately understand what your presentation is about and what they can expect to learn. A clear statement of your topic sets the stage and provides a roadmap for the rest of your presentation.

Establish Credibility

Take a moment to establish your credibility by briefly sharing your qualifications or experience related to the topic. This helps to build trust and rapport with your audience, and it shows that you are knowledgeable and well-prepared.

Engage Your Audience

Make your audience part of the presentation by engaging them from the start. Ask a question, encourage participation, or invite them to think about how the topic relates to their own experiences.

Engagement helps to create a connection between you and your audience. Using a surprise factor is an alternative if you feel the topic, you are about to present may not fully resonate with the target audience.

Preview Main Points

End your introduction by briefly previewing the main points you will cover in your presentation. This provides a clear structure for your audience to follow and helps them understand what to expect in the body of your presentation. An agenda slide is the perfect tool for this purpose.

TIP: Some ways to start your presentation

- ☐ Start with a question: What if...
- ☐ Involve your audience: Raise your hand if ...
- ☐ Begin with a statement: By 2020 ...
- ☐ Begin with a statistic: 20% of all students ...
- ☐ Open with a research finding: Research has shown ...

The body is the main part of the presentation and provides the content and information that the audience came to hear. It should feature the main points and details supporting your presentation's objective. Depending on your topic, this could include data, arguments, case studies, examples, or demonstrations. Each main point should be clear and distinct, with evidence or examples substantiating it. The content should be tailored to your audience's level of knowledge and interest.

This part of the talk provides the support for your main message. You should discuss each of your main points in a clear and logical order. As

you do, be sure to explain how these points relate to each other and your key message:

'Turning to the next point...'

'Another important consideration is that...'

'Having examined...I'd now like to talk about...'

All necessary concepts and terms need to be defined and explained before being used. Examples can be used to effectively illustrate your points.

As you organize the body of your presentation, pay attention to the flow from one main point to the next. A smooth flow keeps your audience engaged and helps them follow your message effortlessly. Transitioning logically from one idea to the next ensures that your presentation is cohesive and reinforces the main points effectively.

The body of your presentation can be structured in several ways. The best structure to use will depend on the type of presentation you are giving, so think about your purpose and content when creating a structure.

Different presentations call for various structures. For example, a Product Presentation's structure should start by dividing the content into clear sections or headings. For instance, if presenting a new software tool, sections could include its features, benefits, and user feedback.

On the other hand, a Persuasive Presentation begins with stating the current situation or problem, followed by proposed solutions, evidence supporting those solutions, and the benefits of adopting your proposition.

Workshop or Training Presentations begin with an overview of what will be taught, followed by step-by-step instructions, examples, demonstrations, and summaries or quizzes after each major section.

The most important thing is to create a logical sequence of ideas that you can organise as separate sections or main points.

Some structures you could use:

☐ Point 1 Point 2 Point 3

☐ Problem to Solution

☐ Argument 1 2 3

- ☐ Past Present Future
- ☐ Issue Action/s Impact
- ☐ Aims Methods Results
- ☐ Hypothesis Findings Discussion

One essential aspect is **to plan the multimedia elements** to include in your presentation, including audio, images, and video, depending on the presentation style you aim to deliver. Through our expertise, we want to share some tips on how to plan this kind of content:

Using relevant content: Each image should be related to its accompanying content. Avoid using images just for decoration. If using videos, dedicate an entire slide to them rather than sticking them to a corner of your slide. Plan a powerful hook to connect your thoughts with these visual aids.

Quality: Ensure all images are of high resolution and can be clearly viewed, even from a distance. Avoid pixelated or distorted images.

Simplicity: Infographics and diagrams should be easy to understand. If presenting data, use simple charts or graphs instead of complex tables. Limit the amount of text on each slide to ensure clarity. This rule of simplicity also applies to written content and the structure of your speech. Use the Feynman Technique as a time-saver approach to simplify content to reach any knowledgeable audience.

Consistency: A common cause of presentation failures is to distract the audience with an unprofessional look. Maintain a consistent style and colour schemes for all images to give your presentation a polished and professional feel.

Along the path of creating these media elements, you can rethink your strategy for disclosing content. In general lines, you should present your points in a logical order, often from the most to least important or in a chronological sequence. This helps the audience follow along and build

understanding step by step. Well-known practices like the storytelling technique follow this approach to maximize audience engagement.

Transition smoothly between points.

Phrases like “moving on,” “in addition,” or “on the other hand” can guide your audience through your narrative. Break up long sections of spoken content with anecdotes, questions, or short videos. Such an approach adds variety and keeps the audience engaged.

TIP: Use transition signals

- ☐ Firstly... Secondly.... Thirdly
- ☐ Initially... Subsequently... Finally
- ☐ Previously At present In future
- ☐ One finding.... The next finding ... the most significant finding
- ☐ The problem.... Some approaches...Some solutions
- ☐ My first/ next/ last point...

Conclusion. A well-structured conclusion is the linchpin that holds your presentation together, reinforcing your main points and leaving an impression on your audience. It is your final opportunity to communicate your message and encourage audience engagement. So, before you consider how to end a presentation, here are some powerful tips to ensure you conclude your presentation with impact.

End with a Strong Statement or Quote

This technique is commonly used in motivational presentations, where the speaker leaves the audience with a slide containing a quote related to the topic of the presentation, something that evokes inner reflection about the topic discussed.

Your conclusion should restate the aims you set out at the start and summarise your main points and findings.

Finally, highlight the significance of your research or project (for example, its potential impact in the future).

Think about what you want the audience to take away from your presentation - a key message or an important piece of information.

To highlight the significance of your research or project, use statements like:

- ☐What this shows is...
- ☐The importance of these findings is...
- ☐This may provide a solution to...
- ☐The broader significance of this is that...
- ☐The impact this will have in the future...

Conclude your presentation with a strong, memorable statement or a powerful quote that ties back to your main message. This adds weight to your argument and leaves an impression on your audience. If you aim to surprise your audience, silence can also be a strong statement if your presentation must raise awareness about a problem.

Incorporate a Call-to-Action

Clearly communicate to your audience what you want them to do next. Whether it is to adopt a new perspective, take specific action, or continue the conversation outside of the presentation, a clear call to action drives engagement and encourages your audience to act upon your message.

Ask Thought-Provoking Questions

Pose thought-provoking questions that stimulate reflection and discussion. This opens the door for audience participation and engagement and allows you to interact with the audience in a Q&A session or reach after your presentation concluded to network.

Additional Resources and Contact Info

Offer resources such as articles, websites, or books for those interested in exploring your topic further. This not only adds value to your presentation but also encourages the audience to engage with the content beyond the presentation itself.

Consider the way you leave a communication channel open with your audience. This can be in the format of a deliverable, writing down your contact data in the “Thank You” slide, or simply via speech to inform where they can know more about you and your work.

Signpost that you have reached the end of the talk:

In conclusion...'

I would like to finish by...'

To conclude/ Finally/ To sum up/ In summary

Acknowledging others' ideas

As with all academic work, if you use other people's ideas, images, data etc, then you must appropriately acknowledge it in your presentation. You do this through your spoken words or supply references on your visual aids. In text references can be kept brief to enable the audience to read. You should also include a reference list slide at the end of your presentation.

Techniques to Structure Your Presentation

We already discussed the basic Introduction-Body-Conclusion framework for a presentation, but there are alternative approaches that can help you structure your talk.

Problem-Solution Framework

The Problem-Solution Framework is a compelling method to structure presentations, particularly when aiming to persuade or inform an audience about addressing specific challenges. The framework operates on a simple yet impactful premise: initially, highlight a problem or challenge that needs addressing and subsequently propose a viable solution or set of solutions.

Starting with the problem establishes a context, engages the audience by highlighting pain points or challenges they may recognize, and creates a desire for resolution. It sets the stage for the solution to be perceived as necessary and valuable.

The solution phase offers that much-needed resolution. By presenting a clear, actionable solution or set of recommendations, the presenter provides a pathway to overcome the identified challenge. This structure is not only logical but also highly persuasive, as it appeals to the audience's desire for resolution and improvement. The Problem-Solution Framework is both a guide for content organization and a psychological tool for persuasion.

Chronological Structure

The Chronological Structure is an intuitive and organized approach to presenting information based on a sequence of events or a progression in time. Whether recounting historical events, outlining the stages of a project, or narrating a personal story, this structure follows a clear beginning, middle, and end sequence. By presenting details in the order they occurred, the audience can easily follow the narrative, making connections between events and understanding causality.

This structure is especially effective when the timeline of events is crucial to the narrative or when displaying developments, evolutions, or growth over time. It provides clarity and eliminates confusion that might arise from a non-linear presentation. Moreover, by anchoring information on a timeline, the Chronological Structure aids memory retention, as the audience can mentally "map out" the journey of events. In sum, this method offers clarity and a compelling narrative arc, ensuring audience engagement from start to finish.

Comparative Structure

The Comparative Structure is a strategic approach to presentations that hinges on juxtaposing two or more elements, ideas, or solutions side by side. By examining similarities and differences, this method illuminates unique qualities, advantages, or drawbacks inherent in each element. Often employed in business scenarios like product comparisons, market

analysis, or debates, the comparative structure helps audiences critically analyse options and make informed decisions.

Presenters utilizing this structure typically start by introducing the elements for comparison. They then delve into detailed analysis, often using criteria or metrics to maintain objective evaluations. Visual aids like Venn diagrams or comparison charts can enhance clarity and visual appeal.

The strength of the Comparative Structure lies in its ability to foster critical thinking. By directly contrasting items, audiences are engaged, encouraged to weigh pros and cons, and ultimately arrive at a deeper understanding or more nuanced perspective on the subject matter.

Matrix Structure

The Matrix Structure offers an approach to organizing presentations by segmenting information into distinct categories or sections, akin to a grid or matrix. Instead of a linear flow, topics are grouped by themes, criteria, or any relevant classification, allowing for simultaneous exploration of multiple facets of a subject. Think of it as viewing a topic through various lenses concurrently.

For instance, in a business setting, a product might be examined in terms of design, functionality, market positioning, and customer feedback. Each of these constitutes a segment in the matrix.

Visually, the matrix can be represented using tables, grids, or quadrant charts, making the content easily digestible and engaging. A key advantage of this structure is its flexibility; presenters can delve deep into one segment or provide a broader overview of all areas, depending on the audience's needs. The Matrix Structure ensures a comprehensive and multifaceted examination of a topic, providing depth and breadth in analysis.

Modular Structure

The final model we will study is the Modular Structure. It takes content and packs it into modules, which can be arranged at any other the

presenter requires them to be. Each module addresses a specific topic or idea and is designed to be self-contained, ensuring clarity even if presented independently or in a different order. This adaptability makes the modular approach especially valuable in dynamic settings, such as workshops or conferences, where audience feedback or time constraints might necessitate adjustments on the fly.

For example, in a corporate training session, different modules could cover distinct skills or topics. Based on the attendees' prior knowledge or the session's time limit, the presenter can prioritize, omit, or rearrange modules without compromising the integrity of each segment.

By adopting the Modular Structure, presenters gain flexibility without sacrificing depth. This approach fosters a responsive presentation style, allowing speakers to tailor content in real-time, ensuring maximum relevance and engagement for their audience.

FOLLOWING AN EXAMPLE OF SPEECH PLANNING SCHEME

Speech Planning Worksheet

Introduction The speaker sells the idea to the audience so they'll want to listen. The first few minutes of a speech are very important.) 10%

A. Get Audience's Attention

- Share a brief story or example that directly relates to the speech.
- Mention a startling statement, statistic or fact.
- Start with a question, quotation, or familiar saying that has to do with the topic of the speech.

B. State The Topic

C. Relate To Audience

- People pay attention to things that concern them.
- You might refer to a common experience, fear, or situation with which everyone is familiar.
- Challenge the audience with a question, invitation or quiz.

D. Preview Main Points

- Simply list the points in the order they will be presented.

Body of Presentation (The body includes the main points of your message.) 80%

- Select three main points you want to emphasize.
- A point can be expressed in many different ways.
- Repeat an important point before moving on to discuss another point.
- Use transitions to connect parts of the presentation. Transitions are words or phrases that allow you to move smoothly from one point to another.
- Use stories, personal experiences or humor to add interest and reinforce each point.
- Picture words help individuals visualize what you say and keep the listener interested.

Main Point:

Main Point:

Main Point:

Conclusion (The speaker wraps up by summarizing the main points the audience needs to keep in mind. Just as first impressions are important, the same is true of final ones!) 10%

- A. Signal the close** of the speech by using a simple transition sentence that lets the audience know the speech is nearly finished.

- B. Reinforce the main points** by reminding the audience about the most important things they have just heard.

- C. End strongly**

- Use a brief story, example, or quotation.
- Or, encourage the audience to do something to follow up on what they have just heard.
- Sometimes it is helpful to mention where additional information can be obtained.

CHAPTER 12

PRESENTATION TOOLS

Presentation tools are resources individuals and businesses can use to share their ideas with others.

These are helpful to use as a visual representation of the message someone is giving about a pitch, informative discussion, or other subject matter.

Presentation tools are programs and software individuals or organizations can use to display their information in a slideshow format.

These resources often allow an editor to insert and format text based on their personalized needs. Presentation tools also include methods for inserting and editing images.

Individuals and companies can use these to help visually display their message and keep audience members engaged. In addition to providing a space to create presentations, these tools provide features such as feedback and switching between files to ensure successful presentations.

Learning about the diverse types of presentation tools available can help you find one that meets your organization's needs or helps you complete your project.

Problem is, with more presentation tools than you can shake a slide deck at, choosing the perfect one can want to pick a needle in a haystack.

How to choose the best presentation software

So, you've got a presentation brewing, but with a sea of presentation tools available, choosing the right one can feel like finding a unicorn. From user-friendliness to design capabilities, this section maps the essential features to consider when selecting the best presentation tool.

Ease of use

Crafting stellar presentations is hard enough. The last thing you need is to learn complex software before you can bring your ideas to life.

Ease of use should be at the top of your feature checklist. An intuitive interface that lets you focus on crafting your content — not wrestling with complex functionalities — is key. Look for drag-and-drop features, clear navigation, and readily available templates to get your creative juices flowing without a tech headache.

Automation can also save you a lot of time. For example, a sales-focused software with AI can automatically create time-consuming slides so you can focus on rehearsing your pitch instead of making it.

Templates and design features

We all know the struggle of staring at a blank canvas — that's where pre-designed templates come in. These handy templates give you a solid foundation and professional layouts to jump-start your creativity.

While templates are great for a quick start, look for a tool with strong customization features, too. This way, you can swap out elements, tweak colors, and add your own distinctive touch to make sure your presentation reflects your unique style and brand. It is the best of both worlds: pre-designed efficiency meets customizable flair.

Collaboration features

Presentations are rarely solo endeavours. In today's collaborative world, collaborating with colleagues is the norm. That is why collaboration features are essential when choosing a presentation tool.

Collaboration tools let your team work on the same presentation simultaneously, streamlining the revision process. This keeps projects moving smoothly and fosters a more efficient workflow, especially for presentations with multiple contributors.

Content types

Boring text slides? Yawn. Audiences crave variety and engagement. A presentation tool that allows you to seamlessly integrate text, images, videos, audio, and infographics unlocks limitless possibilities.

Imagine captivating your audience with a powerful image alongside your key point or using a short explainer video to break down a complex concept. By incorporating different elements, you cater to various learning styles and keep your audience hooked.

Presentation style

Picture trying to hammer a nail with a screwdriver — not ideal, right? The same goes for presentations. A tool perfect for a quick sales pitch might not be the best fit for a complex academic lecture. That's why it's important to consider your presentation style and situation.

Are you a data whiz who needs killer charts? Look for a tool with strong data visualization features. Are you a collaborator working on a collaborative project? Collaboration features become key. By understanding your specific needs and the context of your presentation, you can choose a tool that empowers you to shine, not struggle.

Accessibility

Consider how easy the presentation software is for you and your audience to use. On your end, look for a tool that allows you to access and edit your presentation on any device, whether it's a beat-up laptop or a fancy new phone. This flexibility ensures you can make last-minute tweaks on the fly.

But it's not just about you — think about your audience, too. Ideally, your chosen tool should let them follow along with your presentation even if the Wi-Fi drops. This covers all your bases, from that conference room with spotty internet to that client who prefers to take their meetings from their Sprinter van. Everyone can stay in the presentation loop no matter what.

LIST OF BEST PRESENTATIONS TOOLS (YEAR 2025)

THE LATEST PRESENTATION APPS HAVE MADE IT EASIER THAN EVER TO FORMAT SLIDES AND CREATE PROFESSIONAL-LOOKING SLIDESHOWS WITHOUT GIVING OFF A "THIS IS A TEMPLATE" VIBE.

Canva

Canva is a graphic design platform offering organizations a variety of professionally designed templates for their presentations.

Users can select presentation outlines based on their brand and message.

They can add visual elements by either using one of Canva's many stock images or uploading their own photos.

Those using the Canva Pro can invite others to edit presentations with them. Canva also includes features such as team folders and built-in comments to allow teams to work together on projects.

Canva isn't just about pre-built options, though. It empowers you to customize these templates to your brand or style with ease. Whether you need to swap out colors, fonts, or images, Canva's intuitive drag-and-drop interface makes personalization a breeze.

Top features:

Vast library of pre-designed presentation templates: No more starting with a blank canvas. Find a template that perfectly suits your needs, saving you precious time.

Easy-to-use drag-and-drop interface: Canva prioritizes user-friendliness. Customize pre-made templates or create your own design with a simple drag-and-drop approach.

Millions of free stock photos, illustrations, and icons: No need to scour the web for visuals. Canva offers a treasure trove of free stock photos, illustrations, and icons to elevate your presentations.

Visme

Visme is an all-in-one online visual content platform that can help individuals of all design abilities build effective, interactive presentations. Individuals can build their presentation from a variety of trending style templates or by using the drag-and-drop interface to customize their own. Visme offers over 1.5 million stock images,

thousands of icons, fifty data visualization tools and 125 fonts. They also allow teams to set document brand guidelines for specific brand colors and set permission for who can edit presentations.

So, whether you are a social media manager crafting a captivating infographic or a designer building a killer presentation, Visme empowers you to create cohesive branded content that strengthens your message.

Top features:

Branded content creation: Easily design presentations, infographics, and other visuals that are always on-brand.

All-in-one toolkit: Visme goes beyond presentations, offering features for infographics, social media graphics, and more.

Data visualization tools: Bring your data to life with interactive charts and graphs.

Seamless integration with design tools: Import your own fonts, colors, and logos to maintain brand consistency.

PowerPoint

Microsoft PowerPoint is a presentation program that provides visuals for company group presentations. When using PowerPoint, you can choose between adding your data into a selected template or completing changing a layout to match your needs. PowerPoint provides a variety of slideshow templates and gives Microsoft 363 subscribers access to premium templates.

Beautiful.ai

Beautiful.ai is an online presentation maker that uses artificial intelligence (AI) to help design slideshows. When a user drags an item onto a slide, the program automatically drops it into place for them. Beautiful.ai provides 10 themes, 40 fully designed templates and 23 color palettes to help customize your presentation to match your company's brand.

Google slides

Need a presentation tool FOR FREE that is easy on the wallet and easy on your team? Look no further than Google Slides, a cloud-based collaboration powerhouse for 2024. Forget the days of emailing

presentations back and forth — Google Slides lets your team work together on the same presentation Plus, it is completely free with a Google account! This makes it a perfect choice for students, startups, or anyone who needs a collaborative and budget-friendly presentation solution.

Top features:

Real-time collaboration: Work on presentations with your team simultaneously, no matter the location.

Free with a Google account: It's budget-friendly and accessible for anyone.

Seamless integration with Google Workspace: Easily add Docs, Sheets, and Forms content to your presentations.

Cloud-based access: Reach your presentations from any device with an internet connection.

Gamma

Gamma is here to be your AI-powered presentation wingman. This presentation software lets you ditch the endless slide clutter and present information using interactive cards. Its AI features help you structure your content effectively, making it easy to create presentations that engage and inform your audience.

Gamma is an excellent choice for anyone looking for a user-friendly entry to AI presentation tools. It is perfect for presentations that need to be clear, concise, and easy to follow, like project updates or team briefings.

Top features:

AI-powered content structuring: Gamma's AI helps you organize your content into clear and concise slides, avoiding information overload.

Interactive card format: Ditch the traditional slide deck and present information using interactive cards, making your presentation more dynamic and engaging.

Easy to use and learn: Gamma's user-friendly interface makes it easy for anyone to create presentations, regardless of design experience.

Prezi

Prezi is a cloud-based video and visual communications software for creating presentations, videos, interactive charts, and infographics. The

Prezi Present lets users develop moving presentations to engage and maintain audience member attention. Individuals can choose from a variety of templates, drag-and-drop customizable images and charts and review analytics to see what components resonate with viewers.

VideoScribe

VideoScribe is a whiteboard animation software that allows individuals and companies to customize their presentations. The company provides an easy-to-use platform for versatile presentation purposes. When building presentations, individuals can search the VideoScribe image library to drag-and-drop images to their canvas and choose an animation feature. VideoScribe offers a free seven-week trial for organizations looking to see if it is the right choice for them.

Haiku Deck

Haiku Deck is presentation software for computers, smartphones, and tablets. Known for its ease of use, this program allows individuals and companies to create presentations from a blank template. They focus on eliminating clutter and maintaining simplicity to help organizations focus on their key ideas. Users can choose from a range of templates, including startup pitches and social media reports.

Ludus

Ludus is a collaborative presentation tool for developing creative presentations. This presentation tool appeals to graphic designers because it has advanced features, such as code blocks and gradients. Designers can even upload their own font files. Ludus also provides a guided tutorial for those looking to learn these more complex features.

Genially

Genially is an online tool for creating interactive animated content. It focuses on providing visual content to get an audience's attention. To build presentations, users select a professionally designed template to edit to match their needs. After adding content, individuals can select from Genially's interactivity and animation effects.

Pitcherific

Pitcherific is an online pitch preparation tool for businesses and students to create their presentations and practice. Individuals can pick from a variety of best-practice templates to structure and create their own slideshow. Pitcherific also offers helpful hints to guide users throughout the building process. With the training mode, users can record themselves to see how their presentation is. Pitcherific offers a seven-day free trial for those wanting to try its services.

Slidebean

Slidebean is a pitch deck design platform to help startups and small businesses present to investors. They have hundreds of presentation templates to choose from and a list of their most used ones. Slidebean uses AI to design your presentation based on a selected theme. Users can use the Presentation Design to present their project specs to a design team and receive finished slides in less than 24 hours.

SlideDog

SlideDog is presentation software that allows individuals to switch between their presentation files easily. Those using this program can design custom playlists with all their presentation files and media by dragging them into SlideDog. SlidDog is helpful for organizations that want an efficient switch between presenters or are using various file types.

Presentation Assistant

Presentation Assistant is an annotation, zoom and assistant tool to help presenters explain information on their screens. This is helpful for sales and marketing teams looking to clarify points in their presentation. Presentation Assistant also offers a presentation pointer, which highlights specific information on your screen, and a presentation screen master to deliver only the selected area of your screen to your audience.

Zentation

Zentation is a **webinar** software that allows organizations to combine slides and videos into one live presentation. After users upload their videos and slides, Zentation synchronizes them. Those paying for

subscriptions can get over two hundred views a month, which can help them reach more exposure for their presentations.

Emaze

Emaze is an online presentation and website builder that allows users to create a slideshow using one of their hundreds of template designs. Users can build from a 2D, and 3D template or personalize it by adding their own material.

Emaze also offers features such as analytics to see how viewers react to content and branding to match content to your company's image.

Mentimeter

If you need to engage with an audience during your presentation, Mentimeter makes that easy. The app is designed around interactive elements like quizzes, surveys, Q&As, sliders, and more (even a Miro whiteboard!).

Each of these is included in several different, professional-looking templates, so you can build a fully interactive presentation super quickly.

CHAPTER 13

VERBAL AND NON-VERBAL CONTACT

Communication is the act of interacting and exchanging ideas with other people.

When communicating, people send and receive messages.

There are two primary forms of communication: **verbal and nonverbal**.

Verbal communication is characterized as finite, discrete, and single-channelled. Nonverbal communication is characterized as multi-channelled, continuous, and contextual defined.

It is natural to use verbal and nonverbal communication skills at work to interact with clients and colleagues. Physical cues, such as body language, tone and eye contact, aid in giving context to verbal messages.

VERBAL

With **verbal** communication, people express their thoughts, ideas, and feelings through spoken or written language. Verbal communication is the exchange of information between two or more people using words.

People use verbal communication to express themselves in many ways during discussions, speeches, and everyday conversations. Just how effective this style of communication is can vary. It will depend on the receiver's listening skills, as well as several verbal communication skills, such as the volume of your voice, the tone you use, the clarity of your speech, and the caliber of the words you use. You will get some idea of how effective your communication is through the feedback you receive.

You can help improve the effectiveness of your communication by considering your target audience and how you can adjust your message so they will pay attention to you and understand you. With verbal communication, you have a lot of control over adapting your message if you feel it is not effective.

To do this, you should first ensure that you have expressed your intended message. It is possible for the people to whom you are trying

to communicate to misunderstand your words or the intention behind those words.

Whether or not your communication is effective depends on the listener as well as yourself, and you cannot control the listener—but you can try to make your message as clear as possible. This can be particularly helpful if the person you are speaking to is not an active listener. To do this, you also need to consider nonverbal communication.

There are two types of verbal communication:

Oral communication.

Oral communication involves conveying a message to a colleague or friend by word of mouth. It is used during staff meetings, conference calls, presentations, informal communication with colleagues and friends, lectures, and interviews. Oral communication skills include listening, asking questions, speaking audibly, and engaging the audience.

Written communication.

Written communication involves passing information by sending a message on paper using a pen or in a digital form such as email. Examples of written messages at work include memos, emails, reports, manuals, job descriptions, contracts, payslips, SMS, news bulletins, faxes, telegrams, and blogs. To achieve effective written communication, ensure that the information you record is accurate, comprehensive, understandable, appropriate, and free of errors. Also, consider using the active voice while writing to better engage your audience.

Differences between oral and written communication.

Oral and written communication vary in three ways:

Formality

You can use both forms in formal and informal settings. Oral communication is common in non-formal settings where colleagues and friends talk to each other during lunch or break. Written communication is used for emails, emergency notices or monthly reports when a formal approach is more appropriate.

Synchronicity

Oral communication is synchronous in that it allows for immediate and actual communication between two people. Written communication may not be immediate (asynchronous), and time passes by before you receive a reply whereas in oral communication a response is immediate.

Written information can be stored on paper or digitally and used for reference in future emails and letters. Oral communication is temporary and unless recorded cannot be recalled.

Recorded

Written communication is archived and recorded for later retrieval while spoken communication is not recorded.

Benefits of verbal communication

Verbal communication occurs daily between colleagues. Used effectively, it can improve teamwork and collaboration amongst colleagues who benefit from:

- conveying accurate and clear information

- speaking privately

- saving time

- getting fast feedback from others

Spoken communication can be a conversation, a meeting, or even a speech. Spoken communication is powerful in that it allows for input from every part of the social communication model. You encode your thoughts into the spoken word and look to your audience to decode and take the message in. You can ask for feedback directly to confirm understanding of your message.

Spoken communication also makes it easier to ensure understanding by addressing objections and clearing up misunderstandings: you can adjust your message as you communicate it, based on the feedback you are getting from your audience. Spoken communication allows you to walk away from a conversation with a higher degree of certainty that your message was received.

NONVERBAL

Nonverbal communication involves communicating without using words. Instead, individuals use nonverbal behaviors to communicate. These types of nonverbal communication can emphasize spoken words or contradict them.

There is a myth that says that when you speak, only 35 percent of your communication is verbal and 65 percent of it is nonverbal. That is not entirely true because so much depends on the context and situation. It is, however, true that nonverbal communication can make or break your message.

Nonverbal communication uses other methods, such as body language including facial expressions, gestures, and other body movements. Nonverbal communication involves using physical cues or gestures to relay information to another person without using speech or words.

Non-verbal communication can be just as powerful as verbal communication. Awareness of the power of non-verbal cues and their potential to send unintended messages is critical to becoming a more effective communicator.

Types of non-verbal communication include:

Body Language: Our posture, gestures, facial expressions, and eye contact convey essential information about our feelings, attitudes, and intentions.

The Tone of Voice: How we say something, including our pitch, intonation, and rhythm, can significantly affect the message we are trying to convey. For example, a simple sentence can sound enthusiastic, sarcastic, or indifferent, depending on how it is said.

Facial Expressions: Our faces can convey many emotions, from happiness and surprise to anger and sadness. These expressions are often universal, transcending language barriers. A facial expression expresses emotion through muscles in the face, either voluntarily or involuntarily. Facial expressions can help you convey happiness, sadness, fear, anger, interest, disappointment, or disgust. Other facial cues include smiling, frowning, and rolling eyes. Become aware of your

facial expressions when listening and talking to colleagues to avoid misinterpretation of your message.

Eye Contact: The amount and type of eye contact can communicate interest, attentiveness, confidence, or discomfort. It can also establish rapport and trust. Consider maintaining eye contact with your audience or the person speaking to you to indicate a keen interest. Eye contact helps convey honesty to others, and instils confidence when presenting to a large audience.

Posture and Gestures: How we carry ourselves and our movements with our hands and body can provide additional context to our words. For example, crossing one's arms may signal defensiveness, while an open, relaxed posture can indicate receptivity. Posture is the way you hold your body when communicating. It can communicate attentiveness, boredom, frustration, or disappointment. You can interpret posture differently depending on someone's culture. Examples of postures to use when communicating include leaning forward when someone is speaking to show that you are listening or using uncrossed arms to show openness, for example.

Gestures involve moving the body, hands or face when communicating. Gestures and their meanings can vary in different cultures. Using gestures while communicating can help emphasise your message. Types of gestures include:

Symbolic: these are culture-specific gestures which you can use instead of words. Examples include nodding to indicate agreement or disagreement or waving to greet someone or bid them goodbye.

Indexical: these gestures involve using your index finger to point. You can use these gestures instead of the words 'this' and 'that' while referring to a specific object, perhaps on a screen.

Motor: these gestures are repetitive movements which vary between different people. For example, some people may move their hands to emphasise a word.

Iconic: you can use these gestures when referring to an action. A simple example is when you are on a phone call and a colleague wants to pass you an urgent message, you can mimic writing something on paper, requesting them to write down the message instead.

Paralinguistics

Paralinguistics is the tone, loudness, pitch, tempo and accent of your voice when you speak. Varying these vocal features can indicate an emotion or attitude towards a subject. Other forms of paralinguistics include using a gasp to show surprise, a sigh for negative emotion, a groan for pain or even clearing your throat to command a group's attention.

Touch

Touch is a haptic cue that involves use of your hands when communicating. Touch can involve shaking hands to show agreement, tapping someone to get their attention or patting someone's shoulder for encouragement. Communicating by touch can vary between different cultures and people. Be aware that some people may be uncomfortable with touch when communicating.

Proxemics

Proxemics is the distance between you and the person with whom you are communicating. For example, consider closing the distance between you when conveying sensitive information, while moving further away if you are in a group of colleagues having a casual conversation. The types of proximities include:

Intimate: this is a close distance of under forty-five centimetres and can be uncomfortable or disturbing if done with someone with whom you don't have a close relationship.

Personal: personal distance is about one metre and is appropriate for most personal conversations at work.

Social: maintain a social distance when collaborating with a team or holding casual conversations with colleagues.

Public: this is more than four metres and is common for public speakers addressing large crowds.

Benefits of nonverbal communication

Nonverbal communication complements oral communication. Understanding how to use nonverbal cues appropriately can help you convey better information to your colleagues. Some of the advantages of using nonverbal communication include the following:

- demonstrate confidence
- present professionalism through appearance
- highlight good listening skills
- engage the audience by maintaining eye contact
- improve verbal communication

In many situations, non-verbal communication can be just as impactful, if not more so, than verbal communication. For instance, a firm handshake and confident body language in a job interview can leave a positive impression, while nervous fidgeting or avoiding eye contact may have the opposite effect.

Understanding verbal and non-verbal communication is crucial for effective interpersonal relationships, professionally and personally, as it allows us to interpret the intentions and emotions of others better and convey our messages more accurately.

How to improve verbal and nonverbal communication skills

Communication skills are essential in the workplace. Examples include listening, friendliness, confidence, feedback, respect, receptiveness, the accurate interpretation of nonverbal cues and empathy. Consider improving communication skills to project professionalism and confidence when conveying messages. Here are some tips you can use to improve these skills:

Identify your weaknesses. Consider what and how you want to improve, how you want to be perceived and what you want the outcome to be. Be objective when developing these skills.

Enrol in communication skills classes. Consider attending online or, if available, onsite classes or seminars designed to train people in improving communication skills.

Practice by communicating with colleagues or alone. Talk to colleagues, debate with them or practice in front of a mirror. This can help you improve your confidence.

Ask a colleague or mentor to correct you. Consider asking a close colleague to listen as you give a speech or deliver a lecture. You can then ask them to provide constructive criticism on your weaknesses and ways you can improve.

CHAPTER 14

PSYCHOLOGICAL ASPECTS OF THE PRESENTATION

Psychology plays a huge role in creating an effective presentation. Although you never probably thought about how psychology itself is incorporated into a presentation, you've probably come across psychological tips in other presentation articles such as how to be a better presenter.

For example, you might have been told before to really focus on your audience and understand who they are. That's because everyone's psyche is different.

If they are auditory learners, you would want to focus your attention on your public speaking skills, vocal pitch and the way you speak. You may also want to consider how your speech is coming across.

The Role of Emotions in Presentations

Did you know that the brain processes emotional stimuli faster than logical ones? It's true. Research has shown that our brains are wired to respond to emotional cues, whether that's through visuals, tone, or body language. When you're presenting, the goal isn't just to fill your audience's heads with facts; it's to create an emotional connection. The most powerful presentations tap into this emotional response, engaging the audience on a level that's both logical and visceral.

Empathy: Think of it like this: when we present, we're not just delivering data. We're guiding people through a journey. And just like any good story, that journey has emotional peaks and valleys. Think about your audience's feelings at each stage. Are they bored? Are they curious? Are they excited to learn more? Understanding this gives you the power to steer their emotional responses in the right direction.

When you're structuring your presentation, remember to include moments that trigger emotional engagement. Whether it's through a gripping opening story or compelling visuals, try to evoke a response.

Even the best stats will fall flat if they don't connect on an emotional level.

When you start thinking about your audience's emotional journey, cognitive load, and the way they process information, your presentations will become more than just data dumps. They'll become experiences that leave a lasting impact.

The Power of Primacy and Recency Effects

Here's a little psychology hack: People tend to remember the first and last things they hear in a presentation. This is called the Primacy Effect (the tendency to remember the first information) and the Recency Effect (the tendency to remember the last).

Let's break it down. If you open your presentation with a strong hook—something that grabs attention immediately—your audience is more likely to remember it. And if you close with a compelling call to action or a thought-provoking takeaway, you've sealed the deal. Everything in between? Well, it's important too, but you can't rely solely on middle content to make a lasting impact.

This isn't about making your content more dramatic. It's about creating a structure that ensures your audience remembers the crucial points. Make the beginning and the end count.

Cognitive Load

Imagine this: you're trying to juggle three balls in the air. Now, throw in two more. Suddenly, your ability to keep everything up in the air starts to falter. This is a perfect metaphor for cognitive load, which refers to the mental effort required to process information.

When you present, you don't want to overwhelm your audience with too much information at once. Overloading their cognitive capacity can lead to disengagement or, worse, confusion. It's important to pace your content, using visuals and breaks to allow the brain to absorb the material.

Think of it like cooking a stew. If you add too many ingredients all at once, the flavors get muddled. But if you layer them carefully, you'll get a much richer result. So, while your presentation might be packed with information, it's essential to deliver it in digestible chunks, leaving space for your audience to absorb each piece.

The "Halo Effect"

The Halo Effect is a cognitive bias where our overall impression of a person or thing influences how we feel about its individual components. In the world of presentations, this means that how your audience perceives you can directly impact how they interpret your message.

If you walk into a presentation room (or a Zoom call, let's be real) with confidence and credibility, your audience will likely assume your message is equally trustworthy. On the flip side, if you appear nervous or unprepared, your audience might struggle to take your message seriously, no matter how strong the data is.

So, how do you use the Halo Effect to your advantage? Simple. Ensure that your appearance, body language, and tone align with the message you're trying to convey. Your confidence—or lack thereof—can make or break how your audience receives your content. It's not just about what you say, it's about how you present yourself.

Social Proof: Everyone's Doing It, So It Must Be Good

We humans are pack animals, and we like to follow the crowd. The concept of Social Proof plays a big role in presentations. When we see others reacting positively to something—whether it's nodding in agreement or taking notes—we tend to believe that the information is credible and important.

That's why testimonials, case studies, or audience engagement can be powerful tools in your presentation. If you can show that others are on board with your message, your audience is more likely to be influenced by it.

This doesn't mean faking enthusiasm, though. Genuine social proof—real testimonials or stories from others who have benefitted from your product or idea—adds authenticity and power to your message. Don't shy away from using this psychological principle. It's like saying, "If so many others believe this, it's probably worth my attention."

The Rule of Three: People Like to Remember Things in Threes

It's not just a random preference. There's something about the number three that makes it easier for our brains to process and remember. This is called the Rule of Three, a principle that's been widely used in rhetoric, storytelling, and, yes, presentation design.

Why does this work? Psychologists believe that three is the perfect amount of information to give an audience: it's enough to be meaningful, but not so much that it's overwhelming. Consider the classic structure of an introduction, body, and conclusion. It's simple but effective.

When structuring your key messages, try grouping them into three main points. Not only does it make your content more digestible, but it also makes it easier for your audience to remember. After all, who doesn't like a neat and tidy list?

TIPS TO HELP TO MAKE PRESENTATIONS

Cater to the different learning styles

Psychologists, teachers, trainers and leaders often use a theory of learning called the VAK model to help people concentrate on and process information more effectively. According to the VAK theory, an individual's dominant learning style can be either visual, auditory or kinesthetic.

Auditory learners absorb information best through words and sounds. Varying vocal pitch, tone, volume and pace to avoid monotony or emphasize important ideas can be an effective approach when addressing this type of audiences. In addition, well-placed pauses can add tension, spark curiosity, or give the participants time to process new concepts.

Visual learners respond best to graphs, mind maps, charts, pictures and any other illustrations. Using facial expressions, gestures and other visual cues while speaking can also be effective.

Kinesthetic learners retain new concepts most effectively through experience – moving, doing, touching, sharing. Inviting them to share their opinions or integrating various activities into the presentation will help keep kinesthetic audiences focused and improve retention levels.

Since an audience usually comprises a mix of the different types of learners, the safest approach when planning a presentation is to cater to all learning styles. However, in some instances, it can be a good idea to favor one sensory channel over the others. For example, when presenting to a team of illustrators or designers, emphasizing visual communication will ensure a better response from the audience.

Understand Your Audience

Imagine a presentation explaining how diet and exercise influence body weight. It would look and feel quite different if delivered to a group of first-grade students compared to nurses from a bariatric clinic. Everything from the depth of the material to the language and visual aids used would vary.

When it comes to presentations, it is extremely important to understand the **culture of your audience** and study different aspects, such as what might be acceptable or unacceptable to them.

You must also pay heed to body language and nonverbal communication while delivering your slides to avoid misunderstandings and convey messages as intended. For instance, in some cultures, direct eye contact is a symbol of respect and interaction, while in others, it may be seen as discourteous and confrontational.

It is also vital to be mindful of the tone of your voice and style of communication, as some cultures may accept informal language, while others may see it as unprofessional and improper.

Goals and Aspirations. By gaining insights into the career and life goals of your audience, you can align your content with their aspirations and motivate them to act toward them.

One way to understand this is by researching your audience's industry and gaining meaningful insights from it. It can also be done during the time of registration via online forms and surveys. This will not only enhance the relevance of your presentation but also maximizes its potential to drive positive changes and outcomes.

Age. Different age groups may have different comprehension styles and preferences, and thus, it is essential to analyze these differences to gain a better perspective of your audience's thought process.

For example, younger audiences may be more captivated by more interactive and engaging presentation techniques, such as group discussions and multimedia content. However, older generations may prefer a more traditional presentation style with clear texts and concise information.

Attitude and Knowledge. It is important for a presenter to gauge the audience's experience and familiarity with the topic. It can help adjust the level of detail and complexity of the presentation and include information that will be truly relevant to them.

For instance, if the audience includes experts with high proficiency, you can include technical facts, jargon and keywords, and complicated information. However, if there are beginners or amateurs with less experience and expertise, you must provide clear explanations that are easy to understand.

When delivering a presentation, it is essential to consider **the language and communication preferences** of the audience. It includes understanding whether the audience consists of native speakers of the language in which the presentation is being delivered or do they prefer any other language.

If most of the audience are non-native speakers, it is important to use clear and concise language and avoid using idioms or technical jargon that may be difficult to understand. In addition, speaking slowly and enunciating clearly can help ensure that the message is being comprehended properly.

You can also use translation chatbots, such as **Microsoft Presentation Translator**, that provide real-time translations during the presentation

for audiences from diverse linguistic backgrounds. It can help translate the presenter's speech into numerous languages and ensure that everybody in the audience can understand what is being presented.

Emotional Triggers of Your Audience. The role of emotional triggers in influencing the audience's response to a message cannot be overlooked. By taking the time to understand the values, beliefs, and emotional triggers of the audience, you can deliver a presentation that wins over their hearts and leaves a positive impact on them.

For instance, if your audience is passionate about social justice issues, incorporating emotive language and appeals to their sense of justice can help create a powerful impact on them.

To understand these triggers, you can begin by analyzing the history of your audience's region, country, or area. For example, if a region has been through political turmoil or a civil war, issues such as equality, democracy, and good governance might be the pain points or trigger points for the audience.

However, it is extremely crucial to exercise caution while using emotional triggers. You must ensure that your message is factually accurate and that the use of emotional appeals does not undermine the credibility of your presentation.

Tell a Story

Why have so many of the world's great religious leaders spoken in parables? It's because reading an instruction manual or listening to one out loud is dry as dust. People want to envision themselves in the action, and telling a story is one way to show the impact the information contained in the presentation has on the world.

For example, imagine presenting a new software solution to a prospective client. It streamlines their workflow and eliminates unnecessary distractions at the start of the workday.

A lacklustre presenter could jump right in with, "This feature does X, Y or Z," but those who haven't yet tuned in will miss pertinent information. Conversely, beginning with a vignette illustrating how wasteful a typical morning is, "First, you must make coffee and wade through a sea of email..." makes the subject relatable, giving audience members a personal stake in hearing the rest.

Telling a story, especially one the audience can relate to, helps put them in your shoes. By providing an example they're familiar with, they can begin to connect emotions with your presentation.

Engage Multiple Senses

Children discover that people have different learning styles way back in elementary school — some are tactile, while others prefer audio or visual aids. This variation in learning styles doesn't disappear in adulthood. Engaging multiple senses remains an excellent way to boost engagement and connect with every audience member, including those who are neurodiverse.

Research shows that visuals like pictures stick in the human mind better than words or text. Adding a picture to text a student read has been known to improve retention after three days from 10% to 65%. If people are still discussing the information from a presentation given a few days back, the boss is sure to notice.

Here are four ideas for incorporating multimedia and engaging multiple senses in your presentation:

Encourage Interactive Engagement

Many of the ideas listed above also increase interactive engagement. Interactive engagement means your audience transforms from passive listeners to active participants in the learning experience. It generally involves hands-on activities, such as showing a client how to try that nifty new software program for themselves.

Encouraging active engagement is perfect for breaking up long periods of sitting with a bit of activity — it gets the blood flowing back to the old brain cells. Consider adding a twist to classic games like Ladder Toss that involves both luck and mild physical movement while being accessible to many participants.

What about online presentations? Although it may be a bit more complicated, skilful Zoom hosts can get the audience involved through random polls, breakout sessions and quizzes to keep people active. It's also crucial to announce and allow time for breaks during lengthy online

sessions to allow folks to answer nature's call or refresh their coffee without missing vital information.

Incorporate Persuasive Techniques Mindfully and Respectfully

People are savvy and they can usually sense when someone is trying to trick them. That's why deceit and deception rarely work, at least not long-term — the truth is sure to come out. When it does, the reputation of any person or entity supplying erroneous information goes down the tubes.

Therefore, the biggest psychological "trick" any presenter may have up their sleeve is their Candor and honesty. If unsure how to answer an audience question, admit the need to do research before responding. There's a world of difference between, "I don't know, " and "I don't know yet — but I will find the answer." The latter demonstrates confidence, while the former weakens credibility.

Build A Structure

The human brain loves structure.

Whether you realize it or not, our brains try to structure all the little points and details of the world to help us better understand it. Structure allows us to take the big picture and divide it up into smaller, more manageable pieces. This same concept applies to presentations as well.

When a presentation is structured, your audience will be able to retain the information 40% more reliably and accurately compared to if your presentation was more free thought. If you're able to help give your audience a clear structure, you will reduce the cognitive load required by them to remember key points.

If your presentation is easier for them to remember, then they will more likely consider it to be a good presentation.

Research shows that structured information is 40% easier to retain than data conveyed in a freeform manner. To ensure clarity and higher retention levels, professionals can rely on a variety of effective presentation structures, including:

- **Problem – Solution – Benefit:** good for motivating or persuading the audience
- **Cause – Effect:** recommended for helping the audience understand the logic behind the presenter's position
- **Comparison (differences and similarities):** effective in highlighting the relative advantages of a specific approach to a problem
- **Chronological:** best for reporting or stepping the audience through a process.

Apply The Rule of Three

Most writing professionals and writing courses teach you to write using the rule of three to create a memorable piece of content.

The law of three is one of the oldest writing and rhetoric principles, dating back to Aristotle. It suggests that groups or lists of three items are more effective, more "satisfying", and easier to remember than any other numbers. The rule is used extensively in literature (particularly fairytales), public speaking, marketing, music, theatre, the movie industry, and even religion – it is all around us. But why is the number 3 so powerful?

The answer may lie in the way our brains are wired. Humans' pattern recognition capability is superior to any other species, and it is one of the most important features supporting information processing, language and imagination. The human brain loves patterns – the simpler they are, the easier they'll be to process and remember.

Three is the smallest number required to make a pattern, and this is why triads are so effective when it comes to data retention. Therefore, reducing a presentation to three main points or structuring ideas as triads will make it easier for the audience to focus and remember the information presented.

State your most important points first

According to research, people tend to remember the first and last items in a series considerably better than those in the middle of the sequence. This cognitive bias is called "serial position effect" and can have quite an

impact on the effectiveness of a presentation. Therefore, a good approach to ensure higher data retention is to:

Present the most important points first

Use the middle of the presentation to expand them

Restate the key points in the conclusion.

Use effective visuals

Numerous studies have demonstrated that images, graphs and pictures are more likely to grab attention and be remembered than words. Adding visuals to a presentation can, therefore, be one of the most valuable ways for professionals to ensure they get their point across – if they are used wisely.

Here are a few tips on how to use visuals for more impactful presentations:

Use graphs, not tables

Moin Syed, PhD, psychology professor at the University of Minnesota, recommends converting words and numbers into graphs and diagrams rather than tables. Tables require detailed reading and focus, so they are not ideal for extracting essential data quickly. A well-designed chart, on the other hand, can help the audience get the big picture much faster.

Be bold with colors

A recent IEEE study has shown that images comprising 7 or more colors are more memorable than visuals with 2 to 6 colors. As a result, a colorful project plan such as the one below, for instance, can ensure the project team or stakeholders will find the information presented easy to grasp and remember.

On the other hand, the second image may seem more businesslike, but will most likely not have the same impact on the audience.

Avoid complex visuals

Research published in the Journal of Neuroscience has revealed that visual and auditory senses share a limited neural resource. This means that focusing on complex images can reduce the brain's capacity to process sounds.

Consequently, when a presentation includes particularly demanding visuals, the audience will not merely ignore the presenter's voice – they will fail to hear it in the first place. Practicing simple designs in presentations will reduce the cognitive load on the audience and ensure both the visual data and the speaker's voice can get through to the participants.

Surprise

Psychological studies on human memory have shown that a notably different item in a series of otherwise similar items will be more easily recalled than the others. This cognitive bias is known as the von Restorff effect and can be used to deliver more effective presentations. When creating graphs, charts and other visuals, professionals can tweak colours, sizes and shapes to add an element of surprise and steer the audience's focus to the most important details.

For instance, in the image below, "Beta Test 2.2" clearly stands out and will most likely be recalled better than the other milestones on the timeline.

Spark curiosity

There is a psychological phenomenon called the curiosity gap that has been used extensively in online marketing (e.g. clickbait titles) and can be very effective in PowerPoint presentations as well. According to research, people learn better when they are curious about an answer.

In addition, the increased dopamine activity while in a state of curiosity also improves their long-term memory. Presenting seemingly incomplete visuals and revealing the missing data gradually will make the audience curious about the omitted details and, therefore, ensure a higher retention level.

DON'T READ THE SLIDES

Reading from the slides is one guaranteed way to lose your audience's attention.

If you want your audience to feel engaged, you need to engage them. One way to engage your audience is to talk to them directly. Pretend you are having a conversation with the audience.

By not reading the slides, you are instead engaging with your audience by using eye contact, facial expressions and different types of body language to help bring across the most important points of your presentation.

If you struggle with reading the slides, try forcing yourself to not read them. You can force yourself to not read the slides by minimizing the content you are reading.

Try using bullet points.

Bullet points are great because they force you to remember the filler content you need to speak to while also providing a more appealing structure to your slides. No one wants to read a giant wall of text. Don't forget, this is where you use visuals to help communicate what you're trying to get across instead of relying only on words.

CHAPTER 15

THE REASONS FOR THE FAILURE OF THE PRESENTATION

WHAT MAKES A BAD PRESENTATION? WHY DO SOME PRESENTATIONS FAIL?

Presentations can be a powerful way to inform, persuade, or inspire, but they also come with pitfalls that can derail your efforts if not managed well.

Here are Common **Reasons for Ineffective Presentations**

- Not engaging the audience in the beginning of the presentation
- Poorly organized information (no order or logic) or lack of clear purpose
- Poorly designed presentation materials (poor color contrast, background design, font size or type, etc.)
- Incorrect or misleading graphs, charts and visuals
- Too many bullets per slide, or too many lines for each bullet
- Lack of preparation and rehearsal
- Lack of confidence and enthusiasm about the topic
- Inconsistent pace (too much time spent on one part and too little time left for the rest)
- Lack of eye contact with the audience, poor body language and looking at or talking towards the screen
- Inaudible or monotone delivery, mispronunciation of words and reading the slides verbatim
- Not knowing how to use delivery technologies or not being prepared for the technology available
- Poor or incorrect use of technology tools or spending too much to get the technology working
- Not following time limits (too much material) and lack of consideration for other presenters

- Mistakes in the content, and glaring spelling and grammatical errors in the slides
- Ending the presentation abruptly, not leaving enough time for questions and answers and not handling questions and answers well

LET'S REVIEW EACH OF THESE REASONS IN MORE DETAIL:

You don't prepare enough

If you haven't put in the time to research and rehearse your presentation, it will show. You'll deliver a bad presentation. You may fail to land your message, stumble over unfamiliar words, or struggle to answer questions from the audience.

Technical problems are among the most common problems presenters face, from malfunctioning equipment to failed internet connections. Always have a backup plan in place. Save your PowerPoint presentation on multiple devices and bring printed copies of your slide deck if possible.

For virtual presentations, test your setup beforehand and have a contingency plan, such as a short video or alternative platform, to minimise disruptions.

You have a poor structure

A poorly structured presentation can leave your audience floundering, unable to follow your train of thought, leaving them bored and disengaged.

A common mistake in business presentations is overwhelming the audience with too much information. Packing every detail into your slide deck might seem thorough, but you will lose your audience's attention.

Instead, identify the main points you want to convey and structure your presentation around them. Use bullet points sparingly and prioritise clarity over quantity. For example, if you have an entire list of data points, consider sharing just the most important ones and offering the rest as supplementary material.

No Connection to Real Issues

Presentations fail when they are not linked to solving the exact needs of a client. You must make that link rather than trusting the client will do it for you. Like a lawyer to a jury, you must present beyond a reasonable doubt that your recommendation matches a mission-critical need the client has. A sure-fire way to know that your presentation won't connect is if you've given it before! A "canned" presentation is, in my opinion, arrogant. It says that you didn't care enough to tailor your recommendation because you think your client should just buy into what you're saying. If you don't have several moments in your presentation where you say, "What this means to your business is....." then you didn't do the work to connect the dots for them.

Reliance on slides

Slides can be powerful visual aids, but if you rely on them too heavily, you are on track for a presentation fail. Slides should support your presentation, not drive it. You should be the focus of the audience's attention, not your PowerPoint deck.

There is a fine line between using your media tools effectively and letting them dominate your presentation. A PowerPoint presentation, for instance, is a tool to support your message, not replace it.

The use of the medium should enhance your delivery rather than distract from it. Avoid overloading slides with text or relying solely on them to carry the presentation. A concise slide deck with visuals and a clear flow will help your audience focus on the subject matter without feeling overwhelmed.

Lack of energy and enthusiasm

If you're not excited about your presentation, your audience won't be either. If you look bored, they'll feel bored. Make sure you bring energy and enthusiasm to your talk. Smile, make eye contact, use a strong and confident voice.

Ignorance of your audience

Have you thought about what your audience really wants and expects from your presentation? What's in it for them? If you don't take the time to understand their needs and interests, you'll lose them. If you lose your audience, you'll have a presentation failure.

Too much jargon

Jargon and technical language can be confusing and off-putting for your audience, especially if they're unfamiliar with your business. A typical bad presentation includes too much industry-specific jargon, acronyms and technical terms.

Lack of engagement

Making an emotional connection with your audience can often make the difference between a successful presentation and a failed presentation.

Body language plays a vital role in engaging audience members. Standing confidently, maintaining an open posture, and using natural hand gestures can help emphasise your key points. Facial expressions are equally important; they should match the tone of your message, reinforcing your enthusiasm or seriousness.

In virtual presentations, where non-verbal cues are harder to pick up, use clear and expressive language while maintaining eye contact with the camera to create a sense of connection.

You are too formal in your presentation

Your presentation should reflect your personality and individual style. If you're too formal or stiff, it will feel as if you're holding your audience at arms' length, lecturing rather than informing them.

Consider the psychological principles of persuasion when crafting your presentation. Average ratings for presentations often improve when speakers balance logic with emotional appeal. A relevant short video, a personal story, or an impactful statistic can create a stronger connection with your audience. By tailoring your content to the specific rules of your audience's preferences, you'll make a more lasting impression.

Irrelevance

There's no point giving a technically brilliant presentation if it's out of date or simply not appropriate for your audience. Your material should be relevant and timely. Keep it as topical as possible. Use up-to-date data, anecdotes and examples.

No clear call-to-action

It's important you're clear about what you want your audience to do, think or feel at the end of your presentation. A clear call-to-action is always the best way to close. It may be that you want them to buy into a big change in your business or take part in a survey. Or you may just want to challenge them to think differently about something or make a change in their behaviour.

Questions Are Not Discovered and Resolved

Just about every presenter I've ever seen says some form of this at the opening, "And if you have any questions, please feel free to ask. I want this to be an open discussion." I don't believe them. Why? Because they

stumble so badly when someone does interrupt and asks a question. Too many times, the answer is "That's a good question. I'm going to answer that a few slides from now so, why don't we keep going." Wrong! They want, and deserve, an answer now. Give it to them. Resolving their issue will get their minds off it so that they can pay attention to the rest of what you have to say. And if you don't know the answer...that can be a GOOD thing. It's an opportunity for you to ask a few clarifying questions, through which you will get to the real heart of the matter. Just make sure you ask the right questions.

CHAPTER 16

PRESENTATION MANAGEMENT

Presentation management transforms your company's presentations from one-and-done decks to enterprise assets that can be used and reused repeatedly. It is a communications strategy that optimizes all stages of the presentation workflow from creation, distribution, sharing internally and externally, broadcasting, presenting in-person and online to tracking, feedback and redistribution. It closes the workflow loop to provide oversight and accountability for every stage in the presentation lifecycle.

Presentation management give the individual the flexibility he needs to customize his presentations for his meetings, while balancing HQ's priority of branding, compliance and data. The individual can easily put a professional accurate presentation together in minutes, and HQ can control the message and track content usage. Both sides are more productive and efficient.

A lot of billion is spent annually on advertising and marketing. Sadly, a lot of that content goes to waste. It is created and used for one specific event and then lost or forgotten by the rest of the company. One and done — a wealth of quality information wasted.

Marketers develop brands that resonate with their audiences. Copywriters craft words that touch our core. And designers create visuals, pictures, graphs and charts that convert leads. Enterprises allocate valuable resources to create the best content. The challenge, however, is how to unleash that content and use it repeatedly in a range of mediums: brochures, blogs, social, presentations, etc. The opportunities are endless. The trick is to make the content easily accessible and reusable.

Presentation management takes one-and-done files that are lost somewhere on the network and transforms them into enterprise assets that can be used repeatedly. It makes content readily accessible and instantly reusable. All files are organized into a slide library, formatted as slides and ready to present. Add permissions to ensure the right files are directed to the right users so a colleague in the field can present a slide, video or infographic to a customer, on-demand.

Management presentations are the documents prepared by your management team to outline the current and future performance of your company to a prospective buyer.

Management presentations summarize your company's current and FORECAST financial and operational performance. These presentations are prepared by your management team to communicate your company's performance to potential investors. These can be presented either in person, or through video conference.

Presentation management takes your presentations from a one-off, dead-end, and transforms them into a communications asset that can be used repeatedly for the benefit of everyone in your company.

Benefits of Presentation Management

Presentation management makes everyone in your organization more efficient and productive. It's not some vanity project that marketing spends precious resources on only to let it wither and die because only the CEO pays attention.

Instead, since presentation management makes everyone's job easier, you can expect all employees will make use of it.

According to an IDC study, over 45% of workers' frustration is related to conducting time-consuming searches through email attachments. What's more, over 30% of that frustration is due to how much time workers must spend following up with people to get documents reviewed.

In other words, without a good presentation management strategy in place, employees experience more frustration—which makes them less productive.

CHAPTER 17

SUMMING UP THE RESULTS

A presentation summary is an essential part of a talk, providing a brief and clear overview of the main points and key takeaways for the audience. It condenses the speaker's ideas and any critical conclusions or recommendations, so the audience can easily understand and remember the presentation.

The conclusion of a presentation is important because, for the most part, an audience will remember a presentation's beginning and ending most clearly.

You want to add a summary slide for your presentations for the following reasons:

A presentation summary emphasizes the core message of a talk that you want your audience to take away.

Presentation summaries provide clarity on complex information.

A presentation summary allows you, the speaker, to refresh your audience's memory and improve retention.

Lastly, a presentation summary is a helpful reference for the audience to review the presentation's key points.

Overall, a well-crafted presentation summary is a valuable tool for ensuring that the audience fully grasps and appreciates the presentation's key messages.

Summarizing presentations, especially business presentations, can be a great way to connect with your audience by sticking to what matters and avoiding losing the translation context. Summarizing presentations can also have many other benefits that can really help you shine as a presenter and take off some of that public speaking anxiety. Below are a few reasons why you should summarize your business presentations.

To Make Content Easier to Explain

Every now and then, we see a presenter who likes to create text-heavy slides and a confusing monotone. Summarizing a presentation can help prevent some of these issues. While some people might have issues due to fear of public speaking, making things easier to explain can't hurt your chances of delivering a presentation without alienating your audience.

To Make Content Easier to Follow

When a topic is too complex for an audience, it does not help to use jargon outside their area of expertise. This happens more often during business presentations than presenters tend to realize. For example, a presentation discussing a new production process might not be easy to understand for people from the finance or sales department. To make the presentation easy to follow for everyone, a diagram or summary of the process might be easier to explain.

Summarizing business presentations, be it in the form of bullet lists, highlighted keywords in small paragraphs, or focusing on visual aids, can be a great way to make your content easier to follow for your audience. To make your presentation have the required impact, such a summary might be necessary rather than an option. Otherwise, you may end up with death by PowerPoint.

To Avoid the Context from Getting Lost in Translation

It is arguably easier to follow a summarized version of the context rather than information that might be too much to handle for an audience. Something that many presenters can tend to forget is the attention span of the audience. Research suggests that the average audience attention span has greatly reduced over the past few years amidst a digitized world.

Understanding the need to keep your audience interested can help a presenter summarize their slides to avoid losing the context. This is not necessarily linked only to attention spans, as presentations that are lengthy, dull, and lack stimulation can produce the same negative result. Therefore, it is necessary to summarize your context and keep your

audience interested using eye-catching visuals, interactive presentation sessions, and at times, short breaks.

Here are the essential components of a good presentation summary.

1. Key Points of the Presentation

The purpose of a summary in a presentation is to reinforce the key message or messages you want your audience to take with them. Since this slide will serve as a quick reference to the main points of your talk, you want to condense the key points of your presentation into bullet points.

2. Call to Action

A call to action in the presentation summary can help solidify the main points and key takeaways of the presentation while also motivating the audience to act. It is especially important if the goal of the presentation is to inspire change or promote a product or service. Without a clear call to action, the audience may forget about the presentation and not take any further steps.

3. Visuals

If you're presenting complex information, adding visual aids may help simplify your message to something your audience understands and remembers. Studies have shown that people remember and understand information better in visual formats such as graphs, charts, or images. You could even create a video summarizing the main points of your presentation in a visually captivating way.

4. Contact Details of the Presenter

Including your contact details in a presentation or summary has many benefits. It makes it easy for the audience to get in touch with you after the presentation and shows that you are willing to engage with them. It may help strengthen your brand.

How to Summarize Business Presentations

Identify the Main Points of Your Presentation

The central idea of the presentation's summary slide should be the key message or takeaway that the presenter wants the audience to remember. To identify the essential points of a presentation, you can ask yourself:

What is the problem my presentation is trying to address?

What is my goal in delivering the presentation?

What insights do I want to leave my audience with?

By considering these questions and analyzing the presentation's content, you can determine the central idea or main point you should highlight in the summary slide.

Create an Outline

It is best to start by collecting your thoughts and outlining what you intend to present. You can take notes and create a sequence that best suits your presentation context. This will also make it easy for you to make your presentation. Starting from the basics to the conclusion. You can use a tool like ChatGPT as a PowerPoint summarizer, which relies on generative AI technology, to create your summary for your presentation. In our article about ChatGPT Prompts for Presenters, we suggest a prompt to use for summarizing your PowerPoint presentations. Another option is to our AI PowerPoint generator called SlideModel.AI to create a summary of your presentation.

Use Key Highlights in Slides

If you are confused about what content to include in your presentation summary slides, you can pick the key highlights of your presentation. For example, when discussing a business forecast, you can discuss the key trends briefly in your slides. A chart, diagram, or table with basic information can help explain the context quickly and easily.

Emphasize Important Bits of Data, Trends & Analysis

There are some ways you can highlight key aspects of your slides. This can include bullet lists, diagrams, or using a different colour for important bits of text. For the latter, you can highlight the names of areas, important financial figures, or other important keywords or phrases to make it easy to present and explain your context. Doing so can also help you quickly recall important information and focus on it, without the need to read your slide to remember where to discuss next.

Use Self-Explanatory Visuals

In economics, students are taught the fundamental concept of unlimited wants and limited resources, often by visualizations. You might see a sketch of a dragon about to eat the whole planet in his hands, with the dragon labelled as 'wants' and the planet labeled as 'resources.' Visuals like these can help explain complex ideas in a single image. Presenters can use similar visualizations with the help of visual slides or infographics. Not only can such images be downloaded from various websites offering stock images, but you can also use readymade PowerPoint templates to edit and create something similar by labeling infographics and diagram slides.

Use Appropriate Layouts that Support Your Content

A presentation discussing critical issues, losses, and failure can fall on deaf ears if the severity of the issue isn't explained with a bit of emphasis. Not only does the presenter need to ensure this in his/her tone but also in visuals. Using layouts with colors in red or graphics indicating danger or loss can be a way to edge the message in your audience's minds visually. Similarly, when discussing rosy prospects, a layout that gives calming visuals can be effective.

Many presentations related to improving the environment and reducing pollution use green layouts to encourage the audience to adopt something visually depicted as desirable and healthy. Similarly, presentations about vacations and tourism often have visuals of sandy beaches, water bodies, and people having fun. The use of relevant

visuals and layouts can help support your context without saying too much.

Use Speaker Notes to Support Your Presentation

If you're worried about losing sight of important information without cramming text in your slides, you can use speaker notes. These are hidden notes that the presenter can see when presenting their presentation.

CHAPTER 18

CONCLUSIONS

Final Words

Good communication is all about making your point clear, especially in presentations. We've talked about how the right structure can keep your audience hooked. But there's more to it. Think about your presentation. Is it telling your story the way you want? Is it reaching your audience? Take a step back and really look at how you're laying it out. Don't just go with the flow – choose your format wisely. Remember, every presentation tells a story, and how you set it up matters a lot.

Great presentations take careful planning and preparation.

Remember to focus on their needs, inject energy and enthusiasm.

When summarizing presentations, it's good to consider what questions to raise or what pattern to follow to make your presentation sequential and memorable. You can look at the potential good questions to ask, and paraphrase to summarize content while using relevant visualizations and layouts.

Whether you're someone afraid of public speaking or an experienced presenter, knowing that your presentations are brief and to the point can give you a sense of calm. It can also help boost your confidence as you look to grab the valuable attention of your audience while keeping them awake amidst short attention spans and critical details tied to what you are presenting.

Famous examples of how to conclude a speech

When preparing for a presentation, it's beneficial to study some of history's more famous speeches. Here are a few famous examples of effective and powerful speech conclusions:

"Is life so dear or peace so sweet as to be purchased at the price of chains and slavery? Forbid it, Almighty God! I know not

what course others may take but as for me, give me liberty or give me death!"—Patrick Henry, 1775

"Having behind us the producing masses of this nation and the world, supported by the commercial interests, the labouring interests, and toilers everywhere, we will answer their demand for a gold standard by saying to them: 'You shall not press down upon the brow of labour this crown of thorns: you shall not crucify mankind upon a cross of gold'."—William Jennings Bryan, 1896

"Let us, therefore, brace ourselves to our duty and so bear ourselves that if the British Commonwealth and Empire lasts for thousands of years, men will say:

'This was their finest hour.' "—Winston Churchill, 1940

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VERSION 2.5 SEPTEMBER 2025