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Presentation and Communication Skills in English Language for Finance and Accounting

Ing. Lenka Holečková, Ph.D.

Ing. Katarína Krpálková Krelová, Ph.D.

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Foreword to the script

English is becoming a must in many jobs. That is why that making a presentation in English is a task we face very frequently in our everyday life. This trend is visible in the business sector as well as in the area of finance and accounting.

However, for many of us, the idea of having to stand up in front of a group of people and make a presentation is a nightmare – even when we are giving the talk in the Czech language. So it is no wonder that people who have to make presentations in a second language are often even more nervous.

This text should be helpful to all of them that need to deal with a presentation in English and who want to make this experience a successful one.

The key to successful presentations is simple (Business Spotlight, 2007):

- good planning and preparation,
- a clear structure,
- and a clear focus on the needs and interests of the audience.

The text includes following topics:

1. Introduction to presentation and communication skills in English, the presentation structure
2. Useful phrases: phrases to organize the presentation, helping to open and structure the presentation, providing the organizational details (talking about timing, handouts, questions)
3. Ways to get the audience´s attention
4. Introducing visuals, saying numbers, describing results, describing graphs and charts, emphasizing important points
5. Analysis of the speakers´ faults – things to avoid, paralinguistic page of speech – influence of tempo, tone, volume and other aspects
6. Body language
7. Tips for nervousness and shyness overcoming
8. Tips to summarize the main points, provide recommendations and use the effective conclusions
9. Handling the question and answer session

The aim of this text is to increase your confidence by giving you the vocabulary and phrases you need for presentation in English. It is necessary to focus on key points of a successfull presentation. This text outline the topics of welcoming our audience with focus on introductory part of the presentation, mainly introducing the topic and the presentation aim. It is also focused on dealing with nervousness, which is relatively common problem of the most presenters. Phrases that could be used during presentation are outlined. It is useful to remember them and use them effectively within our presentation. We must pay the attention also to the phrases connected with using visuals and saying numbers. Some ways to get the audience´s attention is also presented. The next aspect that must be considered is body language. The

attention is paid to nervousness overcoming in connection with public speaking. Last but not least, we focus also on some things to avoid – what not to do while having a public speech.

The text is completed with the exercises that are created both for individuals and groups.

Let´s get started!

1. Introduction to presentation and communication skills in English, the presentation structure

Firstly, it is necessary to think about the structure of the presentation and to prepare all the necessary material. The following steps could be helpful through the preparation of the material and ensure that the talk is well structured and well organized.

Structuring a presentation

Most formal and also many informal presentations have three main parts that can follow this simple formula (Grussendorf, 2007, p. 7):

1. Tell the audience what you are going to say = introduction,
2. say it (main part of the presentation),
3. tell them what you said (conclusion).

According to the same author (Grussendorf, 2007, p. 7), we can also focus on the following summary of more detailed presentation structure:

1. Introduction
2. Purpose of the presentation
3. Communicating the structure
4. Body of the presentation
5. Summary
6. Conclusion

Presentation preparation (Hospodářová, 2004):

According to Hospodářová (2004), it is necessary to **set the goal of the presentation** firstly - WHAT and WHY I will say. The aim of the presentation is:

- to inform,
- to persuade (motivate for action),
- to amuse.

At the beginning the question **WHY** is decisively determining the answer to the question **WHAT** I will say. So, our goal is to know the answer to (Hospodářová, 2004):

1. What do I want the listener to know?
2. What do I want the listeners to do?
3. How do I want the listeners to feel?

It is also important to **identify the listeners**. Apart from the social composition of the audience, we also consider their "psychological" settings to the subject and the cultural background. Psychological adjustment means the degree of willingness of the listeners to listen to you and your topic, the degree to which the topic is willing to accept or reject it.

Consequently, it is advisable to consider the **circumstances** that create the basic **framework and conditions for your presentation** (time, environment, conditions, technical aids, etc.).

The next stage is the **presentation itself, i.e. determining the content of the presentation, the thesis and the selection of the main points.**

It is important to realize that:

- listeners must **only** get the information they need and they **need to know**, so all they need to **understand - they believed – decided,**
- less is usually more,
- we speak in an organized way, systematically, and we only say the most important.

Key points - we choose very carefully, the ideal number of key points for the presentation is number three. The maximum number of key points should not exceed five.

For **word argumentation** we use definitions, statistics, citation, data, result of research – we support our claim with arguments.

✍ **Exercise: Introduction** (Hospodářová, 2004, p. 42)

Prepare at least free versions of introduction which would catch attention. When you will create it think about a listener, a sense and a goal of your presentation.

Advices and tips (Hospodářová, 2004; Hierhold, 2008)**:**

- Know, be convicted of importance and interestingness what you say.
- Connect to their hobbies immediately and show them that you are one of them and you understand their situation that you are on their side.
- Give them a proof of credibility and competence of your statements.
- Do not instruct, do not advice. Let them know that they know it after all.
- Respect attitudes, interests, thinking of your listeners during argumentation. Do not be confrontational. First agree before expressing disagreement.
- The story is like a picture that gives thousands of words. Use emotional power of story, comparisons, proverbs, metaphors and also humor. Do not waste of words, be comprehensible and energetic.

- A question activates listener, it leads to reflection and active acceptance of discussed conclusions. Formulate the main parts of presentation into the questions.
- Less is more. Work with pause and let your message impress. Your listeners will appreciate briefness, factuality and intelligibility.
- Work with your voice. Deeper voice is more convincing and calms down. The voice notices sensitively your emotions, attitudes and self-confidence. Changes in modulation, such as intonation, strength, color, height and tempo of speaking, increase listeners´ attention.
- Where you want to emphasize put an accent, lower your voice at the end of declarative sentence and actually make a dot. You will give strength convincingness chat you are saying.
- How long should be the preparation? We can use simple rule - for one minute of presentation, there are 30 minutes of preparation. However, it depends very much on the topic, on experience of the speaker and also other aspects.
- Shorter the presentation means more critical preparation.
- Effective communication needs a picture and a text.
- The speaker with visual devices looks more self-confidently – because they are.
- Do not be afraid anymore that you will have “a window” during presentation.

Making a presentation: some useful language and phrases for inspiration (Pavelková, 2017; Grussendorf, 2007)

First of all, it is convenient to outline some phrases that could be helpful for making a successful and well-arranged presentation in English. Good presenters are able to use appropriate language (single words, phrases) that helps the audience to follow the presentation. These so called ‘signposts’ make it easier for the audience to follow the story, understand the presentation structure and get an idea of the length and content of the presentation.

The following sentences and phrases show the logical progression of a well-balanced and well-structured presentation. At the beginning of the presentation, the main steps are (Grussendorf, 2007):

- welcome the audience,
- introduce yourself,
- introduce your topic,
- say why the audience will be interested – the main contribution of your topic for the listeners.

Welcoming - in this first part of presentation, we can use these useful generally used phrases (Pavelková, 2017; Grussendorf, 2007):

- Good morning and welcome to …
- Thanks a lot for coming today.
- I hope you had a pleasant journey today.

Introducing yourself - it is necessary for our audience to know something about the speaker. We can use the following phrases (Pavelková, 2017; Grussendorf, 2007):

- My name is … and I am responsible for …
- Let me introduce myself; my name is … and I am responsible for …

Introducing your presentation (Pavelková, 2017; Grussendorf, 2007):

- The purpose of today's presentation is to …
- The purpose of my presentation today is to …
- In today's presentation I'd like to … show you … / explain to you how …
- In today's presentation I'm hoping to … give you an update on… / give you an overview of
- In today's presentation I'm planning to … look at … / explain …

We can also outline our presentation to give the audience a clear overview of what they can expect (Pavelková, 2017; Grussendorf, 2007). Logical structure of the presentation is very important for them to follow us and understand the topic:

- In today's presentation I'm hoping to cover three points:
- firstly, … , after that we will look at … , and finally I'll … .
- In today's presentation I'd like to cover three points:
- firstly, … , secondly … , and finally … .

Explaining that there will be **time for questions** at the end (Pavelková, 2017; Grussendorf, 2007):

- If you have any questions you'd like to ask, please leave them until the end, when I'll be happy to answer them.
- If there are any questions you'd like to ask, please leave them until the end, when I'll do my best to answer them.

The begining and the end of presentation are the most important parts for the listener.

We can outline more phrases that are useful for dealing with presentation (Signposting Language, 2022, Business Spotlight, 2007):

Starting the presentation

- To begin with …
- To start with …
- Let's start by looking at ….
- Let's start by looking at …
- I'd like to start by looking at …
- Let's start with / start by looking at …

Closing a section of the presentation

- So, that concludes [title of the section] …
- So, that's an overview of …
- I think that just about covers …

Beginning a new section of the presentation

- Now let's move on to ….
- Now let's take a look at ….
- Now I'd like to move on to …
- Next I'd like to take a look at …
- Moving on to the next part, I'd like to …
- Moving on to the next section, let's take a look at …

Concluding and summarising the presentation

- Well, that brings us to the end of the final section. Now, I'd like to summarise by …
- That brings us to the end of the final section. Now, if I can just summarise the main points again.
- That concludes my presentation. Now, if I can just summarise the main points.
- That's an overview of … . Now, just to summarise, let's quickly look at the main points again.

Finishing and thanking

- Thank you for your attention.
- That brings the presentation to an end.
- That brings us to the end of my presentation.
- Finally, I'd like to finish by thanking you (all) for your attention.
- Finally, I'd like to end by thanking you (all) for coming today.
- I'd like to thank you (all) for your attention and interest.

It is fine to think about possible questions from the audience before the presentation. The speaker can use some useful phrases that help him to deal with the questions presentation (Signposting Language, 2022, Business Spotlight, 2007):

Inviting questions

- If anyone has any questions, I'll be pleased to answer them.
- If anyone has any questions, I'll do my best to answer them.
- If anyone has any questions, please feel free to ask them now.
- If anyone has any questions, please feel free to ask them and I'll do my best to answer.

Referring to a previous point made

- As I mentioned earlier …
- As we saw earlier …
- You may recall that we said …
- You may recall that I explained …

Dealing with (difficult) questions

- I'll come back to that question later if I may.
- I'll / We'll come back to that question later in my presentation.
- I'll / We'll look at that point in more detail later on.
- Perhaps we can look at that point at the end / a little later.

Some of these aspects will be outlined in more detailed way in the following chapters.

Here you can see a bad and a good example of the presentation introduction (Business Spotlight, 2007):

Bad example: Um … er … I´m happy to be here today … er … My name is Jack Smith. I´m sorry, I haven´t really had time to prepare this fully. Unfortunately, my colleague Bob from London couldn´t be here today. He´s the real expert on this subject. Anyway, er … I´ll do my best to give you a description of the main points. Let´s see. Where shall we start?

Good example: The purpose of this presentation is to show you the main benefits of our new intranet software. My aim is to help you understand the key features of this software and, more importantly, to see how it can improve your internal company communication. Good morning, everyone. It´s good to see so many of you here. My name is Jack, Jack Murray, and I´m the product manager here at ABC Software. Let´s start by …"

Below there are some phrases and their meaning in the presentation context:

Table 1 - Useful phrases and key presentation language

word, phrase	meaning, function
briefly	'very quickly'
take a look at	'look at'
take a brief look at	'quickly look at'
return to	'go back', 'explain again'
I'll outline	'I will explain'
here we can see	to draw attention to a specific point on a slide
as you can see here	to draw attention to a specific point on a slide
(let's) move on to	to start a new subject
(let's) continue with	to start a new subject
(let's) continue by looking at	to start a new subject
to illustrate this point	when giving an example
let's, we can, we will	using 'we' and 'us' instead of 'I' connects you to your audience

Source: (Pavelková, 2017)

Types of presentation (Hierhold, 2008, p. 23–25)

1) **Informal working meeting -** a circle of people with the same status, the topic is a substantive problem, everyone can try to contribute to the solution with their suggestions. The ideal duration is 30 minutes (max. 60 min.), the ideal visual medium is the flipchart, data projector.

2) **Project consultation (internal or external) -** participants are project solvers, project managers, or staff from different levels of the hierarchy of the sponsor or supervisors. The topic is the state of

the project solution and the aim is to inform about the progress and the interim decisions. The ideal duration is 20 minutes (max 40 min.), the ideal visual medium is a data projector.

3) Formal presentation for Business Leadership - High-Level managers. A worker, who is responsible for a specific area, informs about the company's situation and plans. The goal of the presentation is to gain approval with current activities and a plan for the next business year. Ideal duration is 10 minutes (max. 30 min.), the ideal visual medium is a data projector.

4) External professional lecture – people with the same status in the same field (symposium) and the aim is to mediate the actual results of scientific research. Ideal duration is 30 minutes (max. 45 minutes), the ideal visual medium is a data projector.

5) Internal motivation conference - for the department, the division, for the whole company it is presented the current situation in the organization or some problem. The presenter is a person responsible for the given area and the goal is to pull together. A typical incentive conference is a conference of dealers on the occasion of introducing a new product. Ideal duration is 20 minutes (max. 30 min.), the ideal visual medium is a data projector.

6) External sales presentation – for potential customers, sponsors, it is attractive and impressively presented a new product or new organization. Ideal duration is 15 minutes (max. 30 min.), the ideal visual medium is a data projector.

7) Public opinion - journalists or business visitors are informed about the position of the business or institution in general or about a particular issue. The presenter is a High Representative of the organization and the goal is not to persuade listeners but at least to accept our standpoint. Ideal duration is 5 minutes (max. 15 min.), ideal visual medium is data projector.

8) Information event - the lecturer is an expert in his field and the listeners are laymen with interest in the given issue, e.g. users of new IT technologies. The aim is to prepare a complex topic so simply that it is appropriate for the current audience. Ideal duration is 30 minutes (max. 45 min.), the ideal visual medium is data projector and works.

9) Presentations on posters - at the conference there are presented information on posters so that passersby can quickly make an opinion about whether the topic is interested. At the time announced, the author is available for discussion. Ideal duration is 5 minutes (max. 15 min.), ideal visual medium is notice-board, flipchart.

10) Adult training - the subject is the transfer of information directly or indirectly to motivated adults during a longer period of time (half-day training). The ideal visual medium is a data projector, overhead projector, and flipchart (Hierhold, 2008, p. 23–25).

✍ *Exercise – discussing the experience with presentations:*

To practise vocabulary connected with presenting, work with a partner. Ask the questions below and make a note of the answers (Grussendorf, 2007):

- How often do you give presentations (in your job, in school etc.)?
- Who do you normally present to? (colleagues, customers, other firms etc.)
- When was the last time you gave a presentation in English? Was it a success? If yes, why? If not, why not? Explain your answer.
- How do you feel about presenting in a foreing language?
- Think of an excellent (or terrible) presentation that you have attended. What made it good (or bad)?

2. Useful phrases: organizing the presentation, opening a presentation, structuring a presentation, organizational details

This part will focus on the key presentation structure and useful phrases that are connected with this structure in more detailed way. These phrases are outlined below (Slavíková, 2009; Business Spotlight, 2007; Pavelková, 2017):

Step 1: Introduction

Firstly, we must **open the presentation** and **welcome the audience**. We can do this with the help of these phrases (Slavíková, 2009; Business Spotlight, 2007; Pavelková, 2017):

- Good morning/afternoon, ladies and gentleman.
- Hello/Hi everyone.
- First of all, let me thank you all for coming here today.
- I´m happy/delighted that so many of you could make it today.
- Hello. My name is ...
- OK, let's get started ...

More formal start could be:

- Perhaps we should begin.
- Good morning, ladies and gentlemen.
- On behalf of ... / May I welcome you to ...
- My name is ...
- For those who don't know me already, I'm responsible for ...
- More friendly way to start:
- OK, let's get started.
- Good morning, everyone.
- Thanks for coming.
- I'm ...
- As you know, I'm in charge of ...

It is necessary to introduce yourself and your topic. You should also point out why the topic is important for your audience. Useful phrases connected with this part of presentation are outlined below (Slavíková, 2009; Business Spotlight, 2007; Pavelková, 2017)::

Introducing yourself:

- Let me introduce myself. I´m … From …
- For those of you who don´t know me, my name is …
- As you probably know, I´m …

Introduce your topic:

- As you can see on the screen, our topic today is….
- Today´s topic is …
- What I´d like to present to you today is …
- The subject of my presentation is …

Saying why your topic is relevant for your audience:

- My talk is particularly relevant to those of you / us who …
- Today´s topic is of particular interest to those of you / us who…
- My/the topic is very important for you because…
- By the end of this talk you will be familiar with …

A few grammatical items that could be useful during presentation (Pavelková, 2017):

There are several ways cou can tell the audience what you are going to say:

Would like + infinitive

Today I´d like to tell you about

This morning I´d like to

Going to + infinitive

- I´m going to talk to you today about …
- This afternoon I´m going to be reporting…

Will + infinitive

- I´ll begin by explaining the function.
- I´ll start off by reviewing our progress.
- After that, I´ll move on to my next point.

Will be + verb – ing

- I´ll be talking about our guidelines for …
- During the next hour we´ll be looking at the advantages of this system

Step 2: Purpose/objective of the presentation (Pavelková, 2017):

- I'm going to ... / I'll ... / I would like to speak about ...
- I'll / I am going to / I'd like to speak about / say a few words about / discuss, report on, present ...
- What I want to do this morning is talk to you about / tell you about / show you ...
- My goal / purpose / objective / aim today is to present ...
- I plan to ...
- The subject / theme of my presentation is ...
- We are here today in order to ...
- I'll try / I'd like to give you an overview of ...

The purpose of the introduction is not only to tell the audience who you are, what the talk is about and why is relevant to them, you also want to tell the audience (briefly) how the talk is structured. Here are some useful phrases to talk about the structure.

Step 3: Communicating the structure (Business Spotlight, 2007):

- I've divided my presentation into three parts.
- Firstly ... Secondly ... And thirdly ...
- In my presentation, I´ll focus on three major issues.
- First of all, I´ll be looking at …, second …, and third …
- So first, I'm going to tell you about ...
- My second point is ...
- Then I will move on to ...
- Finally ...
- I´ll begin /start off by explaining …
- Then / Next / After that, I´ll go on to …
- Finally, I´ll offer some solutions
- I'll focus on 4 main points.
- I'll be covering the following four main areas.
- This presentation consists of 4 main parts / sections: firstly ... etc.
- I'll start with / To start with / Let me begin with / Firstly, I'd like to look at ...
- Then / Secondly, I'll talk about / I'll be talking about / I'll move on to ...
- Thirdly ...
- My next point will be about ...
- Finally / And in the end, I 'd like to add / I'll be looking at ...

The presentation structure should be logical and it is useful to outline it before presenting.

The final part of the introduction deals wit the **organization of the talk**: how long it will last, whether there will be handouts and how questions will be handled.

Make sure that you know exactly how long your presentation will take. Many speakers allow too little time for questions, which can be very frustrating for the audience.

Timing

- My presentation will take about 20 minutes.
- It should take about 30 minutes to cover these issues.
- *Handouts:*
- Does everybody have a handout / brochure /report? Please take one, and pass them on.
- Don´t worry about taking notes. I´ve put all the important statistics on a handout for you.
- I´ll email the PowerPoint presentation to you.

Questions:

- There will be time for questions after my presentation.
- If you have any questions, feel free to interrupt me at any time.
- Feel free to ask questions at any time during my talk.

The next and crucial presentation part is following:

Step 4: Body of the presentation (Business Spotlight, 2007, Pavelková, 2017):

- Let’s start with ...
- Now let’s turn to ...
- Let me move on to ...
- Now I'll come to my last point.
- Let’s start with ...
- I must emphasize ...
- At this point we must consider ...

Changing the topic:

- Now let’s turn to ...
- Let me move on to ...
- Having finished this part, I’d like to turn to the next point.
- With this we have come to the following / to the question of ... / to the next item.
- This leads / brings me to ...
- Referring forward:
- We’ll come to that later.

Before the end, it is useful to recap all important points that were mentioned in the presentation:

Step 5: Summary of key points (Pavelková, 2017):

- To sum up ...
- To put it in a nutshell ...
- What I'm trying to say ...
- Let me just try and sum that up before we move on to ...
- To recapitulate / recap ...
- In the end I'd like to summarize the key points (ideas) again.
- Let me go through the main arguments again before finishing this presentation

Step 6: Conclusion

- I'd like to finish ...
- Let me end by saying ...
- I'd like to finish ...
- I'd like to finish my presentation with ... (emphasizing)...
- In conclusion I'd like to say ...
- So that was my presentation, and now I will be pleased to answer any questions you may have / and now I'd like to invite any comments.
- This is all I wanted to say in my presentation, now we have about ... minutes for discussion.

Step 7: Thank you, good-bye

- Thank you for your attention.
- Visual aids
- Let's have a look at ...
- Take a look at ...
- As you can see here ...
- Thank you for your attention, ladies and gentlemen.
- Thank you very much for coming and I hope I've been able to inform you sufficiently.

To have a logical and clearly organized presentation structure, it is fine to use transition words.

Good transition words to use (Pavelková, 2017):

Chronology or steps:

- to begin, first, second, third, next, after, that afterwards, then, finally, as soon as, before, after, whenever, when, until

Further information:

- in addition, as well, moreover, furthermore, whats´s more, also, in addition to, as well as

Giving examples:

- for example, for instance, to illustrate, specifically, as soon as, you can see, as can be observed, such as

Contrast of ideas:

- in contrast, however, yes, nevertheless, on the other hand, on the contrary, although, even though, while, though, whereas

Similar ideas:

- likewise, similarly

Cause, purpose or result:

- As a result, consequently, that is why, therefore, thus, hence, because, since, as, so that, in order to

Emphasis:

- clearly, obviously, in fact, indeed, certainly, undoubtedly, definitely

Explanation:

- in brief, that is, in other words

Conclusion:

- to conclude, in conclusion, to sum up, in short

Task: Watch the following Youtube video and focus on transition words that Steve Jobs used during his presentations:
Link: https://www.youtube.com/watch?v=2-ntLGOyHw4

To **conclude** this section, we can sum up the main presentation steps:

1. Briefly state your topic
2. State your objective(s)
3. Signal the beginning of each part
4. Talk about your topic

5. Signal the end of each part
6. Highlight the main points
7. Summarize the main ideas

And summary of presentation tips (Business Spotlight, 2007, Pavelková, 2017)::

- **Clear and simple structure.** Remember that your audience will benefit most from a very clear and logical structure. Don´t overload the audience and try to use simple language.
- **Introduction.** Some experts say this is the most important part of your presentation. In the fist few minutes you can get your audience´s attention, build rapport and create a positie impression.
- **Topic and objective.** Clearly say what the topic and objective (or purpose) of your talk is. Repeat the topic and objectives at some later time.
- **Signposting.** Let the audience know at all times what you want to do and how you want to do it.
- **Repeating new information.** Always repeat new details. This helps your audience to remember them and ensures optimal flow of information.
- **Summarizing points.** At the end of each section summarize the main facts to make sure everybody is following.
- **Interaction with the audience.** American audiences expect direct interaction. So treat them as individuas, show them that you care about their individual needs.
- **Presenter´s role.** The presenter is often considered as important as his or her topic, and the presenter´s role is to make sure the presentation – even one on a dry topic – is interesting and entertaining.

✍ *Exercise:*

Which of these tips do you find most useful? Can you add any other tips? Work with a partner and discuss the points that you are finding the most important.

Possible ways to get the audience´s attention

To be able to get the audience´s attention, to persuade or entertain the listeners is a difficult taks that we face during our presentation. How to deal with it?

The first few minutes of a presentation are the crucial ones. If you are able to connect with the audience in a short time, your listeners will be interested in what you have to say.

At the very beginning, it is effective to tell the audience why your message is important for them (Gallo, 2012, p. 37). This information must be said clearly and repeat at the same way in your presentation.

To use a story in our presentation is another and very useful way to hand over your message (Gallo, 2012, p. 23). Much more effective than slides full of text are some simple images that clearly demonstrate our key message (see also next chapter about visuals).

There are some other tips to get the audience´s attention (Brian Tracy, 2018):

- *Ask a rhetorical question*

Examples:

Is market research important for development of our new product?

Do we really need this solution?

- *Start with an interesting fact*

Examples:

According to an article I read recently, …

Did you know that …?

- *Tell them a story or anecdote*

Examples:

I remember when I attended a meeting in Paris …

At a conference in Madrid, I was onec asked the following question: …

- *Give them a problem to think about*

Examples:

Suppose you wanted to set up a new call centre. How would you go about it?

Imagine you had to reorganize the accounting department. What would be your first step?

Before I move on to my next point, let me go through the main issues once more.

- *Signposting*

Remember that your audience cannot see the structure you have in your notes. This means that you have to make your structure clear to them and signpost where you are taking them.

- *Giving examples*

Let´s take a practical example from our daily work.

You can save a great deal of time because the figures are put into the system automatically.

This is really like riding a bicycle. Once you´ve learned how to do it, you never forget.

- *Enumerating*

First(ly)…, second(ly), … third(ly)

First …, next, …, then …

Let´s begin by looking at …; OK, now we´ll go on to talk about …: and, finally, let´s také up the subject of …

There are five key features to remember: one …: two …: …

- *Changing the subject*

This leads us to the question of price.

Let´s now go on to look at the main arguments against buying this new system.

We´ve now dealt with the problems in production. What are the next steps we need to take?

Tips:

- Stop before you start! When you stand up to speak, plant your feet firmly on the ground. Take a deep breath. Think about why you are there. And start speaking only when you feel ready.
- Get your audience´s attention by starting with the goal or benefit. Then you can greet your audience and introduce yourself.
- „My name is Jack, Jack Smith“ is a friendly introduction. Here, the speaker shows that he wants to be called „Jack“.

The rule of six (Pavelková, 2017):

This tip is valid especially for PowerPoint presentation. When presenting text on overheads or PP slides, it is a good idea to use the „rule of six“, which means:

- A maximum of six lines per slide
- A maximum of six words per line

If you stick to this rule, you won´t risk overloading your bullet charts with too much information.

Tip:

- The audience needs to feel that there is a clear structure to your talk. When you are doing your preparation, ask a friend or colleague to give you feedback on your structure, to see whether it is logical.
- Give lots of practical examples. This will make it easier for your audience to connect your ideas to their daily lives.
- Many presentations contain far too much information. Remember: you can always provide more information later in the question-and-answer-session.

3. Introducing visuals, saying numbers, describing results, describing graphs and charts, emphasizing important points

A picture is worth a thousand words. This saying is often true when you are making a presentation. Clear visuals can help to support your messages, especially with international audiences.

Stages of the presentation

Each successful presentation has five parts:

Reference: Hierhold, 2008, p. 103, modified

For visual processing we use devices as a flipchart, a data projector, a video recording, a computer, a multimedia or specific items.

Illustration of devices for visualization:

Figure 1 - Flipchart

(Reference: *Expo Hire UK Ltd., 2018)*

Figure 2 - Data projector

(Reference: Vertigo.cz, s.r.o., 2018)

Figure 3 - Multimedia

(Reference: The paag media, 2018)

By using visual devices, we increase the amount but mainly the quality of what the listener hears and remembers. A high-quality device can increase a receiving of information from our presentation by up to 43%. A good visual device for presentation (Hospodářová, 2004, p. 80):

- catches and enhances attention of listener,
- allows to clarify difficult and complicated phenomenon,
- saves time
- increases the quantity and accuracy of the memorized,
- facilitates understanding,
- can evoke listeners´ reactions (laugh).

Principles for creating a good visual aid:

- The aid is always part of our message,
- We process it to main, key and complicated points,
- It has to be simple, intelligible, clearly,
- One idea = one aid,
- It has to be understandable within 10 seconds,
- Using of colors helps remembering, it attracts attention,
- we combine optimally three colors in one tool
- each picture should have headline and title,
- font black or dark blue, large enough (contrast with background of picture),
- one font type,
- watch for spelling
- the most important things should be in the middle (Hospodářová, 2004, p. 82).

Talking about visuals (Pavelková, 2017, Business Spotlight, 2007):

The first rule of preparing effective visuals is that they should be clear and easy fot the audience to follow. However, sometimes it is necessary to explain a more complicated visual and it is always necessary to point out the most important information.

In this chapter, you will find many tips that are connected with using visuals that could be helpful to deal with them successfully.

When using visuals (Grussendorf, 2007, p. 47, Present LIke Steve Jobs, 2008):

- It is necessary to make your visual as clear and easy to understand as possible.
- Numbers do not mean much for the audience - it is fine to put them into context.
- Start by telling your audience what the graph / chart illustrates.
- Think about the number of visuals you want to use – don´t overdo it! Les sis often more.
- Before showing the grap hor chart, prepare the audience for it. Say something which makes them interested in what they will see.
- Give the audience time to understand what they see before you start explaining the details.
- If the movement you want to describe is very complex, simplify it. Divide the graph into two or three parts and summarize the main developments.
- Provide an interpretation of the graph´s movement. The audience wants to know why there are ups and downs in the graph, what they mean and what consequences they have.
- Use the TTT method when presenting graphics: touch (or point to) a detail on the projection, then turn to the audience, and finally, talk to them.
- Use interesting and varied language to describe trends. You need alternative expressions to describe similar developments.

Introducing a visual (Business Spotlight, 2007):

Examples:

- Here you can see a graph of our latest sales figures.
- Have a look at this pie chart of the market shares.
- These four bullet points show the key messaages that we have received from our customers.
- Here you can see the whole proces in a flow chart.
- *Phrases to introduce a visual aid:*
- Let's have a look at ...
- Take a look at ...
- Now, let's look at ...
- As you can see here ...
- The ... represents ...
- I'd like you to look at this ...
- Let me show you ...
- If you look at the ... you'll see ...

Explaining a visual:

Examples:

- Let´s now look at the next slide which shows…
- First, let me quickly explain the graph.
- You can see that different colours have been used to indicate…
- The key in the bottom left-hand corner shows you…
- First of all, look at the figures for 2018 on the graph.
- As you can see, the pie chart has three main sections.
- I´ll point out the key parts of the proces for you with this laser pointer.
- The proces starts at the bottom left of the diagram and ends in the top right corner.
- So what is the main message here? Look at the way that our costs increased between 2017 and 2018.

Highlighting information (Business Spotlight, 2007):

Examples:

- I´d like to start by drawing your attention to…
- What I´d like to point out her eis…
- I think you´ll be surprised to see…
- I´d like you to focus your attention on…
- Let´s look more closely at ..

- I'd like us to look at ... in more detailed way ...
- To look at it more closely ...
- I'd like to draw your attention to ...

Moving to the next visual (Business Spotlight, 2007):

- The next slide shows you the opinions of men and women.
- Let´s take this a step further. Here you can see a more detailed overview of the first stage of the process.
- OK, let´s look at this in more detailnow. Here´s a breakdown of the figures according to our main markets.
- Let´s go on to look at a graph showing how our main competitors are doing.
- Finally, this last slide shows some questions that we really need to discuss in our next meeting.

Tip (Business Spotlight, 2007):

- Remember that the most important visual aid is you! Your body language should help illustrate your messages. If you think a point is important, your voice and hand movements should support this.
- Practise using your visuals to make sure that your presentation works properly. During the presentation, look at the audience and not at your computer screen.
- Always add value to the visual. Don´t just read out what is on the screen. If you have longer texts on some slides, let the audience read them silently and then add your own comments.

Remember that (Hovorková, 2008):

- A comma in used in English to show thousands and a point to show the decimal place
- A billion in E-speaking countries menas miliarda in Czech
- We say 2 million or 10 billion (without – s)
- We say 2 million dollars, 170 pounds (not without – s), but euro can be either singular or plural

✍ *Exercise – saying numbers (Grussendorf, 2007, p. 25):*

Numbers, especially long ones, are often difficult for the audience to understand. Try to say numbers slowly and clearly, and point at them while speaking.

- 2 – two million
- 1.6 bn – one point six billion
- 1/3, ¾ – one-third, three-quarters
- 235 m2 – two hundred and thirty-five square metres
- 98 % - ninety-eight per cent
- 150.000 – one hundred and fifty thousand euro(s)

Emphasizing important points (Business Spotlight, 2007):

- Using a verb (stress, emphasize etc.)

Examples:

- I´d like to stress the following point.
- I´d like to draw your attention to the latest figures.
- I´d like to emphasize that our market position is excellent.
- Using what

Examples:

- What is really important 31ignif much we are prepared to invest
- What we should do is talk about intercultural problems.

Rhetorical questions

Examples:

- So, just how good are the results?
- So, where do we go from here?
- Why do I say that? Because…

Adverb + adjective construction

Examples:

- It would be completely wrong to change our stratégy at this point.
- We compared the two offers and found the first one totally unacceptable.
- I think this facti s extremely important.

Checklist for visuals (Grussendorf, 2007, p. 30):

1. Try to prepare each visual carefully and separately.
2. Check whether the visual really shows what you are saying.
3. Make sure your audience can read the visual (font size and colours).
4. Find effective headlines
5. Keep design and content simple
6. Use bullet charts for text
7. Reduce text to a minimum
8. Always prepare audience for visuals
9. Present information clearly and logically
10. Remember the rule of six

A few grammatical items:

1. Talking about trends - simple past and present perfect (Grussendorf, 2007):

We use the simple past to talk about a movement or trend which happened in the past and is now finished. Signal words for the simple past are „last month/year“, „in January“, „from 1997–2001“, „during the oil crisis“ etc.

- In April the rate of unemployment rose to 5 million.
- Between May and July our export business almost doubled.
- In 2003 alone China´s car production increased by 85 %.

We use the present perfect to talk about a movement or trend which started in the past but is not yet finished. Signal words are „since“ (ssince August), „for“ (for five years), „this month/year“ or expressions with „over“ (over the past six months).

- The number of Czech investors has declined since 2002. (it is still declining…)
- The US economy has grown rapidly over the past four months. (it is still growing…)
- Note the difference between „rise“ and „raise“.
- To rise – stoupnout, zvýšit se
- Petrol prices rose again in May.
- The number of tourists has risen to 2.6 million.
- To raise sth – zvednout, zvýšit

- The oil industry raised prices last year.
- The European Central Bank has raised interest rates.

2. Talking about trend (adjectives and adverbs)

Adjectives + nouns (Grussendorf, 2007):

- There was a sudden increase in prices.
- In August, we notice a moderate fall.
- This was followed by a gradual decline.

Adverbs + verbs

- Sales increased slightly in summer.
- Over the past two years the number hs dropped significantly.
- Last month the rates rose sharply.

3. Talking about (difficult) issues (Grussendorf, 2007):

- I think we first need to identify the problem.
- Of course we´ll have to clarify a few points before we start.
- We will have to deal with the problem of ….
- How shall we cope with …
- If we don´t solve this problemnow, we´ll get into serious trouble soon.
- We will have to také care of this problem now.

4. Referring to other points (Grussendorf, 2007)::

- I´d like to mention some critical points in connection with/concerning payment.
- There are a few problems regarding the quality.
- With respect/regard to prices, we need more details.
- According to the survey, our customers are unhappy with this product.

Adding ideas:

- In addition to this, I´d like to say that …
- Moreover / Furthermore, there are other interesting facts we should také a look at.
- As well as that, we can offer excellent conditions.
- Apart from being too expensive, this model 34ignifi too big.

There are some useful phrases we can also use to add something important:

Phrases:

- On the next page
- My next slide shows
- As you can see
- To illustrate this
- I have a slide
- Here we can see how many

Below you can find some expressions that are useful when using visuals (Pavelková, 2017):

bar chart
table
technical drawing
flow chart
map
diagram
pie chart
organizational chart/organigram
(line) graph

- To boost – oživit
- To pick up – zvednout se, zlepšit se
- To rocket – prudce stoupnout
- To slump – prudce klesnout, spadnout

- Decline, fall, cluctuated, picking up, reached, rose, slumped
- Increase, rocketed, rose, stood, went down
- Climb, decline, decrease, double, drop, expand, fall, fluctuate, go down, go up, grow, hit a low, increase, pick up, plunge, reach a high, recover, remain stable, rise, stabilize, stay the same

Useful phrases (Business Spotlight, 2007):

What I´dl like to do

I´d like to highlight the

So, what are the reasons

I´d like to point out how

Itś interesting to note that

I should repeat that our

What we can´t do is

So, just how good.

Let´s talk about

Draw your attention

Have a look

It´s quite remarkable

On the other hand

The figures also show that

You´ll see that

Can we explain

As you can see from this graph

Graphs – describing changes (Pavelková, 2017):

Grow

- to increase – an increase
- to climb – a climb
- to improve – an improvement
- to rise – a rise
- to grow up – a grow

- rapid
- dramatic
- sharp
- slight
- steady
- moderat

Peak

- to reach a maximum
- to reach a peak
- to peak

Stabilization

- to stay the same
- to level off
- to stabilize

Drop

- to decrease – a decrease
- to fall – a fall
- to decline – a decline
- to go down – a drop
- to plunge – a plunge
- to plummet

Decrease

- rapid
- dramatic
- sharp
- slight
- steady
- moderate
- small
- gradual

4. Analysis of the speakers´ faults – things to avoid, paralinguistic page of speech – influence of tempo, tone, volume and other aspects

This chapter is focused on selected things to avoid – it means what not to do – while having a public speech.

Simple Do's and Don'ts for Better PowerPoint Presentations (Pavelková, 2017):

Poorly designed presentations can leave an audience feeling confused, bored, and even irritated. Review these Do's and Don'ts for tips on making your next presentation more engaging.

- **Don't read your presentation straight from the slides.** If your audience can both read and hear, it's a waste of time for you to simply read your slides aloud. Your audience will zone out and stop listening to what you're saying, which means they won't hear any extra information you include. Instead of typing out your entire presentation, include only main ideas, keywords, and talking points in your slide show text. Engage your audience by sharing the details out loud.
- **Do Follow the 5/5/5 rule.** To keep your audience from feeling overwhelmed, you should keep the text on each slide short and to the point. Some experts suggest using the **5/5/5 rule**: no more than **five** words per line of text, **five** lines of text per slide, or **five** text-heavy slides in a row.
- **Don't forget your audience.** Who is going to be watching your presentation? The same goofy effects and funny clip art that would entertain a classroom full of middle school students might make you look unprofessional in front of business colleagues and clients. Humor can lighten up a presentation, but if you use it inappropriately, your audience might think you don't know what you're doing. Know your audience, and tailor your presentation to their tastes and expectations.
- **Do choose readable colors and fonts.** Your text should be easy to read and pleasant to look at. Large, simple fonts and theme colors are always your best bet. The best fonts and colors can vary depending on your presentation setting. Presenting in a large room? Make your text bigger than usual so that the people in the back can read it. Presenting with the lights on? Dark text on a light background is your best bet for visibility.
- **Don't overload your presentation with animations.** As anyone who's sat through a presentation while every letter of every paragraph zoomed across the screen can tell you, being inundated with complicated animations and exciting slide transitions can be extremely irritating. Before including effects like this in your presentation, ask yourself: Would this moment in the presentation be equally strong without an added effect? Does it unnecessarily delay information? If the answer to either question is yes, or even "maybe," leave out the effect.
- **Do use animations sparingly to enhance your presentation.** Don't také the last tip to mean that you should avoid animations and other effects altogether. When used sparingly, subtle effects and animations can really add to your presentation. For example, having bullet points appear as you address them rather than before can help you keep your audience's attention.

Basic presentation mistakes (Pavelková, 2017):

- Too much information – reader gets distracted. Audiences are much more receptive to the spoken word.
- Avoid text overload – having too much text on the screen can defeat the purpose of using PowerPoint. The slides begin to look like a jumble of text, making slides difficult to read and unrecognizable from each other. People will either try to read everything or copy everything down or they will lose interest. List only the key points. If you have more info to include use more slides or create handouts.

Summary of tips for PP presentation (Pavelková, 2017)::

- Keep it simple
    - Make bulleted points easy to read.
    - Keep text easy to understand.
    - Use concise wording.
    - Keep font size large.
    - Six words per line.
    - Six lines per page.
- Use contrasting colors
    - Light colors on dark background.
    - Dark colors on light background.
- Choose Fonts Wisely
    - *Italics are more difficult to read.*
    - Use **bold** when you want some words to stand out.
    - Font size
        - Easy to read (18 pt)
        - Easy to read (24 pt)
        - Easy to read (32 pt)
        - Easy to read (48 pt)
        - DON'T USE ALL CAPS.
- Clip Art & Graphics
    - A few excellent graphics are better than many poor ones.

Paralinguistic means

According to Mikuláštík (2003) there are sound properties of human speech, which can be innate but also gain during life and significantly influence the meaning and sense of message. These means grow stronger or weaken, question or confirm content of speech, show attitude, interest, sympathy, warmth, anger etc. It may also be elements of unconscious and subconsious, mistakes in verbal speech which are not an intention of speaker primary.

Example of paralinguistic means (Mikuláštík, 2003; Hartley, 2011):

- intensity of voice – a strength of voice can reflect confident of speaker, his accent to parts of message. Loud speech is connected with strong emotions like anger or excitement, on the opposite side quite awakes impression of fear, uncertainty, low self-confident. Loud speech can also signify vitality, self-confident, friendliness and relaxedness. Intentional quieten of voice can inflict highlighting of speech which arise attention of listener. It is recommended to change the intensity (volume) during a longer speech, thereby avoiding monotony (it evoke feeling of boredom, disinterest).
- tone and color of voice – we can strengthen, or the contrary reduce the meaning of words. Every speaker has different high of voice, color of voice, for example sharp tone of voice, velvet voice, whimpering, resonant, hoarse...etc. Deep voice arouses impression of authority and control, high voice arouses impression of recklessness or emotionality. It is recommended to change the tone of voice. You create voice melody by that which can strengthen or reduce sense which you want to create.
- intonation – typical high of voice according to gender (soprano, mezzo-soprano, alt – women; baritone, bass – men; 2 octaves) and according to age of speaker (its typical for pubescents).
- pace of speech – it says about temperament of speaker and level his actual excitement. It is right to change it depending on subject of message. You should present slower a subject which is more difficult for understanding, say intimate things slowly and on contrary you can present quite fast technical and factual topics. Fast pace of way of speaking is typical of impulsive and temperament people, but on the other side it could be also expression of nervousness.
- pause, phrase – Pauses during speech can be intentional or unintentional. Unintentional pauses are mostly disturbing, on the contrary intentional ones can strengthen efficiency of speech because it can have different meaning. Dividing of speech express confident, courage, hesitation, uncertainty or caution in expressing of speaker. It can specify how the message should be understood. The pause can be a challenge, expectation, requirement of increase attention. It can be also an opportunity for reflecting of listener or express of helplessness, searching of correct formulation etc. Phrasing of speech is essential for better understanding.

- **unpleasant sounds and words which fill pauses during speech – word´s padding –** stereotype padding between words, sentences. It has character of obsession. It is about interjections or adjectives (simply, sure, somehow, what, yes...). It is a bad habit or do not managing external pressure (stress, nervousness).
- **mistakes of speech** – articulation, wrong pronunciation of letters, mumbling, stammering, etc. It can be various noises for example. ehm, aaa. Next mistake is too digressing from a topic.

✍ **Exercise: Same words, different tone** (Hartley, 2011, p. 48)

When you say the same words but with different tone it could express totally different meaning. Try to say a sentence: **"of course I will do it"** by following ways:

Reference: Hierhold, 2011, p. 48, modified

✍ **Exercise: Change of sentence´s melody** (Hartley, 2011, p. 49)

Try to say a sentence: "I want you to add it on Thursday." by two ways. First, choose rising melody of sentence. For the second time, say the sentence by using descending melody. Which one sounds clearly?

Using your voice effectively (Carnegie, 2019)

How you say something is often just as important as what you say. It means that both the content and the formo of your speech is very important. You can use your voice and the way you stress words or make pauses in sentences to make your presentation more interesting and easier for the audience to follow.

When we speak, we produce energy in formo f sound (Crystal, 2007, p. 32). A problém of articulation appears if someone is unable to pronounce vowels and consonants properly. Very helpful could be to practice some enunciation exercise (tongue twisters or some shorter expressions focused on individual sounds, see also Appendix) that should be read as clearly as possible, with overdone articulation. We can also activate our speech organs before our speech with the help of some enunciation exercise.

Stressing words (Pavelková, 2017):

By emphasizing particular words or parts of words you create certain effects. Notice how you can change the meaning of a sentence by putting the stress on a different word. It is imporant to follow word stress rules in English. How to stress words is possible to check also in the dictionary.

Making pauses:

You can use pauses to slow your pace down and make your sentences easier to understand.

The voice – dos and don´ts (Write-out-Loud, 2022)

- Use a microphone if you need one. Don´t hold it too close to your mouth.
- Whether using a microphone or not, speak in a natural tone of voice.
- Don´t speak in a monotone (on the same level all the time). Use appropriate intonation (there are many intonation patterns in English). It is necessary to modulate your voice.
- Vary the pitch (level) of your voice.

Voice checklist (Write-out-Loud, 2022):

Ask yourself some questions:

- Is my voice loud, perhaps too loud?
- Is my voice soft, perhaps too soft?
- Do I speak too slowly?
- Do I speak too quickly?
- Is my voice monotonous?
- Do I articulate clearly or do I mutter?
- Do I run out of breath du\ring my speech?

Main reasons of soft voices could be following:

- You probably swallow your words
- You keep your voice far too much at the back of your throat
- Shallow breathing

Breathing should be consciously controlled – it is effective to work with some exercises.

The importance of appropriate breathing:

- Your breathing supports your voice – if you breathe well, you can increase the volume of sound of your voice

✍ *Exercise – breathing (Healthline, 2022, British Concil, 2022):*

- You should be able to keep your breath at least 20 second. Do this excercise each day and you will be able gradually increase your capacity of lungs.
- Start humming very quietly and slowly increase the sound by putting a slight pressure on your diaphragm and then decrease it again. You are learning to control your breathing, which is very important for public speaking. At the same time, you´re discovering a way of reducing stress, as deep, conrolled breathing relaxes you both physically and mentally

Many speakers have problem with using pauses. But it is fine to remember:

- Give yourself time to think and look at your notes in silence.
- It will in fact be a very short pause, even though it seems ages to you, the speaker.
- Don´t try to fill this gap.

✍ *Voice exercise – especially for people speaking too softly (Healthline, 2022):*

- Stop!
- Crash!
- Bang!
- Good morning!

✍ *Exercise (Grussendorf, 2007, p. 47):*

Group words into phrases according to their meaning and make pauses between the phrases.

- In my opinion we should go into other markets.
- In my opinion // we should go // into other markets.
- On the other hand, the figures prove that we are on the right track.
- On the other hand, //the figures prove// that we are on the right track.

5. Body language

Body language or nonverbal communication is a permanent part of our life. We transmit news about yourself through nonverbal communication without speaking, and we make conclusions about others. This is the way our gestures with our hands, body movements, facial mimics, the attitude of the body, the personal space, our clothes and dressing, and many other elements of communication.

Nonverbal communication is a summary of nonverbal messages that are consciously or unknowingly displayed by a person to another person or people. Nonverbal communication is on the border between conscious and unconscious interaction; while we often knowingly hide our true mood and opinion with words, our body unconsciously signals to others our true mood, our true opinion through intonation, facial expression or involuntary gestures.

In nonverbal communication, communication takes place through the movements of the body and face, consists of mimics and gestures and allows expressing emotions, mood, temperament, in relation to the content of the message. The ability to recognize and correctly read a nonverbal message is very important, especially for those who get into contact with other people in their profession.

In this information, the verbal and nonverbal components of the message are:

- Shared content information is 7 %
- 38 % is a voice color
- 55 % then represent mimics, gestures, attitudes etc. (Spektrum zdraví, 2015)

It is necessary to realize that respect for the three principles is probably more important for success in communication (Štěpaník, 2005, p. 43):

1) be natural in our speech,
2) behave appropriately,
3) do not try to be someone else than I am.

We accept such nonverbal speeches that are not in conflict with our inner "me" that do not "bother" us, but highlight our strengths.

Nonverbal communication can fill in verbal speech, strengthen its effect, regulate it, and in some cases it can fully represent it. Sometimes just a mimic or a gesture is enough, there is no need to say any words. Nonverbal communication is influenced by cultural influences as well as verbal communication. For example when we spit in front of someone, it is considered as an insult, but in front of the Maasai it is considered as a honor. Most of the nonverbal signals are learned in childhood, especially by copying their parents. The extent of nonverbal communication is given to person among others by education, social status and prestige. It is based on the fact that the more educated person has a wider vocabulary and because of that does not need to help with gestures so often than the one with lower education.

A nonverbal message may be verbal in relation to the message in several possible relationships (Mikuláštík, 2003, p. 123–124):

1) As a repetition and amplification of a verbal message – when someone asks what time is it, we can say that there are four, but at the same time we can lift four fingers.
2) As a contradiction – nonverbal behavior is inconsistent with what he says (the employee says he has accomplished the task, but according to his behavior it is obvious that this is not true).
3) Responding to the verbal message only by non-verbal signals – an individual responds to some information, for example by joyful jumping).
4) Emphasis or opposition – verbal expression is accompanied by strong tapping, which emphasizes verbal communication.
5) Regulation – nonverbal communication helps to control the verbal communication, we constantly follow the situation with the eye contact, but also by physical contact we verify that everything is done in the verbal form.

Nonverbal messages give us information about feelings and attitudes, being well observable, but difficult to interpret. We can reduce the risk of misinterpretation by avoiding premature conclusions, only when verbal and nonverbal signals are added together can be interpreted with greater reliability.

Some differences in nonverbal behavior are even conditioned by cultural differences. For nonverbal behavior, it is necessary to know (Mikuláštík, 2003, p. 124):

- the greatest importance is placed on nonverbal manifestations in the area of the face and head (eye contact, mimic),
- on second place are hand and arm movements,
- and then the movements and positions of the body and legs.

What we could include in the body language (Štěpaník, 2003, p. 137):

- body height and weight, proportions, symmetry,
- clothing, footwear, accessories,
- hairstyle, facial features, cosmetic treatments, grooming, makeup (especially women),
- olfactory stimuli (smell, odor)
- mimic, "speech of the eye"
- gestures,
- attitude, walking, sitting,
- physical contact (hand delivery),
- distance, approaching, moving away
- expression of the relation to its own territory and to the territory of the other.

Dividing of nonverbal communication

A) MIMICS – speech of facial muscles, facial expression. A mimic means conscious and unconscious expressions of the face caused by stretching of the face muscles expressing our feelings and emotions, such as happiness, surprise, interest and disillusionment. Facial expressions are relatively easy to read and imitate, such as laughter, head overturning or eyebrow lift, but of course there are individual differences (DeVito, 2001, p. 158). People judge your personal characteristics by the look of your face. The expression of face is one of the first thing people will realize and they will try to know a number of personal qualities just from your individual expressions.

M. Mikuláštík (2003, p. 126) presents these basic emotional dimensions that can be read from the face. It is visible from Table 2:

Table 2 - Basic emotional dimensions

joy	sadness
luck	unhappiness
surprise	fulfilled excpectations
peace	excitement, rage
satisfaction	dissatisfaction
interest	lack of interest
fear,	feeling safe

Source: M. Mikuláštík (2003, p. 126)

An interesting fact is the so-called mimic parallelism, when the same expression of the face is in anger and fear, even in the manifestations of love and joy. Therefore it is important to notice the context and the overall situation. (DeVito, 2001, p. 158).

The lower half of the face is more moving than the upper half. That is why we distinguish two **facial zones** (Mikuláštík, 2003, p. 126):

1) forehead, nose and eyes

2) lower half of the face with lips.

Each of them has a different way of showing up in the experience of different emotions. J. A. DeVito (2001, p. 129) lists the most commonly **used methods of mimic control:**

- excessive extension of a feeling, such as surprise, when a friend invites you to a party,
- attenuation of showing of feeling, such as concealing your own ghastly pleasure over the bad news that affect your friend,
- trying for a neutral expression to hide a feeling, such as a sadness you do not want to depress another,
- masking the expression of one feeling by another, such as the feeling of happiness that replaces the feeling of disappointment, or the replacement of the expression of trust with expression of worry.

✍ Exercise: The expression of the face

Try to describe individual showing of feelings. Discuss the context and the situation in which we use the feelings.

Figure 5 - The expression of the face – A

Figure 4 - The expression of the face – B

(Reference: Atraktivni-práce.cz, 2012)
(Reference: Tipyjakfotit.cz, 2017)

B) GESTIKA - speech of arms, hands and head. Gesticulation is a short-term change in the position of parts of the human body that accompanies, emphasizes or replaces speech, word or claim. Most of gestures, especially iconic ones, one realizes, uses them intentionally and carefully controls them. However, some gestures may be subconscious or unconscious. Just unconscious gestures can inform observers about the mood or the characteristics of a person, for example, when we are in a good mood, so we smile without realizing it. (Mikuláštík, 2003, p. 127).

J. A. DeVito (2001) presents **five types of body signals:**

1) **gestures** - directly expressing words or phrases, in different cultures they can have very different meanings (OK sign, wave "come here" - the sign of the hitchhiker),

2) **illustrators** - accompanying and literally illustrating the verbal communication - hands away from each other when talking about something big (I caught such a big fish, etc.),

3) **affective expressions** - expressing emotional meanings - (expression of sadness, happiness, contempt, anger, disgust, etc.),

4) **regulators** - monitor, maintain, and control the speech of the other person - (mimic expressions and hand gestures indicating "continue", "slow", etc.)

5) **adapters** - satisfy some need - (scratches on the head).

What can body language help you:

- improve the ability to control body language.
- increase the efficiency of your communication, you will better manage and overcome obstacles.
- you learn how to control and direct your behavior and influence the way you act on the other.
- adaptation of natural instincts to the needs of society and our behavior reflects the approaches and skills we have acquired and developed.

In what your body language does not help:

- Fool others about your personality.
- Read the thoughts of others and detect everything hidden in them - their true personality, abilities and intent.
- It does not guarantee you the ability to hide discrepancies between true feelings and the impression you want to create (we can not control involuntary signals - a small gesture).
- Nonverbal signals do not work in isolation - they create groupings.
- Body speech signals should be judged in relation to each other, in the context of the whole communication, and taking into account the whole situation you are in (Hartley, 2011).

✍ **Exercise: Importance of Context** We sometimes attribute special significance to some nonverbal activities. Crossed arms are considered as a barrier signal, yawning is considered as a sign of boredom, scratching on the head is sometimes interpreted as a sign of stress. What meanings could these gestures have in the following situations?

Table 3 - Importance of contect

	Crossed arms	Yawning	Scratching on the head
With a friend			
On a meeting			
During the selection interview			
With the customer			
In conversation with colleague			

Reference: Hartley, 2011, p. 14-15

a) What can mean, if is anyone frowning? Think of six options:

1) _____
2) _____
3) _____
4) _____
5) _____
6) _____

C) PROXEMICS - the communicative use of space (distance or proximity when we greet someone). Space is relative and individually and culturally different. Managing your personal space and others' space is an important aspect of your personal style of communication. Distance during communication can be divided into four basic groups (Mikuláštík, 2003, p. 129–130; Hartley, 2011, p. 44–45; DeVito, 2001, p. 133)

1) Intimate distance – suitable for intimate relationships, it is the distance we can touch each other. The space is limited to approximately 15–45 cm. Only the closest people come into it. But talking people at work do not feel well. The disturbance of the intimate zone is in buses, trams, overcrowded elevators.

2) Personal distance - the space of open arms is used in social events, interviews at work, and wherever we put our hands. Space is defined from 0.45 m to 1.2 m.

3) The social distance - ranges from 1.2 m to 3.7 m. We use it for business and social communication. The more distance we maintain, the more formally our interactions look. We feel comfortable at this distance, whether we are dealing with colleagues from work or with other well-known people, for example we are talking to a repairer who repairs our refrigerator.

4) The public space - this is distance more than 3.6 m. This space is used in contact with strangers. An example might be the speech of politician on the square, the actor on the stage, teacher in a classroom.

Vertical distances are felt by people in situations when they talk to someone with a different height. Editing workplace conditions can create situations where vertical proxemics is highlighted (for example the director's office has a round table or a longitudinal table with chairs for people who are leading sections, all chairs are the same size, only the chair of the director is higher, etc.) (Mikuláštík, 2003 p. 130).

Men in general, whether talking to a person of the same or another gender, tend to come closer. On the contrary, women prefer to have more distance. If we consider a classically speaking Czech couple who is talking somewhere in the hall, corridor, rooms, on common topics, they will most likely have a distance of 120 cm between them. If the Italian or Spaniard is added to this group, it certainly will not hold an equilateral triangle, but it will be closer to 90, perhaps 80 cm. On the other hand, if the Norwegian or Englishman adds to you, the distance can be "stretched" up to two meters. Very specific will be people from the former Soviet Union who will have the urge to at least touch you. You must accept this gesture, and vice versa, even if it may be unpleasant, you must take this contact as a gesture of friendship. (Krupička, 2017)

People with the same status keep a smaller distance than people without the same status. The border of the proxemics is determined by the woman, the older of the partners, person with the socially higher status. We approach closer to friends and friendly people. Extroverts approach to people closer than introverts.

D) KINESICS - speech of body movements with communicative character. Each individual has his own specific movements that can be seen from a distance. Although they are spontaneous, some information can be read. Unlike posturics, it is dynamic. For instance, when a person strokes his chin, it can mean he thinks. Scratching on the crown of the head can mean anger or thoughtful. When we are interpreting it, we have to be careful and it have to be based on the context of the situation (Mikuláštík, 2003).

Figure 7 - Speech of body – A

Figure 6 - Speech of body – B

Reference: Anavin svět, 2018

E) VISIQUE - speech of eyes (communication through the eyes). Eyes play a very important role in communication. Eyes are considered as the gateway to the human soul. The smaller the eye contact is, the more uncertain the recipient of the information is, the shorter the contact between the two is, and the fewer the words are in the contact with each other.
M. Mikuláštík (2003, p. 128) presents **several important aspects in view of:**

- targeting the view,
- length of the view time - total length, average length of individual views, and share of total time of communication (fixed view can increase tension, we look at the person we appreciate longer)
- opening the eyelids (spontaneity is showed more than in other areas of nonverbal behavior);
- number of blinks (in case of nervousness, the number of blinks may be more frequent, up to 100x per minute; in state of sovereignty, self-assurance and calm it is usually 5x to 6x per minute);

- pupillary opening (it expands in the absence of light, and it happens spontaneously, for example in increased interest, drinking alcohol, in sexual interest, in relaxation; it narrows in large amount of light, lack of interest, dissatisfaction, fatigue, stress, sadness, hangover; scale of expand is individual)
- wrinkles and tension of the muscles around the eyes

An eye contact is so crucial for process of communication. If it is missing or on the other side it is unpleasantly intensive, we don´t feel well and relaxed. We have a tendency to unbelieve in a person who doesn´t look at us during your conversation. Estimate right degree of eye contact is a matter of skillfulness and practice. If you talk with somebody, you need a proof that your partner understands you and that he responds (Hartley, 2011, p. 31–32).

Women establish and keep eye contact more often and longer than men. This difference is attributed to the greater tendency of women to express their emotions. Avoiding looks can indicate a lack of interest in the person, in the conversation (DeVito, 2001, p. 132).

Some of us are pretty well able to keep “poker face”, but not everyone can hide the eloquence of eyes.

✍ Exercise:

Check out yourself what your feelings will be elicit after the signals, sending from the eyes. Divide following qualities according of eye contact, if you would expect “full eye contact” or “minimum eye contact”. Try to add also your own examples (Hartley, 2011, p. 31).

unreliability	honesty	awareness
attention	cunningness	impoliteness
effort to hide something	interest	dominance
dishonesty	respect	submisiveness
cordiality	truthfulness	assertiveness
indifference	confidence	aggression

full eye contact	minimal eye contact
.....	.....
.....	.....
.....	.....
.....	.....

F) POSTUROLOGY – speech of body posture, it includes posture, tension or loosening, position of hands, legs, head, body direction. It signals emotional state, interest, attitude to a partner and to content of message. What is the mutual position of both communicating bodies determines the relationship of the participants to the content of the message and to each other. If the position of the bodies is consistent, in agreement, it is the creation of positive relationships, understanding, sympathy. If they are not in harmony, it is a negative relationship, unsympathy (Mikuláštík, 2003, 127).

Table 4 - Speech of posture

SIGNAL	EXPRESSION
Creating barriers	Crossed hands in front of the body (defensive); one arm wounded around the body (nervousness, low self-confident); placing of some subject in front of you, for example. handbag; hands with interwove fingers hold far in front of the body (negative or defensive posture; crossed legs (defence, negativism); get stuck one leg around the other (suspense, discomfort);
Way of sitting	Legs on the table (extreme self-confident and superiority); sitting astride on the chair (dominance); an ankle of one leg propped against a knee of second leg and hands connected behind a head (superiority);
Way of standing	Excessively upright (feeling of threat); proud pose with hands behind a back, hands or one hand on a hip (superiority); arms folded (confrontation); clench fists (enmity);
Hidden aggression	Too long a look into the eyes, be tapping with hand; excessively friendly tone of voice, excessive cordiality, unpleasantly open communication (manipulation);
Features of weakness	Hunched up pose, an unease, hesitant tone of voice, reluctance of eye contact (compliance);
Security and confidence	Open gesture, upright, relaxed pose, straight look into the eyes, clear gesticulation;

Reference: Hartley, 2011

Figure 8 - Body language

Reference: Primulus group, s.r.o., 2015

G) HAPTICS – speech of touching. The importance of tactile communication in social interaction is huge. J. A. DeVito (2001; Jones & Yarbrough, 1985) has introduced **five most important meanings of touch:**

1) touching can express **positive emotions** (support, appreciation, affection, sexual interest);
2) touching often expresses **playfulness** in terms of affection or aggression;
3) touching can command or regulate behavior, attitudes or feelings of second one (if you express attention, you will touch the other one);
4) **ritual touching** is connected with greeting and farewells;
5) **function touching** is carried out for purpose of some specific operation, for example help someone to get off from car;

Touches can be interpreted as an expression of friendship or hostility. A distinctly friendly character is, for example, caressing or hugging; on the contrary, a very hostile character is, for example, a cuff on the head or a slap. (DeVito, 2001, 168) The most commonly used touch is shaking hands. By handshaking a

person says who he is and what he has. A handshake does not have to mean only greeting. It is also confirmation of a contract, offer of a friendly relationship or congratulation.

Handshake with back up – it expresses a person who feels to be superior over the others and who will make efforts to dominant us.

Reference: http://blog.meraevents.com/2014/08/05/7-types-handshakes-mean/

Balanced position – a hand is not oriented up or down, it shows a person who is sincere, honest, he has enough confidence but does not feel dominant.

Reference: http://blog.meraevents.com/2014/08/05/7-types-handshakes-mean/

Handshake with palm up – it shows a person who feels himself subordinate or he does not have enough self-confident. This position of hand can be also caused by profession which the person do. This handshake has usually artists, surgeons or people with arthritis.

Reference: http://blog.meraevents.com/2014/08/05/7-types-handshakes-mean/

Dead fish – it is associated with week personality. Most people who use this gesture often do not know about it, which is quite surprising.

Reference: http://blog.meraevents.com/2014/08/05/7-types-handshakes-mean/

Crusher of joins – this way of handshake is associated with aggressive type of person. Unfortunately, this handshake can not be defended effectively, only by the verbal protest. (Anavin svět, 2018)

H) Speech of clothes. Information about characteristic and which place it takes. Comparing how the person looks like with his abilities – there exist a tendency believe more people whose clothes express more appropriate professionalism according to your opinion. Style of uniforms – a uniform should express profession of the person who wears it (policeman, army, health service…). A uniform expresses a role of holder, alternatively social position – it is more focused on identification function than fashion styles (type of hairstyle, shoes, kind of jewels). Nonofficial uniform – it is not written – you can observe them (personal code) – do not obey the code = an impression of insufficiently loyal person. Days of casual clothes – usually on Friday – the aim is destroy barriers between different levels of employees and create better conditions for communication and team cooperation. A transfer to less formal clothing began in computer companies in USA – inconsistent results (research) – a problem with estimating who is dressed still properly; casual clothes support late arrivals and absence hours (Hartley, 2011).

I) Speech of items. Selection of personal items also co-create impression which you express. Type of mobile phone, tone of ringing, kind of diary and pen, type of decoration of your working place, a trifles which you have in your car etc. A room, a furniture, an office supplies, kind of work equipment – it sends an information about your social status (Hartley, 2011).

J) Speech of colors. Colors have an effect on our psyche. It was found out that blue color soothes, serious, cold; red causes irritation, energetic, exciting, strong, black expresses force and power, an elegance, brown feels the lack of authority, green color calms, it can be also feel negative, white expresses cleanness, tidiness, yellow color encourages, gives freedom, brings a feeling of a concord and a harmony.

✍ **Exercise: What is appropriate?** (Hartley, 2011, p. 23)

How would you feel if you would come across following examples of clothes and look in individual professions?

	Agreeable	Neutral	Disagreeably
A dentist dressed in cyclist pants			
A seller of fashion shop with piercing on his face			
A crew of pilot cockpit dressed in jeans			
A nurse with tattoo			

Reference: Hartley, 2011, p. 23

✍ **Exercise: A features of uniforms** (Hartley, 2011, p. 21)

What are the features of your uniform when you see the following clothes? Add the adjectives from the list below to the described parts of clothes, some of them can be used more than once:

Part of clothes	feature
Baseball cap	.....
Working overalls	.....
Blues and skirt	.....
Corporate sweatshirt	.....
Hat	.....
Tailor-made jacket	.....
Apron	.....
Cardigan	.....
High heel shoes	.....

Color of clothes	feature
Black	.....
Red	.....
White	.....

List of adjectives:

executive	accessible	unimportant
authoritative	medical	practical
entertaining	manual	scientific
reliable	managerial	caring
traditional	far-seeing	

Other examples: SPEECH OF BODY

Coming person

- vigorous, upright walking – courage, self-confident, boldness
- hunched man, hands in pockets – dejected, depression
- treading – uncertainty, submissiveness (humility, obedience)
- arms twisted or connected in front of the body – small self-confidence
- hands on a hip – anger, aggression
- casual attitude, leaning on something - spectacular lack of interest, releasing, relaxation

Behavior during presentation

- sitting position with one leg over the other and upper one swings slightly – boredom
- the head in the palms and eyes look down – disinterest
- inclined head - interest
- slight forward bend – concentration
- sitting on the edge of the chair, looking at the watch and the door – impatience
- legs close together, hands on knees – shyness, uncertainty
- turning the head and the body on the opposite side - the lack of interest in communication
- twisted legs - convulsiveness

Potential customer

- **hand on chin** – he considers a suggestion, evaluates and thinks
- **rub his chin** – the coming decision
- **clenched a nasal bridge by hand, closed eyes** – a negative rating
- **friction of the nose, touching around the eyes** – lying, doubt, distrust
- **pulling of lower lip** – feeling of guilt, embarrassment
- **biting of fingers** – nervousness, regret
- **rubbing hands** - someone expects more from you
- **open palms** – honesty, naivety
- **arms clutched behind the back** - anger, frustration, fear

Applicant for a job

- **sitting position with hands behind the back and one leg across the other** – self-confident, superiority
- **hands on a table or on a crotch folded into the roof upward** – authoritativeness

(FormSoft s.r.o., 2018)

At the end a few good advices:

- remember that people can send out false non-verbal signals,
- walk, sit and stand with right posture,
- keep your responsible distance,
- show your interest by getting closer to the other person or by stand up,
- use a touch there where is it appropriate,
- respect your social status in visual contact,
- use a visual contact for establishing a relationship with other person,
- use that handshake which respond to your personality and intention,
- do not show your finger (Booher, 2003)

When you learn how to read in non-verbal speech of other people and how to use non-verbal communication in proper situation (what is really hard), you will have bigger chance to reach your goals, in case of a certain person´s affection or trade negotiation.

✍ **Exercise:** Think about particular circuits of non-verbal communication. Divide the sheet of paper into two sections, the "positive" and "negative" section. Create your own list of statements that bother you on

people who tell you something, arouse your antipathy or displeasure and list of statements which evoke in you good feeling and sympathy. Compare your opinion with opinions of your colleague.

Then think about your own non-verbal communication. Write where are your reserves, what you can improve or to what you should pay more attention.

✍ *Exercise – quiz: Think about this quiz connected with using of appropriate body language. Sometimes more than one answer is possible (Grussendorf, 2007, p. 15).*

During the presentation:

1. How should you stand?
   a) Arms crossed on chest
   b) Straight but relaxed
   c) Knees unlocked
2. What should you do with your hands?
   a) Put hands on hips
   b) Put one hand in a pocket
   c) Keep hands by your side
3. How can you emphasize something?
   a) Point finger at the audience
   b) Move or lean forward to show that something is important
   c) Use a pointer to draw attention to imporatnt facts
4. What should you do when you feel nervous?
   a) Hold a pen or cards in your hands
   b) Walk back and forth
   c) Look at the flip chart or screen (not at the audience)
5. How should you keep eye contact with the audience?
   a) Make eye contact with each individual often
   b) Choose some individuals and look at them as often as possible
   c) Spread attention around the audience

6. How fast should you speak?
   a) About 20 % more slowly than normal
   b) Just as fast as in normal conversation
   c) Faster than in normal conversation
7. How should you express enthusiasm?
   a) By raising voice level
   b) By waving arms
   c) By making hand or arm gestures for important points

Discuss your answers with a partner. How much do you think personality and culture influence your body language during a presentation?

6. Tips for nervousness and shyness overcoming

The American author Mark Twain once said: *„There are two types of people: those that are nervous and those that are liars."*

Almost every speaker who gives a presentation – whether forma lor infomal, long or short, to strangers or colleagues – is nervous. We are often afraid of unknown situation and the opinion of our audience (Toastmasters, 2022). From time to time, we also anticipate our failure. Unfortunatelly, there is no global way valid for everyone to overcome anxiety connected with public speaking. However, there are many tips that could be useful for us. Then it is fine you to find ways to deal with nervousness and even learn how to use it to your advantage.

Dealing with nervousness

Advantages of nerves (Healthline, 2022):

- They produce a flow of adrenalin which lifts your brain power and may help you to remember information you know.
- They help you to build a rapport with the audience.

As mentioned before, there is no universal way to reduce stress. However, it is possible and effective to work with your potential nervousness and try to find some tip that is the most convenient for you. Let´s first look at possible ways to deal with anxiety and reduce nervousness (Grussendorf, 2007, p. 14).

1. Prepare well. Practise and rehearse out loud before your speech. Failing to prepare is preparing to fail. Preparation is the key to a successful presentation. Nothing will relax you more than knowing exactly what you want to say and having practised saying it. Make sure you practise your talk until you feel at home with it – then you can concentrate on other things.
2. Learn to relax before your speech. After relaxation, it will be easier for you to concentrate on your presentation. Doing stretching or breathing exercises before you talk can help you to reduce nervousness. One example: before your presentation, sit comfortably with your back straight. Breathe in slowly, hold your breath for about five seconds, then slowly exhale. You can relax your facial muscles by opening your eyes and mouth wide, then closing them tightly.
3. Check out the room. To know the room and equipment is also effective way of stress reduction. Make yourself familiar with the place where you will be speaking. Arrive early, walk around the room, and make sure everything you need for your talk is there. Practise using any equipment (e.g. microphone, video projector) you plan to work with.
4. Know your audience. If you know your audience in advance, it is your advantage. If possible, greet your audience as they arrive and chat with them. It will be easier to speak to people who are not complete strangers.

5. Concentrate on the message. Try to focus on the message and your audience – not on your own fears, for instance on your shaking voice.
6. Visualize success. Imagine yourself speaking to your audience in a loud and clear voice. Then visualize the audience applauding loudly at the end of your talk as you smile.

Use the steps above to reduce nervousness, but also remember that being nervous isn´t all bad. Many experienced presenters say that you can also use your nervousness to give you that extra energy that you need to give a good performance.

Below, you can find the summarization of tips for overcoming nervousness (Toastmasters, 2022, Healthline, 2022):

- Know your topic well – it is the best way to deal with potentional stress connected with fear of unknown.
- Get organized – when you organize all of your materials, it helps you to become much more relaxed and calm. And it helps also the audience to follow the logical structure of your speech.
- Do deep breathing exercises – focus on your breathing before and during your speeech. Breathe deeply a couple of times – it does have a calming effect.
- Don´t fear of moments of silence – these moments could emphasize the most important moments of your speech.
- Focus on the topic that you are presenting – focus on delivering your topic, don´t worry about audiences´s reactions.
- Visualize success – imagine yourself to give a great speech to an enthusiastic audience. It is much more better than anticipation of failure!
- Pick a subject that you realy care about – if you know your topic well and if you are interested in your topic, you are much more enthusiastic and passionate speaker and this fact helps you to overcome your nervousness more easily.

7. Tips to summarize the main points, provide recommendations and use the effective conclusions

It is useful to think about effective conclusion that will be interesting and at the same time helpful for the audience to remember the presentation.

Here are some strategies for effectivve conclusions (Grussendorf, 2007):

1. Summarizing the main points – just sum up the main points ou have covered in the middle section. The concentration is limited and it is useful to remind the audience the main points from the presentation.
2. Quoting a famous person – quote something from a famous person that fits the content of your talk and use it as a final statement. You can find lots of quotations on the Internet. If you can´t find one, make it up. As long as it fits, no one will ever know.
3. Asking a provocative question or making a surprising statement. Ask a question which surprises, shocks or provokes your audience – anything to make them think and to make a lasting impression. Or you can just say something unusual, unexpected or even shocking to help support your key points.
4. Using the „sandwich“ technique. Think of your presentation as a sandwich with two slices of bread (introduction + conclusion) and the cheese in the middle (main part). The „sandwich“ means that you have a connection between the beginning and the end of your talk. If, for example, you start telling a joke or (funny) story in the introduction, stop at an exciting moment and move on to the main part. Then finish the story/joke in the conclusion.
5. Thanking the audience.

Summarizing of individual steps (Grussendorf, 2007):

Signal the end of your talk – summarize the key points – highlight one important point – explain the signifikance – make your final statement – invite questions

Useful phrases (Business Spotlight, 2007)*:*

- Thank you very much for your attention.
- In conclusion, I´d like to highlight our company´s highly innovative products.
- We have all the facts. Let´s get to work now!
- So, that´s all I have to say.
- To conclude, I want to come back to that story I told you at the start of my presentation.
- I´ll just run through the three different options…
- We´d suggest

- Now I´ll be happy to answer any questions you may have
- We´d therefore recommend that we
- Before I stop, let me go through my main points again
- Well, this brings me to the end of my presentation

- Thank you all for listening
- In my opinion, we should
- To sum up then, we
- We just have time for a few questions
- OK, I think that´s everything I wanted to say
- I´d like to run through my main points again
- Are there any questions?
- As a final point, I´d like to
- I´m now nearing the end of my talk
- Just to summarize the main points of my talk
- What I´d like to suggest is

Effective conclusions (Grussendorf, 2007, p. 45)

Using questions:

Examples:

- After all, isn´t that why we´re here?
- Let me just finish with a question: If we don´t do it, won´t somebody else?

Quoting a well-known person:

Examples:

- As… once said, …
- To quote a well-known businessman, …
- To puti it in the words of …

Referring back to the beginning:

Examples:

- Remember what I said at the beginning of my talk today? Well, …
- Let me just go back to the story I told you earlier.
- Remember, …

Calling the audience to action:

Examples:

- So that´s the plan. Now let´s go and puti t into practice!
- So now it´s your turn.
- Now let´s make a real effort to achieve this goal!

Some other tips for effective conclusions:

- Make a good last impression!

Don´t forget that last impressions are just as important as first impressions. People tend to remember most the last thing that they are told.

- Make them listen!

When you move from the main part to the conclusion, use a sentence that signals to the audience that now they really have to sit up and listen!

- Make a lasting impression!

Your conclusion is the place to make sure that you have planted the key ideas of your talk in your listeners´minds. Don´t miss this opportunity!

✍ *Exercise – discussion 1:*

Over to you – which tips do you think are the most useful? Which are not useful at all? Why do you think that? Can you think of any other strategies for making good conclusions?

How might cultural differences between you and the audience affect the way you end a presentation? Do you remember a conclusion you found particularly effective? What did the presenter do?

✍ *Exercise – discussion 2:*

Work with a partner. Aske ach other the questions below and make a note of the answers. Then tell the class what you found out (Grussendorf, 2007, p. 50).

Do you prefer questions during or after the presentation? Why?

How do you feel about the question period at the end of a presentation?

How do you prepare for the question period?

How do you deal with questions you don´t want to answer?

What do you do if you can´t answer the question?

How do you deal with dominant participants?

Do you remember a presentation in which questions were handled well/badly? What do you think went right/wrong?

8. Handling the question and answer session

One way to prepare for potential question from the audience is to think about them in advance. It is fine to prepare answers to anticipated questions. If you don´t know the answer, it is good to admit it. Don´t try to pretend you do. Say: „I don´t know the answer, but I can find it out for you."

Dealing with questions (Grussendorf, 2007, p. 80):

Asking for clarification

- If you do not understand the question, politely ask the person to repeat or explain it.
- I´m sorry. Coud you repeat your question, please?
- I´m afraid I didn´t quite catch that.
- I´m afraid I don´t quite understand your question.

Avoiding giving an answer

- Sometimes you may not want to answer a question, perhaps because it´s the wrong time for i tor the question is irrelevant. When avoiding giving an answer, make sure that your tone of voice is friendly and your reply is polite.
- If you don´t mind, I´d prefer not to discuss that today.
- Perhapsa we could deal with this after the presentation / at some other time.
- I´m afraid that´s not reallly what we´re here to discuss today.

Admitting you don´t know the answer

- If you don´t know the answer to a question, be honest and say so. Offer to find ou tor name a person who can answer the question.
- Sorry, that´s not my field.
- I´m afraid I don´t know the answer to your question, but I´ll try to find out for you.
- I´m afraid I´m not in a position to answer that. Perhaps…could help.

Asking polite questions

There are different ways of asking questions in English. If you want to be more polite (and less aggressive), it is better to use less direct questions.

Direct questions

- When do you plan to move to Geneva?
- What is the project status?

Less direct questions

- Could you tell me when you plan to move to Geneva?
- Do you mind if I ask what the project status is?
- No that in polite questions it is often necessary to change the word order or add words like „if“ or „whether“.
- What´s the current project status? Can you tell me what the current project status is?
- Is that the final decision? Could you tell me whether / if that´s the final decision?

Anticipating questions (Grussendorf, 2007):

If you know your topic well and know who your audience is, it is possible to anticipate most of the questons that will be asked. When preparing your presentation, always try to make a list of questions you expect to be asked. Some of the most common questions will be something like:

- What has to be done?
- How much does it cost?
- What are the alternatives?
- Who will be responsible?
- How long does it take?
- Is there a deadline?
- Do we get support?
- What can go wrong?

Dealing with interruptions (Grussendorf, 2007)

Sometimes you may be asked questions during the presentation, even if you have asked the audience to wait. Whereas some questions can and should be answered quickly (for example, when a participant hasn´t understood something you´ve said), you might prefer to postpone unwelcome questions or comments.

- If you don´t mind, I´ll deal with this question later in my presentation.
- Can we get back to that a bit later?
- Would you mind waiting with your questions until the question and answer session at the end?
- After answering questions, especiaslly those that require a longer answer, it is sometimes necessary to remind the audience what you were talking about before the interruption.
- Before we continue, let me briefly summarize the points we were discussing.
- So, back to what I was saying about …

Reformulating questions

It is sometimes necessary to reformulate a question (ie say it in another way) before answering it. This not only gives you time to think, it also allows you to make sure you have undeerstood the question. With a

large or noisy audience, it allows the other participants to hear the question (again) and finally, it gives you the chance to change the tone of the question, eg by making it less aggressive.

- You can use the following phrases and the techniques in the table below to reformulate questions:
- I see. So, what you´re saying is…
- If I understand you correctly, you want to know …
- OK, let me just repeat your question so everybody can hear it.
- If I could just rephrase your question …
- The question is negative, you reformulate to make it positive by leaving out negative words such as no, never, none.
- Isn´t there a better solution? What would be a better solution?

Aggressive – neutral – avoiding words which sound aggressive or have a negative meaning such as honestly, really, disaster

- Do you honestly believe we can get the contract? You´re asking whether I think it is possible to get the contract.

Examples – Questions (Slavíková, 2009):

Inviting questions

- I'd now like to turn to the questions that you certainly have / might have.
- If you have any questions I'd be happy to answer them now.
- I'd welcome any questions or comments.
- Now I'd be very interested to hear your comments.
- Please, tell me if anything was unclear.
- Any further questions?
- Please, don't hesitate to interrupt me if I'm speaking too fast / I'm not making myself clear / you have any questions.
- If anyone has any questions, please feel free to interrupt me at any time.

Appreciating each question

- Thank you for this question ...
- That is a really important question, I will be glad to answer it ...
- I'm glad you asked that.
- Paraphrasing the question
- If I've understood your question correctly, you're saying ...
- So, what you're asking is ...
- Well, the question is ... Is that right?

- Let me just check that I've understood your question. You're asking about ...
- Getting the questioner to rephrase
- Sorry I'm not quite with you. Could you repeat that?
- I'm afraid I don't quite see what you mean.
- I didn't catch the last part of your question.

Difficult questions (Slavíková, 2009)

Admitting ignorance

- I'm not sure I'm the right person to answer that question.
- Interesting. What do you think?
- That is beyond my competence.
- I'm afraid I don't have those facts here, but I could let you know later.
- I'm sorry I don't know the answer to that, but what I will do is to find out and send / give you an answer later.

Admitting that you're not the right person

- Let me pass this question to ... who is an expert on this matter.
- I'm afraid that's not my field / I don't have that information, but I'm sure Mr / Ms / Mrs ... will be able to answer you.

Postponing an answer

- Could we come back to that later?
- I'll be dealing with that matter a little later on. / We will be coming to that, so if you don't mind I'd rather answer that question then.

Unnecessary questions

- I think I already answered that earlier ...
- Well, as I said / as I mentioned before ...

Irrelevant questions

- I'm afraid, I don't see the connection.
- Sorry, I don't follow you.
- To be honest, I think that it raises a different issue.
- This question concerns a different topic.

Dealing with criticism

- I quite see your point but still ...

- That's an interesting point but we shouldn't forget ...
- I understand your criticism but don't you think that ...?
- I entirely agree with you. On the other hand ...
- Perhaps I should make myself clearer on this point.
- It seems that you have misunderstood me there.
- I don't think this is the place or time to discuss this.

Discouraging questions:

- I'm sure you will have some questions. We shall have plenty of room to devote to them in the end.
- Perhaps we can leave any questions you may have until the end of the presentation.
- In the end I'd like to open a discussion.

Tips:

According to Slavíková (2009), i t is better don´t thank the audience right at the end. Instead, thank them – and ask for questions – before you summarize, so that the last words they hear are your punch line.

If you don´t want to encourage your audience to ask you questions, it is better to say „Do you have some questions?" rather than the more negative „Do you have any questions?".

Don´t say „finally" and then talk for more than 30 seconds. If you talk longer, you are likely to lose the interest of your audience, and your presentation will end on a negative note.

Your punchline is the most important part of your presentation. Say it clearly, with energy and emphasis. If you do, your audience is more likely to leave the presentation with a positive feeling and to tell other people that they enjoyed your talk.

✍ Exercise (Business Spotlight, 2007):

Do you think the following statements about questions in presentations and true or false?

1. You must answer every question right away.
2. People always ask questions to get information.
3. You should look at the whole audience when answering.
4. You must give your answer immediately.

Answers:

1. False. You can always defer your answers until later if you think they will take up too much time.
2. False. Some people simply want to show off their own knowledge, or use a question to disagree, or simply ask in order to test your knowledge.
3. True. The answer is a part of your presentation, so look around at everyone. Then return to the questioner when you have finished to check whether he or she is satisfied with your answer.
4. False. You can ask for time to think.

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Appendix

Exercises in Enunciation

A - Around the rugged rocks the ragged rascal ran.

B - Big black bug bit a big black bear and the big black bear bled black blood.

C - Can I cook a proper cup of coffee in a copper coffee pot?

D - Don't doubt the doorbell but differ with the doorknob.

E - Eight gray geese in a green field grazing.

F - Fine white vinegar with veal.

The free thugs set three thugs free.

G - Grab the groundhog from the glazed grass.

Grey geese in a green field grazing.

H - High roller, low roller, lower roller.

How can a clam cram in a clean cream can?

I - Inexplicably mimicking him hiccupping.

I wish to wash my Irish wristwatch

J - Jingle jungle jangle joker.

K - Knit kilts for nasty cold nights.

L - Little lucky Luke likes lakes, lucky little Luke likes licking lakes

M - Monkeys make monopoly monotonous.

N - The Next nest will not necessarily be next to nothing.

O - Octopi occupy a porcupine's mind.

Only royal oily royal oil boils

P - Peter Prangle, the prickly pear picker, picked three perfectly prickly pears.

A proper copper coffee pot.

Q - Queen Catherine wakes the cat, and the cat quietly cries.

R - Rubber Baby Buggy Bumpers!

Roberta ran rings around the Roman ruins.

S - Some shun sunshine. Do you shun sunshine?

Six stick shifts stuck shut.

T - Three thick thistle sticks.

The thirty-three thieves thought that they thrilled the throne throughout Thursday.

U - Unique New York, Unique New York, Unique New York.

V - Venti, Grande, Tall - Very Grand Words for Large, Medium, Small.

W - Will's wetsuit is round and wet and rough and wide and ready to go on a watery ride.

Wayne went to Wales to watch walruses.

X - Xylophones exist or so existentialists insist.

Y - Yoda met a Yeti on the Plains of Serengeti.

Z - Zoologists illogically love to read astrologer.

Source: TongueTwisters in Alphabetical Order (2017)