

class # 13

- return dr. reed
- clips of the day
- figures: opposites
- persuasive talk tips
- business plan: investors & openings
- thinking visually

in-class midterm a week from today

- Wednesday review session, BAEEC 320, 4-5

- 90 minutes--100 points

- use the study guide!

In-class midterm

- skill questions: passive voice identifying & flipping, rewriting problem sentences, situation analysis, who/whom.
- concept questions: e.g., key phrase associated with 'proactive'. review coursepack and slides.
- pto questions: '
- presentation zen--especially stuff from class

clip of the day

dr. reed

opening: about creating receptive space

problem: dramatize need

solution: primary benefit punchline--
secondary benefits??

no letterhead on second page

that and which

restrictive and non-restrictive clauses

see pto pp. 2-4

commas, which cut out the fat,
go with which never with that

myself and eight other doctors
eight other doctors and I

Joining the network will give you access to many benefits.

If you join the network, you can access many benefits.

The only requirement he made was that we perform some expensive procedures for free.

He only required that we perform some procedures for free.

Developing Content

Jeff Bezos has banned PowerPoint at his meetings. Here's why:

Well structured, narrative text is what we're after rather than just text. If someone builds a list of bullet points in Word, that would be just as bad as powerpoint.

The reason writing a 4 page memo is harder than "writing" a 20 page powerpoint is because the narrative structure of a good memo forces better thought and better understanding of what's more important than what, and how things are related.

Powerpoint-style presentations somehow give permission to gloss over ideas, flatten out any sense of relative importance, and ignore the innerconnectedness of ideas.

(from Bezos email, June 2004)

Takeaway: Write well-thought out scripts—the presentation is primarily about what's coming out of your mouth, not what's on the screen. It's about you and your well-developed insights, not about the slides.

coursepack p. 56

sticky ideas

SUCCES

simplicity
unexpectedness
concreteness
credibility
emotion
story

**“Simplicity is about
subtracting the obvious,
and adding the meaningful.”**

— John Maeda



Simplicity

if everything is important, then nothing is important

Simplicity

you must be ruthless in your efforts to simplify —
not dumb down — your message to its absolute
core

you must be willing ...

to kill your darlings

Simplicity

maximum effect, minimum means

maximum signal, minimum noise

don't be satisfied with the obvious--try to give your audience ...

unexpectedness

surprise people

violate their expectations

stimulate their curiosity

deliver insights

intrigue them

abstractions are not memorable, nor do they
motivate--so ...

be concrete . . .

. . .down to earth

Concreteness

use natural speech, and give real examples with real things--
not abstractions

1 gigabyte = 10,000 songs

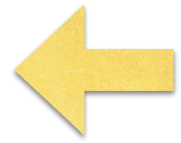
Speak (and write) from your experience

make it personal

tell stories

make it visual

66 grams of fat =



(X 3)

credibility

ethos, ethos, ethos...

does your audience trust you and connect with you and your message?

if there's no natural connection, you have to create one.

emotions

pathos, pathos, pathos

if your audience isn't feeling it, it isn't going to care about or remember what you say

story

information soaked in emotions and wrapped in visualization

create a movie in audience's mind

stories integrate simplicity, unexpectedness,
concreteness, credibility, and emotion

more figures of speech

(opposites)

purpose: defines, creates tension, compares & contrasts

or not that, but this

(jh calls it 'syncrisis')

it's not about x; it's about y.

it's not about making money; it's about making connections.

I am not a destroyer of companies; I am a liberator of them.

chiasmus (key AZ mus):

a reversal in the order of words in two
otherwise parallel phrases--AB BA

We're prepared to place our trust in the people to reshape government. Our liberal friends place their trust in the government to reshape people. --Newt Gingrich

We believe that the efforts of a few can enrich the lives of many. Our friends on the right believe that the efforts of the many should enrich the few.--liberal retort

paradox

we had to destroy the village in order to save it.

to get a job, you need experience; to get
experience you need a job.

whoever loses his life will find it

you shouldn't go into the water until you know how to swim

oxymoron

jumbo shrimp, pretty ugly, pragmatic idealist,
honest thief, deafening silence, microsoft works,
military intelligence

irony

to say something and mean something else

rhetorical irony--

I've told you a million times not to exaggerate.

She's not a day over 103.

Said of an amputated leg: It's just a flesh wound.

persuasive talk

make sure you label parts and that you are clear about what you want to accomplish in each one.

what is your crux?
(key to your narration & proof)

what is the resistance frame of your audience?
(key to opening & prolepsis)

what is your counterframe?
(key to opening, division, proof, prolepsis)

The four motivators:

1. Physical health & safety: security
2. Love & belonging: identity
3. Self Interest: autonomy, freedom
4. Hope in a better future: meaning

stack them

the business plan

a word about investors in the business plan

a word about openings in the business plan

Openings:

Ethos, Ethos, Ethos

1. Use identity strategy: jokes, code, trust, likability,
2. Surprise or shock: defy expectations
3. Ask questions (Simon Sinek)
4. Tell a story (Seth Godin), or make it personal

Sets the tone & energy level

Establishes business model/concept

Gives quick overview & introductions

b.c. industries opening

thinking visually

I'm on a mission to crash an ethos frame . . .
the "slideument" frame:

Board Executive Summary

- **The lack of consistency between the budgets presented to the board and public and the budgets filed with OSPI masks excessive growth in Central Administration**
 - The Superintendent's Proposed Operating budgets are inconsistent with the F-195 budget reports filed with OSPI
 - The total amounts of the budgets are the same; categories within the budgets are substantively different. The 2008-09 budget presented to SPS board lists "Core Administration" as composing 2.8% of the total operating budget, \$15.3M, while the budget filed with OSPI reveals Central Administration as composing 8.1% of the total operating budget, \$45.1M
 - Many administrative costs (Supervision of Instruction, Supervision of Nutrition, Supervision of Transportation and Supervision of Buildings) have been assigned to other categories without explanation. All other districts examined report these costs as Central Administration

- **SPS' Central Administration costs have increased steadily for a decade, despite declining enrollment**
 - Central administration FTEs have increased 48% since 1998. Enrollment in the same period has declined 7.5%
 - Central Administration cost growth is 96% in the last decade, well out of line with growth in the overall operating budget and other budget sectors
 - Growth trend has not abated since State Auditor called attention to top-heavy administrative structure

- **Seattle's administrative burden compares unfavorably to other large districts in the state which are growing more efficient not less**
 - Other large districts now face similar demographic complexity & faster rates of change, but have curtailed administrative growth more effectively than SPS
 - Seattle's Central Administration is large when compared with similarly-sized districts nationally as well

Central administration staff has continued to grow through enrollment declines and the state auditor's report calling attention to overstaffing

Central Staffing Growth

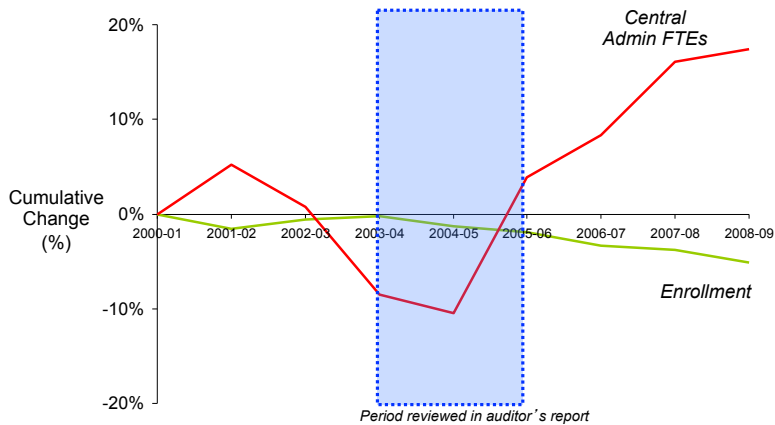
	2000-01	2008-09	% Change
Central Administration FTEs	308	395	17.4%
Enrollment	44,731	42,551	-5.1%
Classroom Teachers	2,841	2,675	-4.3%

- **The 2008 state auditor's report highlighted administrative overstaffing as early as 2003-04**
 - *"SPS has 39% more executives, managers and supervisors per student than the average."* – State Auditor's Report, 2008
 - The report estimated that if unchecked, Central Administration overstaffing would cost SPS \$10.5M over five years

- **SPS' response was that it faces unique challenges that justify higher levels of administrative staffing**
 - *"[SPS] is unlike any other district reviewed... in terms of scale and complexity."* – SPS' s response to the State Auditor's report
 - SPS' s response to the State Auditor also indicated that the Strategic Plan includes *"the periodic evaluation of administrative staffing levels that is appropriate."*
 - SPS stated that the Strategic Plan *"includes strategies to strengthen our leadership and systems, with the expectation of future efficiency gains."*

Enrollment Growth v. Administrative Staff

– 2000-01 to 2008-09 –

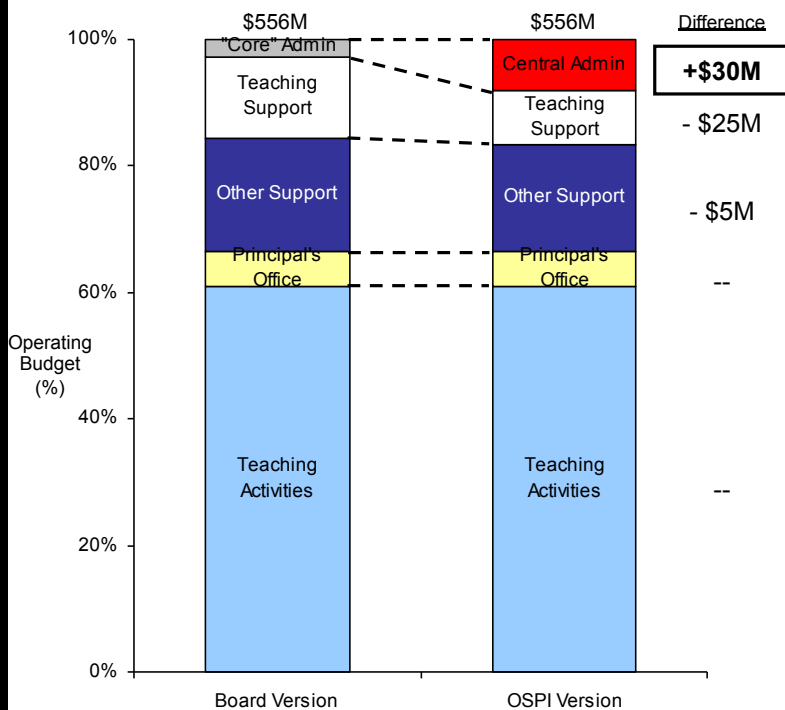


- **Central Administration staffing has increased since the State Auditor's report**
 - Nearly 50 additional administrative staff have been added since the period reviewed in the report
- **Understanding how SPS compares to other districts may help inform what level of administrative staffing premium is justified**

Categories in SPS proposed budgets are inconsistent with what has been filed with OSPI

Classification of Administrative Spending

2008-09 SPS Budget

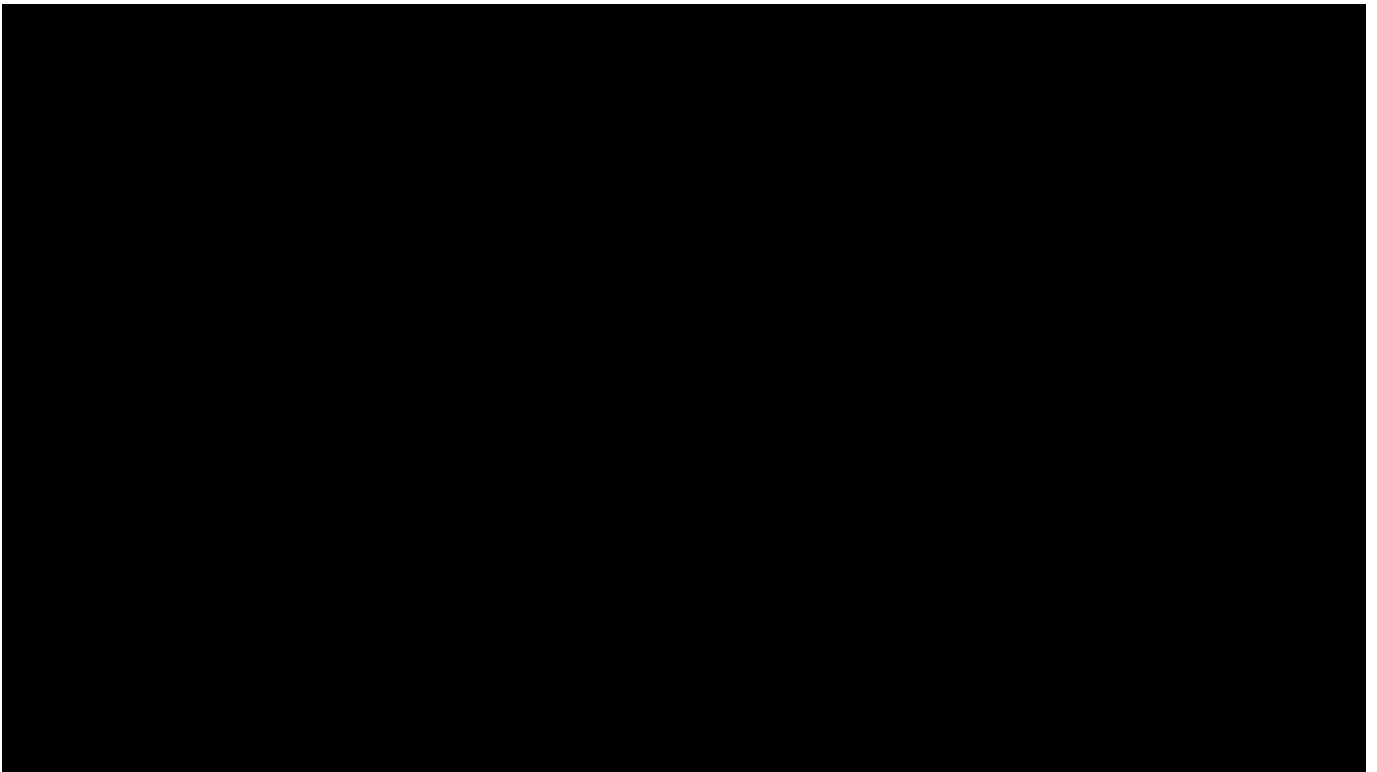


- **OSPI budget reports show \$30M more is being spent on Central Administration than the board-presented budget suggests**
 - The two budgets come to the same total, \$556M
 - There were notable discrepancies in 3 areas of the budgets presented to the SPS board vs. the budgets filed with OSPI.
 - Teaching Support & Other Support are larger in the SPS Proposed Budget than in the F-195 budget filed with OSPI
 - “Core” Administration in the SPS Budget is significantly smaller than Central Administration in the OSPI budget
- **The disparity in the way administrative spending is accounted for clouds the financial picture**
 - “Core” Administration is not a category in OSPI budget filings for any district in the state
 - No other district examined reports substantively different category numbers to OSPI than they present to the board and public
 - SPS offered no explanation in the proposed operating budgets from 2006-07 through 2009-10 to clarify why budget categories differ from those filed with OSPI
 - The current administration inherited the practice but has not produced a budget with greater clarity

whatever you may think of my mission, remember
this . . .

people cannot read and listen at the same time
they just can't

Nancy Duarte on preparing slides:



first, determine conceptually what you want to achieve with the slide

(what image or chart or text would work best here? sketch it out)

then, figure out a way to do it

goal is not to reduce complexity, but to reduce the decoding time.

“As for a picture, it isn't worth a thousand words,
to hell with it.”

—Ad Reinhardt

It needs to deliver value not easily delivered with words.

rule of thumb

one slide, one insight

Obesity among OECD nations

Percentage of population aged 15 and above with a BMI greater than 30 (2004)




Japan	3.2
Korea	3.2
Switzerland	7.7
Norway	8.3
Italy	9
Austria	9.1
Denmark	9.5
France	9.5
Sweden	9.8
Netherlands	10.9
Turkey	12
Iceland	12.4
Poland	12.5
Belgium	12.7
Portugal	12.8
Germany	12.9
Ireland	13
Spain	13.1
Finland	14
Czech Republic	14.8
Slovak Republic	15.4
Luxembourg	16.2
Hungary	18.8
New Zealand	20.9
Australia	21.7
Greece	21.9
Canada	22.4
United Kingdom	23
Mexico	24.2
United States	32.2



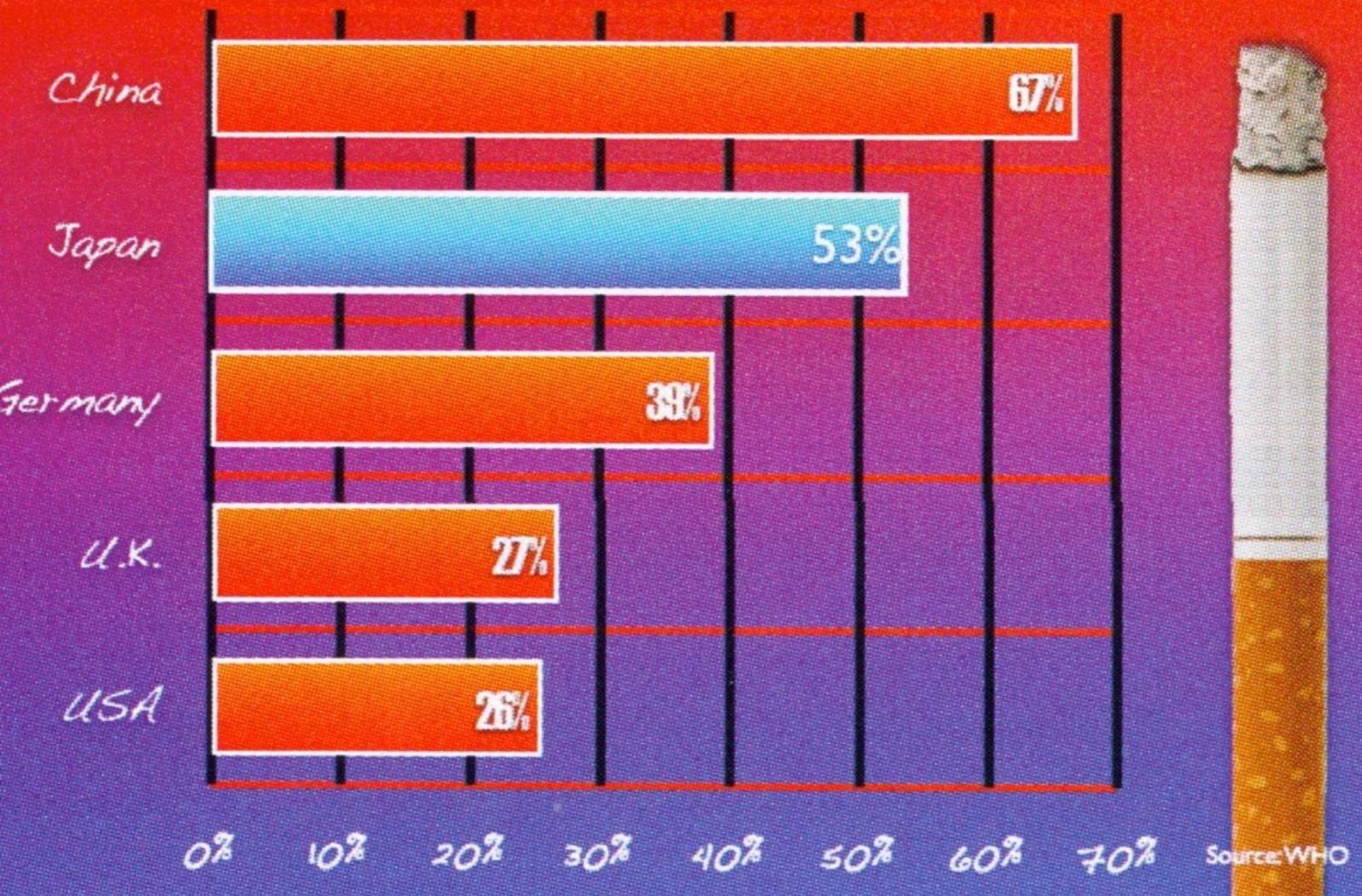
Obesity among OECD nations

Percentage of population aged 15 and above with a BMI greater than 30 (2004)

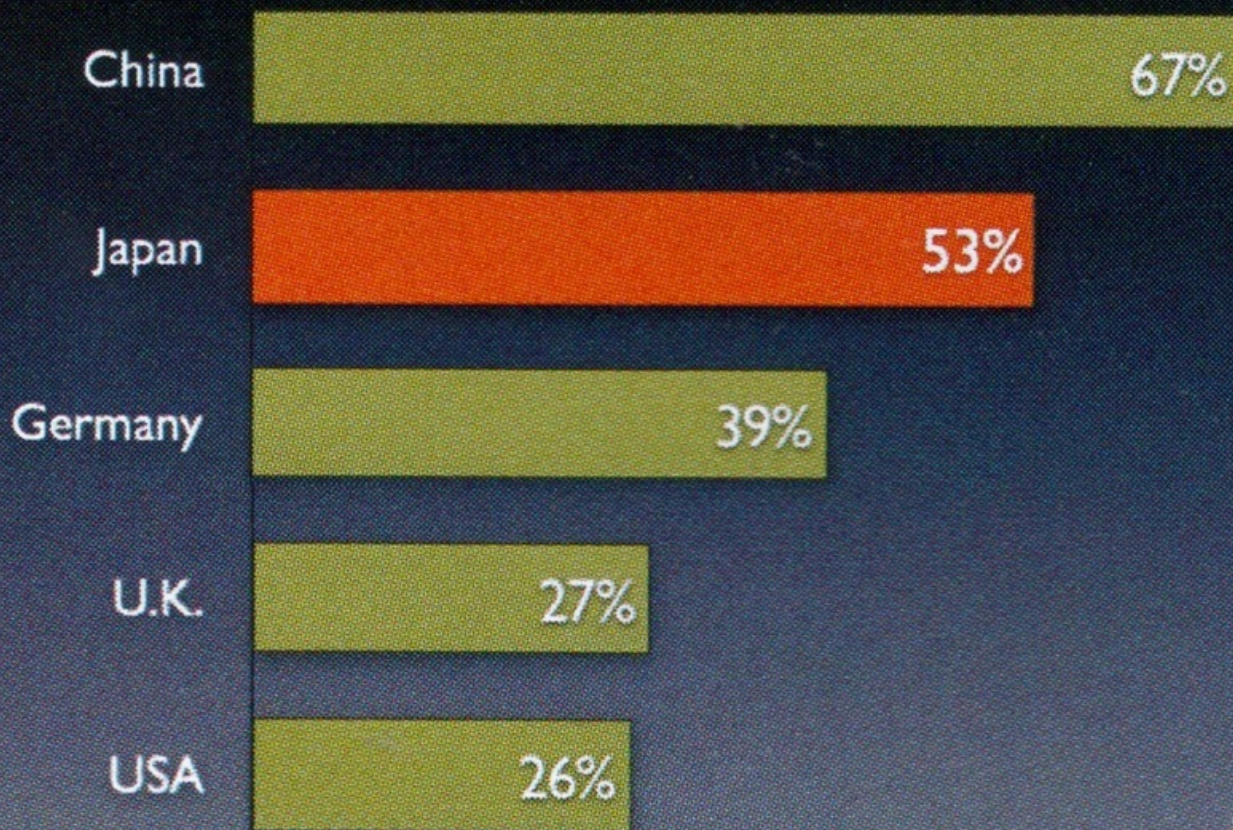
Japan	3.2	 10 x
France	9.5	
Sweden	9.8	
Belgium	12.7	
New Zealand	20.9	
Australia	21.7	
Greece	21.9	
Canada	22.4	
United Kingdom	23	
Mexico	24.2	
United States	32.2	

OECD Factbook 2007

Smoking rates for 2002 (Men)



Smoking rates for 2002 (Men)



Source: WHO

Signal /Noise

According to the Ministry of Labor, 72% of the part-time workers in Japan are women.

Part-time workers by gender



72% of part-time workers in Japan are women.

72%



using text effectively

A typical teenage boy in the USA gets about 10% of his daily calories from soda.



Source: Fast Food Nation

A typical teenage boy in the USA gets about **10%** of his daily calories from soda.



Source: Food and Nutrition

Using TeXt

Exercise boosts brain function

Aerobic exercise is best. Research shows aerobic increases one's ability to solve problems, plan, and pay attention. Weight training (toning) showed less improvement, but a combination is thought to be best.

Two reasons:

- Lorem ipsum dolor sit amet, consectetur adipiscing elit, sed do eiusmod tempor incididunt ut labore et dolore magna aliqua. Ut enim ad minim veniam, quis nostrud exercitation ullamco laboris nisi ut aliquip ex ea commodo consequat.
- Duis aute irure dolor in reprehenderit in voluptate velit esse cillum dolore eu fugiat nulla pariatur. Excepteur sint occaecat cupidatat non proident, sunt in culpa qui officia deserunt mollit anim id est laborum.



- Ut enim ad minim veniam 66%

SOURCE: sint occaecat cupidatat non proident.

Aerobic exercise boosts brain function





3.4 cups/day

empty space



rule of thirds

Rule of Thirds



Contrast





what i think



what i say

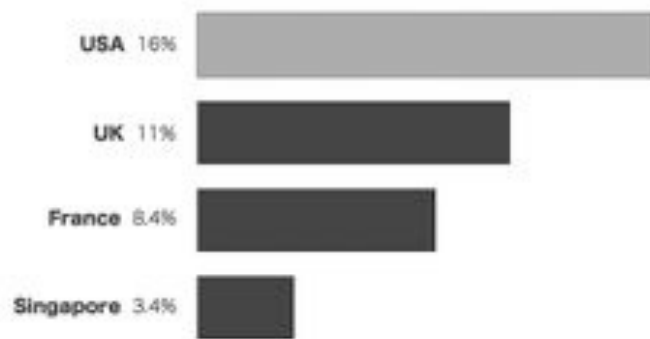




www.ronbigelow.com

Expenditure on healthcare

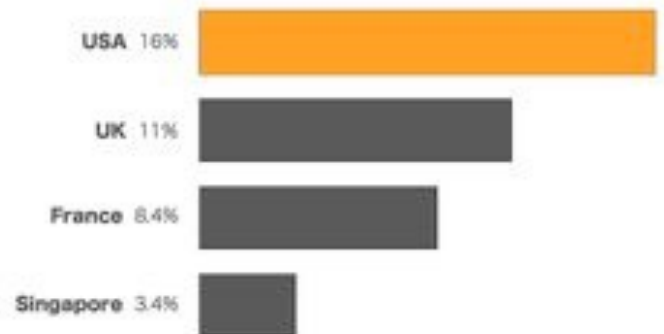
As percentage of GDP



Source: OECD, WHO

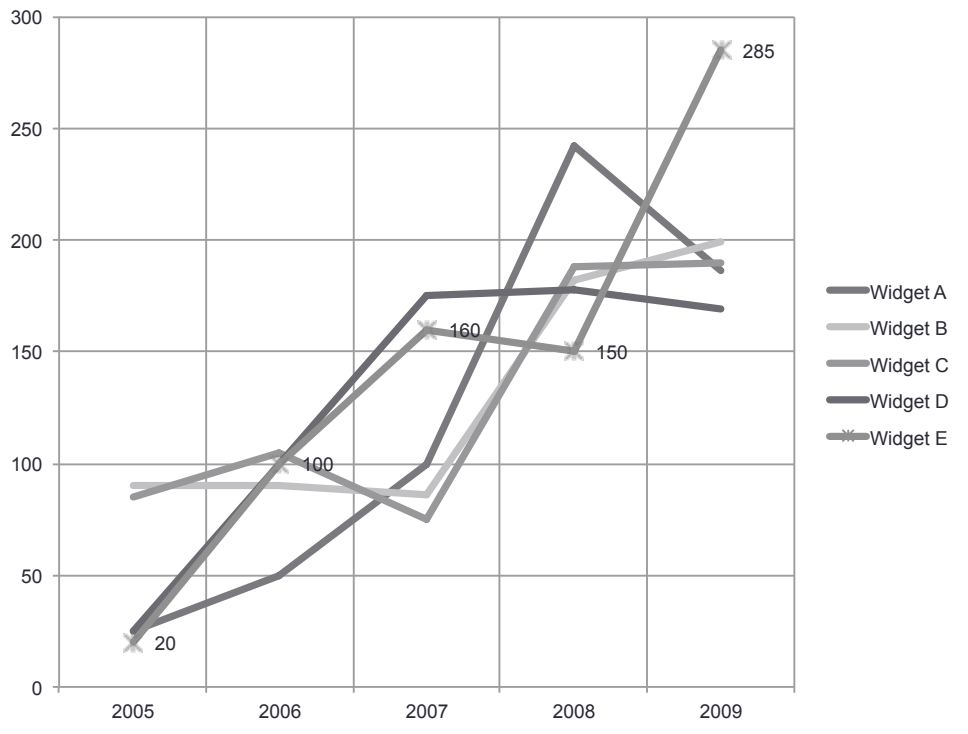
Expenditure on healthcare

As percentage of GDP

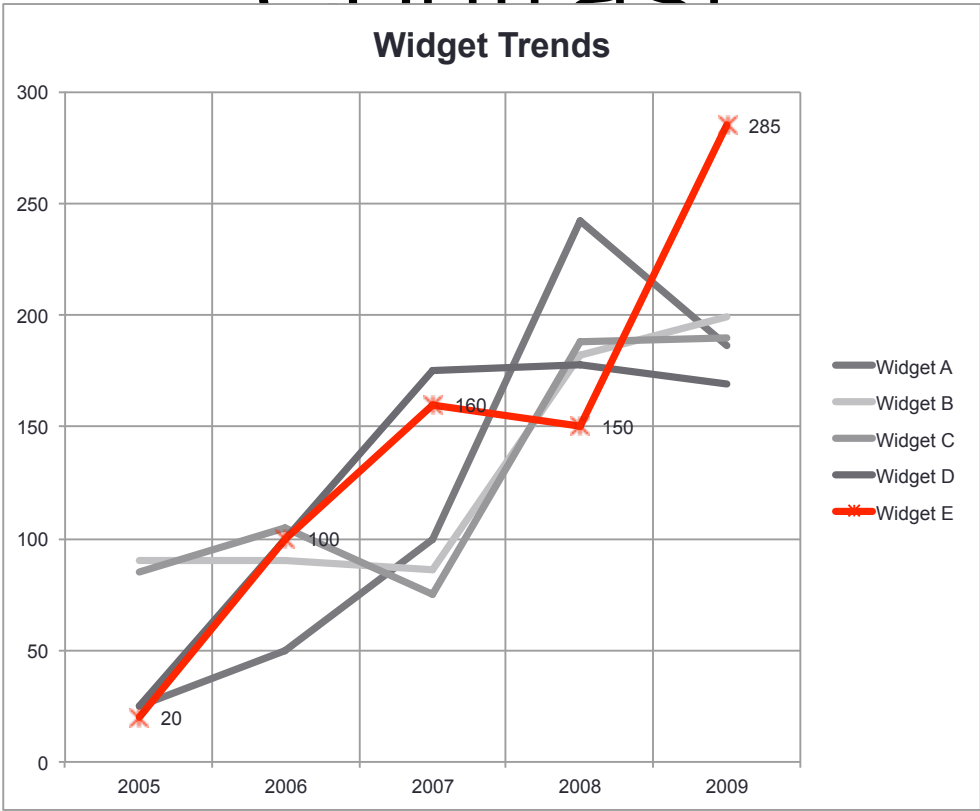


Source: OECD, WHO

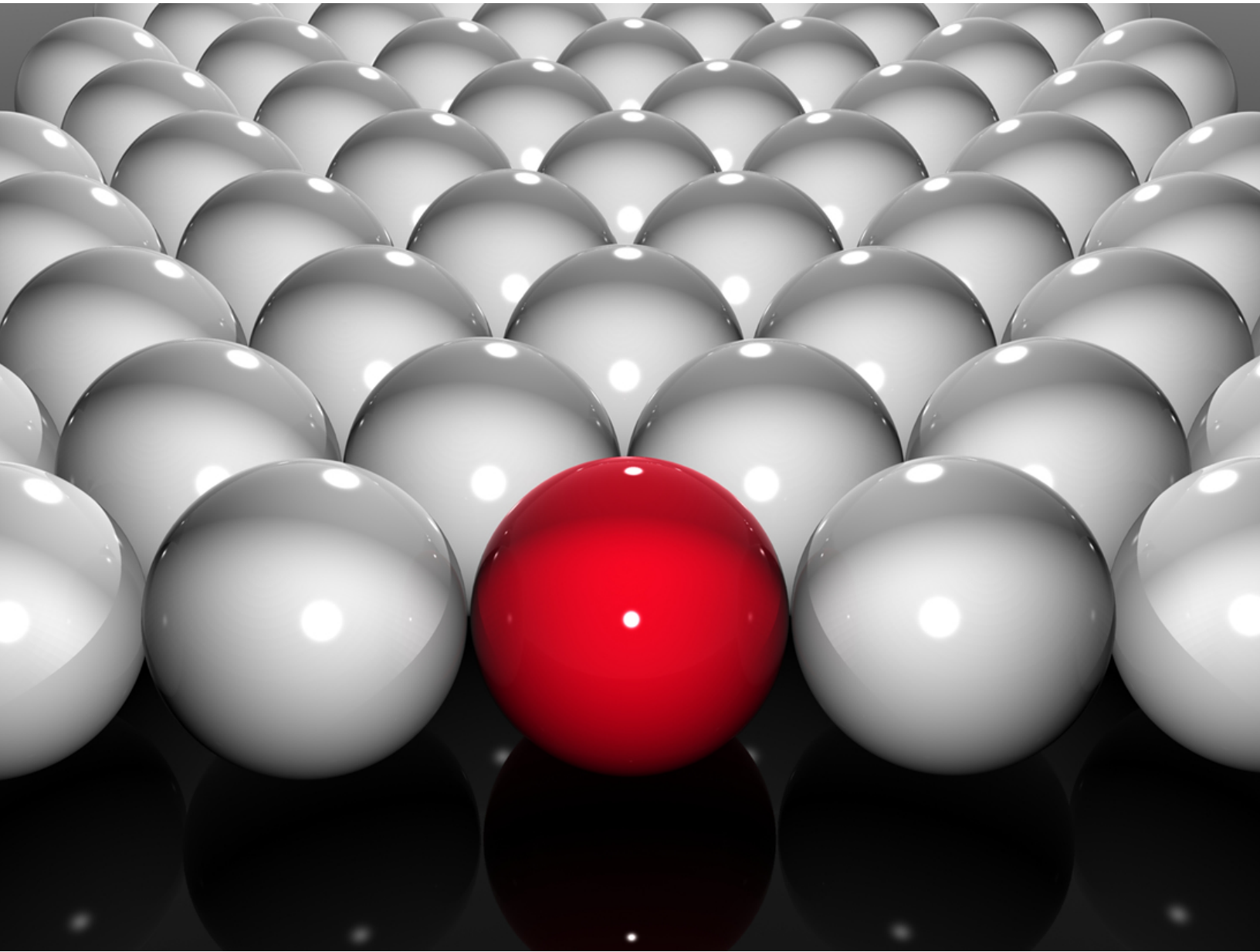
Widget Trends



Contract



repetition



armada karaoke