

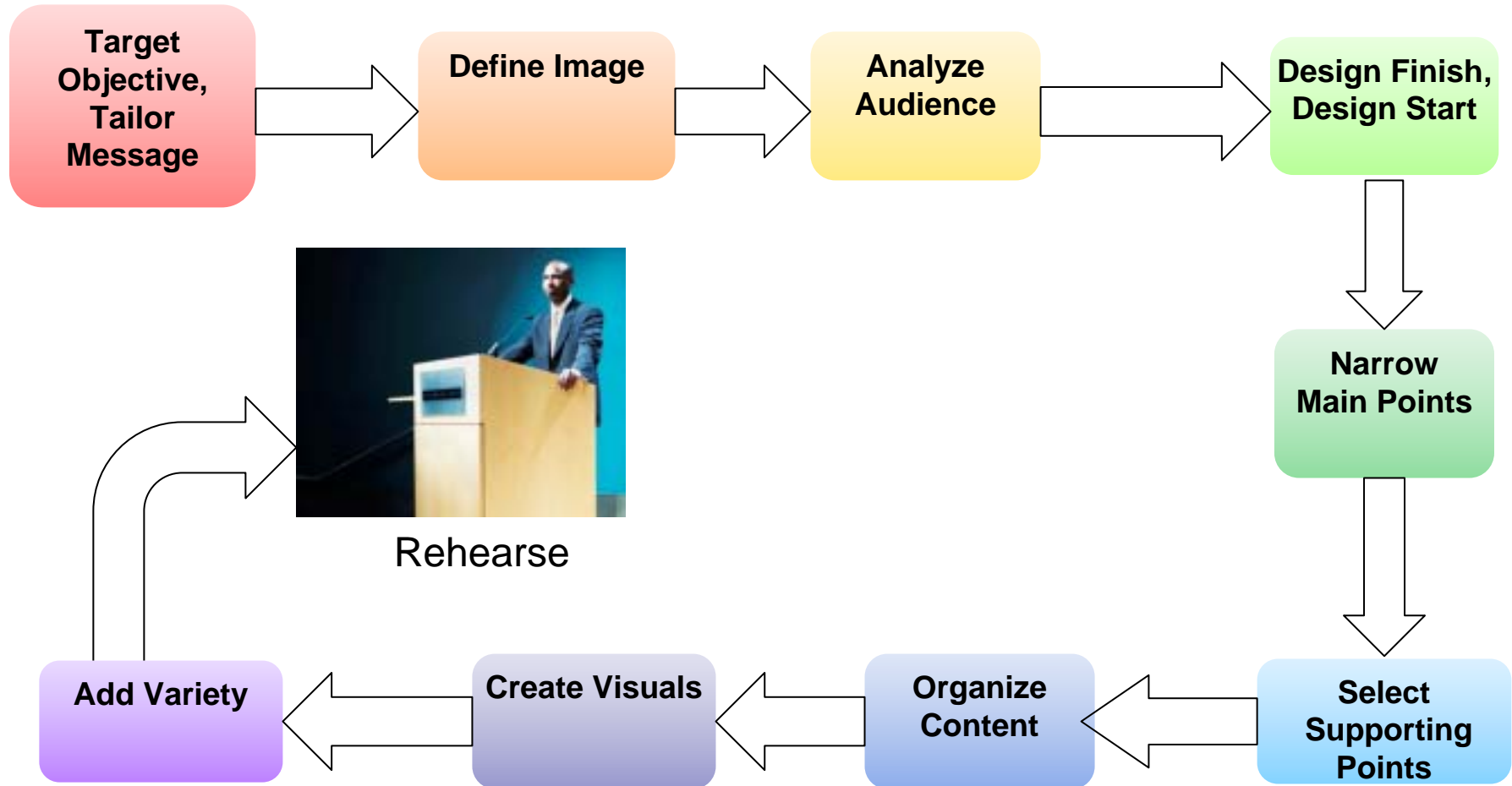


# Beyond Effective Communication

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# Model for Informative Presentation



D'Arcy J. Technically Speaking: A Guide for Communicating Complex Information. Battelle Press, Columbus, 1998.

- Types of presentations
- Tailoring your presentation
  - The PCAN method
  - The 5 types of decision makers
- Why ideas aren't accepted and what to do about it

- Informative
  - Object is to explain something
- Instructional
  - Object is to give specific orders or instructions
- Arousing/Inspirational
  - Arouse the audience's emotions to think about a problem or situation
- Decision-making
  - Object is to take action
  - You must tell the audience what to do and how to do it
- Persuasive
  - Object is to have the audience accept your proposal

# Schools of Thought on Tailoring Presentations

- The PCAN Method (the 10 minute presentation)
- The 5 types of decision makers

My Problem is I Think Everyone Thinks Like Me

- Look at your presentation from the audience's point of view
  - What's in it for me?
  - Understand their needs
  - Don't waste their time
  - Don't steal their time
- Different audience, different objectives, etc. lead to different presentation styles

- Define the **P**roblem
- What is the **C**ause?
- Define the **A**nswer
- What are the **N**et Benefits?

PCAN

# Before the Presentation: What is Your Objective?

- Why you are there?
- Ask yourself
  - What do I want from this meeting?
  - What is the single best statement I can make to get what I want?
  - Can I comfortably build a case around this objective?
  - Will this meet the needs of the client?
- Your objective must be clear cut and specific
  - There can only be one objective

- “Seek first to understand, then be understood” –  
Stephen Covey
- Before the presentation you need to know
  - How are decisions made on the team?
  - Who is the key decision maker?
  - After everyone else has said yes, who is the one person that can say no?
  - What follow-up strategy should I use?

# The Presentation: Present the Problem

- Always think with your objective in mind
- Make the problem relevant to the audience
  - “A problem well stated is a problem half-solved”
- The definition should be short and concise
- People tend to make assumptions about the problem itself
  - They assume some strategies will work and others won't

# The Presentation: What is the Cause?

- Why is there a problem?
- Knowing the cause often leads to a solution
- Avoid blame, be diplomatic

# The Presentation: What is the Answer?

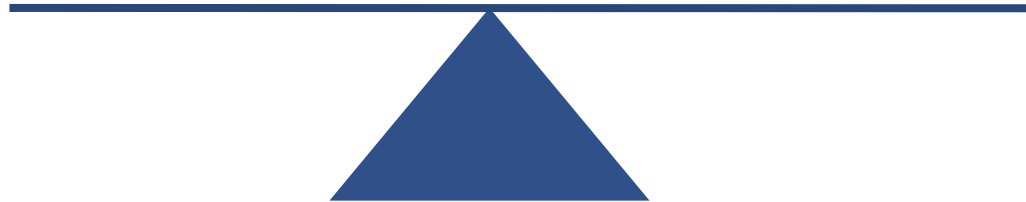
- What is your answer?
- What are the criteria for a good solution?
- Does the answer meet your criteria?
- Assess alternative solutions
  - How do these compare to your solution
  - Do they meet the criteria for a solution

# The Presentation: What are the Net Benefits?

- Why? The profit-value of the idea must be immediate
- How does the idea benefit the company, the product
  - Provides supporting evidence for not having to conduct a clinical trial
  - Provides a rationale for changing dosage form

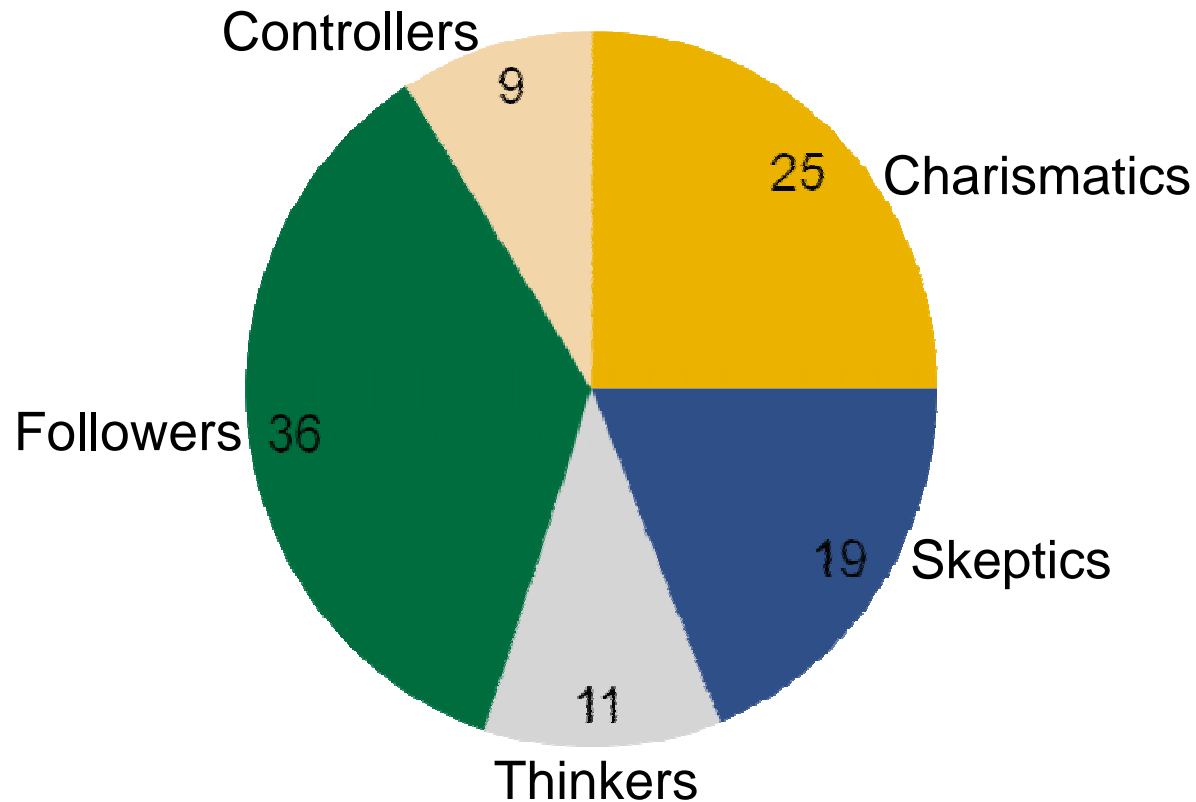
Committed Advocate

Credibility



# 5 Types of Key Decision Makers

- Miller and Williams



- Examples: Lee Iococca, Jack Welch
- Big picture people; bottom line people
- Easily intrigued and enthralled by new ideas
- Don't want long presentations
  - Easily bored; state bottom line first
- Base their final decision on balanced information, not just emotion
- Enthusiastic, captivating, talkative, dominant
- Buzzwords: results, proven, action, clear, focus
- When trying to persuade:
  - Fight the urge to join in the excitement
  - Focus on results
  - Make simple and straightforward arguments
  - When something is suspect, everything is suspect

- Example: Ted Turner
- Tend to be suspicious of every data point, especially ones that challenge their view of the world
  - Let me play devil's advocate
- Trust does not come easy
- Tend to be aggressive, almost combative in style and are take charge people
- They are fearless rebels
- Buzzwords: feel, action, trust, demand
- When trying to persuade you need as much credibility as you can garner
  - If you have no clout, you need to find a way to have it transferred to you prior to the meeting
  - Example: endorsements from someone the skeptic trusts
  - Never challenge a skeptic unless you have credibility with them
- Use experts as much as possible

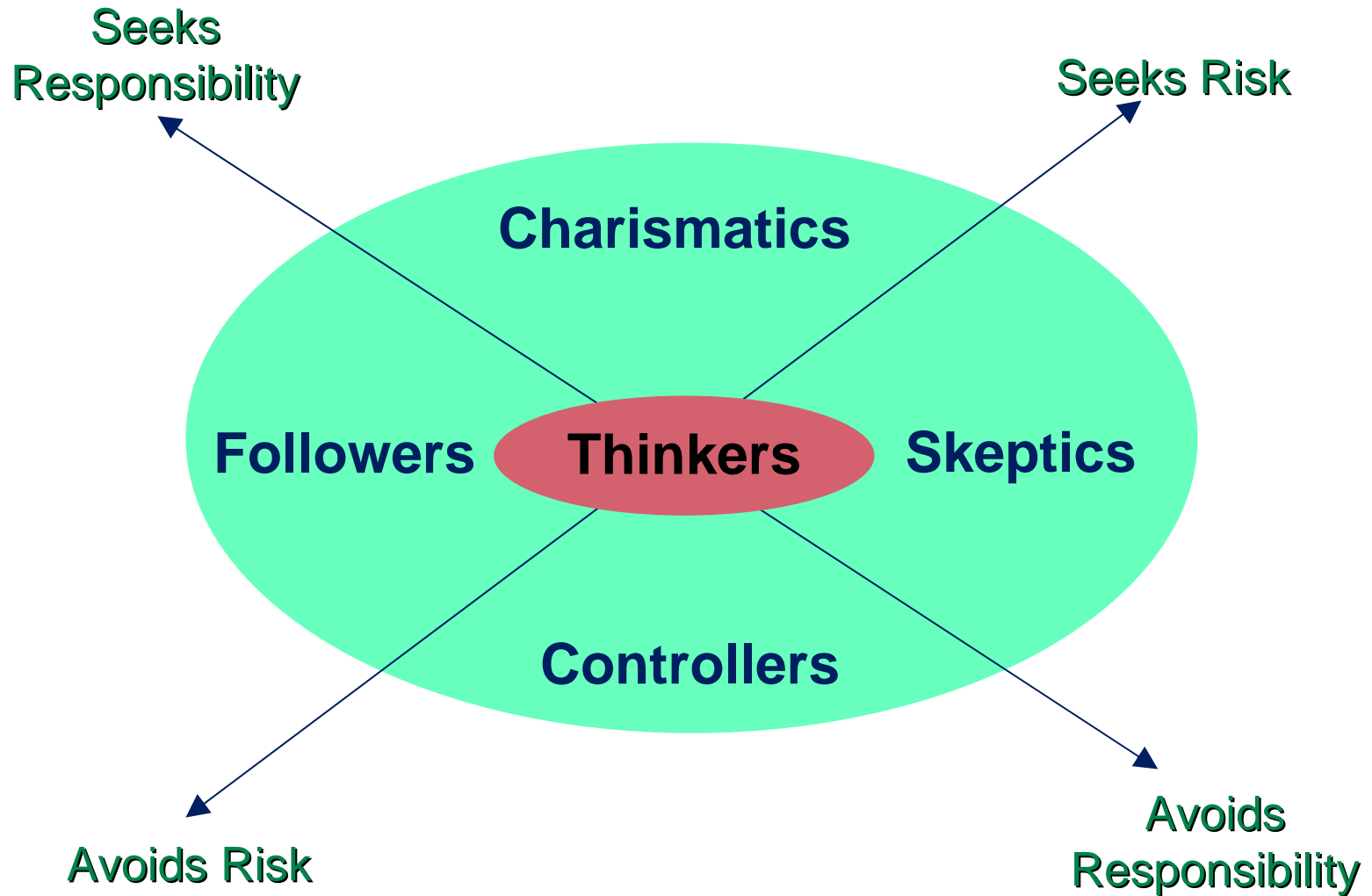
- Example: Bill Gates, Michael Dell
- The toughest to persuade
- Impressed with arguments that support the data
- Strong aversion to risk
  - Slow to make decisions
- Cerebral, intelligent, logical, academic
- Buzzwords: quality, think, numbers, expert, proof
- When trying to persuade have lots of data.
  - They need as much information as possible
  - Be chronological so they can follow your logic
  - Include them in the process if possible
  - Be exhaustive in your presentation
  - Encourage others to participate
- Thinkers need time to process your presentation
  - They don't make impulsive decisions

- Examples: Martha Stewart, Ross Perot
- Abhor uncertainty and ambiguity
  - Chronic worriers
  - Fear of the unknown
- Focus only on facts and analytics of argument
- Tend to be micromanagers, perfectionists, and meticulous
  - Unnecessarily rigid
  - My way or the highway
- Logical, unemotional, detail oriented, accurate, analytical
- Buzzwords: Details, facts, logic

- When trying to persuade your argument needs to be structured and credible
  - Show how your argument takes away the unknown
  - Tend to want only facts presented by an “expert”
  - Don’t be aggressive in pushing your results
  - Often the best thing you can do is just present your argument and let them decide

- Examples: Carly Fiorino (HP)
- Good corporate citizens
- Don't want the best solution; they want the safest solution
- Make decisions on how they have done things in the past
- Manage by consensus
- Tend to be adverse to new ideas
  - If modeling has failed in the past, will not have much acceptance of it now
  - If no experience with modeling, acceptance will be hard
  - If modeling has worked in the past, tend to be the strongest proponents

- Responsible, cautious, “brand-driven”
- Buzzwords: Expertise, similar to, previous, proven
- If you are getting conflicting signals on what a person is, assume they are a follower
- When trying to persuade:
  - Followers tend to focus on proven methods
    - Proof, proof, proof
  - Keep it simple
  - References and testimonials are important
  - Need to feel certain they are making the right decision
    - Specifically that others have done this in the past and its worked
    - Link the new to the old



- Are they always looking for big ideas and do they want their information in bullet form? If no, they are not a Charismatic
- Are they process-oriented, always weighing the pros and cons? If not, they are not a Thinker
- Are they suspicious of every data point and do they make snap judgments? If not, they are not a Skeptic
- Do they need to be in charge of every aspect of the decision making process and do they tend to blame others for mistakes? If not, they are not a Controller
- Do they only move forward with solutions that have worked in the past in some form or another? If not, they are not a Follower
  - When all else fails, they are generally a Follower

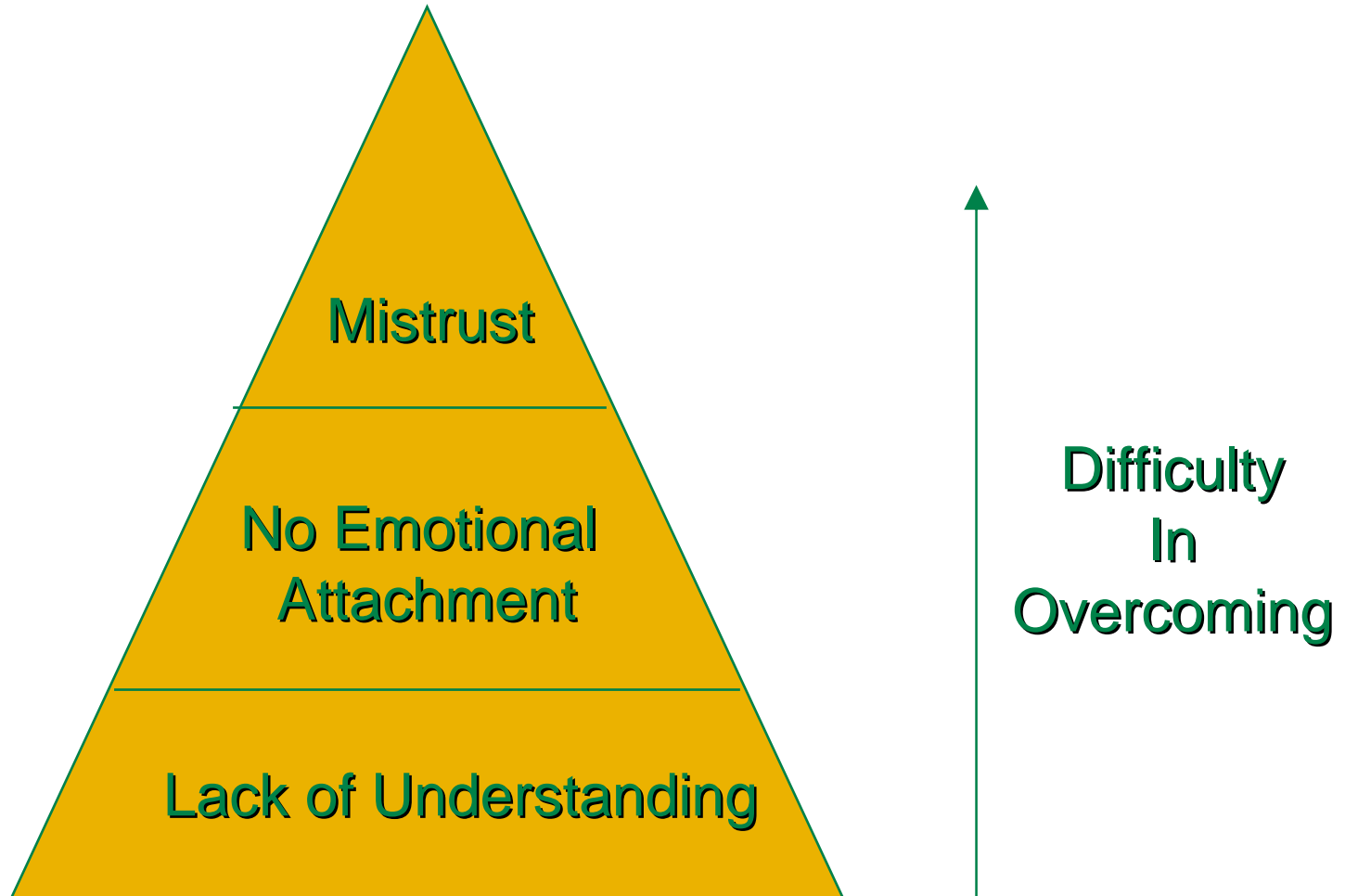


- Thinker
- Skeptic
- Controller
- Follower
- Charismatic



- Thinker
- Follower
- Controller
- Charismatic
- Skeptic





- Relationships play a major role in communication
  - Rapport, Reciprocity, Trust
- A relationship is the starting point for putting any idea into action
- How will the other person view their relationship with you? Will they know you? Do they like you? Can they trust you?
- Every time you work with someone work to re-establish that relationship with them

- What is it?
  - Perception that you have expertise, competence, trustworthiness, or character
- Aristotle argued that credibility (one's ethos) is the most important persuasion tool of them all
- If you don't have it, forget it
- First you have to sell yourself
  - What convinces is conviction – Lyndon Johnson
- Credibility is not something you give yourself, it is something people give to you

- Knowledge of a subject
- Demonstrated competence (hard evidence)
- Make relationships
- Honor your commitments
- Make associations (voices in agreement)

# What to do when they say 'no'

- Don't panic
- Step away from the situation emotionally
- Don't use aggressive language
  - “You're wrong.” – You
- Avoid using 'You' and 'I'. Use 'We' and 'Us'.
- Use softening words
  - Perhaps, maybe
- Don't use 'But'. Use 'And'.
  - You may be right, but ...      WRONG
  - You may be right and ...      RIGHT

- Offer them solid reasons to say 'yes' and back it up with evidence
- Explore your differences
  - Put your goals aside
  - Modeling is an art – their concerns may be legitimate
- Find ways to connect
  - Be willing to be influenced by what they have to say
  - “How can we improve the quality of the model to make it more mechanistic?”
  - “What data can we use to improve the link between PK and PD?”

- Establish relationships and credibility within and outside your company
  - Modeling is only part of the job of the modeler
- Tailor your presentation to the decision maker
  - Think of yourself as a consultant or salesman
- Expand your knowledge base to business books on these topics

- Frank MO. How to Get Your Point Across in 30 Seconds or Less. Pocket Books, New York, 1986.
- R. Mauer: Why Don't You Want What I Want? How to Win Support for Your Ideas Without Hard Sell, Manipulation, and Power Plays. Bard Press, Austin TX, 2002.
- RB Miller and GA Williams. The 5 Paths to Persuasion: The Art of Selling Your Message. Warner Business Books, New York, 2004.
  - [http://www.salesschematics.com.au/documents/hbr\\_reprint\\_changing\\_the\\_way\\_you\\_persuade1.pdf](http://www.salesschematics.com.au/documents/hbr_reprint_changing_the_way_you_persuade1.pdf)
- Shell GR and Moussa M. The Art of Woo: Using Strategic Persuasion to Sell Your Ideas. Portfolio Press, New York, 2007.