



Aims	Sharing results with your audience and showing that you master the topic.
Occasion	Presentations of the business plan, research report to the customer, presentation of your Master's thesis or Ph.D.
Contents	<ul style="list-style-type: none"> • Introduction: opening line, case, problem definition, illustrative case (→ F4). • Main part: three points maximum. • Final part: summary and wrap up line.
Remarks	<ul style="list-style-type: none"> • Takes between ten and fifteen minutes: you cope with having to present the results of a long-term research in a relatively short time period; do not bargain over the time. • Support your presentation with a tool (visualisation is essential for people). • Address the person in the audience (relatives?) with the least understanding of the topic (shows you are 'above' the topic) without annoying the more informed audience (the exam committee).

Aims	Sharing facts and/or agree upon rules with your audience.
Occasion	First class of a new course, or start of a competition.
Contents	<ul style="list-style-type: none"> • The rules of the game for the course are explained (presence obligatory or not; exact time of the exam; hand-in of assignments). All rules must be clear and unambiguous. • First, make sure that everybody understands these rules (do you understand them; do you understand the consequences for you personally?). • Next, make sure that everybody accepts these rules (are these fair rules?) and if not, discuss any point of ambiguity directly. Explain the teaching aims and how they relate to the rules in order to explain your perception of their fairness.
Remarks	<ul style="list-style-type: none"> • It is essential to present all facts and rules as clearly as possible, however dull this may be for the audience. • Preferably write it all down. • Silence and attention is critical; take responsibility for this – because the audience might not be assertive enough – otherwise you will suffer from ambiguity in the rules later on in the project or course. • If everybody does not share the rules at this stage or if the rules are unclear, you will inevitably run into difficulties later on. • Some repetition of the facts and agreements is often necessary. • Some serious bargaining can occur in this phase, but be prepared to do that now; otherwise the bargaining will never stop. • Do not conclude that people have read everything and have understood it. Check with your audience at that moment (not later).

Aims	Welcoming the speaker; introduction to the audience; creating interest for the speaker and for the topic of the speech.
Occasion	Conference, workshop, class.
Contents	<ul style="list-style-type: none"> • Welcome speaker and audience: 'good morning/afternoon/evening'. • Mention the title and topic of the speech. • Give background information about the speaker: position(s), publications, and other characteristics. • Explain the background of the speaker to the audience: why should they be interested in the topic of the speech and in the speaker? • At the end: invite the speaker to take the stand and commence with the speech.
Remarks	<ul style="list-style-type: none"> • Keep it short: do not attract undue attention to yourself. • Do not make remarks on the subject of the speech (the speaker may not be prepared to tackle those aspects), unless you have agreed to do so with the speaker. • Prepare beforehand, together with the speaker, the most appropriate introduction.



Aims	Convincing someone of the usefulness of a plan or product.
Occasion	Product presentations (trying to convince customers to use your shampoo), tender bids (x companies are trying to convince you that their plan is the best for you).
Contents	<ul style="list-style-type: none"> • Starts with the problem of the client. • Possibly gives information on best-practices (as inspiration for the client and a sign of your own competencies). • Presents the solution in the best possible manner (use fancy tools if available).
Remarks	<ul style="list-style-type: none"> • Points of attention: Examine the desires of the client carefully. • Consider the level of 'seniority' the client expects; make sure that you adhere to this expectation.

Aims	Convincing someone to join your organisation, club, or team.
Occasion	Recruitment presentations for the football club or student association. Announcement of an activity (congress, outing) for which you want to recruit as many people as possible.
Contents	<ul style="list-style-type: none"> • Keep it very short (max. 2 minutes). • Use only a few slides or a prepared video. • Make your audience curious and enthusiastic for the association.
Remarks	<ul style="list-style-type: none"> • Understand your audience: adjust the presentation to reflect what they expect. • Think of an appealing past accomplishment of your association. • Be enthusiastic. • Make sure that your presentation is 'wanted' by the tutor whose class you 'barge into' with your recruitment talk. Preferably ask them for an additional endorsement of your association. • Make sure you use the right equipment.

Aims	Convincing someone to share your opinion.
Occasion	Houses of parliament, panels, schools of science.
Contents	<ul style="list-style-type: none"> • Deliver a clear and structured statement. • Listen critically. • Quickly analyse the core arguments of your opponent. • Find the weak spots in your opponent's argument. • Construct a counter-argument.
Remarks	<ul style="list-style-type: none"> • Deliver this in a concise, quick and witty manner (one-liners). • Part of bargaining society (→ The Challenges, Part I), creates suboptimal outcomes. • Makes clear where differences are, but not necessarily the commonalities. • Can serve as an important phase in deliberations. • Problem with most debates: no real end or conclusions (we agree to disagree) and primarily reiterations of already existing opinions. • Focus is often on the people, not on the problem.

Aims	Convincing someone to work on common solutions.
Occasion	Negotiation tables, intra-organisational gatherings, intermediation.
Contents	<ul style="list-style-type: none"> • Show empathy for the other and for the problem. • Identify (brainstorm) whether you share ideas on the problem and possible solutions. • Focus on the problem not on the people. • Talk about possible solutions and understand the interests of participants. • Find the strong points in your partner's argument. • Construct a possible joint argument.
Remarks	<ul style="list-style-type: none"> • Dialogue form can often be 'abused' for just informing partners (without interest in their opinion). • Is of increasing importance in solving conflicts, but needs to be made more strategic if real sustainable solutions are the aim (cf. Van Tulder, with Van der Zwart, 2006). • Dilemma with dialogues: too modest ambitions for the problem at hand.

Aims	Finalising a speech; showing appreciation for the speaker; including the contents of the actual speech and the response of the audience.
Occasion	Conference, workshop, class.
Contents	<ul style="list-style-type: none"> • Thank the speaker on behalf of the audience, the board and/or the organisation. • Include the reactions of the audience in your 'thank-you speech'. • Give an appreciative judgement on the previous speech: 'clear argument', 'provocative'. • Show gratitude for the effort of the speaker. If appropriate ask the speaker to come back.
Remarks	<ul style="list-style-type: none"> • Make notes during the speech. Do not say: 'I will not try to summarise this speech because it was so interesting' (you show the audience that you are a lazy chairperson). • In case a discussion follows the speech, start with a temporary 'thank you', which becomes a final 'thank you' after the discussion has ended. • Do not criticise or present complementary arguments to the speaker (you run the risk of not allowing the speech to end and of starting another debate).

Aims	Welcoming people and making them feel comfortable.
Occasion	Any occasion for which you are the master of ceremonies or part of the welcoming committee.
Contents	<ul style="list-style-type: none"> • Explain what the organisation does, and who the organisers are. • Explain who the people in the room are, and why they are present. • Connection between the organisation and the audience: why has this particular location been chosen for this meeting, why are they welcome? • Finish by explaining the organisation, what will happen next and state that you hope it will be an interesting or rewarding meeting.
Remarks	<ul style="list-style-type: none"> • Do not say you 'anticipate that the meeting will be successful'. You do not know yet, and that is up to the audience. • Keep it brief.

Aims	Giving someone an unforgettable day: pay tribute to the person's special qualities.
Occasion	Wedding, anniversary.
Contents	<ul style="list-style-type: none"> • Begin with an anecdote in which the special characteristics of the person come to the fore. • Elaborate on the reason for the meeting: the tribute to one person. • Create a sense of history: 'How long ago did he or she become a member of our organisation?' • Explain the importance to the organisation: 'what would we have been without you?' • Elaborate on the positive characteristics of the person. It is possible to reveal less positive characteristics as long as it is humorous. • Relation of audience to the person addressed: is his or her party also their party? • Then the speech becomes directly aimed at the person: <ul style="list-style-type: none"> – 'you are congratulated on behalf of...' – 'we would like to give you a gift. It is... ' (after which it is explained why this present was chosen) • After the gift has been presented, propose a toast.
Remarks	<ul style="list-style-type: none"> • Use the 'we' form in the speech. • Avoid clichés and empty expressions. Prepare the speech well. • Look at the person while you are speaking. • Involve the partner/spouse in the speech. If appropriate give flowers or another gift.

Aims	Showing gratitude and appreciation.
Occasion	Wedding, anniversary.
Contents	<ul style="list-style-type: none"> • Say thank you for what has been said and offered. • What does the gift mean: how and where will it be used? • If appropriate, report the compliments: 'I could not have done this without the help of...' • Finish by offering best wishes for the future.
Remarks	It is not inappropriate to be emotional, but try to keep your emotions under control as much as possible.

Aims	Presenting yourself as the new functionary.
Occasion	Accepting the chair position, a professorship, a directorship or a ministerial Position.
Contents	<ul style="list-style-type: none"> • Say thank you for the appointment. • Show appreciation for the trust that has been placed in you. • Show that you are aware of the responsibilities linked to this position. • Pay tribute to your predecessor. • Explain what you think the job at hand requires, and how you hope to achieve it. • Explain your hopes for future collaboration with others in the organisation. Ask that they have some understanding and patience with you as a newcomer in the job.
Remarks	<ul style="list-style-type: none"> • Prepare this speech carefully. • Never criticise your predecessor. • Do not make demeaning remarks about your colleagues.

Aims	Entertaining and pleasant during a dinner. Witty speech, preferably with an original view.
Occasion	Wedding, celebration.
Contents	<ul style="list-style-type: none"> • Explain the reason for the dinner. • Tackle remarks made by previous speakers. • Emphasise the pleasant nature of the dinner and the occasion. • Explain the topic that you would like to address, and reveal the basic structure of your speech. • Tell a lot of anecdotes and as many one-liners as possible. • Finish with a casual prediction for the future and a toast.
Remarks	<ul style="list-style-type: none"> • Write the structure of your speech on a small card. • Write a number of appropriate one-liners on another card. • If you can: play on the reaction of the audience (this is something you should prepare, i.e. know who your audience will be).