Effective Legislative Presentations

John Turcotte
Director
johnt@ncleg.net
919-301-1399
www.ncleg.net/PED/

Overview

90 Minutes

Food Market Development Case: Briefing the Joint Committee: What Can Go Wrong?
- Adults Learn Differently
- Killer Public Policy Environment
- Assuaging Conflicting Listening Styles
- Power Briefing Concepts
- Using the Briefing Preview Worksheet
- To download slides and handouts:
  http://www.ncleg.net/PED/Resources/nlpesdownloads.html

Message

- Accommodate legislator listening preferences with a message delivered for easy recall
- Use Power Briefing Preview worksheet to increase presentation efficiency and ease your anxiety
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Briefing the Joint Study Committee: What Can Go Wrong?

If you were this legislator, what kind of presentation do you want?

Take Care of Legislators

Empathy

The Public Policy Environment

Your Presentation

- Information
- Distractions
- Truth
- Fiction

Source: Dr. Max Arinder, Mississippi PEER Committee

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**Behold the Presenter Paradox!**

We tend to do unto our listeners as we would not want done to ourselves!

<table>
<thead>
<tr>
<th>Presentation Variable</th>
<th>Our Tendencies</th>
<th>Listeners Want</th>
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</thead>
<tbody>
<tr>
<td>Length</td>
<td>60-90 Minutes</td>
<td>20 Minutes</td>
</tr>
<tr>
<td>Conclusions and Recommendations</td>
<td>At End and Covered by Caveats</td>
<td>Unequivocal and at the Beginning and End</td>
</tr>
<tr>
<td>Mechanics</td>
<td>Read a Long Speech Filled with Audit Lingo</td>
<td>Draw Me A Picture and Just Tell Me in English</td>
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**While 93% of Public Managers “Appreciate Speakers Who Get to the Point”**

100.0% 90.0% 80.0% 70.0% 60.0% 50.0% 40.0% 30.0% 20.0% 10.0% 0.0%

N=99

John Turcotte, Survey of Certified Public Manager candidates, Mississippi State Personnel Board, April 1994 through December 1995

**73% Also Believe “Speakers Should Describe Data and Methodology in Detail Before Expressing Findings and Recommendations”**

100.0% 90.0% 80.0% 70.0% 60.0% 50.0% 40.0% 30.0% 20.0% 10.0% 0.0%

N=99

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Experiment Results: When Staff Role Play, “Legislators” Overwhelmingly Prefer Power Presentations But Presenter “Analysts” Are Far Less Likely to Use Power Style

Source: Participant survey by John Turcotte administered to four sessions: NCSL Skills Development Seminar and legislative staffs in Arizona, Ohio, and Washington (1998). Turcotte divided participants randomly into two role assumption groups: (1) legislators about to receive a presentation and (2) analysts about to give that presentation. Both groups were given an identical case but different roles to assume.

How Adults Listen and Learn

Listener: Not Your Twin
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- Adults lose auditory and visual facility with age
- Adults must feel in control of learning situations
- Adults must see practical value of business information

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Adjust the Style and Content of Presentations to Accommodate Varying Listening Styles

Personality Types As Listeners: Myers Briggs

- Introvert/Extravert
- Intuitive/Sensing
- Thinking/Feeling
- Perceiving/Judging
Introvert/Extravert Energy Preference

- Extraverts draw energy from other people
- Introverts lose energy when interacting with others

Neurocognitive Psychophysiological Evidence of Dichotomies in Brain Activity Patterns of Introverts and Extraverts in 17 INTP and 16 ENTP Subjects

- When performing the same audio tone discrimination task, introverts demonstrate significantly more cortical arousal than extraverts 1
- “…Introverts…may be threatened by overarousal and seek out peaceful pursuits in solitude and tranquility. Extraverts seek excitement in order to avoid underarousal.” 2

When Speaking to Introverts

- Give I’s time to reflect
- Don’t assume I’s are disinterested when they are quiet
- Understand that I’s would prefer a one-on-one briefing
- Never interrupt an introvert—this is offensive

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**When Speaking to Extraverts**

- Be enthusiastic about your topic—but controlled!
- Don’t pause too long before responding
- Allow the Extravert to think out loud
- Extraverts often interrupt because they support what is being said—accept this as a compliment

**Intuitive/Sensing Attending Preference**

- **Intuitives** need the superordinate:  
  Why are we looking at this data?  
  Where are we headed here?  

- **Sensing** types need the parts. Let’s not jump to conclusions. Let’s see the detail first.

**When Speaking to Intuitives**

- Present the global before the microscopic
- Intuitives are impatient, even mean when shown excessive detail
- Intuitives appreciate challenges, possibilities and contrasts
- Intuitives are prone toward the sudden “AHA!” outburst
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**When Speaking to Sensors**

- Sensors accept the global ONLY after provided sufficient evidence.
- Sensors expect documentation.
- Assure sensors that “new” does not mean “radical.”
- Connect with the known.
- Be careful with terminology.

**Reconciling N/S Conflict: A Critical Task for Presenters**

- Tell the intuitive the conclusions up front.
- Intuitives need metaphors, captions, summaries, “overviews,” etc.; THEN.

**Reconciling N/S Conflict: A Critical Task for Presenters**

- Immediately show the sensing type why and show the detail.
- Sensing types need props, exhibits, cases, maps, appendices, breakdowns, equations, algorithms.
**Thinking/Feeling**

*Decision Preference*

- Thinking types decide logically.
- Feelers use their emotions.

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**When Speaking to Thinkers**

- Brief, concise, logical
- Intellectually critical
- Balance pros and cons
- Present emotions as facts to be weighed

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**When Speaking to Feelers**

- Be personable and affirming
- Recognize that Feelers can be mean or nice
- Share impacts on people—tell “Little Timmy” stories
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Reconciling T/F Conflict: A Critical Task for Presenters

- **Assuage thinking types** with logic, evidence, and precision; THEN
- **Assuage feeling types** with cases, stakeholder analysis, and sensitivity about who gains and loses

Judging/Perceptive Type of Life Preference

- **Judging** types form conclusions quickly.
  Implication—Want early closure and become irritable if presentations run on. Prefer one best way. Prefer a planned and organized life.
- **Perceptive** types form conclusions slowly.
  Implication—Want to leave options open until satisfied and will change their minds frequently. Prefer an unstructured life.

Reconciling J/P Conflict: A Critical Task for Presenters

- **Assuage judging types.** Stress that your presentation will end with an answer; THEN
- **Assuage perceptive types.** Stress that other options were explored and that there will be time for questions and discussion.
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Predicting Presentation Scenarios

Turcotte Adaptation of Stenerson Model

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Turcotte Adaptation of Stenerson Model

High
Interest in Detail

Low

Number of Issues Followed

Facts
Stories
Message
Action

Techno

Turcotte Adaptation of Stenerson Model

High
Interest in Detail

Low

Number of Issues Followed

Facts
Stories
Message
Action

Single Issue

Turcotte Adaptation of Stenerson Model

High
Interest in Detail

Low

Number of Issues Followed

Facts
Stories
Message
Action

Bottom Liner

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CAUTION

Types might change temporarily due to circumstances.

The Power Briefing

Truth
Wow!
Power

Have the Proper Attitude

- You are an expert!
- They expect your information or advice
- No time for subtleties, shyness, or puzzles
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Pin Down Time and Know the Site

Know the Audience
- Pronunciation of names of officials (Ostalkiewicz, Eggletion?)
- Know occupations, policy positions, and issue interests

Prepare for Contingencies
- Schedule nothing before the presentation and leave earlier for work
- Prepare to summarize
- Prepare to skip around by making each point free-standing
- Backup “high” with “lower” tech
**Know Current Events**

- Discuss pending issues with colleagues and staff close to the members—don’t be surprised
- Review late breaking news, email, voicemail, anything that relates to your briefing

**Rehearse**

- Assemble a candid group
- Simulate roles. Not a joking matter
- Have no pride of authorship

**Tactics and Demeanor**

- Support authority of Chairperson
- Make eye contact by “sweeping” each official and anchor eyes on chairperson
- Go through Chair first before responding
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The Power Briefing Establishes:

- Ethos—Who you are?
- Pathos—That you care about legislators needs and want to know how much time the briefing will take?
- Logos—What you are going to tell them?

Power Briefing Has Three Parts

1. Preview
   - Frame
   - Message
   - Quickly List Summary Points

2. Sustain the Message
   By Expanding Each Summary Point

3. Answer Questions

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Economically Unsound Food Market Development Program Cost $600,000 in State General Funds

- **Tab A** Annual Cost $772,000 including $600,000 from state general fund
- **Tab B** Economically unsound. Benefits accrue exclusively to industry and “cancel out.” (Requested geographic breakdowns, page B-6)
- **Tab C** Policy Options:
  - Terminate (staff recommendation); or
  - Limit state financing to catfish because most production is sold out of state

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Power Briefing Preview Worksheet

1. Greet the chair and show respect
2. Identify yourself by name and by organization
3. State the duration of the presentation, excluding questions
4. Describe written materials and cross-referencing

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Preview Frame

- Greet the chair and show respect
- Identify yourself by name and by organization
- State the duration of the presentation, excluding questions
- Describe written materials and cross-referencing
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1. Frame your presentation:
   - Write a brief greeting for panel that you are briefing.
   - State your name, position, and organization. I am John Turcotte, Director of the Bureau of Legislative Research.
   - State when you will field questions.
   - Write a bridging phrase to make a transition to your message.

   Mr. Chairman and members:

   Preview Message

   ▪ A powerful “verbal headline” that captures the essence of the presentation
   ▪ Types of messages
     ▪ assertion
     ▪ answer
     ▪ closure—descriptive overview of dissimilar parts

2. State the message of your presentation.
   - We found that the Food Market Development Program is economically unsound and cost the state General Fund $600,000. Eliminating or substantially restricting its cost and scope can be done with little to no risk to the state economy.

   Bridge to summary points:
   The information packet before you contains our findings and recommendations.
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Preview
Summary Points

- Encapsulate each key point of the presentation—don’t digress
- Move briskly and in tempo
- Make each point meaningful
  “Bureau operates too many cars”
  NOT “Finding 1. Vehicle Problems”
- Avoid excessive modifiers, code, complex terminology, and acronyms

4. Briefly state each supporting point.
   TAB A details the cost of the program
   TAB B contains our reasoning for the conclusion that the program is economically unsound. Because of the inelasticity of demand for meat, the program’s promotions have a cancelling out effect, with the exception of catfish promotions.
   TAB C contains requested policy options including our staff recommendation for termination of the program.
   A termination alternative would be limiting the program’s mission to marketing catfish only, because the state exports catfish to other states. Marketing catfish out of state does not affect instate consumption of meat.

5. Bridge to the full presentation.
   Mr. Chairman and members, the remainder of my presentation provides more detail about our findings and recommendations.

Remainder of the Presentation
Sustain the Message

- Present each point by stating the point emphatically, then explain
- State the conclusion then reasoning, not reasoning then conclusion
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Remainder of the Presentation

Sustain the Message

- Develop points with examples and illustrations—don’t beg questions with summary judgments.
- But limit and illustrations—don’t grind boulders into sand.
- If legislators signal their understanding, move on.

Answer Questions

- Distinguish between questions and commentary
  Reason -- Unless requested, there is no need to respond to commentary.
- Questions stem from:
  - Need for affirmation of intuitive beliefs
  - Information gaps
  - Need for clarification

Questions Legislators Ask

- Side effects?
- Are you sure?
- Cost?
- Funding?
- Support and opposition?
- Why do WE have to act?
- What have other jurisdictions done?
More About Questions

- If fearful of questions, consider a “question and answer” briefing format.
- Allow member to finish before answering. A question may become a comment.
- Answer “Yes” or “No.” Pause, then explain. Don’t think out loud before answering.
- Request opportunity to furnish facts later if unable to furnish them during presentation.

Bridging

- The Poster
  - Point 1
  - Point 2
  - End

- Handouts
- The Big Document
- The Documentation
- VIPS
- Indexed
- Handouts
- Handouts
- Handouts
- Handouts

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