

Part of The BoldPoint Now Series:

## Point of You™

Develop Your Unique Point of View

All content and content rights of this book are trademarked, copyrighted, and owned by BoldPoint Communications, a division of PFI Communications, and are protected under US Trademark law and are the sole right and ownership of BoldPoint Communications. Any use of this content or material must get authorization from BoldPoint Communications, 5482 Wilshire Blvd., Suite 1626, Los Angeles, CA, 90036. Telephone: 323-634-7700.

ISBN: 9781624884115

To my father, a salesman, who often quoted great men.  
Growing up, he reminded me regularly, in his embellished way, of what IBM's  
Thomas Watson said:

“Don't ever forget it, kid, but nothing happens in this world until someone sells  
something to somebody.”

## Preface

### Why Have A Point of View?

Why do I need a point of view? Who cares?

Many people skip through life without ever taking a stand on anything. Most drift through their lives and work in non-committal ways that create a kind of neutrality that keeps them out of life's fray. After all, we don't have to have opinions on everything, do we?

No, we don't. In fact, it's wise not to have opinions on things we know little about. It's better to say, "I don't know." It's okay to say, "I don't know."

But when it comes to things you *do* know a lot about—that is, subjects you are expected to know a lot about, issues that affect your career, family, customers, and even hobbies, it is a very good idea to have something authentic and interesting to say about them.

It becomes even more critical at work when your boss or organization asks you to speak on particular subject, event or project that they are paying you good money to manage, or to be part of. They ask you, in effect, to give them "your point of view."

The question is: How do you want to be perceived by your audience? How do you want to be perceived by your bosses? A point of view in presenting is rarely considered, and yet it is the most critical component of a presentation. It is what will separate you from others; it is what will define your career. Simply, understanding how to quickly, practically, and authentically create a point of view can have a huge positive financial impact on your life.

There are nearly two million business meetings, trade shows, seminars, and conferences per year in the United States, according to the consulting and accounting firm PricewaterhouseCoopers. These meetings (and no doubt there are many more that are not accounted for) generate nearly \$300 billion yearly in revenues for the economy. More than

200 million people attend them each year. For the most part, these meetings consist of presentations and nearly 95 percent of these presentations are made without any sense of a point of view, or without any particular “story structure” in mind. They are awful. You’ve been there. You’ve seen them. There are no precise statistics about the number of dreadful vs. wonderful presentations each year, but it is fair to say that 95 percent of presentations are truly mind-numbingly awful. Again, there are no hard facts on this, but ask anyone—ask yourself—if this is true. The answer is likely a resounding Yes!

Yet, we sit through these meetings, these dreadful presentations. They are an almost accepted form of business torture. If you have a job, you’re going to sit through some mind-numbing presentations. Get used to it.

We have grown immune to them, too, immune to the dense, tiny text that the speaker reads to us, immune to the artless design, immune to the fuzzy, low-resolution images, and child-like clip art. We take it and don’t complain.

But then something happens. One presentation shines. It has a great start, it takes us on a journey, the slides run together seamlessly and in a story format, the images are big and in focus, and there are just a few words that punctuate the speaker’s point. The speaker has something to say, a point of view, it is a personal story, and we love it. We applaud. This person is a winner. This person can be you.

The first step in creating a powerful presentation, idea, or sales pitch is to have a unique point of view. Let’s face it: no one wants to deliver a boring, clichéd presentation to an audience that is looking for inspiration and insights. The goal of any presentation is to surprise and persuade people with your ideas, to win them over to your side, to move them to action.

You don’t have insights? Of course you do! Everyone has insights and great ideas to share. It’s a matter of uncovering them and through the BoldPoint process, something we call Point of You™ or P.O.Y.™ Training, you are taking the first step in changing the way you communicate, sell, and deliver your ideas in a powerful, persuasive, and memorable way.

# **Creating Your Own Unique Point of View — Point of You™**

## **Table of Contents**

1. How to Find, Create and Own Your Point of View
2. The Brain, Wheel & Rudder
3. Creating a Point of View That Builds Business and Confidence
4. The Point of You™ Process: P.O.Y. in 10 Steps
5. Examples Redux
6. Build Your Story & Change the World
7. When it All Comes Together  
It Changes You & Your Audience
8. Point of You™ Resources

## Chapter 1

### Point of You™—How to Find, Create, and Own Your Point of View

Have you ever been in a meeting, at a dinner table, or on a conference call and someone asks you, “What’s your take on this? What’s your point of view?”

The subject could be anything. It could be about the price of gas, last month’s sales report, the reason service quality is low, the problem with morale, or.... anything. It doesn’t matter. The issue is that most people actually have a point of view on most things, but they don’t know it or it has not been fully developed or reasoned out—or even thought about.

I am continually astonished at how often I get blank stares when I ask the simple question, “So, what’s your point of view on (fill in the blank)?” What makes it even more astonishing is that I am asking this question of professionals about their industry. I am asking experts about a basic day in and day out subject affecting their business, products, services, clients and life. I know they know their business inside out. They are living it everyday. So, of course, they have a point of view, but when asked directly the answer is usually: “Uhh, hmm, I don’t really know... I guess it’s really....”

As stated in the opening of this book, the real question is, how do you want to be perceived by your audience? How do you want to be perceived by your bosses? If you don’t care, if you don’t want to make an impact on these critical influencers in your life, then presenting without strong ideas, presenting without a meaningful structure, presenting without any direction will get you there—to a place where you don’t stand out. It will likely get you to a place where you are less successful financially than those who understand how this process works and how it gives them a competitive advantage at work and in life. It just makes them look smarter, even if they are not smarter. Simply, they have a point of view and you don’t.

As I have mentioned, a strong point of view in presenting is rarely considered, and yet it is the most critical component of a presentation, it is the starting point from which all else begins. It's like the map and the rudder combined on a ship. It is what will take the audience to your destination. It is what will separate you from others, it is what will define your career. It will make you money.

Terms synonymous with “point of view” include elevator pitch, branding, positioning, story, key message point, and unique selling proposition. A point of view is perhaps the most powerful and yet under-utilized communication and thinking tool we have today. Again, why do we need a point of view, or POV? Isn't it really just an opinion, or a strong feeling about something? Maybe it's even arrogant, or brash, or rude to have a strong view on things. Yet, we know from experience and from leadership theories that the true leaders in business and life have a significant point of view that makes them stand out, allows them to focus on solutions, gives them a rudder to lead others to the destination they believe in so strongly. A strong point of view is much more than opinion; it is a full and total amalgamation of personal experience, study, case studies, fact-based research, and third party endorsements. It is a learned opinion that is very difficult to argue with, unless it is against someone who also has a very strong point of view and learned opinion. But this is the ideal—two thoughtful positions on one subject. It makes for powerful communication and makes for leadership and success.

Successful leaders, everyday people, students, teachers, and business managers all want to win people over to their side, to their good ideas. Often persuasion techniques are weakened by a lack of a point of view on the subject, yet the sale still goes through, in spite of the argument. In most articles, seminars, or books—and there are only a few that deal with point of view—it is often described as your own journey, your values, your goals and your expectations. Armed with these support thoughts and messages, leaders are able to quickly and efficiently establish a deep trusting relationship with their teammates, audiences, workers and neighbors, thereby increasing the chance of inspiring others to follow.

In his coursework, Ken Blanchard, a well-respected business leadership guru, focuses on what might be considered the personal “macro” point of view assessment, especially as it relates to business leadership skills. This is important, but often we are in

positions that reside on the “micro” side of life—that is, we are asked to give a presentation or talk on a subject that is about trends, or sales, or retail window design, or social media usage, or menu planning, or customer service, or, well—you name it. How do you quickly and easily come up with a point of view for these everyday issues, the issues that cumulatively make up your career and life and, ultimately, make you a better communicator than everyone else?

So, I ask: Do you have a point of view?

The answer is probably: “Yes, but I have to think about it.” It’s back to the hemming and hawing, buying time until you figure it out. By then it is too late. Someone that understands how to develop a point a view on your subject has already chimed in and has made you look like you don’t have opinions or ideas. At the very least, their distinctive point of view on your subject has made them look a lot smarter.

By the end of this book, that will no longer be the case. The BoldPoint Point of You™ process provides an easy-to-use structure for developing strong “fast track” points of view, or Point of “You,” as we call it, that potentially can change the way you communicate, relate to people, and win audiences and customers over to your thinking.

The idea of having a strong point of view on important subject areas is not new in business. Management consulting firms such as McKinsey & Co, Bain, Boston Consulting Group, and many others, have created multi-billion dollar businesses by having strong points of view about their areas of expertise. They do not advertise. They do not use direct mail, or traditional selling techniques. They simply develop an expertise, a point of view on it, conduct research to back it up, hire experts with even stronger points of view, and they position these “POV’s” as vital solutions to business problems most major companies deal with everyday. It works, and it can work for you—every day.

The POV’s these firms develop are so strong, engaging, and compelling that major companies like GE, Ford Motors, Toyota, Pepsi, Microsoft—virtually all *Fortune 500* companies—pay millions in fees annually just to listen to what they have to tell them. Imagine if their messages were vague, unsure or general? What would these companies buy

from them then? The hope they will get something that will give them a competitive edge? These brainy management firms would disappear overnight if they did not have strong points of view on everything from sales, to leadership, to marketing, to business processes, to supply chain, to IT infrastructure, to quality control, to customer service, and on and on.

Simply put, point of view is everything when it comes to selling or bringing people to see your view. Of course, it is only the first part of communication success. You must also structure your point of view around a strong story line, and then you must package it artfully. But more on that later.

## **How do I get a Point of View?**

This book will take you through the BoldPoint 10-Step Point of You™ Training process and by the end of it you will see the difference in how you think, present and communicate. This process is designed to cut through the dense overload of observations and insights and data and news and studies and conversations that force people into ill-fated arguments and presentations. The core elements of POV are grounded in personal experience, fact-based research, testimonials, business examples, and word-smithing. It is a simple approach that works every time on any subject, but to be effective one has to do the work and learn the steps. In most cases, it takes as little as 20 minutes to develop what we call an initial, or “fast track” point of view.

Some researchers in this little-known area of point of view development have created their own techniques. Some, like Stanford University’s Hasso Plattner Institute of Design, recommend a process they call “Flaring and Narrowing.” In Flaring, the goal is to get all your ideas out in the open. Students are asked to write ideas on Post-it notes, tell stories to one another, share ideas—do whatever it takes to surface early thinking and make it visual. In classrooms, it is recommended students create a space where they are immersed in the observation of what they like and dislike, cool artifacts, and then detail their most meaningful, personal stories that relate to the subject.

Then, students are asked to change things up, to go back again and take another look at the subject, whether it’s designing new high-performance track shoes for athletes or a new SmartPhone design. What does the track look like? What is it made of? What other

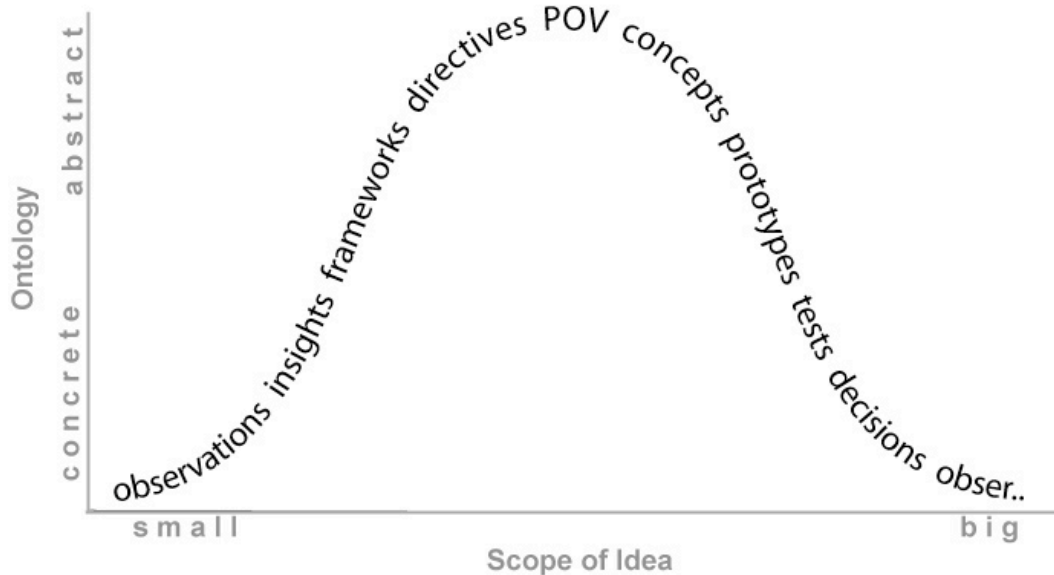
kinds of shoes are at the event? What is the shape of the stadium? The weather?

Next, students move in closer on their subjects—this part of the process is called Narrowing. Students may be asked, in the case of creating a new running shoe, to describe the skeletal make-up of feet, how toes move, how the skin touches the fabric. It is here, unfortunately, students are left hanging. It is here they are asked to, “Find your zoom button. Ride it.” Once they find their “zoom button” they are asked to map the product experience over time. The problem is that the zoom button is really not a point of view in the conventional sense; rather it is a new product development idea. It is an R&D development tool and not a typical communication or selling process, which is what this book and the Point of You™ is about.

The Stanford students are intensely devoted to the idea that they understand and observe phases where the seeds of great new ideas are found. The big idea, which they call a Point of View, is the compass they follow to drive the design process and to visualize solutions, but also, they contend it can be used in engineering, design and manufacturing, marketing, communications, sales, support and service.

But even in academia, as in business, point of view development is vague—yet it is agreed it is the “zoom button” that drives innovation. If one were to map Point of View, or the “zoom button,” of big ideas, it might look like the one below developed by Stanford University’s Design School.

## The Abstraction Trajectory



Source: Hasso Plattner Institute of Design, Stanford University

As mentioned earlier, business leaders often look to Ken Blanchard for management advice and training. For the past 30 years, Blanchard has been offering his leadership theories and tips, including those found in his best seller, “The One-Minute Manager.” In his many books and courses he, too, has stumbled upon the notion that leadership point of view is one of the most transformative tools in the leadership toolkit. Yet, he has found few who understand how to use or develop a point of view for business. As a result, in his business leadership courses he started using some basic techniques to develop POVs.

Blanchard, with his seven-step program, started with a critical element: looking at yourself and asking, “Who are you and what do you stand for?” Blanchard, like many business change agents, understood that great leaders talk from the heart and make it very clear where they come from, what they believe in, and how these beliefs will impact their work relationships with the people who report to them. Leaders make leadership personal.

The next time you are in a meeting or conference where a great leader is speaking, or when you are listening to someone within your organization, someone you trust and admire, pay attention to how often they speak about their upbringing, their home town, their personal experiences in sports, school, or with their families, the pivotal moments that

have shaped who they are today. Then ask yourself: “How often do I talk about my personal experiences?”

Blanchard wants his clients to discover the personal journey that has led them to their own leadership point of view—that is, “Who are you, what do you stand for, and how do you intend to work with your people, company and customers?” The Blanchard technique deals with big-picture leadership issues based on identifying life influencers and how these influences help evolve a leadership point of view. It touches on personal core values that guide behaviors as a leader, ranks these values, and identifies those that are in conflict. And it deals with personal belief systems about leading and motivating people. But it is truly “macro,” big-picture stuff and it can be difficult to bring it down to a practical, everyday working level. “Yeah, this is great, but how does it relate to me, right now, for the talk I am giving next week on customer service?”

In academia, teachers and professors are constantly on the lookout for what they call “a teachable point of view.” It holds true for the best business leaders, too. A teachable point of view is a leader’s opinion on what it takes to win in his or her business and what it takes to lead other people.

In many companies it has been observed that acquiring a teachable point of view involves in-depth preparation by the leaders. Once they had a teachable point of view, they developed creative ways to find teaching and learning opportunities that drove home the POV. They tried to turn every interaction with their people into learning and teaching events and often set aside time to teach leadership outside of scheduled activities.

One universal truth in business and academia is that leaders create stories about the future of their organizations, companies, or countries. A teachable point of view becomes the basis for leaders to present a dynamic, compelling story to others, too. These personalized stories, backed up with supporting fact and cases, create a persuasive argument for change, a vision of where the organization can go and is going (its map and rudder), and an understanding of the ship and course that will get them there. Once leaders have a point a view (a direction for a real story), it is easier for them to see and take the bold actions that bring about massive and lasting change.

If you want to be a leader, or if you want to position yourself as a future leader, or if you want to stand apart from the crowd and turbo-charge your career, then having a point of view on key subject areas that are of interest you is where you start transforming the way you communicate and the way people view you. It becomes your Point of You™.

So, let's get started!

## Chapter 2:

### The Brain, Wheel & Rudder

In literature, the point of view is the starting point writers grapple with first. Is this a first-person or third-person story? Who is telling this story? Writers (and great presentations start with writing) must think about from what point of view the story is going to be told from—a first-person narrator (a person whose view is limited to what they directly experience—who describes events and emotions in terms of “me, myself and I”) or a third-person narrator (an all-seeing and all-knowing voice, a fly on the wall observing an unfolding drama—who describes events and emotions in terms of “he” or “she”). Storytellers have to deal not only with point of view, but with plot (story), and with characters to create a successful tale, whether book, movie, play or soap opera. In journalism, the point of view is considered the “lead sentence,” or the “story angle.” In political punditry and public relations, it’s called “the spin.”

The idea is that people will listen to a point of view, will agree with it or not, and will pay extra for it. Nobody wants to hear, or pay for, information that is vague, un-rooted or non-committal. Yet, most presentations you have sat through are just this—general. What presentations need are great ideas from the start, and this starts with some organized, systematic thinking (from the brain), that can be translated into a direction (the wheel), that can guide an audience smartly to a pre-determined destination designed by you (the rudder).

In the writing example, the first-person point of view speaks from just one character's unique perspective. This view, or voice, puts us right into the mind of that character and we follow that personalized story line from beginning to end, whether it's reliable or not. The third-person approach is far different, as it allows the audience to see many sides to a story. It is richer and more complex. It can free up the story to run in many

directions. Audiences, or readers, want to get comfortable with the voice. It is confusing, disturbing even, to have the voice ill defined and changing, without consistent tone or direction. Audiences want to trust the voice and the voyage they are on, or they will turn off, they will put the book down, they will walk out.

This same sense of comfort in voice and journey holds true for the common business presentation as well. In the first ten seconds, you have them, they are rooting for you, they will travel anywhere with you. In fact, they want to go with you on a journey, they want to hear a tale that is directly related to their lives, they want to be a key part of the story, it is in fact, a story where they may be the heroes, it is a story, perhaps, that will have direct impact on their work and jobs and life. They are all yours.

It is at this point that you have a choice: 1) you can give them a standard, unstructured, PowerPoint template of facts and trends in small, unreadable type with poor quality images, and with no particular point of view; or 2) you can wow them. It is clear that 95 percent of presenters fall into the first category. In this case, audiences have tuned out within the first three minutes of the presentation. The other five percent fall into the second category. They are likely the stars in the company, they are the ones who will get called upon again to present, they are the ones with something to say and they know how to tell it in ways that set them apart—they get applause, they get raises and they are unlikely to get laid off in a downturn. Why? Their point of view is valuable to the company.

Does this sound familiar? Where do you fit?

If you fall into the 95 percent, the reality is it doesn't have to be this way. It is not difficult to create an interesting view of things that will wow audiences. It is not difficult to craft a storyline, with a strong beginning, middle and end, and it is not difficult to create slides and images that package the story in dramatic fashion, a visual feast for the eyes that will dazzle. And, you don't need to be a Hollywood screenwriter or professional graphic designer to do it. You just need a few basic concepts and processes, and you will find that your power of communication will increase dramatically and your fears of public speaking in front of small and large groups will fade.

## The Brain and POV

When it comes to presenting, you are putting on a little drama and the audience expects to be entertained, whether you or the audience fully understands this dynamic. You are on stage and they are in the audience. The stage is set. They have no idea what they are about to hear or see. It is their expectations against your expectations, and the two are very different.

Research shows that the expectations and thoughts of an audience are all over the map. They range from no expectations to what's for lunch to who's the cute guy in the front row. The audience is checking messages on their phones and texting and generally wondering why they are there in the first place. They want to be taken away from this mundane world. They want to be moved in one direction or another. They are open and happy to have the presenter tell them something important and new.

The “audience brain” wants to be put into a state of animated suspension. They want to be taken away from day-to-day reality in the same way that a good movie or book takes them away. Great presentations do this, too. They change people, they move people, they take people to a new place of thinking, they sell people, and they can even change the world.

The presenter's brain, on the other hand, is filled with fear and great expectation, expectation that what the audience sees and hears will be loved, that they will come off looking like a pro, that they will get through it without throwing up. The idea of taking the audience on a journey has probably never entered the speaker's mind.

This sets up the “dread,” the dread that wastes the audience's time, but more importantly, unravels the speaker's chance to stand out, to make an impact, to change his or her career and life. This moment can literally make or break a career. Maybe not the first time, but over years and over many similar presentations it can be a career changer—in either direction. And yet, the solution is simple and available to everyone:

1. Have something to say.
2. Say it within a story construct.
3. Design it elegantly.

The real “Brain Battle Royale” comes when you do have something to say, you understand how to say it with power and your audience is listening—it’s your laser-focused thinking against their random thinking. If you can get them to listen for the first 10 seconds, and then you can keep their minds’ attention for the next ten, and the next ten, and so on—you win. You will have taken them on a journey they never expected. You will have made this about them as much as anything, and everyone loves being recognized for their greatness and heroic acts. They will applaud you for understanding their needs and they will be moved and more than likely will agree with you. And, if you are in a sales situation, they will more than likely be inclined to purchase from you. You have won! It can become addictive.

It starts simply enough with you, the presenter, developing an “angle,” or a point of view on the subject, which ultimately becomes your “Point of You,” literally your thinking and voice on the stage of life and work. This process, outlined in the next chapters, starts with your thoughts about the subject—that is, top-of-mind ideas and views that you believe are true, interesting and correct. The process then builds on those ideas with personal experience, and infuses credibility with recent, relevant news. The process then tightens your thinking and language, backs it up with fact-based research, case studies, and testimonials. It is a fast, simple process that can be used for any subject and the more it is used and perfected the more easily you will see how it helps shape your daily thinking and daily communicating, whether at work, home, in social situations or while presenting at a business conference.

## **The Wheel and the Rudder**

The ship analogy is used throughout this book, and throughout other books in the BoldPoint Now Series, as well as in our seminars, because it is my belief that each presentation is a journey for both the audience and presenter. Ideally, the presenter has been planning the journey, mapping it out, thinking about the destination, the head winds, the crew, and ship’s sails. The audience members, each walking up the ramp into the room, some like prisoners and others like tourists, are along the for ride, passengers unsure of where they are headed, except for the knowledge that they will be stuck on this ship with

this captain for the next hour. Let's hope there is cell reception enough for texting and there are more than cold wraps for lunch! Are you heading toward Devil's Island or Shangri-La?

The rudder steers the ship in the direction you want to travel. Actually, the wheel steers the rudder and the captain of the ship has a firm hand on the wheel. So, in effect, all must be working together to set the course for the journey. The captain must have a thoroughly mapped-out course in his or her mind—that is, a point of direction or destination. Otherwise, the boat will go nowhere, will drift here and there, and end up grounded on shoals or at some unexpected location—or it could be a cruise to nowhere, the destination of most presentations. The captain has to use some thinking, some experience, some navigation techniques, and some examples of others who have made successful journeys to this planned locale. The captain then takes this amalgamation of well-defined thought (the point of view for this journey) and sets the course, holds the wheel firm, and lets the rudder guide the audience to its destination. No captain would think of taking a ship out into the high seas without a direction and well-designed ship. A presentation, sales pitch, or any powerful communication is the same. Give your communications the rudder it deserves.

## Chapter 3:

### Creating a Point of View That Builds Business and Confidence

Today, smart business consultants sell their distinct points of view through the much used (and overused) white paper format, originally designed to help busy academics and executives distill complex ideas into short, easy-to-understand reads.

The growth of the white paper “industry” has been enormous. For example, the largest distributor of technology-oriented white papers, TechTarget, sees over two million tech white papers downloaded each year from its various technology websites, which is roughly four times the download rate in 2005. According to Google search records, in 2001 searches for the term “white paper(s)” generated 1.4 million results. Today, that number is closer to 400 million! What do these statistics mean? That people crave information and answers to their challenges and problems.

The white paper can range in style and depth from a 100-page tome with arcane language and deep research to a sporty, six-page overview of trends and ideas. It is the number-one go-to document for selling a point of view—on anything.

I cannot tell you how many times I have been in business meetings with top consultants and companies where the answer to the marketing problem was “let’s write a white paper and send it to our customers.” Dutifully, a poor mid-level associate is tasked with coming up with some brilliant, strong point of view that will generate new leads and customers. The problem is, few of these associates are skilled in how to actually come up with a point of view. They usually start with general industry trends and stats and begin a long regurgitation of what is already known. They may have a point of view, but it is often buried or lost in the flood of industry-speak and self-serving promotion, mixed with a touch of research. Forget it, pal, is what I often say to them. Don’t waste your time. First you have to come up with a specific angle, something new, something different—a provocative, fresh

point of view. It's not that hard.

The fact is that well-done white papers sent to extensive mailing lists no longer have the impact they once did. Everyone, from professors to CEOs to micro-bloggers to Twitter users, is out there pummeling the online networks trying to get their voice heard. The noise of it all is deafening. No matter what lists are used, no matter what sites these bits of white paper brilliance are posted on, prospects are flooded with ideas and insights, both good and bad, and they ultimately just don't care anymore. Unless something breaks through or something of real importance strikes them, they won't listen.

What this all means is that a strong point of view is more important today than ever before. Let's face it, wishy-washy and vague thinking or strong opinions with no grounding in real facts or actual case studies have no chance of survival. Those who can create powerful points of view not only have a greater chance of being listened to, but with powerful business social media tools such as LinkedIn, the ability to disseminate new thinking to a community grows exponentially, far beyond any mailing list—and with much greater authority as it is endorsed with the credibility of peers.

But it all starts with a well-crafted point of view, packaged into a story, and artfully delivered. There is no getting around this formula to be successful in marketing, whether you are presenting an idea, a brand or a product. The reality today is that getting your audience members, customers, prospects, bosses, or other influencers to recommend your unique take on things or your solution, through social media and online business community channels is the new world of selling, of thought leadership marketing, and of getting ahead personally—and it is all based 100 percent on first having a strong point of view.

## **Finding Your Position and “Voice”—The Point of You™**

We have called finding your point of view “Point of You” for a reason. It's not about finding yourself, although this may happen. It is a strong declaration to the world that you stand for something. That you do, in fact, have ideas and a point to make. That you are someone to be listened to and taken seriously. Everyone wants to be taken seriously and

wants their ideas to be considered, at a minimum. But few really have a system to work out these thoughts and ideas and turn them into a coherent personal theory or statement.

In the BoldPoint coursework, Point of You™ is the starting place. There's more, though. With our StoryPilot™ and SlideStar™ systems, you will package your Point of You™ into a stimulating, visually appealing presentation, which is part of our daylong seminars.

## **The 10-Step Process to Creating A Strong Point of You™**

The pages and chapter ahead will detail the exact process for developing your unique, “fast track” point of view on one or many topics your choosing. We call it a “fast track” point of view because over time you will refine it, build on it, and even change it as you become more expert with it and with your subject. The goal of this process is not to give you one lifelong point of view on one subject that is unchanging, but to create a living, evolving thinking process that you can quickly use in any circumstance or situation. It is a quick way to organize and package your important thoughts. You do not have to have a point of view on everything. But you should have a set of well-organized thoughts and views on those areas in your life that matter to you—particularly when it comes to your job, your career and your potential to succeed financially, intellectually and emotionally.

The process you will go through in this book, and more deeply in our seminars, is the only process of its kind for developing a point of view. As I have researched this area and have studied the concept of point of view there is, strangely, precious little on how to actually create a point of view. There is much discussion about the importance of it, how critical it is to innovation (per the Stanford University process), but few really know how to create it, how to make it an active part of daily life, and how to capitalize on it. Ken Blanchard's workshops for top executives is the closest I have seen to something that resembles a process, but it is single-minded and is directed toward business leaders who want to develop a lifelong understanding of their management style. It's a one-off, but an important one-off. However, it has little practical application in the daily lives of people struggling in presentations, sales pitches and in meetings that need help in organizing their thinking. The BoldPoint P.O.Y process is aimed at this daily, practical level of creating powerful communication.

## **A Brief Overview of the Point of You™ Process**

In the first few steps of the Point of You™ process, you will learn how to develop your subject and “mine” your personal experiences. Next, you will weave these personal experiences (the secret power behind great presentations) into your narrative, whether it is a presentation, a sales pitch or a discussion.

Since we are focusing largely on presentations, particularly the higher-impact presentations that will directly affect your career or business, we need to recognize that all great presentations have a personal stake in them. People want to hear the stories that have moved you personally—the events that have made an impact on you. You can find personalization in every memorable speech and in every great presentation. Through the P.O.Y. process, we will help you unearth the personal experiences that have made you who you are today. We will then show you how to fold them into the narrative of your presentation to create a powerful and persuasive means of communication. Not every presentation should be life changing, but every strong presentation must be built around a distinct point of view, personalization, a solid direction, and a forward-looking vision that is interesting and of value—this is what will set you apart.

The next part of the process is based on what is happening around the subject today, what is relevant. One of the most powerful ways of driving home your point of view and making it stand out is to provide a backdrop of current events and themes that support it. The benefit is that your point of view comes across as not only timely, but also infused with immediacy. As you go through the P.O.Y. process you will learn how to fold these current events into your story and point of view. Another benefit of weaving current events into your story is that it provides credibility through third-party endorsement—that is, endorsement from respected authorities such as *The New York Times*, *The Wall Street Journal*, *Time Magazine*, and others. The effect on your audience will be palpable: you are not alone in your thinking, your point of view is backed up by current events, culture and major media. It takes your view beyond mere opinion.

### **Refine and Focus: Getting Precise with Your P.O.Y.**

In this phase of the process, you refine and develop your ideas and messaging with a laser-like focus using techniques to find the right words and phrases, analyze them, build upon them, and edit them down. These key words and phrases serve as the anchor for your story and presentation—these are the guiding words that will get you to your destination. These dynamic point-of-view building blocks are critical to making your point of view come to life. Magically, this understanding of your thinking will begin to break down the fear of presenting to audiences. It's magical. The fear dissolves because all of this comes from your core and from your heart. There is no script required—this is your life and your thinking.

### **Research: Adding Another Layer of Credibility**

Now that you've refined your point of view to its very essence, we take you through some fast and simple steps that add yet another layer of credibility—outside research.

It is easy to find supporting research on most any subject. Whether the source is a think tank, a private research firm, a media study or government organization, solid research is critical to quelling any naysaying there may be about your point of view—and there will be doubters, always. By having layers of support, third-party statements, and outside research backing up your refined message and personal experiences, you create a compelling argument that is founded on much more than just opinion—you have a strong point of view backed up with facts and by credible third parties. In later chapters we show you where to find this research, how to artfully use it, and how to package it in your story and presentation.

### **You Are Not Alone: Get Notable People Behind Your P.O.V.**

As with research, a quotation from a well-known figure can add another dimension to your story. Imagine having Winston Churchill on your side. Or Teddy Roosevelt. Or JFK. Or Martin Luther King, Jr. A famous quotation adds another layer of power to your already strong case. BoldPoint shows you where to find quotes that fit your story, how to incorporate them, and how to use them artfully in your presentations.

## **The Final Case: Using Real Examples To Drive Your P.O.Y. Home**

In the end, your audience wants to be shown that your ideas will work. They are looking for real-life examples, and you will provide them. It is important in the process to develop real-life cases that are appropriate to your story and argument. It may be a case study about a company, an organization, a person or a process. You'll learn how to package and present it in a way that makes your point of view even sharper. It is just one more way to eliminate any doubt that your point of view has merit, power and warrants serious consideration. The combination is a powerful one-two punch in refining and solidifying your P.O.Y.

By Step 10 of the P.O.Y. process you will have three core insights on your subject, insights that were always there, but were never brought to the surface. By Step 10, you have your point of view nailed down tight. You have case studies, research and notable people supporting it. You are ready to tell it to the world. You worked hard to get to this stage, and it was worth it. Now you have something to say that is clear, focused and powerful. Afterward, you'll package your point of view into an informative, visually interesting, entertaining narrative that resonates with your audience and provides a game plan for change.

Let's get started on creating your "fast track" point of view.

## Chapter 4:

### Let's Get Started—The Point of You™ Process: P.O.Y.

#### Step 1: Word Association

The starting point for the P.O.Y. Process is the subject to be discussed. For demonstration purposes, I will use a real business example (a major Japanese auto manufacturer) that I have worked with for many years. But all you need to do is fill in the blanks below to see how this might work for your subject areas.

In the example case here, the subject area is multicultural marketing—that is, how might this carmaker better market its vehicles to diversity markets such as Hispanics/Latinos, African-Americans, and Asians. The company was spending well over a \$100 million dollars a year in advertising and marketing and they weren't sure what their strategy should be.

Honestly, when I got the assignment I had no meaningful point of view on the subject. There were many good diversity agencies, ones that specialize in each specific ethnic or cultural group. These agencies had been advising the automaker for decades. What could I possibly tell them? My advantages were a thorough understanding of the company itself (having worked with its culture in the past), and an understanding of agencies and marketing (having worked in New York, Asia, and California for several major Madison Avenue agencies). In addition, my team and I could, in an unbiased way, look at the possible opportunities across the broad range of multicultural audiences and see where there was waste and where there was opportunity with third-party objectivity. But this was not really a point of view on the subject, it was merely credentials and experience and, generally, this is not enough when it comes to giving powerful recommendations. I knew that at the end of the ten-month project I would have to stand before the entire marketing department, senior management, middle managers, and the company's four advertising agencies and deliver my point of view in some kind of presentation.

This is not unusual. Business executives, middle managers, and professionals of all sorts are put in this position on a daily basis. It is part of their job. It is probably part of your job. The first step in this process, before you click open your PowerPoint or Prezi or Keynote template, is to meet your subject head-on: write it down.

(Note: in the Resources section, there is blank Point of You™ worksheet that you can use as a template for developing your Point of You in the future.)

And so, we start with the first step, writing down the subject. In my case, it is about Diversity Marketing Opportunities for a major Japanese automotive company. So I write that down.

### **A: What is your subject? Write it here:** Diversity Marketing Opportunities

That was easy! Short and sweet. Don't overthink it. Some subjects that I have helped clients work through include Improving Customer Service, Trends in Luxury Buying, First Half Sales Outlook, Setting Up Training Departments, New Product Development, and many more.

Next step is to write down your top five thoughts on this subject. These are top-of-mind, quick thoughts. They can be personal opinions, ideas you've heard and liked, issues that you may have concerns about, or questions you have about the subject. The goal here is to write down anything and everything that comes to mind. Spend five minutes.

### **B: What are your top 5 thoughts on this subject?** (My example thoughts on Diversity Marketing.)

1. Currently the client is marketing to each cultural group as if each is a separate entity. For example, Latinos are targeted with Spanish-language ads featuring only Latino actors. That seems weird. Most of my Latino friends don't even speak Spanish!
2. Does each cultural group really buy differently? Do they really have different wants and needs? For example, I have an African-American friend who just bought a car. I went to the dealership with him to do a few test drives. Our salesperson was a Latina. It seemed like we were all kind of the same in the way we communicated and that our similarities were much, much greater than our differences.

3. I paid attention to ads on TV and in magazines. The client's ads used a segregated approach. All the people in the ad were African American, or Hispanic, or white, but never all three in the same ad. It was a segregated approach. It felt weird and archaic. Competitive brands' ads were totally integrated. One ad even had a married couple made up of an Asian woman and a white man.

4. Hispanic/Latino market seems most critical from demographic trends; Asian small but fast growing; African-American is large but not growing.

5. Based on U.S. census data, all future population growth will come from diversity groups.

You can see from the above that I had done some thinking, research and interviews before I started developing my point of view. Sometimes, it is important to wade into the pool of your subject area a bit to complete step 2. In this case I did a day of preliminary research—I talked to a few managers at the automaker, researched demographic trends and paid attention to how my client and other automakers were marketing their products. Imagine that you are a painter. Like Van Gogh or Picasso, you don't pull inspiration from thin air. You need to sit on your chair in the field and look out over your landscape before you begin painting. You need to think about the light, the angle of the sun, the colors, the foreground and background, the type of paint you will use. Imagine that you are the captain of a ship. Before setting off on a course, you need to examine the specs of the boat—the hull, mast, sails, size, and accommodations. This is where we are in the process, the sorting through of ideas, data and words to arrive at a new perspective.

**Step 2: Your Personal Experience on the Subject.** Write down three examples (they can be negative, positive, or neutral).

Personalization is the most powerful element of communication, yet so few people use it to their advantage. Personalization takes your message from a barrage of “business speak” to a message from someone who has a personal stake and story in it. Why don't people use more personal storytelling in their presentations? Perhaps they don't think it is important, that it is, well, personal, and “nobody wants to hear it.” On the contrary. We have found that the personal stuff is all that audiences want to hear. Frankly, they could care less

about the data you are going to present, they've probably heard it a hundred times. What will make it different will be your take on it, your personal relationship to this information.

**What are three personal examples on this subject?** (My example thoughts on Diversity Marketing.)

1. Growing up outside of Chicago in the early 1960s, I remember a black family moved into the neighborhood. The house was soon firebombed; they were forced to leave. It had a profound effect on me. Why did this happen? They seemed like a nice family.

2. Later, we moved to Cleveland and I went to one of America's first integrated high schools and saw first-hand how integration worked.

3. As an adult, I have lived and worked in Singapore, where I saw for the first time how multiculturalism worked—both good and bad.

4. I remember when Lyndon Johnson introduced the Great Society program. I firmly believe that this and other related programs have led to the country's first African-American President.

You can see how powerful personal stories can be. We all have these stories and we need to begin using these very personal connections to history and life. I recommend only writing down three or four such examples. The reason: personal experience is so strong, so powerful, that you only need a little bit of it to make the point. Like sugar, it's a sweet ingredient that can be overused. Use just a dash of it.

**Step 3: Recent News on the Subject.** Find two items, describe and source.

A quick search on Google will bring up any number of news stories on any subject. The point of finding relevant news is to begin building the case for your point of view using other experts and credible voices in the media. It adds immediacy to your story.

It also provides you with credibility that you can not possibly develop on your own, no matter how much research you present and no matter how many experts you interview. Having respected media sources on your side is the greatest support you can find. But the media must be credible. Hence, it might take two or three examples to drive home your

point. And you might find it best to have a mix of general news media (like *The New York Times* or *Time Magazine*) and business or trade media (like *Bloomberg Business Week* or an industry trade journal).

**What are some recent news stories on this subject?** (My example thoughts on Diversity Marketing.)

1. *New York Times*: “Among enlightened companies, diversity is an integral part of the way they do business.” (Note to myself: Diversity marketing is not an add-on)

2. *PolkView Magazine* by Polk Research (a trade/industry research firm): “One of the biggest surprises was the manufacturer-level loyalty among African-American owners of Cadillac, Lincoln and Buick brand vehicles. Some 67% of the Cadillac and Lincoln owners bought another vehicle from General Motors and Ford respectively, and 66% of Buick owners bought another vehicle from General Motors.” (Note to myself: Loyalty among Diversity is a critical factor to consider.)

Okay, now you have some media ammunition to back up whatever point of view you begin to develop. You can see how these kinds of quotes will come in handy in your presentation.

**Step 4: Word Line-Up.** Based on the steps you’ve completed so far, identify and write down key words (or phrases) that immediately come to mind on your subject.

This is where you start honing and refining your thinking into a set of messages that you can work with in your presentation, sales pitch or discussion. The process here needs to be fast and short. Don’t worry about writing in complete sentences. Just get your ideas down to their bare essentials.

**What are some key words or phrases on your subject?** (My example thoughts on Diversity Marketing.)

1. Diversity = multicultural; it is a blend of people and cultures
2. Diversity = integration, not separation or segregation; not add-on
3. Future growth = Hispanic/Latino market
4. Soon, population will be 50% Diversity; Minority = Majority

## 5. Time to embrace multicultural markets as mainstream market

You might start to see patterns at this point. You might feel like your story is coming together. At this stage, you still do not have a point of view, but the thinking is starting to coalesce. The next step is refining your messages and language—getting laser-focused.

**Step 5: Cut and Join.** Take the words identified in Step 4 and edit them down to the top three words (or phrases) that describe what you think about the subject or what others think or say about it.

In Step 5, the goal is to continue the whittling-down process of words and phrases to get at the heart of what needs to be addressed. This is not the time to introduce new ideas or thoughts. Work with what you've already identified and written down. This is how you get to a fast-track point of view on your subject. It cannot be a messy list of ideas and thoughts—it has to be sharpened to a fine point.

**Edit the words and phrases identified in Step 4 to the top three words (or phrases) that describe what you think about the subject or what others think or say about it.** (My example thoughts on Diversity Marketing.)

1. Diversity is now multiculturalism; Minority is Majority
2. It is integral & part of—not separate, but joined
3. Time to rethink approach

Looking at the diversity example, you can see with the above statements that we are getting down to just a few key thoughts, like “Minority is Majority” and Integral (or integrated) versus separate or segregated. We are very close to reaching something provocative here—something that may shake up the status quo in this organization. Keep in mind that this organization does not have an integrated diversity program, but rather four separate silos for how it operates its marketing program: 1) a general market strategy (the non-white Hispanic market); 2) an Hispanic marketing program; 3) an African-American marketing program; and 4) an Asian American marketing program. There is little or no

interaction between these four distinct campaigns, which is not only wasteful, it is by its very nature not integrated and disconnected.

## **Step 6: Examine Each Word Carefully, Cut, and Refine.** Top three words/phrases only. Do they describe the essence of the subject? Make sure!

The whittling down process continues in Step 6. For many people, this is the toughest step because it requires encapsulating all the random thoughts, ideas, fears and challenges that have arisen during the process. Once you complete this step, though, you are that much closer to reaching your point of view. It is coming to life. Just a short while ago, though, at the beginning of this process, you had no idea, or many undeveloped ideas, about what to think on this subject!

### **Step 6: Examine the words and phrases identified in Step 5 and whittle them down to the top three words (or phrases) that describe the essence of what you think about the subject.** (My example thoughts on Diversity Marketing.)

1. Multiculturalism is New Majority
2. Not Separate, but Integrated
3. Rethink Approach (But How?)

If you are having difficulty here, choose a set of words and ask yourself the following questions. If the answer to any question is No, then it most likely is not the best word or phrase.

- Does the word or phrase get to the heart of the problem? If yes, why?
- Is it a problem? If yes, why?
- Can you identify some preliminary keys to the solution? If yes, what are they?

The point of this step is to get your messages and thinking honed, but not to answer any questions that may arise. For example, a question that arose in my whittling-down process is “Rethink Approach (But How?)” I know that like many large organizations, my Japanese automaker client is a huge battleship, and to turn one of these ships around takes a ton of effort. It essentially requires getting the organization to make substantial changes to its thinking. It requires replacing a silo mentality.

At this stage you do not have to have the answers, not yet. That will come. Your point of view is developing and you have made great progress. You are halfway there!

**Step 7: Find Research.** Find statistics or research that address your subject. Package these statistics in a dramatic way; put a new twist or perspective on the numbers. (You can find quick research on Google, Ask.com, at industry association websites, government sites such as the U.S. Census Bureau, consulting firm sites, etc. This should not be considered your total research effort, but just a quick view of major trends and issues concerning your subject.)

By adding research statistics or facts from reputable sources you begin to hammer home the solid foundation your point of view rests on. It is not just some crazy opinion you are offering, you have facts to back up what you are saying.

You can find research by typing in a few keywords on Google or other search engines. You may have proprietary research that you have conducted or that comes from outside research firms. The two key points in offering up this information is to 1) give you additional support and credibility, and 2) paint a picture using research data in an interesting, revealing way.

**Step 7: Identify research or statistics that address your subject.** (My example thoughts on Diversity Marketing.)

1. Research item No. 1: According to U.S. Census, in 2040 the minority population will become the majority. Today, 38% of the population is made up of diversity groups. The largest group, Hispanic, totals 50 million people.
2. Research item No. 2: The U.S. Hispanic population is 10 million people larger than all the people in Canada, according to U.S. Census data.
3. Research Item No. 3: By 2050, the diversity segments in the U.S. will have a population two times the size of Japan's, according to U.S. Census data.

Above, I used the idea of comparing the U.S. Hispanic population (50 million) to the entire population of Canada (40 million). You can imagine a visual showing Canada's total

population of 40 million with the words “+ 10 million = the U.S. Hispanic population.” You can imagine a visual depicting that the total U.S. multicultural market size in the year 2050 is twice as large as the total population of Japan. One idea would be to show a map of two Japans, illustrating the enormous size and potential of the coming diversity markets in the United States.

Presenting data in a dramatic way is particularly effective. It is especially powerful for a Japan-based company. Certainly, the multicultural markets can no longer be considered an add-on element to the overall “general market” marketing strategy. The so-called general market is evaporating fast.

**Step 8: Find a Quotation.** Find one or two famous (or not so famous) quotations from a respected person (dead or alive) that address the subject.

In this step, you are now putting some final power into your point of view. We suggest including one or two strong quotations to substantiate your case. In my example case, I have included three. There were just so many good ones, it was hard to narrow it down further. I will only use one or two of them, depending on their appropriateness and the length of the final presentation.

**Step 8: Identify quotations that address your subject.** (My example thoughts on Diversity Marketing.)

“We have become not a melting pot, but a beautiful mosaic.” Jimmy Carter

“It is great shock at age five or six to find out in a world of Gary Cooper you are the Indian.” James Baldwin

“I look forward confidently to the day when all who work for a living will be one with no thought to their separateness as Negroes, Jews, Italians or any other distinctions. This will be the day when we bring into full realization the American dream—a dream yet unfulfilled.” Martin Luther King, Jr.

You can see how powerful these quotations are in the context of my subject area and future presentation. You can see how they could be presented as freestanding quotes on one slide. How they fit into the presentation and where they fit exactly will be up to how the

final story is constructed and how the design of the story (the artfulness of the slides) are developed.

You can also see now that you have lots of material to work with in getting your point of view across to your audience, and in the process you are learning something about yourself, too. The mind is a wonderful machine that can take disparate bits of information and begin assembling them in powerful ways. At the same time, your ideas are becoming part of the fabric of your thinking. It is not someone else's ideas that you are parroting, but a rich amalgamation of thought you can call your own, thinking that can define you and enable you to stand taller among the crowd.

**Step 9: Case Studies.** Personal examples (refined) of your subject area or other examples or case studies. You can refine your own experiences, detail the competition's approach, or use any other outside example you find relevant.

#### Case Study No. 1: My Personal Experience with Multiculturalism

We have come a long way, even in my short lifetime. I grew up seeing a black family's home fire-bombed just blocks from where I lived north of Chicago. I've seen the "colored only" drinking fountains in Florida and I have seen our church's minister fired from his post for marching in the civil rights movement. I have seen the change from segregation to integration. I listened to the radio when Martin Luther King, Jr., was killed and I saw the riots that followed. I have lived through the change from segregation to integration. I have seen an African-American become president.

#### Case Study No. 2: My Business/Other Company's Experiences

I have worked in foreign lands where I was the minority. I have managed Asians, Arabs, Indians, Malaysians, Japanese, and English. Their collective cultures and religions represent the world. I have seen how small slights in cultural understanding can burn down neighborhoods and spill blood. I have seen how countries can make a beautiful mosaic from the rich cultures of its people. There is no separate "strategy" for governing, it is one

strategy for all, but the things that make each culture unique—language, food and traditions—are preserved.

### Case Study No. 3: My Business/Other Company's Experiences

Pepsi, McDonald's, and many other consumer product brands have begun shifting marketing to the new realities of the population/demographic changes in the marketplace. Understanding that sales of many consumer products are youth-driven and that multicultural youth are growing at a faster rate than white youth they are now looking at the minority market as the majority market for their products. In effect, 98 percent of all population growth, and therefore their market growth, will come from multicultural customers in the near future.

**Step 10: The Solution—Your Point of You.** Now, write down your top three insights on your subject based on the total information you have developed so far. Craft your ideas into a few short sentences. With these sentences you have now found your fast-track point of view. The next step, is take your point of view, and the other key information you've developed through this process, and place it into a story structure (see BoldPoint's StoryPilot™). The third and final step is to artfully package your point of view and your structured story into high-impact slides and visuals (see BoldPoint's SlideStar™).

In Step 10 (below) is the fast-track point of view I developed for the multicultural project. Using this point of view as a starting point, I built out an entire marketing strategy for the automaker, and presented it to numerous departments on several different occasions. Our recommendations were put into operation over the next year. The core fast track point of view statement is in blue. In the final presentation this was honed down even further, but the essence came from this process.

1. In a short time, we've come a long way—from a country where the majority of the population was white to a blended country of many cultures and races.
2. Today, we can say that the **best diversity strategy is no diversity strategy—multiculturalism is the majority, multiculturalism is one strategy.** From this point forward, 98 percent of all population growth will come from diversity segments.

3. Diversity is not the issue, treating people as if they are different is what needs to be avoided. The quicker we can break out of this legacy approach the better. The quicker we can stop pretending people of color have different dreams and values than the “general market,” the better.

## Summary

In the multiculturalism example, you can track how the whittling-down process helped distill many ideas into a few core points. Next, the process enabled me to expand on these few core points as I made my point of view statements into full sentences. You can see that the cumulative effect of personal experience, research, powerful quotations, case studies, competitor information, and media support take what may at first have seemed like mere opinion and turn it into a powerful point of view that is undeniable—or at least worth listening to.

Imagine the slides, videos and data that will tell this story. Don't you want to know more? Don't you want to see how it turned out? Well, so did my audiences. They wanted to know what my solution was. They were all ears. They were with me. They were open and receptive. That's when I knew I had succeeded in presenting my point of view in a compelling, interesting, fresh and fact-based way.

You can imagine how controversial these statements were to both the company and its agencies. It was not easy for them to swallow this or to make changes fast, but they understood it and began the slow cultural re-think within their marketing ranks. We made many recommendations based on this point of view, not the least of which was to change their approach from diversity “silos” to the concept of lifestage and behavior marketing.

This idea of lifestage/behavior marketing is simple enough. It's based on the idea that people, regardless of color, who are in similar stages of life, have the same needs, wants, and behaviors and probably want the same kind of features in their automobile regardless of their skin color. For example, consider a group of professional women in their forties married with children. The group consists of Hispanic women, African-American women, Asian women, and white women. This group probably shares more common ground than a 25-year-old Hispanic woman shares with a 45-year-old Hispanic woman.

Marketing according to lifestage is not only smarter, but also more cost-effective since it cuts down on the need for multiple diversity campaigns that end up generic in their segments. I didn't recommend eliminating "in-language" media (advertisements and messaging conveyed in Mandarin or Spanish, for example). We didn't recommend being insensitive to distinct cultural issues. I recommended against employing four segregated strategies unconnected to the larger brand messages. Viewing marketing in this light means advertising needs to run horizontally across the budget and not be stuck in vertical silos based on race and color. And, to put it mildly, it can save millions of dollars.

As mentioned earlier, this point of view was, at first, disorienting for the company. But based on it, and for the first time ever, the company began holding meetings with all its diversity agencies in one room. It developed a joint task force to help create more inclusive campaigns featuring people of multiple ethnicities together in advertisements, and airing those advertisements on primetime television. They implemented ads with female voiceover, a major breakthrough for the automaker. The company began to consider letting its diversity agencies create advertising for the "general market," something that was unheard of before—it just wasn't done. And though you might think this project took place in the 1960's or 1970's. It did not. Our recommendations were made in the year 2012!

So, now, when people ask me about diversity or multicultural marketing and what my point of view is I have an answer: "My point of view on diversity marketing is simple: there is no diversity marketing. Here's why...." It gets their attention and it sets the stage for my presentation.

I now have a "fast track" point of view on my subject. I now have a solid foundation of understanding and a preliminary point of view that will take my audience in a specific direction. With more study, research and analysis I will improve it, deepen it, refine it, and build upon it. I may find I need to alter it based on additional information I discover. I may need to shift it based on economic, market or world events. The point is: I have a course and a destination to steer my ship toward. I can make course corrections as needed to incorporate new information that comes to light. But I always know my end destination—my point of view.

## Chapter 5

### Examples Redux

#### CasaBlanca Real Estate and Customer Service at the Route 66 Motel

You've just seen how the BoldPoint Point of You™ process enabled me to arrive at a distinct point of view regarding Multicultural Marketing for a major Japanese automaker. This process can be used (in whole and part) on a wide variety of industries, topics, businesses and subject areas.

Studies tell us that the brain likes to organize thoughts and create patterns to make the thinking process more efficient. I have found that a “thinking system” like the one you just experienced is easily embedded into the brain’s permanent neurological “channels” and, with just a little practice, can be rapidly deployed when needed. People who have used the BoldPoint Point of You™ technique have found that the more they use it, the faster, easier, and more natural it becomes. It can work for individuals, small, or large groups, too.

As you become trained in this technique you will find that it becomes automatic in your planning process for pitches, meetings, talks and discussions of importance. To illustrate the process, I've included two additional examples. In our BoldPoint seminars and workshops, we take live examples from the audience and in real-time create powerful, fast-track points of view. It's powerful watching workshop attendees go from utter confusion about what they want to say about their area of expertise to having a laser-focused, unique point of view that they developed “on the spot.”

The two examples in this chapter are about as far apart as I could imagine for this book: 1) a new real estate business and 2) customer service in the motel industry.

## Example 1:

### Creating a New Business—CasaBlanca Real Estate

A good friend of mine wanted to shift out of her day job as a successful marketing manager and into a new business based on real estate investing, her passion and hobby. She wanted to help people who were having a tough time with their mortgages and people who were dealing with upside-down home values to get back on solid financial footing in what has been a very challenging real estate market.

The business she wanted to launch uses many creative ways to help homeowners in trouble. She leveraged several methods that enabled homeowners to stay in their homes, or sell them at the best possible price, while preventing them from foreclosure or bankruptcy, which can compromise a person's credit rating for several years. Her business also enabled people who had suffered foreclosure or bankruptcy to get on a path to financial recovery by restoring their credit and allowing them to move on with their lives in a positive way. A tough task, but this was her passion. She wanted to create a company that served people who had gotten left behind by the real estate bust.

The mission, at this point, was not to create a presentation, although there would be many presentations that incorporated her Point of You™ discoveries later on. The mission was to build a website, create marketing materials, and develop the brand and messages that explained her creative and unique take on the dynamic and complex world of residential real estate, and then use these messages in sales pitches and presentations.

I should note that neither of us had any idea how this would turn out. It is this way every time, and it always works. Here's her story. We'll call it CasaBlanca Real Estate.

## Let's Start—the “Point of You” Process: P.O.Y.

### Step 1: Word Association

A: What is your subject? Write it here: Rent-to-Own Real Estate Solutions

B: What are your top 5 thoughts on this subject?

1. Helping people experience home ownership
2. Helping people out of crisis, helping people take responsibility (people not taking responsibility is part of the reason we got into the housing crisis mess)
3. Helping sellers move tough-to-sell properties
4. Improving neighborhoods
5. Where a barrier has been put up (in this case, the barrier is the banks, which have tightened lending standards so fewer people can get loans), go through the barrier using innovative techniques.

You can see at first this sounds like a lot of promotional copy for a website. That is okay. We do not judge at this point, we want top-of-mind ideas and thoughts. We will work with the above and develop it into a point of view. Watch it happen!

**Step 2: Your Personal Experience on the Subject.** Identify and write down three examples (negative, positive, or neutral).

1. My first house purchase was life-changing; it was about putting down roots; it was about the American Dream. It was a big accomplishment for me; I just had to get a home.
2. Getting a loan was tough before the housing bubble, then it was (too) easy, now the standards are extremely stringent.
3. My family has always been in the home and building business; it's in my blood.

Identifying the personal stories requested in this step is often difficult for people. It's sometimes emotional and hard to dig deep. But as the process develops you will see the power of personalization and how it is the glue that holds everything together. It brings your point of view home. And, since it is from the heart, it has high impact. This is what people want to hear.

**Step 3: Recent News on the Subject.** Find two items, describe, and source.

1. *Los Angeles Times*: Median home price in Southern California climbs as supply is squeezed. It's becoming increasingly hard to find single-family homes at an entry-level price point.
2. *The Wall Street Journal*: The top 10 largest lenders denied 26.8% of mortgage applications in 2010. The result: many sellers cannot close.

In real estate there is so much in the news it is difficult to filter out items that relate to the subject area. But with some work and time you will find many articles and stories from a variety of publications and media that will be specific to your direction.

**Step 4: Word Line-up.** Based on the above, write down key words (or phrases) on the subject that immediately come to mind.

1. American Dream
2. Accomplishment; a tangible asset you live in
3. Helping everyone—buyer, seller, community
4. Tough for women generally, very tough today for everyone to achieve home ownership
5. Improvement: personal, financial, life
6. Responsibility and connecting

In this step, you whittle down thoughts in a funnel-like manner so as to get to the heart of the matter. Though this may appear repetitive and tedious, it is critical to the process. This is the point where things begin to find shape and coalesce into something with meaning. Watch how these words and phrases develop.

**Step 5: Edit and Join-Up.** Take the words identified in Step 4 and edit them down to form the top three words (or phrases) that describe what you think about the subject or what others think or say about it.

1. American Dream is still possible
2. Help people by connecting people
3. Innovative approaches require people taking responsibility

This is more of the same whittling-down process. This is when key ideas begin to emerge, as when a sculptor cuts away at a stone block to find its shape. The hints of a point of view begin to take form.

**Step 6: Examine Each Word Carefully and Refine.** Top three words only. Do they describe the essence of the subject? Make sure!

1. American Dream = Innovation + Commitment

## 2. Connect people

## 3. Innovation & Responsibility = Two-way street—you can't do it alone

If you are having difficulty here, choose a set of words and ask yourself the following questions. If the answer to any question is No, then it most likely is not the best word or phrase.

- Does the word or phrase get to the heart of the problem? If yes, why?
- Is it a problem? If yes, why?
- Can you identify some preliminary keys to the solution? If yes, what are they?

You can see how at this stage the ideas are nearly formed, or at least are taking root in some form of organization around key ideas. This is now getting at a “fast track” point of view. It is not the final point of view, but the point where additional information and support are needed to keep going.

**Step 7: Find Research.** Find statistics or research that address your subject. Package these statistics in a dramatic way; put a new twist or perspective on the numbers. (You can find quick research on Google, Ask.com, at industry association websites, government sites such as the U.S. Census Bureau, consulting firm sites, etc. This should not be considered your total research effort, but just a quick view of major trends and issues concerning your subject.)

1. [Creative Real Estate Investing Online: 3 Ways to Buy Houses with No Money Down](#)
2. [Mortgage News Daily: Why did this Mortgage Crisis Happen?](#)

Finding research that supports your ideas is critical in moving your point of view beyond opinion. You want hard facts to back you up, or to at least add some deep credibility to what you are saying. There may in fact be contradictory research out there and someone may call you on that. It's okay, the goal here is to get the ship headed in a direction that will grab attention and give you a chance to build your case. Later on you will add supplemental research to fully detail your views, insights, and recommendations. This is that starting point.

**Step 8: Find a Quotation.** Find one or two famous (or not so famous) quotations from a respected person (dead or alive) that address the subject.

“Real estate cannot be lost or stolen, nor can it be carried away. Purchased with common sense, paid for in full, and managed with reasonable care, it is about the safest investment in the world.” —Franklin D. Roosevelt

"The big demand was not so much on the part of the borrowers as it was on the part of the suppliers who were giving loans which really most people couldn't afford." — Jon Meacham and Daniel Gross, "The Oracle Reveals All," Newsweek online, interview with Greenspan.

Like research, quotations provide additional “heft” to your growing point of view. They add “anecdotal” research and support to your argument whereas hard facts and figures add quantitative research. By having both, it is tough for an audience to refute what you are saying; in fact, someone else, an expert or well-regarded person is saying it on your behalf through these quotations. You are not alone in your thinking. Sometimes the quotations can be funny, too, but they need to drive home your point.

**Step 9: Case Studies.** Personal examples (refined) of subject area or other examples (competition or friends) or relevant Case Studies.

#### Case Study No. 1: Your Experiences (refined)

A tenant-buyer situation is an option that I wish I knew about earlier. If I were to sell my house in Arizona, I would do it through a tenant-buyer set-up. It saves on real estate commissions and maintains positive cash flow, all while making sure the tenant in place is responsible. It also helps people get back on their feet. It’s win-win-win. Doesn’t get much better than that.

#### Case Study No. 2: Other People’s/Company/Competition Experiences

I have heard stories of sellers who are unable to sell their houses, no matter how hard they tried. It is just too hard for people to get loans in many situations, especially when the loans are approaching jumbo level. One of my mentors said that he helped a seller lease his house to a tenant-buyer, and the seller was so happy with the situation he told all his friends and brought my mentor tons of new

business. This strategy solves so many problems, it's kind of amazing. It's the one good thing that has come out of the housing crisis!

Another layer of support is added in this step, the layer of practical personal experience (refined from our early writings on experience) and outside, real-world examples of where just what you are saying is happening, is alive and well and working for others.

You may find that you have no outside examples. In that case, work with other research findings or with other people's experiences, such as friends, co-workers, or find examples throughout history. For example if you are in the food business, you may want to talk about what McDonald's is doing, or Whole Foods, or your local sushi restaurant. Bring your insights to life with actual case studies, or at a minimum with personal anecdotes.

**Step 10: The Solution—Your Point of You.** Now, write down the top three insights on your subject based on the total information you have developed so far. Craft your ideas into a few short sentences. Once you have done that, you have found your fast-track point of view on the subject. Now all you have to do is take your point of view, and other key information you've developed, and place it into a story structure (see BoldPoint's StoryPilot™), and then artfully package it with high-impact slides and visuals (see BoldPoint's SlideStar™).

1. Today, you can still have a piece of the American Dream, but it takes financial innovation and personal responsibility to get there.
2. There is no easy solution to reinstate the American Dream. It takes hard work and a team that knows how to connect the committed buyer with the right seller, one that has the right financial solutions.
3. **The New American Dream is a two-way street: personal commitment with creative financial solutions.**

There you have it, a preliminary point of view is now in blue: The American Dream today is a two-way street: personal commitment and creative financial solutions. This business lives at this intersection.

As my friend completed this process, in less than 20 minutes, her business suddenly became crystal clear. She immediately re-worked the language on her website, saw how she

could position her business in a new light, envisioned a webinar on the two-way street concept. She was no longer confused about what her business stood for or its key differentiators. It was about connecting and helping people still trying to reach for the American Dream of homeownership—or still hold on to it. But getting to that dream has changed in America, it is now a two-way street of 1) personal commitment on part of the buyer and 2) her creative financial solutions. This was now her new point of view on her business and how she approaches it and talks about it today. My friend now had a “fast track” point of view on what the business of real estate was about today, and what her new real estate business was centered upon.

The above illustration is another example of how the P.O.Y. process works for creating “fast track” preliminary points of view on any subject. With more study, research, and analysis she will improve it, deepen it, refine it and build upon it. She may even find a need to alter it or shift it completely based on the additional information and findings she discovers.

As you develop and refine your point of view and get comfortable with it you will find that you use it all the time and people might even start looking at you funny—they will be listening to you. After all, you’ve got something to say, and you are saying it with power, and this can be startling to those you have never heard you speak with such authority before. If you get really good at it, people will invite you to speak at gatherings, and it’s very possible before too long you will become something of a guru, or expert, in your field. This is the ultimate expression of point of view development, it is the next level outlined in the final chapter of this book, something called Thought Leadership.

---

## **Example No. 2: Customer Service at The Route 66 Motel**

I have worked in the hospitality industry for years, helping luxury hotels and destination resorts around the world find their voice and place in world of high-end luxury.

I have worked with major golf course developers, including Jack Nicklaus, Arnold Palmer, Tom Weiskopf, and the Dye family, to help them market and brand their signature properties in places like Mexico and Asia. I have worked with the Shangri-La luxury hotel chain in Singapore, Singapore Airlines, British Airways, and other high-end providers of luxury travel and hospitality, but I have never worked with a low-end motel chain, let's call it The Route 66 Motel, nor have I developed a point of view on how such a small chain might come up with a unique point of view based on quality service.

But we tackled the project and here's what we came up with using the BoldPoint technique, which shows that the "you" in Point of You™ does not have to be a person solely—it can be a brand, product, or organization. In this case we used the process to come up with a better understanding, a point of view, for how to make service come to life along the highway.

## **The Route 66 Motel: The Customer Service Advantage**

### **Let's Start—the "Point of You" Process: P.O.Y. Step 1: Word Association**

A: What is your subject? Write it here: Service and motels

B: What are your top 5 thoughts on this subject?

1. Motels don't have service
2. Motels with service would stand out
3. Service = clean sheets, scrubbed toilet, AC and heat, good bed
4. Service means higher prices
5. Service not expected; just basics

Again, the first step is all about getting your personal thoughts down on paper. They can be random or specific, but just let them pour out. This is the raw material from which all else will follow.

**Step 2: Your Personal Experience on the Subject?** Find three examples and write them down (positive, negative, neutral).

1. Front desk: usually teenager is running it; sometimes it's hard to get attention; have to buzz in or ring bell; often in bad neighborhoods; usually creepy and wonder if there are bugs in the bed.
2. When motels are nice they have strong, welcoming front entrance (hotel-like) and pleasant person behind counter; coffee is 24/7 and food/snacks/breakfast available; nice sitting area with TV; rooms are nice and clean with some décor elements.
3. Extra amenities are good, like pool and fitness room; or a pet-friendly policy, refrigerator and/or kitchenette; good beds and flat screen are major factors, plus free Wi-Fi; info and support of nearby attractions are good too.

Once again, this step is all about pulling out some key personal experiences or feelings on the subject. These will be more fully developed later on, but it is key to get the mind working. Don't forget: the personal experience "part" of any presentation is perhaps the most powerful. It starts here.

**Step 3: Recent News on the Subject.** Find two items, describe, and source.

1. When you look up motel news, all you get are reviews from customers. This drives home the critical importance today of reviews on Trip Advisor, Yelp, Kayak, Hotwire, Priceline and other sites. This is now more important to the industry than news or public relations—reviews are now the new public relations. Here's one from TripAdvisor: "Friendly, comfortable, free breakfast, cleanliness, owners were very friendly; felt like home." Engaged owners are key to positive reviews.
2. It's all about reviews—very little general news on motels.

This case was one of the few times I found no actual news on the subject, but found thousands of actual customer reviews. Reviews, as we have known in our work with luxury

properties, have become one of the most critical tools in the industry. But, at the lower-end of the hospitality industry, it is also just as critical. This is now something we can build upon in developing our point of view, and ultimately our recommendations.

**Step 4: Word Line-Up.** Based on the above, write down key words (or phrases) on the subject that immediately come to mind.

1. Owner engagement is critical to service perception
2. Customer reviews, reviews, reviews
3. Extra amenities separate high-performers from low
4. Comfort, cleanliness, friendliness, caring are vital to high service marks
5. Welcoming, pre-post experience strong—a hotel experience at motel prices
6. Understand the service vs. room rate formula

In short order, we can see the narrowing of focus for this industry and business. We see reviews as critical and we see that the owners are critical to reviews. Now, we need to focus these insights a little tighter.

**Step 5: Edit and Join-Up.** Take the words (and phrases) identified in Step 4 and edit them down to form the top three words that describe what you think about the subject or what others think about or say about it.

1. Owner friendliness and engagement with customers
2. Importance of reviews
3. 3 C's Experience: Comfort, Cleanliness, Caring

In this case, like many we come across, the “fast track” point of view started developing rapid-fire. The above statements give us a clear roadmap to the issues. But these issues may or may not be break through; they could be “old hat” or passé within this sector of business. We need more information.

We have to always be mindful of cutting through basic insights and discoveries and going to the next level of thought, something different. Let's see how this progresses.

**Step 6: Examine Each Word Carefully and Refine.** Write down the top three words (or phrases) only. Do they describe the essence of the subject? Make sure!

1. Friendliness
2. Positive Customer Testimonials
3. 3C's = Comfort, Cleanliness, Caring

If you are having difficulty here, choose a set of words and ask yourself the following questions. If the answer to any question is No, then it most likely is not the best word or phrase.

- Does the word or phrase get to the heart of the problem? If yes, why?
- Is it a problem? If yes, why?
- Can you identify some preliminary keys to the solution? If yes, what are they?

In this step we are beginning to narrow down our thinking to a few key words. The danger here is that they may distill our insights into the general and vague, or worse, into business jargon. We need to be mindful of this as we move on to the next step.

**Step 7: Find Research.** Find statistics or research that address your subject. Package these statistics in a dramatic way; put a new twist or perspective on the numbers. (You can find quick research on Google, Ask.com, at industry association websites, government sites such as the U.S. Census Bureau, consulting firm sites, etc. This should not be considered your total research effort, but just a quick view of major trends and issues concerning your subject.)

1. **Research item No. 1:** U.S. lodging industry on unprecedented run with revenues up 6%; growth exceeding supply. Source: PFK Hospitality Research

Hotel/Motel market:  
40,000 Companies  
50,000 Properties  
\$120 Billion Industry

50 Largest companies control 45% of volume  
(Source: Hoover's Research)

**2. Research item No. 2:** Increases in hotel/motel industry are due to increases in corporate demand and as a result occupancy rates are up and room rates are up.  
Source: PFK Hospitality Research

Business in the hospitality industry is clearly on the uptick. Corporate meetings are on the rise, but we know that there is always a squeeze on travel budgets. This particular chain probably is not aimed at corporate meetings, but they have told us that they have seen an increase in salespeople and locals staying with them and holding small meetings and events. The owners have started to address these trends by beefing up their offering of small meeting rooms. Still, their primary business is traveling families looking for adventure. This means amenities such as pools, flat-screen TV's, local tour information, and refrigerators are important. We can now add all of this new information into the mix of our thinking.

**Step 8: Find a Quotation.** Find one or two famous (or not so famous) quotations from a respected person (dead or alive) that address the subject.

Write Quotations Here:

"I stayed in a really old hotel last night. They sent me a wake-up letter." Steven Wright, Comedian

"The great advantage of a hotel room is that it's a great refuge from home life." George Bernard Shaw

There are hundreds of quotes from famous individuals on the joys of hotel/motel hospitality. In this case, I went with humor and with the concept of a "refuge from home" since so many reviews talked about great service making it feel "like home." Of course, the personal treatment of the motel owners was key to creating this feeling. This too goes into the mix.

**Step 9: Case Studies.** Personal examples (refined) of subject area, or other examples (competitors) or relevant case studies.

#### Case Study No. 1: Your Experiences (refined from previous comments)

Good experience was pet-friendly motel, they knew my name at the front desk. I am in the system. They know my favorite room. I have free Wi-Fi, the room is simple and clean and has a small fridge. Focus is on simple but important things. The basics very well done.

#### Case Study No. 2: Other People's/Company/Competition Experiences

A TripAdvisor Customer Experience: “Recently stayed at TLM Motel and I am a big fan. Cleanest, best, most comfortable hotel I have ever stayed in—like being at home.” (Note: unsure if this is legitimate review or not.)

With our experience and work at the high-end of the hospitality industry we do know that high levels of service and positive reviews are critical. But at the low-end of the hospitality spectrum we now have a slightly different point of view emerging. It is based on the owner's engagement, on the feeling of home, on core amenities, and on the basics of the 3 C's. Let's see what happens.

**Step 10: The Solution—Your Point of You.** Now, write down the top three insights on your subject based on the total information you have developed so far. Craft your ideas into a few short sentences. Once you have done that, you have found your fast-track point of view on the subject. Now all you have to do is take your point of view and other key information you've developed and place it into a story structure (see BoldPoint's StoryPilot™), and then artfully package it with high-impact slides and visuals (see BoldPoint's SlideStar™).

1. To gain a service advantage in the motel business, focus on caring, cleanliness, and comfort—on giving a feeling of being at home.
2. It's about the little things that create a feeling of uniqueness and are “hand-crafted” by engaged and caring owners and staff.
3. It's about creating an experience, including the pre- and post-experience, that will generate positive feedback (reviews) instantly.

This is it. We now have a preliminary, “fast track” point of view on the subject of service in the motel industry. Prior to running through this exercise, which took about 20 minutes, I had no idea how critical the caring owner and reviews were to the motel industry or how important a caring ownership was to getting those positive reviews.

The point of view we developed was one based on old-time values, on a “hand-crafted experience” that you cannot get in hotel chain. It is about caring owners who know you personally and provide the 3 C’s: Comfort, Cleanliness, Caring. It is about doing the simple things right. This is the service advantage in the motel industry.

You can see how this “fast track” view can shape a presentation for this particular motel chain along Route 66. With additional research, analysis and creative thinking the recommendations for making changes are pretty easy to imagine. And it all started with developing a fast-track, unique perspective on the subject. And with even more study, research and insight, the point of view and the story is improved, deepened and sharpened over time. It sets the course for change, improvement and a stronger business. You may even find a need to alter your point of view or shift if completely based on the additional information and findings that are discovered down the road, or in this case Route 66.

So where do we take our point of view from here?

The next steps are designed to take your “fast track” point of view and craft it into a story with a strong beginning, middle and end, and using all the information you have developed in the P.O.Y. process. The last, and final, step is creating dynamic visuals (slides, videos, charts, graphics) that are artfully designed for maximum audience impact. Once you have created this powerhouse story and presentation, you are ready to communicate powerfully. There is no looking back at the old way, at presentations that are rudderless and without story. You may even find yourself walking out of such presentations. Your time is worth a lot more than that.

## Chapter 6:

### Build Your Story & Change the World

After these examples, and we have many more we demonstrate and develop “live” in our workshops, you are probably seeing the value of this process in organizing and supporting your great thoughts and ideas, ideas you have had bundled up inside you all along, but just needed a little help in coming to the surface.

Where do you go from here?

Once you have established your point of view, you are now ready to create your story and then package it in a powerful way. The story is a critical, and often overlooked, part of the presenting process and it requires some thought. Like the P.O.Y. process, once you get the hang of it, it goes much faster and becomes second nature.

The idea of telling stories is as old as humankind itself. The oral tradition of storytelling was developed tens of thousands of years ago, before writing was even invented. Storytelling is hardwired into the way we think. People are enchanted by stories because we have a basic need to complete the incomplete, to seek resolution, to make things whole. Stories speak to the human desire to make sense of life.

#### Building a Story with *StoryPilot™*

Storytelling is vital in the entertainment business. Noted teachers and practitioners, from Hollywood scriptwriting guru Robert McKee to mythologist Joseph Campbell, distill the story down to a finite number of story arcs or themes. Many of today’s notable presentation designers, from Nancy Duarte (a terrific designer and author of *Resonate*) to Garr Anderson (another innovative designer and author of *Presentation Zen*) to Cliff

Atkinson (a renowned architect of storytelling for presentations and author of *Beyond Bullet Points*), have their unique take on how to construct an effective story.

Most strong storytelling is based on Aristotle's *Poetics*, the foundation of the classic three-act story construct—that is, Act 1 (the beginning), Act 2 (the middle), and Act 3 (the end). Throughout the ages, scholars have analyzed the three-act structure and have come up with many additional theories and variations, including five-act structures and even 27-act plays, but as Shakespeare knew, all of them must have a dramatic arc—that is, a starting challenge that leads to action, then to a climax, and then to resolution.

Story construction is an intricate process. It takes critical and creative thinking to build the setting, the protagonists, the challenge, the solutions, the major turning points, and finally, the climax and resolution—the solution to the challenge. Most people facing a presentation have given little thought to any of this, let alone the entire slide choreography and design elements that follow and are needed to construct an artful story package. This lack of attention to the essential element of presentation design—the story—is why 95 percent of them fall into the category of “Death by PowerPoint.”

This is why a key focus of the BoldPoint Now technique is the story. We show you how to: 1) find your point of view; 2) craft your story; and 3) design it with style—and do it practically and fast. In our other books in the series, *StoryPilot™* and *SlideStar™*, and in our workshops, we show you how to rapidly create a suitable story structure for your material and then how to use state-of-the-art design techniques to deliver it.

BoldPoint's techniques and processes take storytelling novices and pros alike through a method of story construction, starting with your point of view that you have learned in this book. We guide you through a number of core story themes that enable you to create dynamic stories and present them with power. Our program is essentially a rapid-fire apprenticeship in storytelling. You will learn communication, marketing, and education skills that will serve you in almost every aspect of your life.

In the past decade, there has been a growing recognition in business of the story as a powerful and persuasive means of communication. Stories are a proven way to stand out

from the pack, turbo-charge your career, transform audiences and yourself, and change the world. To succeed, you need to learn how to tell stories.

As I mentioned, it is likely you have never thought about infusing story into your presentations. You are not alone; few have. This is without a doubt the single greatest crime—and opportunity—in presentations today. Generally, not one thought is given to “the story” and even less thought is given to design, photos, charts and typefaces. Yet, the greatest presentations you’ve seen all have used some form of classic storytelling. They also touched you on a personal and emotional level; they had to in order to be effective. By having the speaker offer personal insights and experiences on the subject, they make it personal—and that is where true storytelling power rests, in personalization. It is here where you can see how the steps in our P.O.Y. process that touch on your personal experiences are very useful.

Does every important presentation require a story and getting personal? Yes. Does every report or document you present have to be structured in nice, tight “acts,” like a play? Maybe not, but it would make them much more powerful even with just some minor application of these techniques. If you want to shine, if you want to connect with people on a deeply human and emotional level, if you want to persuade someone to buy, to consider your point of view—or if you want to change the way the world thinks—you better set up a story structure and be willing to get personal about it. Stories are built into our DNA, but rarely are they built into our presentations.

BoldPoint’s StoryPilot™ guides you through three classic structures—Inspirational, Chronological, and Spatial—while providing new techniques that simplify the structure, lay out your “acts,” detail your solutions via a story navigator, and maximize the impact of each element from beginning to end. These three options will cover 80 percent of your needs.

Our story approach is another fast track to the most widely used and powerful storytelling devices available, so that you can find your story and get it up and running in your presentation in no time. By going through this process you will understand the core elements of storytelling and, like a Hollywood scriptwriter, you will decide which of the three options best suits your needs.

## Be a *SlideStar*<sup>™</sup> : The Art of the Slide

Most who come to BoldPoint seminars and workshops are looking for better slides. This is good. But as you may have guessed by now, BoldPoint's philosophy is that a powerful presentation is more than just a collection of well-designed slides. In fact, we have seen many presentations where people have left the room muttering, "great slides, but not much behind them." The problem with most presentations is that they do not have the three core elements required to make them great: 1) a point of view; 2) a story; and, 3) slides that are well-designed and powerful. You are now equipped to create a fast track point of view, so we can check that box.

BoldPoint's *SlideStar*<sup>™</sup> system will provide you with the tools and techniques you need to fulfill the third criteria. *SlideStar*<sup>™</sup> will take your slides from mediocre to masterful. We navigate you through today's hottest designs, colors, photographic trends, fonts, backgrounds and chart designs. We package these tools for you and give you a systematic process where you can choose from three core themes: Image-Strong, Word-Strong, Data-Strong. You can choose one theme or you can mix and match.

BoldPoint's *SlideStar*<sup>™</sup> system shows you the shortcuts to making a great slide, how to contrast slides for greater impact, how to understand grid structures, how to maximize photos to their fullest extent, and how to make facts and figures come alive.

There are many great design books and guides available, but this is a complex field and few non-designers have the time or even are able to fully grasp all the concepts and apply them in a hands-on way that is both artful and practical. *SlideStar*<sup>™</sup> does the design work for you. In our courses, seminars and books, we provide easy-to-use design themes and templates that enable you to create beautiful slides that work powerfully with your point of view and story structure. In addition, by joining our online community ([www.boldpointnow.com](http://www.boldpointnow.com)), you will receive weekly advice, slide show tips, free photos, and updates on the latest in presenting.

If you want to take your point of view to the next level, then it is critical to understand these two important components to powerful communicating: the story and the

art of packaging the story. With all three elements—point of view, story, and art of story—you are ready to change yourself, your audiences, and maybe even change the world.

# The Next Level: Thought Leadership

## Chapter 7:

### When it All Comes Together It Changes You & Your Audience

BoldPoint brings it all together for you: your point of view, your story, and your slides and visuals. When it all comes together you will see and feel a difference. You will have a deeper relationship with yourself and with your story, which will enable you to build deeper, more enduring relationships with others. You will become more confident and powerful as you connect with more people.

As you become skilled at this process you will develop greater confidence in your ability to present and sell. The skills you gain will fundamentally change your view on presenting—you will find presenting fun—and powerful. It will be powerful not only for you, but for your audience as well. They will see something new in you and they will likely be moved by what you say and how you present. You won't be offering another dead hour of PowerPoint slides, but a compelling story and reason to be inspired, and to change. When this happens—when it all comes together—you will find that your bosses and associates will look at you differently. You will have moved up several steps in their minds. You will be called upon to present again, and again. You will add value not only for yourself and your organization, but you will provide value to the people listening to you.

After you've presented your P.O.Y. a few times, you will have become increasingly comfortable with what you are saying and believing. You will soon find that people will begin to see you as a kind of expert, a subject matter expert. They will ask you to deliver a speech on the subject, perhaps, or they will want to partner with you. This is when you know you have power. BoldPoint helps you harness that power into true Thought Leadership. We take you from finding your unique P.O.Y., to creating a story around it, to presenting it in a powerful, artful way. Being a Thought Leader is the next level. Are you ready for it?

## Next-Level Thought Leadership—Be An Industry Guru

Your ideas and thinking can change your life. Your point of view, story and expertise can become your point of differentiation. Your story—well spoken, well designed, well printed—can be what separates you from others and makes you a true Thought Leader. It can make a career, it can help others, and it can build a business for you and your family.

It starts with your core beliefs and insights, often buried inside of you. It builds with a story about that belief, and that belief and story well designed can transform audiences and ultimately transform you into a sought-after expert. BoldPoint and its media partners, Highpoint Publishing, can take you to that next level, can take you from development of a critical point of view, story development, and presentation design to speaking as an authoritative voice, as a Subject Matter Expert (SME), as an author and speaker who is in demand.

A published book is the next critical step and the next critical strategy for any executive, innovator or government official. An authoritative book, based on your ideas and presentations, shapes the perceptions of the people and organizations that matter to you, from potential marketing partners to financial sources to prospective customers.

Today's on-demand self-publishing world is very different from yesterday's vanity publishing. Thanks to new publishing, distribution and printing technologies you now can publish your own globally distributed book and derive up to 10 times the sales income of conventional imprints, not to mention the additional powerful, high-revenue business benefits you reap. Our system takes you each step of the way: from writing and editing to design and printing, from distribution and promotion to purchasing systems and speaking tours. There is no need to forfeit your editorial control and potential book revenue. Acting as your independent imprint is a powerful expert tool for your career. But you will need guidance and customized support for your publishing strategy, concept development, manufacturing, and distribution, along with coordinated revenue-driving content in print and electronic media.

Authoring your own book demonstrates your commitment, substance and thought leadership. Without one, your executive brand and marketing effort is incomplete.

Once published, a book becomes a critical and fluid source of personal intelligence and influence that flows from the printed page, and from new communications platforms including e-book formats, blogs and social networks. It raises your personal brand and company visibility to the highest level, creating powerful new opportunities. It begins with a personal discovery (again, personalization is vital) process to help you explore and express your insights in the most marketable and effective way. Through this process, you will discover and clarify your insights as you bring them to the page, making them accessible to a wider audience.

Our process is based on identifying, distilling and formatting your key business intelligence in a way that is highly efficient for you and extremely effective for creating successful books and electronic products that will have impact in your target markets throughout the world. The first step in this process is to conduct business intelligence and a market assessment that delivers a blueprint for leveraging your intellectual property in all media. Our team always begins with interviews and extensive research into processes and business intelligence. We draw upon the bank of research and intellectual property developed by you, or your company or organization, to offer a strong and compelling presentation of your vision and in the process branding your perspective and principles to make them accessible to a full range of business stakeholders, whether they be CEOs, managers, customers or a community. In addition, our intelligence assessment will serve to brand the value of your company's core assets.

The second step in our process is developing a professional proposal and sample chapter. Developing a book is a system activity—that is, coordinating content into a work, placing that work into the marketplace by publishing, and then supporting it through coordinated marketing, public relations, and other business activities. In effect, our team acts as the core content and review experts. We coordinate and support this activity, processing and refining key information to generate a table of contents, evaluation, sample chapter and final proposal. At completion of the final proposal, approved by all partners, we provide a project review to set a calendar and timeline for book development and accompanying costs.

The next step is to 1) publish on demand or 2) circulate the proposal and book idea to top-tier international publishing houses, securing a publishing contract for widespread

distribution. We then circulate your book proposal throughout our network of influential acquisitions editors among major and independent publishers, resulting in a final agreement for publishing, distribution, and promotion. In addition to offering financial and contractual advice and, in effect, acting as your literary agent, we provide attentive professional publishing expertise and careful oversight for every aspect of the publishing cycle.

Also, we write and edit high-impact content for the book and e-media and we provide full, professional writing and editing services, assuring that your content is of the highest professional quality and perfectly aligned to your business goals. This includes cover and interior design of your book so it meets the highest professional standards and acts as a strong asset for book sales and ultimate success.

As part of our marketing package, we not only publish the printed book, we coordinate social media campaigns, follow through with world-class marketing and publicity, and manage sales and book processing. Prior and after publication of your book, we assure the highest level of success through essential marketing and publicity follow-up, with addition options to engage the world's best publicists and marketing experts for even greater success. We also will create and publish dynamic content derived from your book in the world's top social media networks. We understand this revolutionary medium and will assure that it is leveraged to your strategic advantage.

This “next level” is not for everyone. It is for those who see their insights as valuable tools for others to learn from and that will take their brand and themselves to the next level. The core of our value is to get you to that next level, from design and book publishing solutions with short-term strength and long-term impact to engaged support and a focused media program centered on your Thought Leadership executive book. If you are ready to go to the next level please go to our website and/or contact us through [www.boldpointnow.com](http://www.boldpointnow.com).

At whatever stage of communication development you find yourself, the BoldPoint system takes you through each step of the way. We make it easy and fun. We provide all the guidance, tools, and techniques to get you started on this transformation. Be bold in your

communication. Present with power. Let BoldPoint get you there now! For more information, click [HERE](#), and to enroll in a BoldPoint seminar or workshop in your geographic area, click [HERE](#), or go to [www.boldpointnow.com](http://www.boldpointnow.com).

## Chapter 10:

### Point of You™ Resources

#### Finding Research

The list of research and information websites can run into the tens of thousands. When looking for research to support your point of view we recommend looking within these four categories: 1) major media; 2) government; 3) industry research; and 4) specific trade research. In addition, you may have access to proprietary research databases that are pinpointed to the needs of your daily work life, such as industry sales data, marketshare reports, and competitive information. It is important to sift through all of this data to create a well-rounded view of your subject.

Here are a few starting places to consider:

Google.com

Ask.com

Industry Association websites

Government websites, such as US Census Bureau

Independent research firms, such as Pew Research

Technical research firms, such as Forrester and Gartner Group

Proprietary research firms, such as Gallup, JD Power, and Polk

University research & reports (By subject area or by institution)

This will get you started. A quick search on Google (or any goo search engine) will take you on journey of available reports. In no time at all you will have plenty of basic data to get you started.

#### Finding Great Quotes

Like research, quotes can be found in many locations but here is our list of top quotes sites.

WikiQuote.com

Worldofquotes.com

Quoteland.com

Thinkexist.com  
TheQuoteGarden.com  
Great-Quotes.com  
JustQuoted.com  
Quotationspage.com  
BoardofWisdom.com  
Quotables.com  
Quotedaddy.com  
Coolquotes.com  
Brainyquote.com

# Point of You™ Template

## The BoldPoint Point of You™ Worksheet

### Step 1: Word Association

A: What is your subject? Write it here \_\_\_\_\_

B: What are your top 5 thoughts on this subject?

1. \_\_\_\_\_

2. \_\_\_\_\_

3. \_\_\_\_\_

4. \_\_\_\_\_

5. \_\_\_\_\_

**Step 2: Your Personal Experience on the subject?** Identify and write down three examples (they can be positive, negative or neutral).

1.

2.

3.

**Step 3: Recent News on the Subject.** Identify two items, describe and source.

1.

2.

**Step 4: Word Line-up.** Based on the above, write down key words (or short phrases) on the subject that immediately come to mind.

1.

2.

3.

4.

5.

6.

**Step 5: Cut and Join.** Take the words identified in Step 4 and edit them down to the top three words (or phrases) that describe what you think about the subject or what others think or say about it.

1.

2.

3.

**Step 6: Examine Each Word Carefully and Refine.** Write down the top three words only. Do they describe the essence of the subject? Make sure!

- 1.
- 2.
- 3.

If you are having difficulty here, choose a set of words and ask yourself the following questions. If the answer to any question is No, then it most likely is not the best word or phrase.

- Does the word or phrase get to the heart of the problem? If yes, why?
- Is it a problem? If yes, why?
- Can you identify some preliminary keys to the solution? If yes, what are they?

**Step 7: Find Research.** Find statistics or research that address your subject. Package these statistics in a dramatic way; put a new twist or perspective on the numbers. (You can find quick research on Google, Ask.com, at industry association websites, government sites such as the U.S. Census Bureau, consulting firm sites, etc. This should not be considered your total research effort, but just a quick view of major trends and issues concerning your subject.)

1. Research item No. 1:

2. Research item No. 2:

**Step 8: Find a Quote.** Find a famous or not so famous quote from a respected person (dead or alive) that addresses the subject. (one or two quotes.)

Write Quotes Here:

**Step 9: Case Studies.** Personal examples (refined) of subject area or other examples, competitor information, or case studies.

Case Study No. 1: Your Experiences (refined)

Case Study No. 2: Other People's/Company/Competition Experiences

**Step 10: The Solution—Your Point of You.** Now, write down the top three insights on your subject based on the total information you have developed so far. Craft your ideas into a few short sentences. Once you have done that, you have found your fast-track point of view on the subject. Now all you have to do is take your point of view and other key information you've developed and place it into a story structure (see BoldPoint's StoryPilot™), and then artfully package it with high-impact slides and visuals (see BoldPoint's SlideStar™).

1.

2.

3.

The above statements are your “fast track” point of view on the subject. You now have a solid foundation of understanding and a preliminary point of view. With more study, research, and analysis you will improve it, deepen it, refine it, and build upon it. You may even find a need to alter it or shift it completely based on the additional information and findings you discover.

The next steps are designed to take your final point of view and craft it into a story using all the information you have developed. The final step is creating create visuals (slides, videos, charts, graphics) that are artful and have high impact on audiences. Go to [www.boldpointnow.com](http://www.boldpointnow.com) to learn more.

All content and content rights of this book are trademarked and owned by BoldPoint Communications, a division of PFI Communications, and are protected under US Trademark law and are the sole right and ownership of BoldPoint Communications. Any use of this content or material must get authorization from BoldPoint Communications, 5482 Wilshire Blvd., Suite 1626, Los Angeles, CA, 90036. Telephone: 323-634-7700  
ISBN: 9781624884115