



# **Ideas Don't Sell Themselves**

**How to Win Support for Your Project.**

**Program. or Proposal**

By Christopher Witt

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# Because Ideas Don't Sell Themselves

*(That's your job.)*

The purpose of this eBook about pitching is to:

1. Alert you to recent trends that affect how you work.
2. Disabuse you of some of the most common mistakes otherwise smart professionals make.
3. Show you how to gain people's support (and get more done) with less time and effort.
4. Help you present yourself as a leader, a person other people turn to for insight and advice.
5. Lead you through a step-by-step process to create a winning pitch.

## **This is not a sales pitch...**

...but it is about helping you pitch your ideas—your proposals, programs, and projects. What you'll find here are ideas that will make you rethink how you've been approaching your job. And a whole lot of practical advice that will actually change the way you work.

## **This eBook is not for sales people...**

...although they could profit from it. Nor is it for professional pitchmen, those chest-thumping, adrenaline junkies who thrive on hyping a deal.

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It is for the smart, successful professionals who know what they're doing, but who are less confident about their ability to get other people to understand and act on their ideas.

The insights and suggestions you'll find here have been developed through years of working with people who just want to get things done without a lot of fuss or fanfare:

- Executives and business owners
- Managers and directors
- Engineers
- Programmers
- Researchers
- Architects and contractors
- College presidents and non-profit executive directors
- Coaches and consultants
- Self-employed entrepreneurs

So if your success depends on communicating your ideas in a way that wins people's support, read on...



# Getting Things Done Today

Wouldn't it be nice...



You've come up with a great idea. It's something new, and it will solve a messy problem. You've done your homework. You've investigated and compared various options. And you've discovered or created or refined something that works. You know it will.

"It" could be a recommendation to purchase a new copier or a proposal to reorganize an entire organization. Or a design for an apartment complex, a bid on a construction project, a proposal to engage a consultant. Or a new procedure for tracking sales, dispensing medications, or training new hires.

Whatever your "it" is—a project, product, process, program, service, initiative—it is something you're proud of. You're jazzed. Your solution is so right that it needs no explanation. Once you unveil it, people will gasp in wonder. You have built it, they will surely come.

In your dreams.

Wouldn't it be nice if all you had to do was have a good idea and get on with things?

Now the hard word begins...

The problem is, in today's workplace, having a good idea—even a great idea—isn't good enough. You have to get it adopted or approved to be acted upon. And that can be a nightmare.

In the past you might have presented the idea to your boss or to someone else in authority, and that was enough. He (it was usually a man in those days) would say yea or nay, and you'd get to work on it. Not anymore. Not these days.

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## The world has changed...

...and the way decisions get made—the way ideas get accepted or rejected, implemented or ignored—it has changed too.

Here are some of the trends that have transformed the workplace in the past number of years:

1. **Major decisions get made, for the most part, by committees.**

Authority has become shared, collaborative. Few people have sole responsibility for making a big decision. Too much is at stake. The issues are too complex.

2. **Committees—teams, boards, panels, task forces, commissions, etc.—are cross-functional.**

Any group that meets today has representatives from different fields: R&D, sales, the legal department, finance, and HR, to name just a few. And they all have different responsibilities, concerns, and knowledge bases.

3. **People are busier than ever.**

After decades of downsizing, rightsizing, workforce optimization, reduction in force, or simply mass layoffs, people took on more responsibilities and worked harder and longer than ever before. Then the most recent economic debacle hit. And those who still had jobs got even busier. They need to do more and do it faster. They want help. And they want it now.

4. **The speed of change outstrips the ability to keep pace.**

Technology changes faster than was imaginable even ten years ago. Regulations change and change again before you even have time to apply the former ones. Societal expectations and standards change. Workforce customs and practices change. By the time you've rolled out the latest thing, it's already dated.

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## 5. The number of options can be overwhelming.

When you had only three alternatives to choose from, you had one chance in three of getting it right. Now there are so many possibilities—think of how many smart phones are on the market, just as one example—that your chances of picking the wrong one have risen exponentially.

## 6. The world has gone global.

Okay, the world was always global. But in the past business got done, for the most part, locally or regionally, maybe nationally. Now even small- to mid-sized enterprises deal with colleagues, clients or customers, suppliers or service providers spread out to the four corners of the earth. Is that website designer you're working with based in Kansas or Kuala Lumpur?

### So that means...

...a lot of things. But what it comes down to is this: getting your idea approved and adopted has become harder than ever before.



## The biggest mistake you can make...

...is to assume that your idea will win the day simply because it is a good idea.

Otherwise smart professionals have seen their idea go down in flames, because they didn't make its case.

Check out your job description, if you have one, and you probably won't find "the ability to pitch ideas to win approval and support" listed under "main responsibilities."

And look at your résumé. (You *are* keeping your résumé updated and on hand, aren't you?) Does it have "a demonstrated ability to make people understand and act on my ideas" listed under skills and qualifications? It should.

Having good ideas is one thing. Getting them accepted, approved, and acted on is another. It's the hallmark of a successful professional.

## So what can you do?



# It's Not about Sales

We're not really talking about selling.

Sales is its own specialty, with its own strategies and techniques. Whether you're selling a product or a service, you follow—or should follow—certain steps. You identify prospects. You qualify them, which is a fancy term for deciding if they have the interest and the money to buy what you're offering. You analyze their needs and wants. You make your pitch. You address their objections. And you close the sale.

Selling is about facilitating an exchange of something—a product or service—for money.

And sales professionals are a different breed, a species unique unto themselves. They get high on selling. (At least, the good ones do.) They like the give and take. And they've developed a resilience—or is it just a thick skin?—that allows them to keep going in the face of one rejection after another.

**Most professionals—you may be one of them—don't want to be in sales.**

They don't even want to think of themselves as being in sales. They just want to do their jobs. But they know that communicating their ideas in a way that other people understand and accept is a major part of their jobs.

You can talk about selling an idea, but it's not the same thing as selling a product or service. It's another beast altogether. And it has its own set of rules. Its own steps.



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## It's about gaining buy-in for your idea.



You're not selling an idea. You don't give people a thought, a mental construct, or a concept in exchange for money. That's not how it works.

You are getting people to buy into your idea. To understand it, first of all. Then to like it. To believe it and to want it. To accept or approve or endorse or support it. And finally to act on it, or to allow you to act on it, or to get other people to act on it.

Sales has its own process. So does pitching an idea to gain buy-in. That's what the rest of this eBook is about.

## All you have to do...

...is show people how your idea—your process, program, procedure, project, technology, service, etc.—will help them get more of what they want. Or less of what they don't want.

It'll help, of course, if you can also show them how your idea is better than what they already have or do, and better than what the alternatives offer.

## That's all there is to it.

If you're already able to do that, if you're happy with your track record of getting people to adopt your ideas, you don't have to read any further. If you're like most everyone else, read on...



**“A pitch is a presentation or conversation designed to win approval or support for an idea from those who have the authority to make it happen.”**

# 1

## Three Questions to Ask

The strategy for any pitch is determined by how you answer three questions:

1. What do you want?
2. Who are the people who can give you what you want?
3. Why would they want to give you what you want?

There's more to it than answering these questions, of course, but they're the biggies. The rest of this eBook will explain why they're so important and how to go about answering them.



# 0



# The First Question

It's amazing—distressing, really, when you think about it—how many people make presentations without knowing what they want.

For example, I help teams make oral proposals for large (sometimes billion-dollar) contracts. The teams have already submitted a written proposal the size of a telephone book. And now they have to make a pitch (which is often called an oral proposal) to a selection committee.

During our first meeting, I ask: “What do you want to accomplish?”

Now, these are very smart people. Most of them are engineers. Many of them have doctorates in subjects I didn't even know existed. And yet they look stumped.

Then they sputter something like, “We want to tell them about our fancy new technology and software development process.” (They don't say fancy, mind you. They use words like agile, robust, and world-class.) They can go on and on, because this is their baby. It's the best thing out there. And they want to tell you all about it. And show you graphs and charts, too.

“That may be what you talk about,” I say, when they finish speaking. “But what you want at the end of your presentation—your goal— is to be awarded the contract.” Doh.

# 1

## The goal of a pitch...

...of any pitch, of every pitch, is to win the permission, approval, and support you need. *What it comes down to is this: you want them (the people in charge) to say yes.*

Yes, you can do your project. Yes, you can have the job. Yes, we'll give you the budget you request. Yes, we'll use your procedure. Yes, we'll accept your recommendation. Yes. Yes. Yes.

You want them to say yes, right? So the starting point of your preparation is to formulate a question, the answer to which is yes.

There's no way around it. When you're making a pitch, you're dependent on other people. They have the power. They are in control. They are the ones who have the authority to give you the green light, permission, resources, or support you need.

You can't get what you want until they give you something. If you can act without their participation, there's no reason to pitch them.

## A pitch is really just a request.

It's about asking for something. The question is, what are you asking for? What do you want from them? What do you want them to say yes to?

# 2



# 1

## The Crucial Question

That question—what do you want them to say yes to?—is what I call the crucial question. It is the crux of your pitch.

You may or may not explicitly state the question during your pitch. But the question needs to be asked...and answered.

- Will you issue me the building permit?
- Will you approve these changes to the employee compensation plan?
- Will you give us the seed money we're seeking?
- Can I continue to the next stage of this project?
- Can I count on your support as we roll out this initiative?
- Will you choose our firm to work on your project?
- Will you fund this project?
- Will your department work with ours on improving our communications?

You have to know what the question is—the crucial question—right from the get-go. Don't do anything else until you know what that question is.

Using no more than 15 words, what is the question you will be asking?

# 3

# 1

## The question you ask determines the answer you'll get.

Do not stint on defining it.

To make sure you're on the right track, ask yourself these questions about your crucial question:

1. Will it get you what you want?

When they say yes, do you get everything you need—the approval, support, and resources—to move forward?

2. Is it short and clear?

By short, I mean 15 words or fewer.

3. Can it be answered immediately?

The question you ask has a short life-span. Once you ask it, you need a quick response. Preferably right on the spot. Maybe within a couple of days. By the end of the week at the latest. After that, the question—and your pitch—is dead.

4. Is it actionable?

Is it something the people you're pitching can actually act on? Do they have the authority to say yes? Do they have what they need in order to do so?

# 4

## The strategy that guides your preparation is geared toward...

...getting them to say yes to that question. And that's how you know your pitch was a success. It's really quite easy. If they say yes, it was a success. If not, well...



# 1

## From now on...

Write out your crucial question.

Then post it somewhere prominent where you and your team, if you're working with one, will see it every day. Keep going back to it.

And here's the rule: Anything that helps you get a yes to that question goes into your pitch. Everything else—even if it's good and true and beautiful—gets chopped.

Be ruthless. Be utterly and unapologetically ruthless. Hack away at every piece of information, at every slide, at every chart, and at every story and anecdote that doesn't get you closer to the yes you're seeking.

Too many good ideas sink under the weight of good, but extraneous information.

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## Many Little Yeses along the Way

Sometimes you'll need to talk to many different people, even to many different groups, in order to get the final approval for your idea.

You may need to talk to a division manager before being allowed to speak to her group so that, upon their recommendation, you can present your idea to the committee that will make the final decision. If that's the case, you'll actually be making not one pitch, but three.

So you know what that means? Each pitch has its own question.

When you're talking to the manager, the question is, "Can I present my idea to your group?" When she says yes and you're talking to her group, the question becomes, "Can I present to the selection committee?" Finally, when you're in front of them, the question is, "Will you implement my recommendation?"

## New pitch, new question.



# 6



# The Second Question

Your first question is: What do you want? Specifically, what do you want them to say yes to? Your second question follows naturally from the first:

## Who are the people who can give you what you want?

Who has the authority to say yes?

This is a tricky question and the answer isn't always immediately clear. There may be three or four groups of people with the direct or indirect authority to buy your idea. They are sometimes called stakeholders.

1. **Implementers**

The people who will do the work required to make your idea a reality.

2. **End Users**

The people who will actually use, operate, or employ the procedure, process, product, or system once it is in place.

3. **Influencers**

The people who have the power to sway or affect others based on their reputation, authority, knowledge, ability, or position.

4. **Decision Makers**

The people who have the authority to make the final decision.



# 1

## You would think...

...that the decision makers are the only ones you have to be concerned about. But you'd be wrong.

First of all, decision makers rarely act in a vacuum. They consult others. They seek their input and guidance. They know that the success of the venture you're proposing and of their organization depends on involving others.

And second, even if the decision makers were to go it alone, even if they overruled everyone else and made a decision in your favor, you would still lose out. You'd lose the goodwill of the people whose support you need to get your idea adopted and acted on.

Right now, create your list. Write out the names, titles and areas of responsibilities of each person involved in making the decision. By each person's name, indicate whether he or she is an implementer, end user, influencer, or decision maker.

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## The Third Question

You know what you want people to do—to say yes—and you know who they are. Now the question is, why would they want to?

You know—or you should know—why *you* want them to say yes to your proposal: it will benefit you in some way. (If it won't benefit you, why are you even bothering to make all this effort?)

But why would *they* want to say yes?

### What's in it for them?

You can tell people why you want them to act. That's okay. (They expect you to act out of some form of self-interest.) But it isn't okay to expect people to do what you want them to simply because you want them to. That's foolish.

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**“People will act (and keep acting) only because they're motivated to do so. Because there's a reason or a cause they believe in.”**

The best way to convince people to adopt, endorse, or implement your idea is to show them how doing so will help them solve a problem that affects them.

# 2

Some people argue that “solving a problem” is negative. They recommend talking, instead, about helping people achieve a goal. But there are two reasons why it’s more persuasive to talk about solving a problem than achieving a goal.

First, to achieve a goal you always have to first solve a problem.

There’s always something that stands between you and your goal. A lack of resources or knowledge. Something that’s broken or missing. A change in regulations or requirements. An accelerated schedule. A shortage of material or an unexpected increase in costs.

That something is a problem. And solving it is what helps people achieve their goal. So you can’t help them achieve a goal without first helping them solve a problem.



The second reason it makes more sense to frame an idea as the solution to a problem is this. Problems get our attention faster than goals do.

We’re conditioned to monitor the horizon for problems, threats, risks, the possibility that something could go wrong. Those things make our pulse quicken. They prepare us for action. Wave a problem in front of people, and you’ll make them take heed.

Sure, if you help people solve a problem, you’ll help them achieve a goal that’s important to them. And you’ll want to tell them that. But start with what hurts them. With what scares them. Lead with the problem and your solution to it. Follow with the goal and how they can achieve it.

**So the real question is...**

What problem does your idea solve?

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Let me make that even clearer. What problem *of theirs* does your problem solve?

If you're pitching to business audiences, your idea has to help them...

- Save time, money, or effort
- Reduce risk and uncertainty
- Improve quality or add capabilities
- Comply with regulations
- Improve morale or reduce employee turnover
- Increase trust, effective communication, and collaboration
- Attract or retain clients / customers

If your idea doesn't solve a problem, you may as well pack up camp and go home. You don't have a pitch.

Your pitch is all about showing people how your idea will help them solve a problem. (And, by doing so, help them achieve a goal.)

# 1



## But Is It Enough?

Even when your idea will solve a problem, people won't necessarily buy into it.

You've probably already run into that situation, haven't you? There's a problem. You know it. They know it. And you have a solution. You know it. And after listening to you, they know it too. But they still don't go for it.

Why not?

Why don't people buy into something that will solve one of their problems? They're stupid. They're just doing the math, and things don't add up. Let me explain.

Most of the time even when people know they have a problem, they don't realize its magnitude. They may be vaguely aware of how much the problem costs in time, money, or effort. But they usually underestimate that cost.

So you come to them with a solution. And one of the first things they'll do is ask how much it's going to cost. They won't trust you to give them a complete and accurate estimate, so they'll add to it. They'll arrive at an inflated estimate.

Then they'll compare how much living with the problem currently costs them to how much implementing your idea will cost. And too often they'll decide that your idea costs more than it's worth.

### You may be tempted to...

...lower the cost of your idea. Give a discount. Cut your rates. Eliminate or cut back on some of the steps of your process. Require less of their time or commitment. Make it easier for them.





# 2

Here's my advice: Don't do it.

If you give less or expect less of others, your idea won't work. It won't benefit people. And you won't be happy. If you accept less that you're worth, you'll feel cheapened. It's not worth it.

(If people have the wrong impression of how much your idea will cost, of course you'll want to correct them.)

What can you do instead?

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## Make Them Hurt.

Instead of lowering the cost of your idea, the smarter thing is to make them realize how much their problem is already costing them. Make them hurt.

Let me give you an example. The VP of Sales asked for my help. When his sales reps visited prospects, they took an engineer along with them to act as a subject matter expert. The problem was, the engineers couldn't explain the company's system, at least not so ordinary people could understand. The VP wanted me to help them speak more clearly. And he asked how much my services would cost.

Having been in the same situation many times before, I didn't answer his question right away. Instead, I said, "What's the big problem? Nobody understands engineers."

He was taken aback. He assured me it was a big problem. A major problem. The company was losing sales. His department wasn't making its numbers. I asked him to estimate how much money they were losing...in rough numbers. He named a not insignificant figure. And, at my prompting, he cited a couple of other costly mistakes attributable to the engineers' miscommunication.

Then and only then, when I was convinced that he realized how much the problem cost, I quoted him a figure for my services. The cost of my services—the cost of the solution—seemed tiny in comparison to the cost of the problem as he now perceived it.

**"If the problem isn't causing them pain—or if they aren't aware of the pain—they won't buy into your solution."**

When you propose a solution to a problem, make sure people feel the pain caused by the problem. If it doesn't bother them, they won't do anything about it.

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## Another reason for talking about pain...

More often than not, you have to make your pitch to any number of people. They all have their different concerns and areas of responsibility. And they all have a say in determining whether you get what you want.

Many of the people you're pitching may not see any reason for supporting you. They may not think that the problem you're solving affects them.

Here's the thing. The same one problem can affect different people in different ways. Your job is to find out what makes each person hurt.

Let's say a division within a company is experiencing an unusually high turnover among its top players.

What's the problem? High turnover.

The director is stressed because her division is falling behind in its output, and she's afraid she'll lose more people because they are already overworked. The head of HR is unhappy because he has to help the director find, interview, hire, and train new employees. The CFO worries about the financial impact caused by the decline in output and the increased labor costs. The branding consultant who works with the director of marketing is concerned about the company's image as an "employee friendly place to work."

## Same problem. Different pain.

Make them hurt. Make as many people hurt as possible. Or, to be more accurate, make them aware of how much the problem hurts them.

Then, when they wince—and only when they wince—pitch your solution.

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## Make Them Smile.

Taking people's pain away is a good thing. In and by itself, it will make people happy.

But you can make them happier still.

**"The way to seal the deal is to show people how your solution will benefit them."**

Salespeople distinguish between features and benefits.

(I said I wasn't talking about sales or expecting you to be a salesperson, but that doesn't mean you can't learn from them.)

A *feature* is something that your solution does or is. It's a part or a characteristic of your idea. A *benefit* is a way that people profit or gain something of value from it.

Think of it this way. You brag about something your idea (process, procedure, product, policy, etc.) does or is.

- The new accounting system will automatically import data from Excel .
- The revised compensation plan will reward employees for achieving individual and organizational goals.
- The proposed reorganization will give the VP of Marketing more responsibility for conducting market research to determine the marketability of new products.

The people you're talking to yawn, and ask, "So what?"

# 6



What they're asking is, how does it help me? What do I get out of it? How does it help my organization? Why should I care?

## They're asking the WIIFM question: What's In It For Me?

When people ask, "So what?" the best response begins with "So that..." And the words that follow have to show the person you're talking to how he or she will gain some benefit.

Link every feature to a benefit, using the magical words "...so that..."

- We'll be able to export data automatically from our current software (which is being discontinued) into this new system so that we can save time and money, and reduce errors.
- Roundabout and traffic circles reduce accidents and traffic delays so that your drive home will be faster and safer.
- The external accounting firm that I'm recommending will do everything from posting our daily income and expenses to writing our payroll checks so that we can focus on our core business.
- The new copiers have a user-friendly interface so that we won't have to spend as much time and money training our people in how to use it.

Just as problems hurt different people in different ways, so solutions benefit different people in different ways.

The example about roundabouts applies to drivers, to people who will be using them. You would, of course, list other benefits when talking to a city planner or to a town council member.

People expect you to benefit from getting your proposal approved. That's okay. But they will only approve your proposal when they see how *they* will benefit from approving or adopting it.

Don't make them guess. Tell them how they will benefit.





## People's Secondary Agenda

People's personal agendas—their individual concerns—affect their decisions. (That doesn't come as a surprise to you, I hope.)

In a business setting people won't tell you that they're putting their own needs before or on par with the welfare of the organization. But they may well act that way.

Show them how your idea will benefit the group as a whole. And let them know—you have to be subtle about it—how your idea will benefit them personally.

How will it benefit them? That depends, of course, on the situation and the person. But people share many common motivators. Ask yourself how adopting or implementing your idea will help them:

- Advance in their careers
- Gain recognition
- Make more money
- Feel better about themselves
- Develop new skills or abilities
- Gain the opportunity for growth and development
- Feel more job satisfaction
- Win more independence and the ability to take on more challenging work
- Contribute to people or causes they believe in

The more reasons you give for people to support you, the better.



# 2

## Putting It All Together

Create another chart.

Down one side, create rows for all the people who will have a say in approving or implementing your idea: 1) implementers, 2) end users, 3) influencers, and 4) decision makers.

Across the top, create columns for 1) name, 2) title, 3) area of responsibility, 4) pain, and 5) benefit.

Fill in the blanks.

**It's work, but...**

I know it sounds like a lot of work. Figuring out people's different—and unique—reasons for supporting your idea *is* work. But it's a lot less work than having your idea shunted aside or tabled and having to start from scratch.

# 9



# 3

## Creating Your Pitch



A pitch can be as simple as a hallway conversation. Or it can be as complex as a yearlong campaign involving scores of people and multiple presentations.

There's no one way to create a pitch. No formula that has to be followed blindly. But there are a number of elements that you can put together in a variety of ways...

- **The Problem**

What is the problem your idea will fix? (If you can't define it in one sentence, you need to rethink it.) When did the problem begin? How or where did it begin? How big or extensive is it? Who is affected by it? What has been done in the past to address the problem? How did that work?

- **The Pain**

What is the pain caused by the problem? What problems does that problem cause? Who experiences that pain? How are they affected? Can you quantify that pain in terms of money, time, or effort?

- **The Solution**

How does your proposal solve the problem? What, exactly, are you proposing? (Again, if you can't state it in one sentence, you need to rethink it.) Who will be involved in the process? How will they implement it or use it? How long will it take? How much will it cost, in money, time, and effort?

- **The Benefits**

What are the benefits that your proposal will provide? How will it give people more of what they want?

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Again, how you put these pieces together depends on the format of the presentation and the expectations of the people you'll be talking to.

## Remember your goal...

... is *not* to say everything you could say. *Not* to say everything you know. *Not* to say everything you've planned on saying.

Your goal is to get people to say yes. That's it.

Once you win people's support or approval—once they say *yes*—stop talking. As soon as you can see that you've won them over, say thank you.

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## Everyone Sells Ideas

Like it or not, you're in the business of selling ideas.

Your success and the success of your organization depend on your ability to talk people into accepting, endorsing, approving, adopting, or implementing your idea.

Selling ideas isn't reserved to a special few. So you're not exempt. It isn't something you do only now and then. You're always doing it. You may as well learn to like it. And learn to like doing it well.

I've talked about the features of making a pitch—talking about the problem, the pain involved, the solution, and the benefits.

Now let me tell you about the benefits you'll enjoy:

- You'll get things done with less hassle.
- You'll meet less resistance and win more people to your side.
- You'll be recognized as someone who contributes to the organization's success.
- You'll win a promotion or a bonus or, maybe, just a pat on the back.
- You'll lose weight, get rich, and look ten years younger. (Okay, I threw that in to check that you're still with me.)

**In short, you'll be more successful.**

What's not to like about that?

# 2

3

## What Now?

Share this report: If you've benefited from it, please share it with your friends.

Visit [ChristopherWitt.com](http://ChristopherWitt.com) to join the conversation. Make a comment on the blog. Take a free webinar. Sign up for a free monthly newsletter.

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Christopher Witt is a Board Certified Coach and a Certified Management Consultant.

He works with leaders who want to influence and inspire audiences. And he works with technical experts who want to communicate their ideas in a way that people understand and implement.

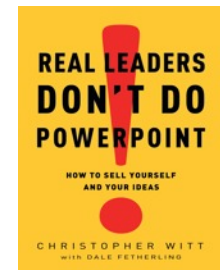
He helps professionals give presentations and speeches that win people's support and cooperation.

He believes that if you can 1) speak at a meeting, and 2) give someone directions, you have what it takes to make a winning presentation.

As president of San Diego-based Witt Communications LLC, he has more than 30 years of professional speaking experience.

His book, *Real Leaders Don't Do PowerPoint: How to Sell Yourself and Your Ideas* (Crown Business), isn't a rant against PowerPoint. It's a call to action. It challenges leaders to speak in a way that shapes how people think and feel and act.

He writes and speaks about leadership, speaking, and selling ideas.



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