## E =Evidence

What will convince my group?

Although years of reading mystery stories sometimes lead people to save the main point for last, that tactic is disastrous for a management presentation.

* First, management audiences are not interested in second-guessing you; they want answers quickly.
* Second, people will understand your argument better if they know the direction in which you are leading them.
* Third, you should take advantage of the fact that people remember best what they hear first and last. Tell them what you want them to know twice--once when you start and once when you finish.

The only time you should consider saving the recommendation or conclusion for the last is if the audience will not give your point of view a fair hearing. In that case, you may need to build your case argument-by-argument until the group has no choice but to accept your conclusion. In such a situation, first discuss the arguments that provoke the least controversy. If your presentation focuses on an evaluation of various alternatives, the best order is either from most to least advantageous or from least to most controversial.