From the President

Warm greetings readers and fellow members of the Asian Association of Management Organisations (AAMO).

Dato' Ng Tieh Chuan
President

The biggest event under the AAMO umbrella for the year, was the 20th AAMO Triennial Conference and Dinner, which coincided with the 1st AAMO Council Meeting for 2019. It took a year of meticulous planning from the initial proposal to the council in Macau early last year, to the fruition of the actual event in April. The 20th AAMO Triennial Conference, titled Towards High Impact Leadership saw a line-up of outstanding and inspirational speakers from various different organisations providing diverse and thought-provoking insights to the topics of discussion.

The conference addressed issues of disruption, aging talent pools, diversity and inclusion, as well as future-proof leadership, which are complex issues facing leaders today. We had a great mix of local and international speakers such as Mr. Pramod Bhasin from India and Mr. Monir Azzouzi of GOJEK Indonesia, who helped build a regional understanding on what is trending in Asia in terms of leadership and organizational development.

The Conference culminated with the Gala Dinner and Awards Night conferring the AAMO Visionary Leader and Nation Builder Award to the honourable Prime Minister of Malaysia, YAB Tun Dr. Mahathir Mohamad. The prestigious event also saw high caliber leaders, who were nominated by their respective management organisations, receive the AAMO Asian Leadership Award 2019.

Congratulations to Mr. Sanjiv Goenka, Chairman of the RP Sanjiv Goenka Group, India; Prof. Dr. Abdul Bari Khan, CEO of Indus Health Network, Pakistan and Tan Sri Dato' Seri Dr. Jeffrey Cheah, the Founder and Chairman of Sunway Group, Malaysia, on their accolades.

The event propelled AAMO's visibility around the region, and showcased our efforts in championing leadership and management development. Our efforts would have been futile without the continuous support and collaborations of our AAMO Council Members and their respective management organisations.

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1.Direct Impact

Leaders should prioritise employee engagement to improve productivity, surge ahead of competition, and create an aspirational workplace

By: PALLAVI JHA, DALE CARNEGIE OF INDIA

Employee engagement creates resilient organisations and research has proven that leadership styles impact employee engagement and stickiness quotient. Leaders play a key role in inspiring their workforce and give them a sense of belonging. Engaged employees are a competitive advantage and their contribution to the bottom line is unarguable.

Engagement trickles down from the top layer of an organisation—through the communication patterns of the leaders and managers or the employee experience that they provide. So, how can leaders be empowered to drive engagement and become a catalyst for happiness at the workplace?

It must begin with the understanding that engagement should be aligned with the intended culture of the organisation. Leaders must first internalise their vision, mission, and values, and operate from a realisation that every action they take must be in harmony with these core objectives.

Employee engagement is a strategic decision garnered over a period of time. An engaged and empowered culture stems from a sense of contribution to the bigger picture. And that is where leaders come in; they provide a bigger purpose and inspiration through their communication and actions, which bind the organisation to the larger cause.

It is important to remember that engaged managers drive engagement in their team members too. The top management must make sure that they choose managers wisely and that they are aligned with the company's goals.

A Dale Carnegie employee engagement study provides new insights into the importance of employee engagement from the leadership perspective. The research says that the leaders who make engaging their employees a daily priority enjoy the privilege of greater loyalty in their team, leading to a lasting impact on the way an employee enjoys his/her work. It further elaborates on the importance of self-motivation as a driver of any leader's commitment to employee engagement.

Impact of communication style and engagement

The kind of communication style a leader chooses has an undeniable effect on how engaged his/ her team members feel. In their research, Virginia P Richmond and James C McCroskey (1979) elaborate on how communication drives employee engagement. According to it, there are mainly four types of communication styles:

• **Telling** - The manager provides a top-down directive, which is non-interactive and does not address team members' concern. This type of communication style is unidirectional \and primarily downward looking. Obviously, this is not conducive to building trust in leadership and ultimately driving engagement.

• **Selling** - Here, the manager makes decisions by persuading others to accept them. Questions are encouraged but counterarguments are provided if the decisions are challenged. This type of communication could be bidirectional but could also impact the morale of the workforce, inhibiting their drive and productivity.

• **Consulting** - The manager makes decisions only after thoroughly discussing the problems and solutions with those concerned to ensure their buy-in, and reassures that their well-being is taken care of. This type of communication is engaging, interactive, and primarily upward.

• **Joining** - Here, the manager delegates total authority to the team members by setting the limit within which decisions must be made based on the opinion of the majority. This horizontal communication style is bidirectional, engaging, and highly interactive Engaged leaders further drive a sense of higher purpose and ownership in their teams. They are essentially performance focussed, connected with employees, and future-oriented. There are a number of ways through which such leaders can build a positive and engaging culture:

Provide mentorship

There will only be a handful of employees who may hit the ground running from day one. Furthermore, chances are, those few who do find quick success may eventually hit a roadblock that impedes their progress. Good leaders practise and preach deliverables, take the effort to establish a connect with their team, and coach and collaborate on the results that move the whole team forward by bridging individual employee strengths and company goals.

Encourage transparency

Building a top-notch workplace culture is about alignment, transparency, and sustainable values. A commitment to utmost transparency sends the message that leaders are committed to honest communication and inclusion.

Seek and incorporate feedback

When managers endorse and practice transparency during meetings and other regular gatherings, they can give their teams a voice to assuredly suggest new ideas and share first-hand feedback intrepidly. It also builds a relaxed platform and environment to conceive, test, and refine new solutions. Prodigious leadership is about being empathetic and activating the strengths of the people one leads. Employees whose managers listen to their opinions feel valued and are almost always engaged and empowered.

Focus on the entire employee experience

Providing a good workplace ambience and resources, along with being mindful of each touchpoint in an employee's life cycle is a crucial part of engagement.

Maximising the entire employee experience is no simple task, but when it comes to improving engagement, most companies need to look no further than their own leadership as an ideal starting point.

Employee engagement has been a buzzword for a long time. It is pitched as the panacea to most organisational issues. But the catch is that there is no one right way to get it right. There is also no denying the fact that empowering leadership to drive engagement is one of the most crucial factors in an organisation's success.

Clearing the way for leaders to put engagement first takes real courage. Saying 'yes' to engagement means saying 'no' to some other priority. For companies who hope to realise the many benefits of an engaged workforce it is time to go all-in. Those that do not make it a top priority and a daily habit—for the organisation and every leader—simply cannot expect to cash in.

2.Mentoring 2.0

By: AKSHAY CHATURVEDI, LEVERAGE EDU

New technologies would transform technology—I had said this to myself half a decade ago when I wanted to start Leverage Edu, which was to be an AI-first marketplace. There was a lot of 'this can happen' or 'that would happen'. An MBA, a few stints around the world, and now two years deep into running Leverage Edu, I realise that that thought could not be further from the truth. The 'would' and 'can' finally found their own realities.

It definitely will not be an overstatement to say that the present structure of society is largely dependent on technology, and everything that it brings with it. Learning, as it always has been, is at the forefront of it. True, the largest companies in the world are consumption successes—mobile phones, electronic goods, and eretail, etc. However, the 'back end'—for just about all of it—has been stepping up on the learning game, be it with investment in newer ways of doing things, or in people's learning journeys.

Let us go back in time. The concept of guru is as old as the Mahabharata, and now, in 2019, we are learning to take it to the next level. Artificial intelligence and machine learning have been at the forefront of this revolution till now. Rightfully so.

Mentoring schemes are being encouraged in organisations all around the world. The manual process is being superseded by intelligent insights, and more accurate innovations that make turnaround on the final impact faster. This does not stop with just better matching, algorithmic/on demand feedback, but also makes reporting more powerful, thanks to a lot of data captured.

Mentoring assumes a new form, as AI penetrates deep into its various layers.

AI-based platforms are using this to promote experiential and personalised learning/ mentorship over traditional methods, by bringing together students with mentors just like them, who have had a similar life path, career goals, and professional background to connect, share experiences, and bring out the best version of themselves to the table. The process by which things work are also drastically changed by technology. There are mobile-first constant reminders, sleek on-boarding for a digital-first population, real-time actionable coaching that is tailored to user's role and their goals, and more. The ability to chat in real time, share files, keep track of developmental goals—all add tremendous value. This personalised mentorship, as we have seen in thousands of cases now, brings about magical results. It has helped eliminate guess work by backing the outcomes of the engagement through millions of data points and intelligent engagement analytics. Here are a couple of things that I foresee coming up next:

• There could be AR mentors

This would encompass a wearable real-time Augmented Reality (AR) mentoring system, which is built to assist in blue/grey collar mentorship too. An example of this could be maintenance and repair tasks of complex machinery—vehicles, appliances, and industrial machinery. In bigger or more complex set-ups, live training tests would demonstrate that the AR mentor is able to help as an assistant to an instructor, freeing their time to cover more students, and to be able to focus on higher-order teaching.

• Self-learning app that provides feedback to managers on leadership skills

The tools used to get to this would be anonymous employee survey results, and past performance data—to rate the specific

• manager's performance, and then offer tips and training content to improve his/her style, leadership quotient, and more.

• Artificially intelligent mentors accompanying us 24X7 on our gadgets

Capable AI mentors would help determine what we need to learn right now, in an on demand fashion, depending on the immediate implementation of that particular skill. Imagine the display of relevant videos, and articles that offer an interactive experience (think: virtual reality worlds). It will optimise learning by helping identify (quickly) the knowledge gaps, and fitting them over small lessons, personalised in order of relevance. The AI-mentor is going to be there when you need her/him (yes, we are putting genders to them for now!).

• 3D Hologram mentor/ virtual mentor

This, in my opinion, will precede a lot of other more advanced stuff. It is a perfect culmination of what we have today with the technology of tomorrow. It adds that 'human touch' we fondly like to speak about. Well, unless the machines become more intelligent!

• Mentoring using blockchain

Providing a decentralised platform for all these conversations, for all the audio and video files, for all the intelligent insights that are deeply personal, is absolutely essential. The world is becoming a global village. Blockchain will ensure it remains true to its essence.

This future, the one I am talking about, surprisingly is not very far away. It is just round the corner. Science classes where students are running around filming via VR, and then getting real-time feedback through an attached headset. Learning, mentorship, education, will change forever, and for the good! When you see the level of impact a mentor would have in this classroom, it is easy to extend that thought and further imagine the impact of making these experiences available at scale, to children everywhere, throughout the world.

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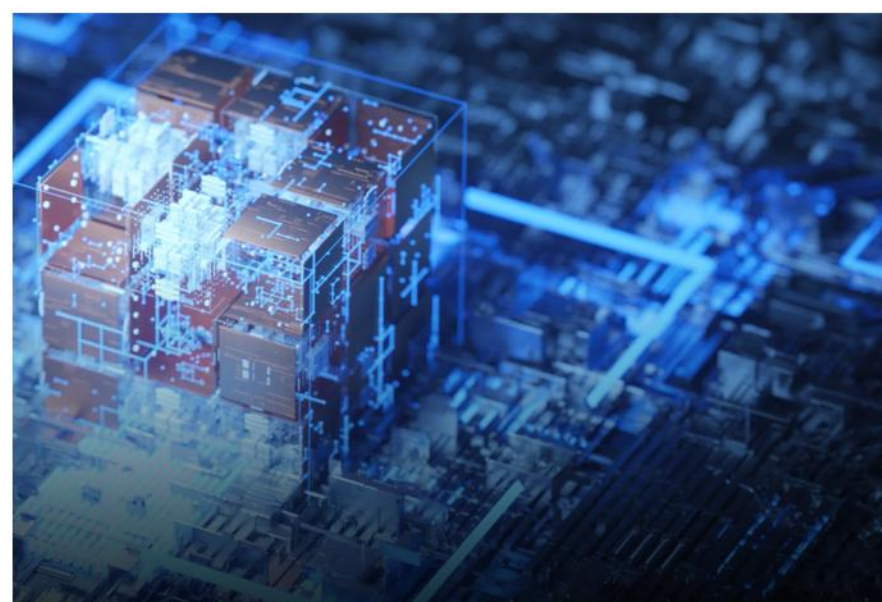
3. The Sixth Wave: The Rise of the Personal, Automated and Local Supply Chain

By: SEAN CULEY

Those that understand the work of economists Joseph Schumpeter and Nikolai Kondratiev will appreciate the behaviour and the power of creative destruction. They will know that the global economic crash was the start of the transition between the fifth and the sixth waves; between the destruction of the industrial world and the creation of the digital one.

Nearly 10 years on and the primary world economies are recovering from the fallout and are busy rebuilding. As Kondratiev and Schumpeter predicted it would, a new

wave of creativity led by a new breed of entrepreneurs, people like Musk, Bezos and Brin, is attracting a new wave of investment. Focus has shifted from finance to production capital, stimulating increased growth, wellbeing and a more positive future perspective. Away from old stalwart companies and towards the new upstarts, as people rush to take advantage of the new business and their disruptive innovations. Discussion around a brave new world of technology dominates the blogosphere and internet chatter. Robotics, AI, autonomous vehicles, Big Data, 3D Printing, The Internet of Things, in fact the Internet of EVERYTHING dominates the conversation. People talk of a Third Industrial Revolution, Industry 4.0 and the Dawn of a New Age of Intelligence.

Every industrial revolution brings with it new tools. This time however, they pose a triple threat to the economic model. Never has so much technology been developed to automate so many roles at the same time.

Threat number one is the automation of muscle.

This process has been underway since the Industrial Revolution, but the business world still relies heavily on the labour of humans to do manual things.

That is about to change. Industry, scientists and even governments are working together to build a new breed of co-operative robots and autonomous vehicles to automate manually intensive human tasks previously assumed safe. Farming, mining, shipping, flying, making, picking, packing, loading, driving and even dealing with customers are all being automated. Previous assumptions about what machines can do and what they cannot are not just being proved not wrong, but being proven to be absurd.

Threat number two is the automation of minds.

The real change is the automation of knowledge workers. Robotic Process Automation (RPA) and the Blockchain is about to automate a vast array of repetitive tasks, AI is being used for stock trading, and quantum computing is fast becoming a reality. Virtual agents are increasingly using voice recognition software are replacing customer service personnel, and cognitive systems like IBM's Watson can process thousands of scientific, legal or corporate documents in seconds, automating healthcare and legal decisions that previously required seven years' study to make.

The final threat is convergence;

the bringing together of these technologies to complete automate the end-to-end supply chain. Companies like Amazon are capturing demand using IoT devices like Echo, using machine learning to predict what you need before you do, using robotics in the warehouse to fulfil orders in minutes and drones or robots to deliver within an hour. They're also building stores that don't require staff on the tills. This is a tipping point; a period of transition from one age to the next. Never has so much technology been developed to automate so many roles at the same time. Each of these technologies is going to go exponential in the next 10 to 20 years – and here lies the critical difference between this new wave and the last five.

None of the previous waves has had this amount of disruptive technologies contained in its upswing, and to date progress in these areas has been on an exponential growth path that makes Moore's law look positively snail-like.

The production and delivery of goods are set to become more Personalised, more Automated and more Local; something I refer to as the PAL supply chain. A system driven by machines that decide what needs to be done based on signals received from smart connected devices, and which act independently on that information, refining and improving the process as they learn from the experience. Marcus Weldon, president of Bell Labs and Nokia CTO, described it thus; "We're on the verge of a new industrial revolution. But it's not driven by consumers. It's going to be around industrial transformation that consumers benefit from."

To really understand the impact that the sixth wave is about to have on the world it is worth examining the amount of automation that is currently at the innovation stage, waiting to be diffused and adopted on a much wider scale. The magnitude of the changes that are currently in the deceptive phase of the sixth wave's build-up, waiting to move to fully disruptive, only become apparent when you step back and look at them collectively from a distance. It is only when you stop looking at them as a series of individual innovations and instead see the totality of their impact that the potential opportunities and threats they pose become apparent.

Leading companies are starting to adopt a 'control tower' approach to managing their supply chain, bringing together analytics, automation, augmented decision support, modelling and other capabilities together as a centralised function.

"...the agricultural revolution.. took thousands of years to play itself out. [The industrial revolution] took a mere three hundred years. Today history is even more accelerative, and it is likely that the Third Wave will sweep across history and complete itself in a few decades"

- Alvin Toffler; The Third Wave. 1980

• Demand signals will be immediately received via intelligent machines, prescriptive ordering AI systems, connected smart home devices or by you just placing an order the moment you notice the need. This will increasingly include information on the customer's preferences, location, age and background, and the machine's current stock levels and consumption data.

• These demand signals will be combined and processed by AI and machine learning powered data analytical tools, then passed down as replenishment requests to a cloud-based ERP systems, where RPA systems automatically process and convert them into either manufacturing and / or procurement demands. Purchase requisitions are also automatically converted into purchase orders and electronically dispatched to the relevant supplier.

• Suppliers will process these orders automatically on their cloud-based systems, which generate replenishment demands that will be picked, packed and loaded by warehouse robots onto an automated truck. The component supplier's system will communicate delivery information to the manufacturer's system, and a delivery time and warehouse slot would be confirmed automatically.

• Advancements such as 3D printing, autonomous vehicles and robotics will impact supply chain design as they begin to result in lower operational costs and shorter lead times.

• The automated truck will deliver the component parts to the supplier, where robots will put them away until the automated planning system, responding to all the demand and supply signals, instructs the warehouse robots to move them to the assembly line.

• The demand and all relevant configuration requirements will be added to the manufacturing schedule, where machines that use M2M (Machine to Machine) capabilities will monitor their own performance and efficiency and work together to build the required product.

• Manufacturing robots like Baxter will assist in the assembly of the finished product, which will then be transferred by bots to the finished goods warehouse, then picked and packed onto another automated truck that will deliver the finished products based on a pre-calculated optimal route defined by the cloud-based distribution planning system that is in constant GPS contact with the vehicles.

• Ever smarter and more adaptive collaborative robots and additive manufacturing enhancements will bring down the cost of production, enabling manufacturing to be relocated near the consumer base.

• Micro-logistics networks will arise to ensure one-hour delivery promises can be met, running off their own renewable power sources.

• Drones and delivery robots will then complete the delivery, before returning to the mothership' van (or airship if Amazon's patent becomes realised)

• All transactions will be updated using the Blockchain, providing a consistent and instant ledger of ownership which is used to facilitate financial transfers

• Machine learning based AI systems will be used to provide accurate replenishment forecasts, production and distribution plans, helping to continually establish the optimal cost-to-serve models, stocking profiles and manufacturing schedules.

However, these new world technologies will not be without risks, and closer integration of these systems will require companies (and countries) to install increased controls, governance and cyber security. The Personal, Automated and Local supply chain is upon us, and most are not prepared. By the time a company realises that it needs to change, it is usually too late. As ex-CEO of GE, Jack Welch once declared; "if the rate of change on the outside of the company is greater than the rate of change on the inside, then the end is nigh."

Will this transition lead to a new golden age? The rapid advancements in technology may indeed achieve the outcome that Keynes foretold – a fifteen-hour work-week and increased leisure opportunities, however the social and economic impacts of this may create disruption the likes of which we have never seen before. The transition period is the most turbulent, when the new wave of innovations creates new industries, new business models and new jobs – but at the destruction of old ones. To compete in this new age, new skillsets will be required. Those who cannot adapt, like the coach-builders, street lamp lighters and chimney sweeps of the past, will be left behind and ripe for technological replacement. Disruption is upon us, and there's no escaping it.

What the sixth wave will bring will be amazing. To ensure we are amazed, we need to ensure it benefits those with labour to sell, as well as those with capital to buy.

About the Author:
Sean Culey is a global keynote speaker on the topic of disruptive technologies and their impact on businesses, the economy and society. His latest book is "Transition Point: From Steam to the Singularity"

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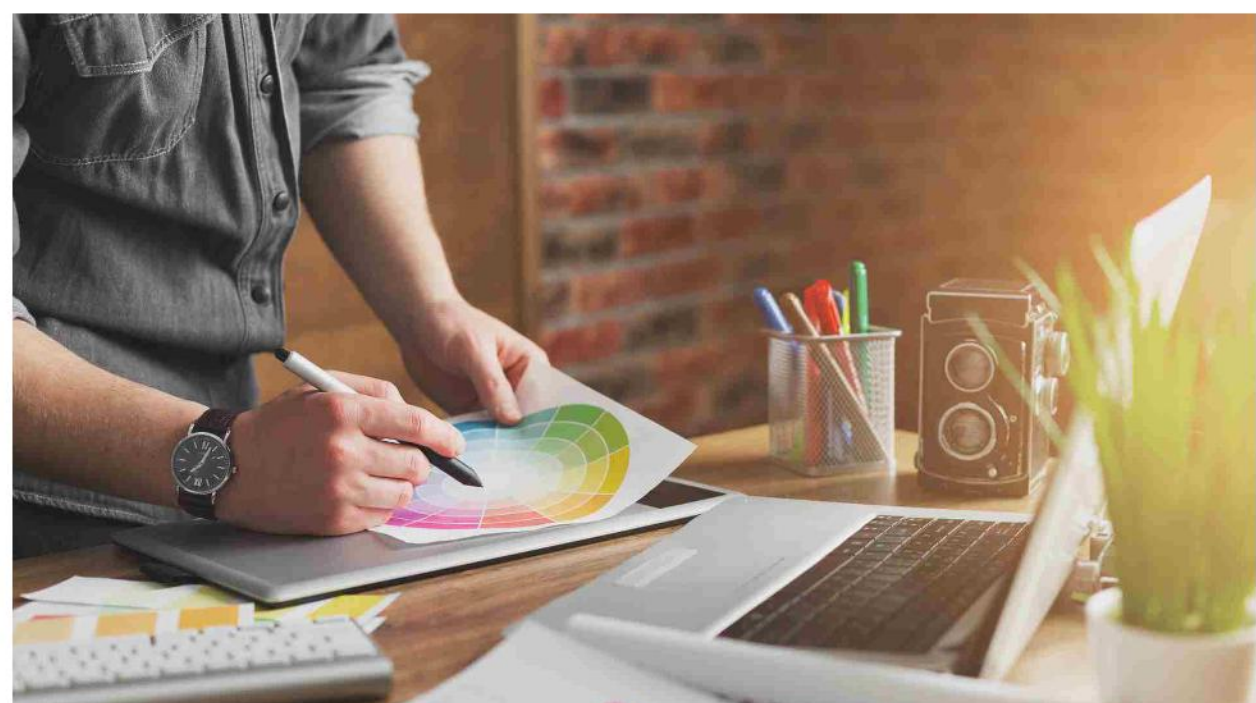
4. The Urge to cut Costs

By: SARFARAZ A. REHMAN

Recently, during a dinner with some senior MNC friends, a discussion led to the question of comparing a cost effective model with a growth model. Normally, I do not write about these management questions. Most people do not have any interest in them, whatsoever, and I myself find them very boring. However, in this case, I thought it incumbent to record my learnings, as it may help someone in the future.

Right at the outset, let me declare that I find it amazing that some big management gurus tilt towards cost effectiveness, while in my opinion, cost cutting is only an occasional tool to boost efficiencies (for minimal periods) and can never create sustainability, as compared to a business growth model, which leads to longer term sustenance.

The answer in sums is so simple. Fixed cost will be, say 10% of the total revenues of the company. A substantial saving in these will lead to an overall increase in bottom line by approximately 1% of revenue. A similar growth rate in the overall business revenue, will lead to a 10 % growth in the topline. This will lead to a very significant pass through to the bottom line. That is the essential difference. In one case you are expanding the whole pie, while in the other its just one small slice being improved, while the pie does not expand, infact sometimes contracts.

Nowadays it seems to be a habit though. Most MNCs seem to be restructuring all the time. This is really a code word to control costs and become more efficient. A continuous cost drive takes the edge off creativity and makes people risk averse. Employees are incessantly worried about their jobs, so very little space is left to actually worry about performance. There are other side issues. Uncertainty, while cost is saved, leads to tension and insecurity.

This inevitably leads to politics and a lot of in-fighting. The employees forget the purpose of working for the betterment of the company. Very soon, even when the cost has been saved, the company has lost enough sales, so that we are back to square one. The same bottomline! So then this process is applied again and more costs are drawn out of the system, with the same circular reference effect on the sales. The company is actually chasing its tail and we have seen some large companies dwindle into nothing over time.

Gunning for growth is always a positive message. It means more sales, more people working, less per capita costs, greater buoyancy, more people progressing in their careers and general all round happiness. Of course it comes with more risks, as growth is not a given and many times one has to create this growth, sometimes with innovation and change, other times with out of the box thinking.

Fortunately, in almost all my career, I have been in growth situations and only a couple of times has one encountered a cost saving situation. I make no bones about it…once the job was done, my dislike for the organisation led me to leave it at the first available opportunity, as part of a general exodus of many good people.

Infact, generally the best performing people find optimistic spaces and are much happier moving from these sort of adverse cost saving situations.

The need to cut costs will surface at times, especially when a business is in trouble, and to save the company and a larger part of the work force, some sacrifices have to be made.

In this case cutting cost makes sense for survival sake. But not the way its practised today, for the sake of enhancing bottomline and rewarding shareholders at the cost of employees lives and families.

That is a most inhuman form of management. At the same time one is not advocating rampant cost increases here. Its good to be cost conscious and not throw away efficiency.

However, that is a mind-set and not the main purpose of the business, which is to sell profitably, make bottom-line, have an engaged work force and happy shareholders. A balanced path!

About the Author:
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5. Stand Up and Speak Out!

By: HERBERT LEE

Presentations are a routine part of business life. Yet it is the single skill that most managers do not take the time to learn and master.

For this reason, many managers are ineffective as presenters. Because they are ineffective, they don't get much response. Because they don't get any response, they don't get any better at it.

I have been doing public speaking for over 35 years and have spoken to audiences as large as 5,000. I've written four books on presentation skills and given many workshops and seminars. I've coached otherwise savvy executives on the lost art of public speaking. Here are some ideas that can help you become a much better presenter.

Writing your speech

First, let me tell you how NOT to write a speech. I've seen many people preparing their presentation by writing it on a PowerPoint. That's about the worst way you can do it. Many people do it this way because it's the only way they know. Worst of all, after they have prepared the "presentation," they read it from the PowerPoint. This is NOT a presentation. At least, it is not a very effective one. PowerPoint should be an aid to your presentation, not the presentation itself.

Go beyond reading your PowerPoint

Don't you just hate it when presenters put everything on a PowerPoint and read it off to you. That is not a presentation. It is a poor recitation or an exercise in reading but it is not a presentation. Yet because everyone else does it in your organization, doesn't mean you should do it that way.

Here's how to do it correctly. Begin by writing out the main point of your talk. What is the message you want to convey? Are you trying to convince people of your idea? Are you celebrating an event? Are you trying to make people excited about a new project? Each of these presentations will have a different feeling, so you need to think about the purpose before you begin to write.

Brainstorm

Think of some ideas, stories and examples that relate to your main idea. Then write each idea (briefly) on a small piece of paper. Then, after you have written down 10-15 ideas have a look at all the ideas. You'll be able to see how some ideas and stories naturally link to each other. Lay the ideas together in an order and you have outlined your speech.

Champion speakers know and practice two ways of preparing a speech. Some speakers say: 1) Write your speech out word for word and other speakers tell you 2) Don't ever write out a speech because it will sound like it's written.

So who's right? They both are. The best way to "write" a speech is to record it. Because most of us tend to write and speak differently, this method makes our presentation sound like an oral presentation rather than a written speech. After you record your speech, then transcribe it. Then you can do your editing one the "written" copy. Now you have something that sounds like the way you speak.

Mastering the Delivery

Avoid using notes and don't memorize your speech. Using notes is ineffective because when you read from a script you appear insincere. How many times have you seen a speaker come to the end of their presentation and say something like – "it's very important that we…" and then has a look at his notes. As someone in the audience, you have to ask – "if it's that important, why are you reading it??"

The problem with memorizing your talk is that you sound like a primary school student in a speaking contest. Instead, try to remember just the main points – the main ideas. After all, if you can remember the points easily, so will your audience.

One way that helps is to concentrate on remembering the first two minutes and the last two minutes (the conclusion). After speaking for two minutes with ease and confidence, the rest of the presentation becomes very easy. And if you have the last two minutes locked in, then your conclusion will sound more persuasive and convincing.

What to do with your hands? Many beginning presenters like to hold their notes when presenting because it gives their hands something to do. This is a waste of one of the best presentation assets you have. Gesturing while presenting is a very powerful tool to hold your audience's attention and get your point across. However, because you don't gesture continuously during a presentation, you're stuck with what to do with them the rest of the time. Professional speakers use a natural looking "resting position" to solve this.

Here's how to find your own "resting position." Stand in front of a mirror and have a look at various positions of your hands when "resting" – when you are not using your hands to make gestures. Find a position that looks natural yet is comfortable for you. You should only have to do this once. From the "resting position" you can make hand gestures and then return to the "resting position."

After you have rehearsed you speech a few times, you may want to record how you sound. Making a video is the best way but a simple sound recording will do if you can't make a video. This helps you to make improvements before making the presentation. Better still, if you have a friend or colleague who can sit and watch you make the presentation and give you some feedback, that's even better.

Connecting with your audience and the use of humor. A poor presenter will just get up, make his/her presentation and then sit down. Usually it's because the presenter wants to get the whole thing over with – it's just a chore and an unpleasant one at that.

An effective presenter on the other hand has a sincere interest in the audience. This can be as easy as asking everyone a simple question before the presentation. A simple question like – "has everyone had lunch?" helps you connect to your audience. Adding rhetorical questions during your presentation is another technique that will connect you with your audience.

Typical rhetorical questions are things like "Has that ever happened to you?" or "We don't ever want that to happen to our company do we?" To make rhetorical questions really effective though, you need to pause after asking the question to give the audience a few seconds to mentally answer the question. This is what helps create a better connection with your audience.

Making effective presentations is a skill that you need to master.

You have mastered many skills in your life such as walking, writing, reading, swimming, and bicycling. All of them take practice to achieve mastery.

About the Author:
Herbert Lee has owned and operated 8 successful businesses. He has coached CEO's, Senior Executives and politicians in the lost art of public speaking for over 30 years. He has written 4 books on presentation skills. He is accredited as a DTM by Toastmasters – its highest educational level – which less than 1% of members attain. He can be contacted at herbert.lee@englishbreakthrough.com

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