



Photo: John Bandler, 2016

**Presenting, Promoting, Pitching:
And Why You'll Never Get
A Second Crack
At A First Impression**

John Bandler

Hosted by

The Forge@Mac, McMaster University, October 30, 2017

Special Acknowledgements



John Vlachopoulos



Erin Kiley



Ana Kovacevic



Barbara Fenesi

Photos: John Bandler

Acknowledgements Gregory Atkinson, Beth Bandler,
Farzad Foroutan, Michelle Ogrodnik, Daniel Tajik

Thanks For The Invitation Jonathan Boulanger,
Patricia Kousoulas

Forge@Mac Startup Problem Pitch Competition

The focus is entirely on the problem. Can you articulate:

What is the problem?

Who has this problem? (Who is your customer?)

Why do current solutions fail to address this problem?

What value is created by solving this problem?

The focus is on the problem, not the solution. This problem-first methodology will help you and your fledgling startup survive and succeed.

<https://theforge.mcmaster.ca/forgemac-startup-problem-pitch-competition/>

“fail fast”

—Katty Kay and Claire Shipman,
The Confidence Code, 2014, p. 138



<http://thedianerehmsshow.org/shows/2014-04-17/katty-kay-and-claire-shipman-confidence-code>

Overview

the hook, story, persuasion, bias, trust, impact, fear, first impressions, citation, subtext, metaphor, theatricality, staging, authenticity, articulation, etiquette, awareness, being remembered, slide composition, theme, respecting your audience, the elevator pitch, ethics, admitting setbacks . . .

Wikipedia Pages

[John Bandler](#)

[Space Mapping](#) (1993)

[Optimization Systems](#)

[Associates](#)

(sold to HP 1997)

MY NAME IS . . .

ENSURE YOUR NAME IS
EASILY REPEATABLE

RATE ME NOW
ON A SCALE OF 0 TO 10

The OSA Era

([Optimization Systems Associates Inc.](#), 1983-1997,
John Bandler, Founder and President)



At Queens University, Belfast

a **one hour seminar** balloons to **three hours**

At Wright-Patterson Air Force Base

a **10-minute pitch** turns into a **2.5-hour talk**

At British Telecom, UK

OSA software **benchmarks**

Hewlett-Packard's software

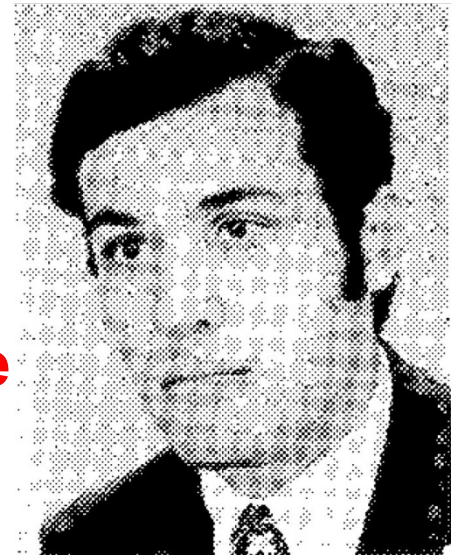
At Santa Rosa, CA, 1997

Hewlett-Packard buys OSA

CASE STUDY: FIRST IMPRESSIONS

Hany L. Abdel-Malek: First Impressions (McMaster University, 1974-1977)

**“low” final grade in a control theory course
professor’s first impression**



Hany L. Abdel-Malek: First Impressions (McMaster University, 1974-1977)

“low” final grade in a control theory course:
professor’s first impression

**congratulations after IEEE conference presentations:
impressions on big shots**



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**first impressions on undergraduate students:
a great teacher**

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**his oral Ph.D. comprehensive examination:
spectacular impressions on 3 professors
his still unimpressed control theory professor**

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HOW TO MAKE YOUR AUDIENCE WANT **LESS**

avoid this is an

avoid
distracting
logos

(distracting) templates

and distracting

template

avoid
distracting
logos

Typical Oral Delivery

rushed

speaker always runs out of time,
whether 3, 20, or 50 minutes

little or no time for questions

delivered in a monotone

or speaker swallows words

Typical Technical Slides

crammed with text

small images

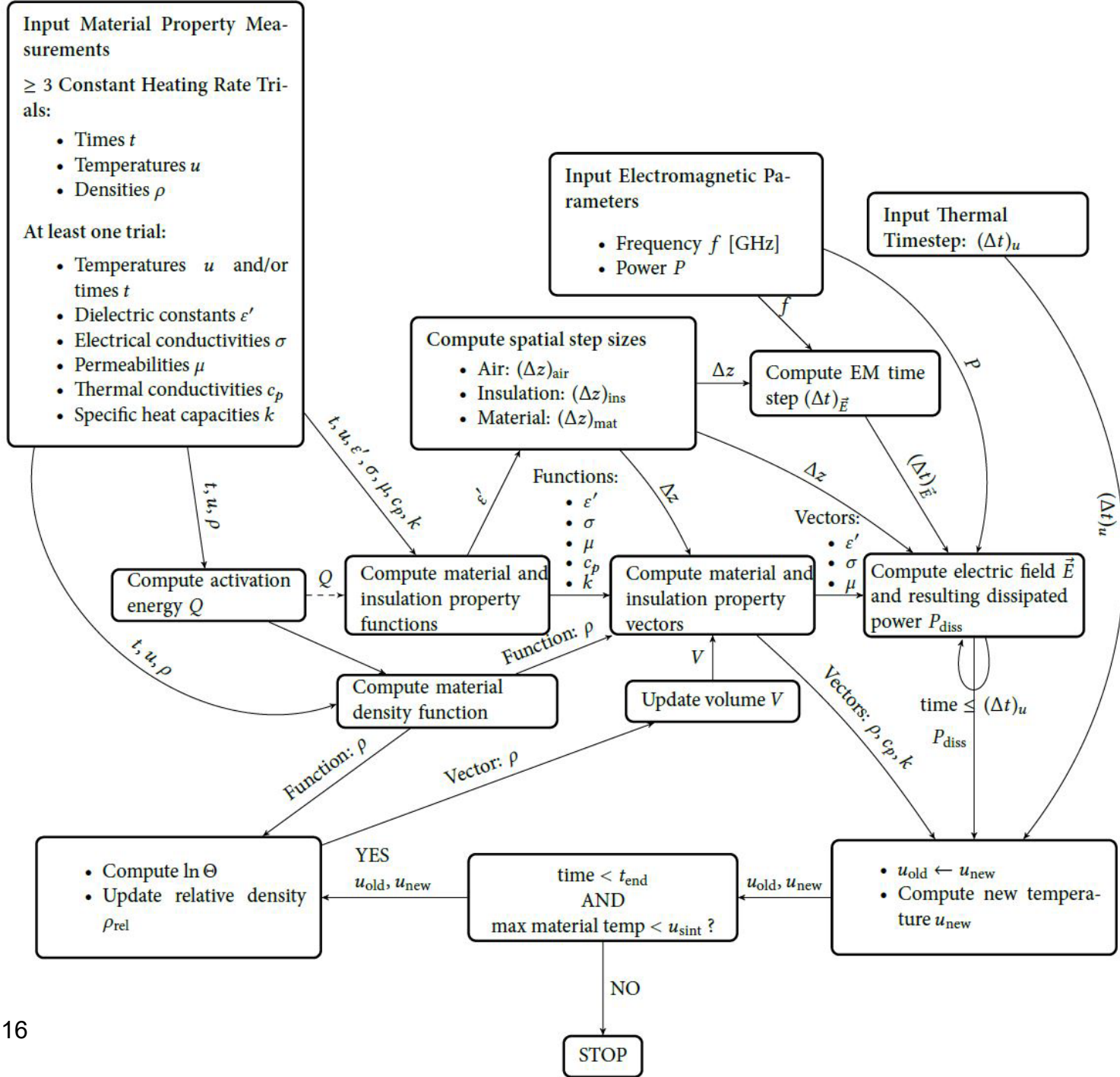
dense tables

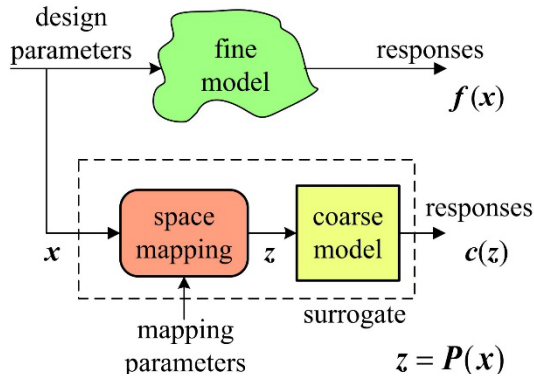
lengthy equations

detailed flow diagrams

in-your-face logos

too many slides





Generalized Implicit Space Mapping
(Koziel, Bandler, and Madsen, 2006)

define the i th surrogate $R_s^{(i)}$ as

$$R_s^{(i)}(x) = A^{(i)} \cdot R_c(B^{(i)} \cdot x + c^{(i)}, x_p^{(i)} + G \cdot x) + d^{(i)} + E^{(i)} \cdot (x - x^{(i)})$$

with $A^{(i)}$, $B^{(i)}$, $c^{(i)}$, $x_p^{(i)}$ and G determined using parameter extraction

$$(A^{(i)}, B^{(i)}, c^{(i)}, x_p^{(i)}, G) = \arg \min_{(A, B, c, x_p)} \left(\sum_{k=0}^i w_k \|R_f(x^{(k)}) - A \cdot R_c(B \cdot x^{(k)} + c, x_p + G \cdot x^{(k)})\| + \sum_{k=0}^i v_k \|J_{R_f}(x^{(k)}) - J_{R_c}(B \cdot x^{(k)} + c, x_p + G \cdot x^{(k)})\| \right)$$

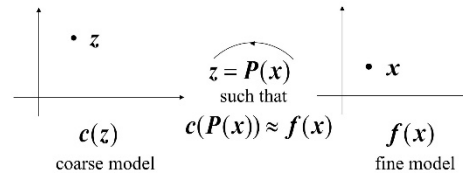
and

$$d^{(i)} = R_f(x^{(i)}) - A^{(i)} \cdot R_c(B^{(i)} \cdot x^{(i)} + c^{(i)}, x_p^{(i)} + G \cdot x^{(i)})$$

$$E^{(i)} = J_{R_f}(x^{(i)}) - J_{R_c}(B^{(i)} \cdot x^{(i)} + c^{(i)}, x_p^{(i)} + G \cdot x^{(i)})$$



Original Space Mapping Optimization
(Bandler *et al.*, 1994-, Madsen, 1995-)

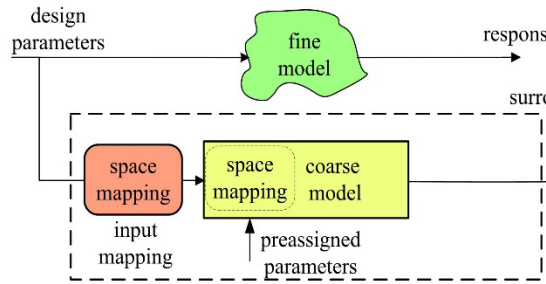


compute a mapping to match the models (parameter extraction)

$$z = P(x) \equiv \arg \min_z \|f(x) - c(z)\|$$

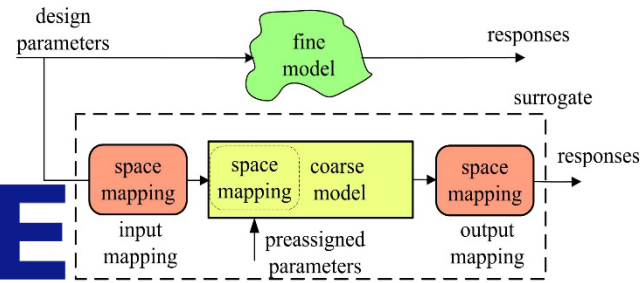
Bandler, 2017

Implicit and Input Space Mappings
(Bandler *et al.*, 2003-)



expert engineering knowledge helpful (few designable variables)

expertise helpful in "tuning the surrogate" (many possibilities, e.g., dielectric constant)

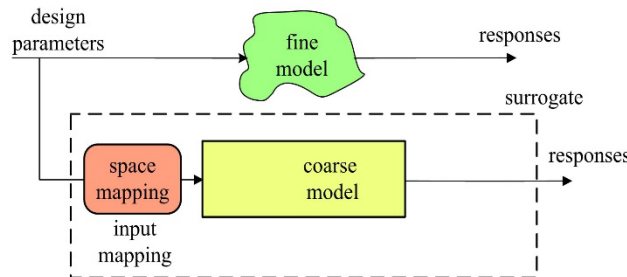


expert engineering knowledge helpful (few designable variables)

expertise helpful in "tuning the surrogate" (many possibilities, e.g., dielectric constant)

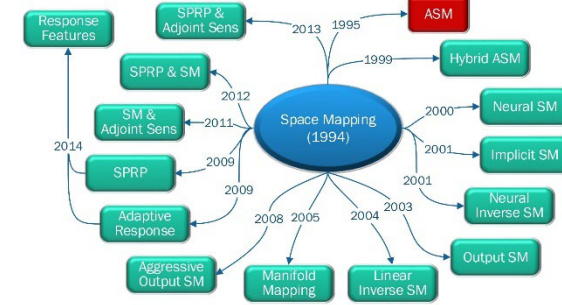
engineering expertise perhaps less necessary (many output variables)

Input Space Mappings
(Bandler *et al.*, 1994-)



expert engineering knowledge helpful (few designable variables)

Design Optimization Approaches Spawnd By Space Mapping
(Rayas-Sánchez, 2016)



Courtesy: J.E. Rayas-Sánchez, ITESO, 2016



iteratively solves the nonlinear system

$$f(x_j) = 0$$

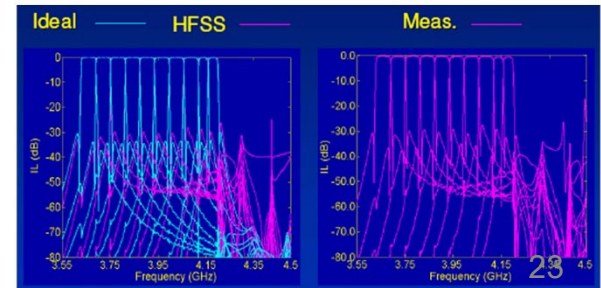
the quasi-Newton step $h^{(j)}$ in the fine space is given by

$$B^{(j)} h^{(j)} = -f^{(j)}$$

the next iterate

$$x_j^{(j+1)} = x_j^{(j)} + h^{(j)}$$

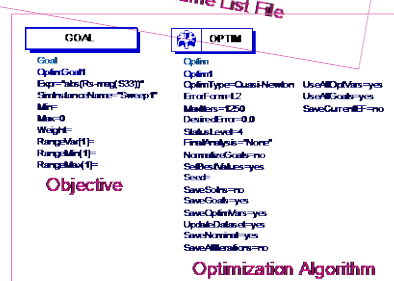
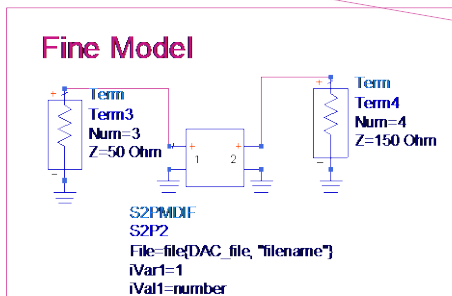
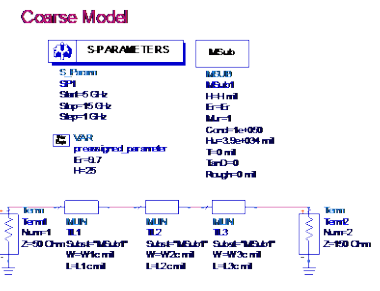
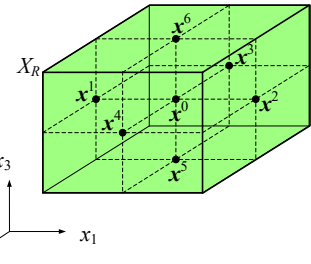
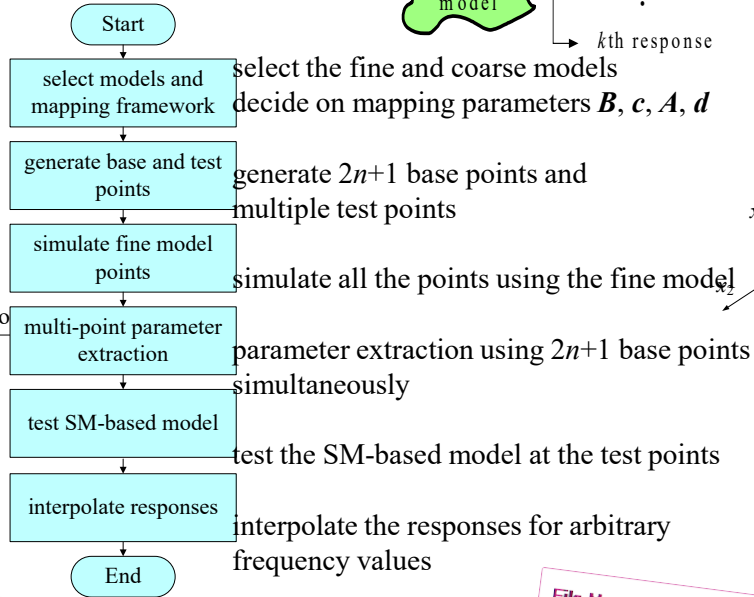
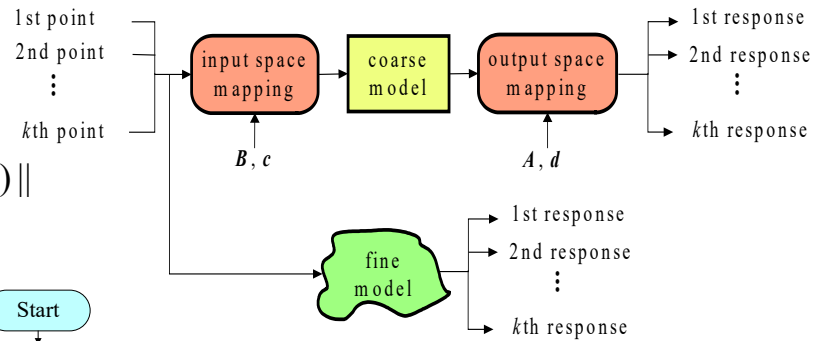
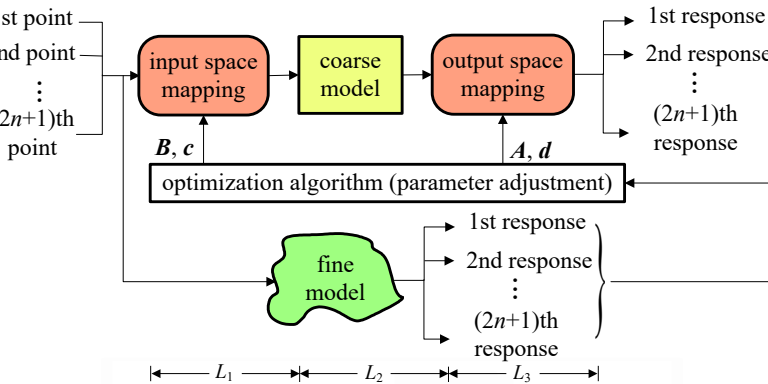
10-channel output multiplexer, 140 variables



$$R_s(\mathbf{x}) = \bar{R}_s(\mathbf{x}, \bar{\mathbf{p}})$$

$$\bar{\mathbf{p}} = \arg \min_p \sum_{k=1}^N \|R_f(\mathbf{x}^k) - \bar{R}_s(\mathbf{x}^k, \mathbf{p})\|$$

$$\bar{R}_s(\mathbf{x}, \mathbf{p}) = \bar{R}_s(\mathbf{x}, A, B, c) = A \cdot R_c(B \cdot \mathbf{x} + c)$$



```

BEGIN DESCRIBEA
SIMPDESCRIBEA
SIMPDESCRIBEA
0 0 C:\Users\...
END DESCRIBEA

```

```

File Management
DAC
Find Number of Points in the File
PARAMETER SWEEP
Load Responses From Response Filename List File
Counter iterating through all the points
Load Parameters From Parameter Value List File

```


SUBTEXT

Any Chance Of Having Sex?

“In our everyday experience, we are filled with thoughts we never speak—and for good reason. If we did, we would get sued, divorced, fired, beaten to a pulp, and lose any chance of having sex.”

—Brad Shreiber, 2003

Once Into A Persuasion Event . . .

subtext comes into play . . .

subtext:

**an underlying,
often distinct theme
with traps and hidden agendas**

SUBTEXT IN POLITICS

US Senator George Mitchell

“The notion of poisoning your own people, I think, is something that is repulsive to everyone.”

—George Mitchell, CNN,
December 13, 2012

US Senator George Mitchell

“The notion of poisoning
people, I think, is
something that is repulsive to
everyone.”

—George Mitchell, CNN,
December 13, 2012

US Senator George Mitchell

“The notion of poisoning **your own** people, I think, is something that is repulsive to everyone.”

—George Mitchell, CNN,
December 13, 2012

George Mitchell's Subtext?

subtext: it is sometimes essential, I think, to poison people other than your own

US Senator George Mitchell

“The notion of poisoning your own people, I think, is something that is repulsive to everyone.”

—George Mitchell, CNN,
December 13, 2012

US Senator George Mitchell

~~“The notion of poisoning
your own people, I think, is
something that is repulsive to
everyone.”~~

—George Mitchell, CNN,
December 13, 2012

Trump to UN General Assembly

“The actions of the criminal regime of Bashar al-Assad, including the use of chemical weapons against his own citizens, even innocent children, shock every decent person. No society can be safe if banned chemical weapons are allowed to spread.”

—Donald Trump, September 19, 2017

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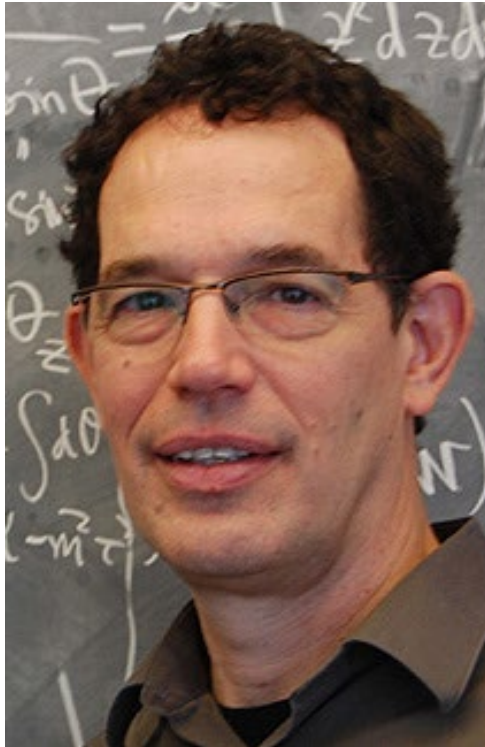
“The actions of the **criminal** regime of Bashar al-Assad, including the use of chemical weapons against **his own** citizens, even **innocent** children, shock every **decent** person. No society can be safe if **banned** chemical weapons are allowed **to spread.**”

—Donald Trump, September 19, 2017

**SCIENCE CAN BE
DECEIVING TOO**

Scientists Have Unconscious Agendas

“Scientists are very often consciously or unconsciously driven by agendas well outside science, even if they do not acknowledge them.”



—Neil Turok, Director, Perimeter Institute,
2012 CBC Massey Lectures

Scientific Fact Or Sales Talk?

we propose/present/review . . .

a breakthrough technology . . .

a unified framework . . .

the state of the art . . .

a novel approach . . .

Scientific Fact Or Sales Talk?

we propose/present/review . . .

[active voice]

a breakthrough technology . . .

a unified framework . . .

the state of the art . . .

a novel approach . . .

Scientific Fact Or Sales Talk?

we propose/present/review . . .

[active voice]

a breakthrough technology . . .

a unified framework . . .

the state of the art . . .

a novel approach . . .

is proposed/presented/reviewed

[passive voice]

SUBTEXT IN PERSUASION

The Art Of Persuasion

“A story persuades because you have to admit both the positive and the negative.”

—Robert McKee



Photo: John Bandler

“Elevate” Your Work!

By Distancing Previous Work
(even your own)

for previous work:

admit the “few good” **attributes**

list the “major bad” **attributes**



“Elevate” Your Friends! **By Embracing Their Work** (even your own)

for your friends’ work:

admit the “few bad” **attributes**

list the “major good” **attributes**

Problems With “Elevating” Yourself

reviewers, authors, audience . . .

see through you

feel something isn't right

Devastating A Candidate's Prospects

“ . . . a single **negative** statement can devastate the candidate's prospects, no matter how many **positive** statements there are.”

—R.J. Sternberg, *Love Is A Story*,
Oxford University Press, 1998, p. 37

SUBTEXT IN SCIENTIFIC PRESENTATIONS

Where's The **Subtext**?

input space mapping: a good engineering approach, but the parameter extraction step can be a difficult inverse optimization problem to solve . . .

—Bandler *et al.*, 2003—

Where's The **Subtext**?

input space mapping: a **good** engineering approach, **but** the parameter extraction step can be a **difficult** inverse optimization problem to solve . . .

—Bandler *et al.*, 2003—

Reshaping This . . .

input space mapping: ~~a good~~ **an**
engineering approach, ~~but the~~ **that**
involves a parameter extraction step ~~can~~
~~be a difficult~~ **to be solved as an** inverse
optimization problem ~~to solve~~ . . .

SUBTEXT FROM **CHAMPIONS AND DETRACTORS**

A Detractor's Praise

“Thank you very much for informing me of this accomplishment. I would like to congratulate you on receipt of this prestigious award.”

A Detractor's Praise

“Thank you very much for informing me of this accomplishment. I would like to congratulate you on **receipt of this prestigious award.**”

A Detractor's Praise

“Thank you very much for informing me of this accomplishment. I would like to congratulate you on receipt of this prestigious award.”

subtext: I don't like you; the fact is I never have. And you've just managed to spoil my day.

A Champion's Praise

“My heartiest congratulations! I have been, and always will be, proud of calling you a colleague and a friend.”

A Champion's Praise

“My **heartiest** congratulations! I have been, and **always** will be, **proud** of calling you a colleague and a **friend**.”

subtext: The next bottle of champagne's on me!

SUBTEXT IN MEETINGS

Have You Ever Wondered...

... why some meetings feel like a waste of time?

PRESIDENT

The university's structures, its divisions, its boundaries, are man-made... Man can change them.

PRESIDENT

The university's structures, its divisions, its boundaries, are man-made... Man can change them.

PRESIDENT

Boy, I'm one eloquent devil. Ah, but like you, dear friends, I need to feed my family. So join with me in forming yet another task force.

VICE-PRESIDENT

In these times, these truly
difficult times, how do we keep
basic, fundamental, curiosity-
driven research alive?

VICE-PRESIDENT

In these times, these truly difficult times, how do we keep basic, fundamental, curiosity-driven research alive?

VICE-PRESIDENT

Hey guys, I'm articulate too. And better at buzz words. I hope I'm not too obvious, but one of these fine days I'll land that guy's job. Just watch me.

FACULTY MEMBER

(standing up)

I spent my sabbatical year at
Stanford... Now, at Stanford...

FACULTY MEMBER

(standing up)

I spent my sabbatical year at
Stanford... Now, at Stanford...

FACULTY MEMBER

Hey, it's my turn now. I'm one of
those special people who does
leading edge research. Let me tell
you a bit about myself.

THE ELEVATOR PITCH

Always Be Prepared With An “Elevator Pitch”

Harvard Business School HBS [Elevator Pitch Builder](#)

You have 30 seconds (one minute?) to say it all.

WHO? Describe who you are. Keep it short.

WHY? Why should your target listen?

SELLING POINT? What sets you apart?

THE ASK? What do you want to leave your target with?

John Bandler Corners “Mogul” Rupert Murdoch (News Corporation, 21st Century Fox, Fox News)

JOHN BANDLER

Mister Murdoch. Hello. I'm John Bandler, and I'm an ethics engineer.

(pause)

Right. I can save your empire from collapse.

(hands Murdoch a business card)

Phone-hacking, sir, and sex scandals are old hat. Strictly for low-life losers. I can offer a “Privacy-Invader” cyber-protocol. Turn-key, tabloid cheap, fully ethics-proof.

(pause)

Might I--? “hack” into a few more seconds of your time, sir?

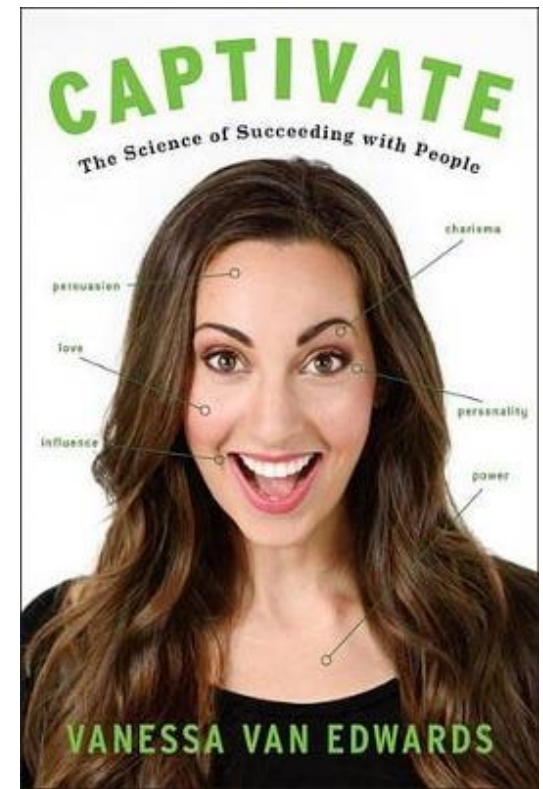
Vanessa Van Edwards

Welcome to My Channel

How to Have a Kickass Elevator Pitch

You are contagious, TEDxLondon

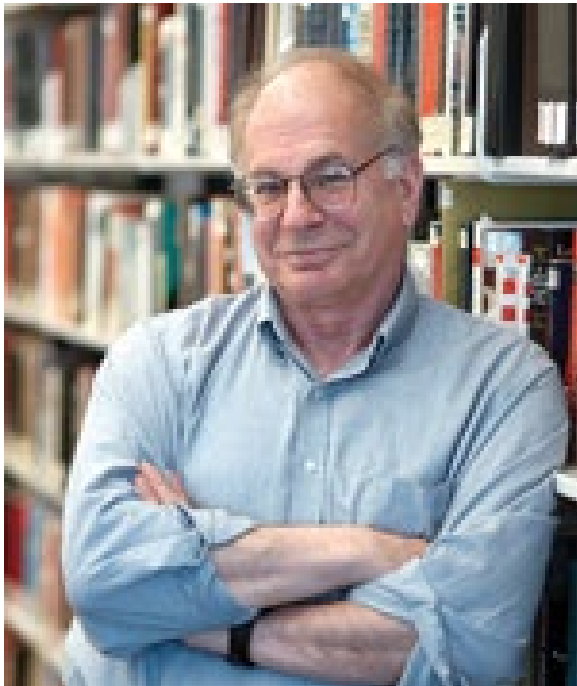
Elevator Pitch Tips and Body Language Alexis



ON BEING LIKED

The Halo Effect

“The tendency to like (or dislike) everything about a person—including things you have not observed”



—Daniel Kahneman,
Thinking, Fast and Slow,
2012, p. 125, ch 7.

MORE POLITICAL INTRIGUE

“We Got Him”

PETER BERGEN: Did torture lead to bin Laden?

Silence.

BARACK OBAMA: You know (*pause*) I (*pause*) do not believe (*pause*) that torture (*pause*) was (*pause*) the key to us getting bin Laden . . . You can't argue counterfactuals . . . What ended up being absolutely critical is hard to (*pause*) disentangle.”

—CNN, May 6, 2016

“The Aspiring Novelist Who Became Obama’s Foreign-Policy Guru”

“Like Obama, [Ben] Rhodes is a storyteller who uses a writer’s tools to advance an agenda that is packaged as politics but is often quite personal.”

—David Samuels,
The New York Times Magazine,
May 5, 2016

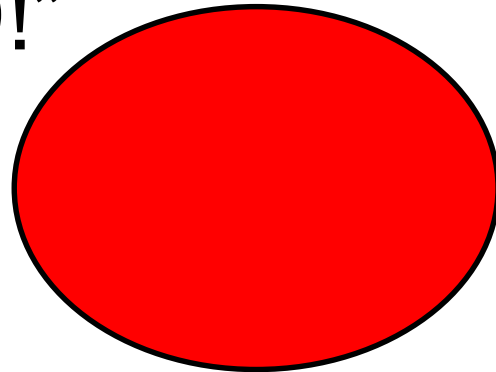
<http://www.nytimes.com/2016/05/08/magazine/the-aspiring-novelist-who-became-obamas-foreign-policy-guru.html?action=click&contentCollection=Opinion&module=Trending&version=Full@ion=Marginalia&pgtype=article>

Reality According To Trump

**If She Wins, The System Is Rigged
If I Lose, The System Is Broken**

“IT’S RIGGED!”

“IT’S BROKEN!”



“I’LL ‘FIX’ IT!”

IT’S ‘FIXED’!

**“All systems are rigged.
By design.”**

—John Bandler, 2016

THE ART OF COMPOSITION

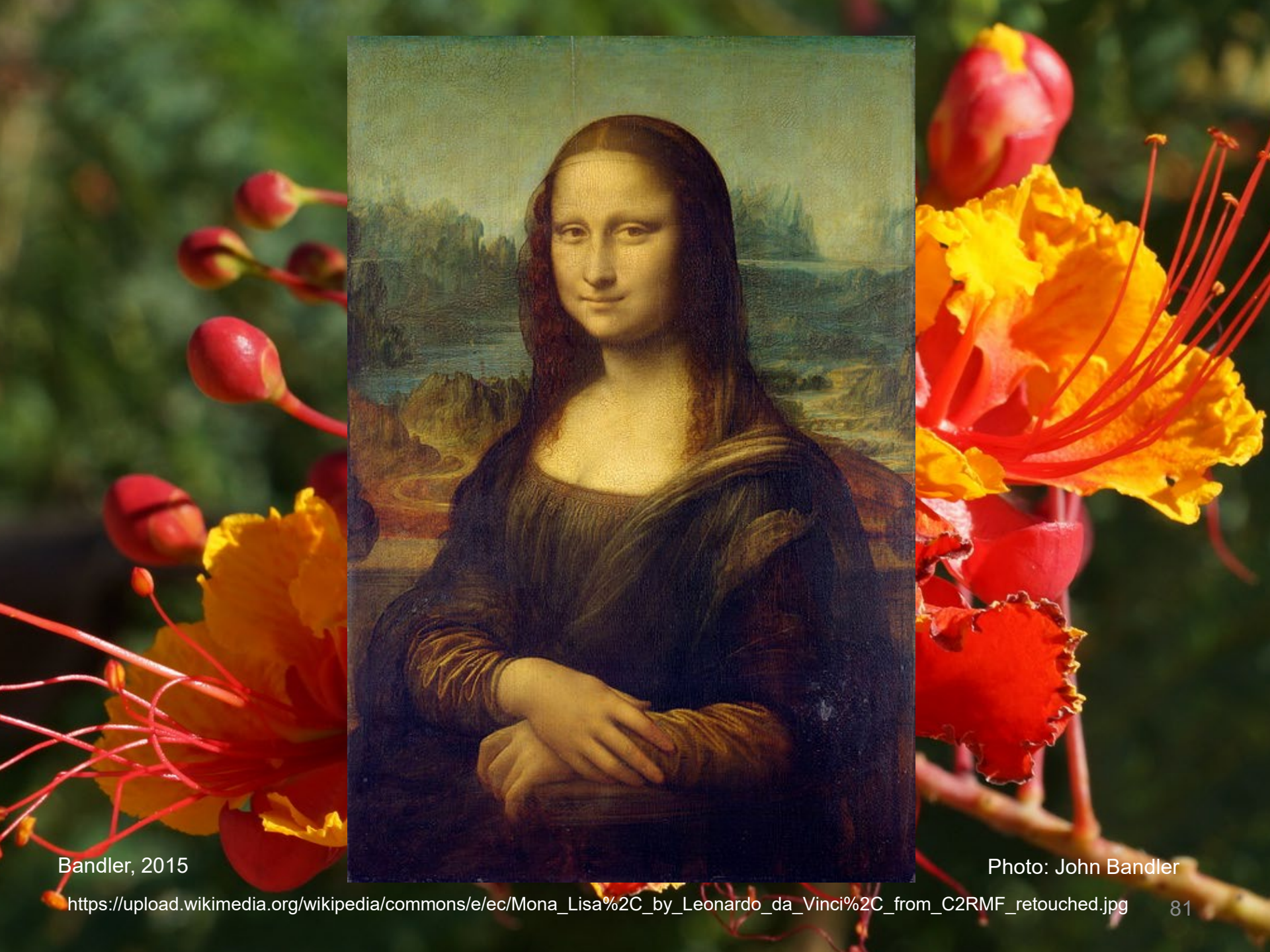


Bandler, 2015



Bandler, 2015

https://upload.wikimedia.org/wikipedia/commons/e/ec/Mona_Lisa%2C_by_Leonardo_da_Vinci%2C_from_C2RMF_retouched.jpg



Bandler, 2015

Photo: John Bandler

https://upload.wikimedia.org/wikipedia/commons/e/ec/Mona_Lisa%2C_by_Leonardo_da_Vinci%2C_from_C2RMF_retouched.jpg

**YOU ARE IN YOUR
COMPOSITION!**

Check Your Props, Backdrop & Audience & Video Fields of View

be first to arrive in venue

check all equipment

remove bags, coats, clutter

clean black- or white- boards

position flowers, art, banner

remove audience barriers

Your Optimal Stance

if the screen is **center stage**

stand **downstage right**

in front of all barriers

Power/Authority Position

friend on your right

foe on your left

weak partner on your right

Placing TV Talking Heads

the host

Las Vegas
5:06 PM PT

the friend

the foe



Placing TV Talking Heads

the host



the foe



BREAKING NEWS

TRUMP DELAYS "MAJOR NEWS CONFERENCE" ON BUSINESS EMPIRE

CNN

5:10 PM PT

Placing TV Talking Heads

the host



the guest



the scene



Hollywood, Florida

You are watching a preview of CNNgo

Sign In Expires in 08:57

BREAKING NEWS

6 DEAD AT NURSING HOME IN FLORIDA AMID IRMA AFTERMATH

James Lee Witt | Former FEMA Director under Clinton

SOON ON CNN
NEW VIDEO OF TRUMP
IN BIPARTISAN MEETING

CNN

NAS ▼ -1.58

Your Optimal Actions

walk **towards** the audience

engage through arms
outstretched, palms up

ask the audience **questions**

TRADE SHOWS



Optimization Systems



Empipe

merges OSA90 and Summit's **em** for direct EM optimization
 captures and optimizes arbitrary geometries
 integrates EM analysis into circuit-level optimization
 maintains database of all EM simulation results
 intelligent and efficient S, Y or Z response interpolation

High-FREQUENCY CAD

STATISTICAL OPTIMIZATION

NONLINEAR Circuit Modeling

ELECTROMAGNETIC



OPTIMIZATION

is easier than you think

OSA90/hope

general nonlinear circuit simulation and optimization
 comprehensive nonlinear modeling, statistical analysis, yield-driven design
 automated Space Mapping optimization
 3D visualization
 global optimization
 Datapipe connections to user's in-house simulators

Empipe3D

You asked for it...



OSA now supports Windows 95/NT



Photo: John Bandler

POSTER ESSENTIALS

Slides vs. Posters

slides: **speaker** controls pace,
no backtrack for viewer

posters: **viewer** controls pace,
viewer can backtrack

Poster Impressions

dress as for **oral** presentation

hide garbage, clutter, food

don't eat, fidget, or pace

Poster Welcome

invite people to your space

talk to people you **don't** know

never ignore anyone present

Poster Procedure

make eye contact

stand stage right, clear of
your poster

let no one **monopolize** you

Poster Respect

never display your back

never abandon your poster

never shun your competitors

ARTISTIC INITIATIVES

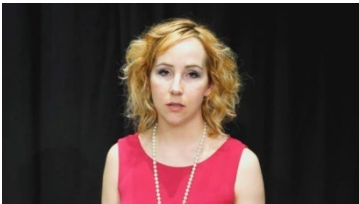
John Bandler

59 Minutes in the Maxwell Suite—A Stage Play



—“And you’re my hostage. Right?”

That The Multitude May Live—A Stage Play



—“I’m alive so that you could die.”

The Trial of Naomi Verne—A Stage Play



—“Jerusalem’s a real place.”

John Bandler's Jahzara's Triangle

pitched on YouTube by Genevieve Jack as Candy Quill





The Trial of Naomi Verne

by John Bandler

Brenna Rae MacNaughton

Andrea Adcock Genevieve Jack Steve O'Brien

directed by Tom Mackan

The Hamilton Fringe Festival, July 17-27, 2014,

www.bandler.com/coalition

John Bandler's
Christmas Eve
at the **Julibee Motel**
Directed by Tom Mackan

Aimee Kessler Evans
James Thomas



Photo: John Bandler

Image Design: Paulina Rzczkowska

The Hamilton Fringe Festival, July 14-24, 2016
www.bandler.com/julibee

SPEAKING INITIATIVES

**John Bandler's "From Creativity To Success Via Risk And Setback: An Insider's Perspective,"
McMasterUTV, 2013**



Explain Less, Predict More

John Bandler, TEDxMcMasterU, 2014

John Bandler's "You, Your Slides and Your Posters: Allies or Foes?" 2016



Ana Kovacevic pitches the Three Minute Thesis (3MT®) Competition, 2017

**John Bandler and Ana Kovacevic – “Clear, Brief,
Engaging: Your Thesis in Three Minutes,” 2017**

THE THREE MINUTE PITCH

Welcome To The Inaugural IMS2017 Three Minute Thesis (3MT®) Competition

John Bandler and Erin Kiley

Honolulu, HI, Monday, June 5, 2017



Co-Organizers/Co-Chairs



Photo: Beth Bandler

Photo: John Bandler

John Bandler

Erin Kiley

The 3MT® Requirements

3-minute (**or less**) oral presentation

one static PowerPoint slide



You Have 3 Minutes...

...to present years of complex research

...to kindle excitement and curiosity

...to make “them” want to hear more





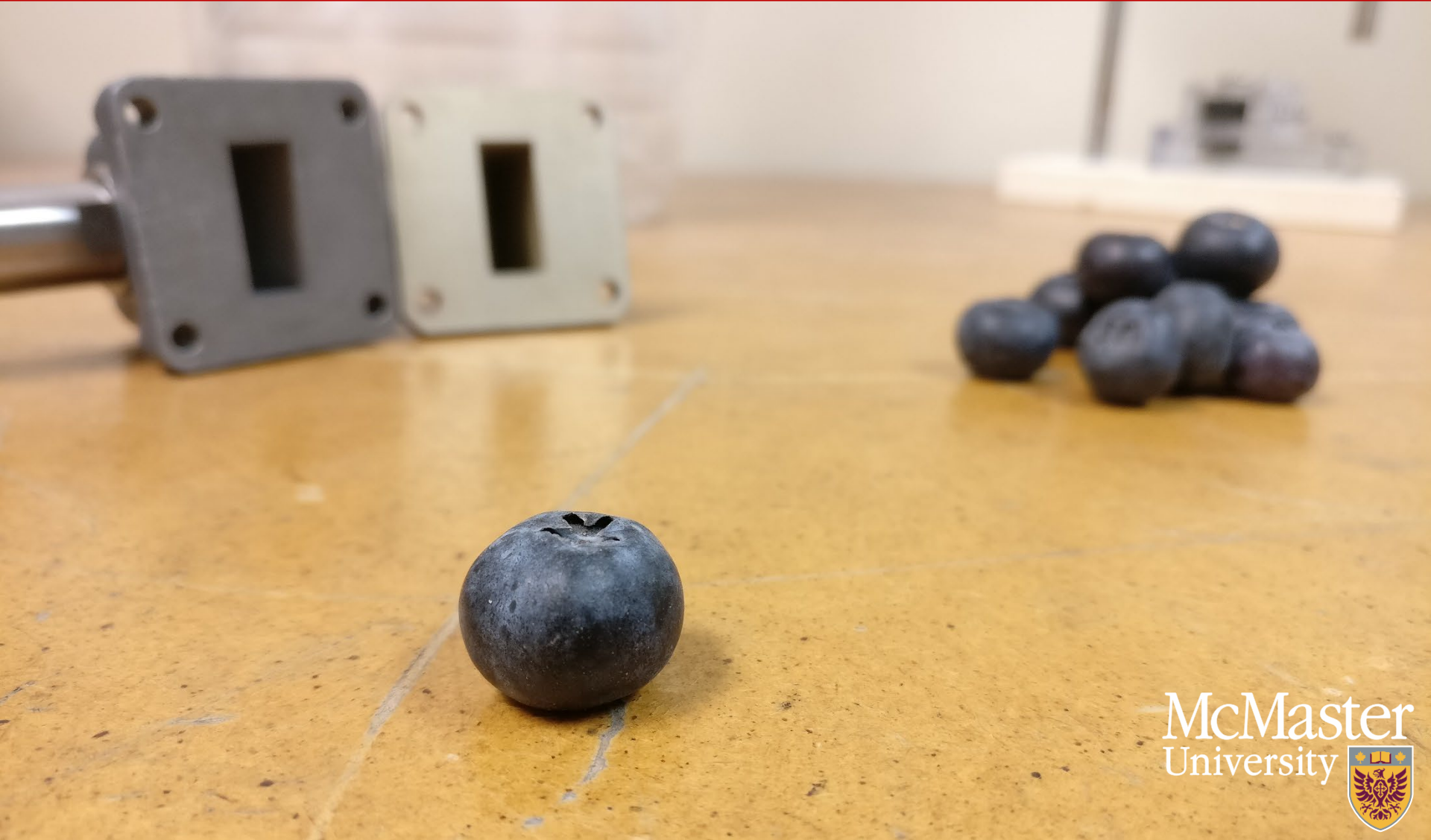
Microwave Holography: The Future of Medical Imaging (TH1H)

Daniel Tajik
McMaster University

**First Place Winner
+ Audience Choice**

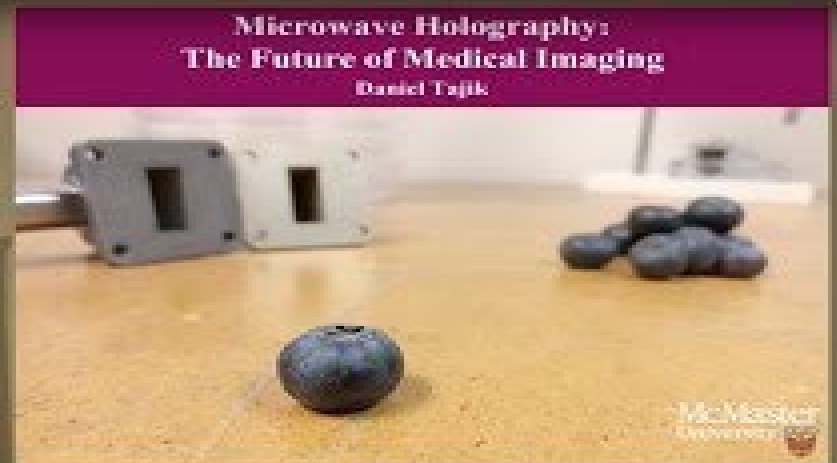
Microwave Holography: The Future of Medical Imaging

Daniel Tajik



IMS2017 3MT® Daniel Tajik, First Place Winner and Audience Choice Winner, “Microwave Holography: The Future of Medical Imaging”

IMS2017 3MT® Daniel Tajik, First Place Winner and Audience Choice Winner



1:07 / 3:02

⏪ ⏩ 🔍 📄 🗑️

What's Daniel's Hook?

What's Daniel's Hook?

(Emphatic hand gestures) X-
rays. Cause. Cancer. *(Pause)*

It's a little unnerving to think
about, isn't it? *(Pause)*

—Daniel Tajik, 2017

Watching A High-Ranked 3MT® Video

it's not live!

videographer/editor made “creative”
choices

is the slide visible; for how long?

MAKE AN IMPACT

A. Einstein

Patent Office, Bern

$$E = mc^2$$

E. Albert
Ph.D. Candidate

$$E \neq mc^2$$

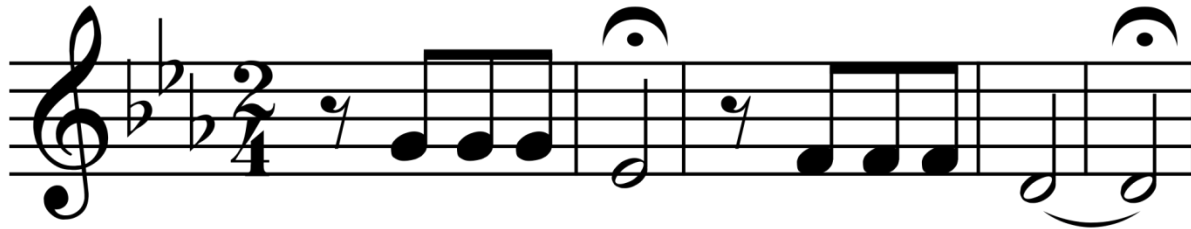
John Bandler

Optimization Systems Associates Inc., 1993

$$\mathbf{x}_c = P(\mathbf{x}_f)$$

LUDWIG: A Self-Optimizing Neuro-Symphonic Framework

R. van Bot, Ph.D. Candidate



Opening motif of Beethoven's 5th: [http://en.wikipedia.org/wiki/Symphony_No._5_%28Beethoven%](http://en.wikipedia.org/wiki/Symphony_No._5_%28Beethoven%27s%29)

AUTHENTICITY WINS

Respect (Empathize With)

your audience

your sources (citations)

your commitment

(to the long haul)

Communicate (Admit)

your expertise

your journey (“story”)

your setbacks

Promote (Inspire)

your vision

your theme

your message

Acknowledge (By Name)

your friends

your assistants

your colleagues

your supervisor

your mentor

your sources

A **BAD** IMPRESSION
IS A LASTING IMPRESSION

Refernces

J.W. Bandler, Q.J. Zhang and R.M. Biernacki, “A unified theory for frequency-domain simulation and sensitivity analysis of linear and nonlinear circuits,” *IEEE Trans. Micro. Theory Techn.*, vol. 36, 1988, pp. 1661–1669.

J. W. Bandler, R. M. Biernacki, S. H. Chen, R. H. Hemmers and K. Madsen, "Electromagnetic optimization exploiting aggressive space mapping ", *IEEE Trans. Microwave Theory Tech.*, Vol. 43, No. 12, pp. 2874-2882, Dec. 1995.

J.E. Rayas-Sanchez, “Power in simplicity with ASM: tracing the aggressive space mapping algorithm over two decades of development and engineering applications,” *IEEE Microw. Mag.*, vol. 17, no. 4, pp. 64-76, Apr. 2016.

A **GOOD** IMPRESSION
IS A LASTING IMPRESSION

Talks vs. Manuscripts

talks: first impressions at
the start

manuscripts: first impressions
anywhere

Misformed Or Not, A First Impression Lives . . .

because our brains insist on a quick explanation and are unwilling to give this up
—confirmation bias

Before Your Presentation

choose words wisely

introduce redundancy

introduce pauses

order words for effect

memorize as necessary

dress thoughtfully

respect those butterflies

During Your Presentation
face your audience quickly
introduce yourself slowly
articulate clearly
“embrace” your audience
control your movements
use positive hand gestures
be authentic

**While you are speaking,
“they” are studying**

**While you are speaking,
“they” are studying**

your poster/your slide . . .

**While you are speaking,
“they” are studying**

your poster/your slide . . .

you . . .

**While you are speaking,
“they” are studying**

your poster/your slide . . .

you . . .

__ __ __ __ . . . (fill in the blanks)

If It's Worth Saying...

...it's worth saying **clearly**

If It's Worth Saying...

...it's worth saying **clearly**

don't swallow words

don't whisper

it isn't cool: it's annoying

FAILURE

**Like A Virgin:
Secrets They Won't Teach You At Business School**
(R. Branson, Portfolio/Penguin, 2012, p. 41)

“ . . . it's imperative that you understand your competition . . . ”

“Avoid being overly negative. At best you will seem humourless and self-important . . . ”

**Like A Virgin:
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(R. Branson, Portfolio/Penguin, 2012, p. 41)

“ . . . it's imperative that you understand your competition . . . ”

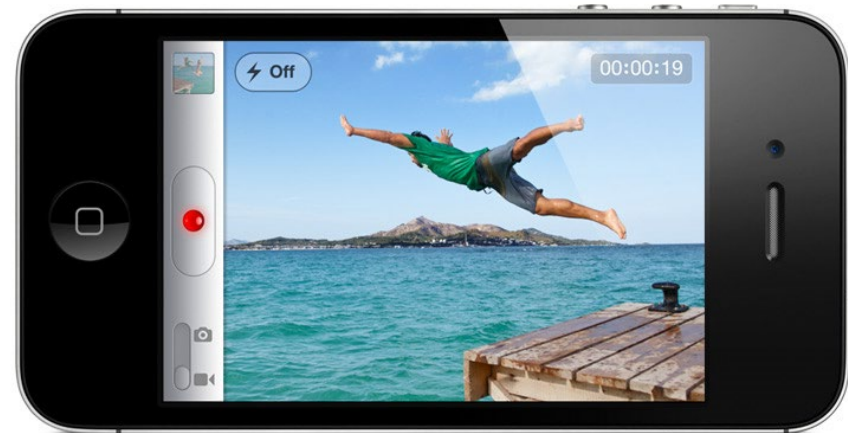
“Avoid being overly negative. At best you will seem humourless and self-important . . . ”

“And if you think you don't have any competitors, think again.”

Perhaps Mike Lazaridis Was Wrong . . .

Perhaps Mike Lazaridis Was Wrong . . .

when he said (in the 1990s)
that RIM had no competitors



Nortel Initiates Bankruptcy

“On January 14, 2009, after extensive consideration of all other alternatives, and after thorough consultation with our advisors, **Nortel initiated** creditor protection proceedings in multiple jurisdictions under the respective restructuring regimes of Canada under the Companies’ Creditors Arrangement Act, the United States under Chapter 11 of the U.S. **Bankruptcy** Code, the United Kingdom under the Insolvency Act 1986, and subsequently in other jurisdictions.”

—www.nortel-canada.com

GM's Downfall Easily Predictable

if the Chairman and CEO of GM really wanted to know how GM was doing long before declaring bankruptcy, he should have visited a showroom and asked for information on the technical features of a new Cadillac



—Google images

“We Screwed It Up”

“Since I’m in charge, obviously, we screwed it up.”

—Barack Obama, December 20, 2013

“**We** Screwed It Up”

“Since **I’m** in charge, obviously, **we** screwed it up.”

—Barack Obama, December 20, 2013

AWARENESS, CREATIVITY, CREATIVE THINKING

Awareness, Creativity, and Creative Thinking

it's all about me, you, us, them

understanding subtext

mastering first impressions

conquering confirmation bias

Awareness, Creativity, and Creative Thinking

it's all about me, you, us, them

understanding subtext

mastering first impressions

conquering confirmation bias

but be empathetic

think creatively

Your Breakthrough

is staring you in the face

Your Breakthrough

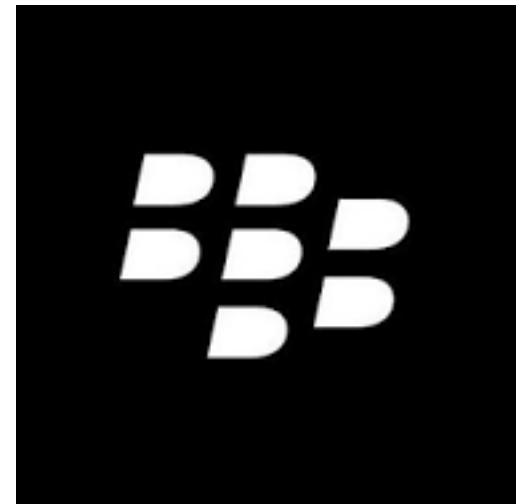
is staring you in the face
but you don't see it

Their Breakthrough

was staring them in the face
**but they didn't
see it either**



Bandler, 2014



BBM

An Expensive Rejection



**rejects Brian Acton
and Jan Koum**

**then
buys**



for US \$19,000,000,000.00

AWARENESS

Monumental Failures In Creative Thinking

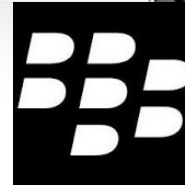
GM



Nortel

Nokia

BlackBerry



—Google Images

response to Hurricane **Katrina**

response to Typhoon **Haiyan**

response to Hurricane **Maria**

Obama's Healthcare.gov
website



**GIVING LIP-SERVICE
TO “CREATIVITY” IS EASY
WHEN YOU HAVE LITTLE
PERSONALLY AT STAKE**

BEWARE:
ENGINEERS ENGINEER

“You’re an engineer. If your data doesn’t fit the theory, fix the data.”

—A Lecturer
Imperial College of Science and Technology
private communication, circa 1962

LET'S TALK FRAUD

Jan Hendrik Schön . . .

“rose to prominence
after a series of apparent
breakthroughs with
semiconductors that were
later discovered to be
fraudulent”

—https://en.wikipedia.org/wiki/Sch%C3%B6n_scandal

“Truth is achieved by those with the courage to reimagine the possible. Those who defy convention and push performance to the limits. Who engineer lighter, more efficient vehicles. Innovate intelligent technology that anticipates drivers’ needs. And design silhouettes that defy trends and the wind. This is the spirit that drives us. This is **Truth in Engineering®.**”

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Audi

<http://www.audiusa.com/technology>

Bandler, 2015



Truth in Engineering?



Audi

<https://en.wikipedia.org/wiki/Volkswagen>
<https://en.wikipedia.org/wiki/Audi>

Bandler, 2015



**This is
Engineering
The Truth.**



Audi

<https://en.wikipedia.org/wiki/Volkswagen>
<https://en.wikipedia.org/wiki/Audi>

Bandler, 2015

A FINAL WORD . . .

Fact or fiction: do you

Occasionally bestow false praise?

Occasionally withhold information?

Often withhold acknowledgements?

Do you copy intellectual property without license or permission—books, papers, software?

Fact or fiction: do you

Occasionally bestow false praise?

Occasionally withhold information?

Often withhold acknowledgements?

Do you copy intellectual property without license or permission—books, papers, software—**and even boast about it?**

It's not my fault.
They made me do it.
Hey, everyone does it.

WHAT'S YOUR
EXPLANATION?

“Before you can start
to think outside the box
you have to figure out
who’s holding down the lid”

—John Bandler, 2016

ACKNOWLEDGEMENTS

Special Acknowledgements



John Vlachopoulos



Erin Kiley



Ana Kovacevic



Barbara Fenesi

Photos: John Bandler

Acknowledgements Gregory Atkinson, Beth Bandler,
Farzad Foroutan, Michelle Ogrodnik, Daniel Tajik

Thanks For The Invitation Jonathan Boulanger,
Patricia Kousoulas

MERCI BEAUCOUP
MUCHISIMAS GRACIAS
THANK YOU
The Forge@Mac



**NSERC
CRSNG**



IEEE



RATE ME NOW
ON A SCALE OF 0 TO 10