



**YOU'RE ON!
AUTHENTICALLY ROCKING THE MIC.**

Bill Chalmers

THE ACT OF PERSUASION, PRESENTATION, AND SPEAKING WITH CLARITY, COMFORT, PURPOSE, AND STYLE

Thinking and speaking under pressure...

Speaking with confidence...

Creating responsive audiences...

Having the word and thought you need to speak at your fingertips—instantly...

Maintaining your cool when the heat is on...

Speaking from your heart clearly and passionately...

Organizing your thoughts effectively...

Blinding flashes of the obvious...SPOKEN WITH EASE

And much more...

THANK YOU...

Over the years I have read thousands of books, novels, articles, posters, and even bathroom walls that have amused, inspired, upset, and galvanized me to action. I am of the belief that we all have perfect memories and the memory reserves to record everything we have ever read or experienced. The challenge we all face is that our recall mechanisms are less than perfect. Therefore, we cannot remember many things we wish to recall. It's not that we didn't read, see, hear, feel, or touch those things...it's just that we can't seem to remember them.

It is not my intention to plagiarize from any one author and declare it as my own. Ambrose Bierce once said that '...there are no original thoughts...'. Therefore, this book is a compilation of authors I have read over my lifetime.

A classic example of non-original thought is the following...Since 1977 I have used 'BFO' in my seminars to describe a 'Blinding Flash of the Obvious'—one of those, 'I knew that', 'ah ha moment' phrases that surprise and amuse us once we become 'enlightened' with a piece of information. Having used BFO frequently (I even have a company with that as its name!), I took BFO as 'my own' and

am surprised the odd time when I hear it used by someone else in a different context. The truth is, that phrase is out there...a kind of public domain. It's not exclusively mine—it's been said before.

In 1936, the book, *How To Win Friends and Influence People*, was first published by Dale Carnegie. After 500,000 copies had sold, Carnegie was invited to speak at the Dutch Treat Club in New York. This was a group of editors, publishers, and advertising people who were not terribly impressed by the literary merits of his book. In fact, as the story goes, they were ready to 'eat him alive'. Here's what he said when he was introduced:

'I know there's considerable criticism of my book. People say I'm not profound and there's nothing in it new to psychology and human relations. This is true. Gentlemen, I have never claimed to have a new idea. Of course I deal with the obvious. I present, reiterate, and glorify the obvious because the obvious is what people need to be told. The greatest need of people is to know how to deal with other people. This should come naturally to them but it doesn't. I am told you are a hostile audience. But I plead not guilty. The ideas I stand for are not mine. I borrowed them from Socrates, I swiped them from Chesterfield, I stole them from Jesus and I put them in a book. If you don't like their rules, whose would you use? I would be glad to listen!'

According to Carnegie's official biographer, he received thunderous applause.

To Carnegie's list of authors from whom he 'borrowed, swiped, and stole', I have added my own. I can't recall all the authors I have read but I feel compelled to thank a few of those who I can remember, and who have made a contribution and a difference in my life. In no particular order, these are the authors from whom I have pilfered:

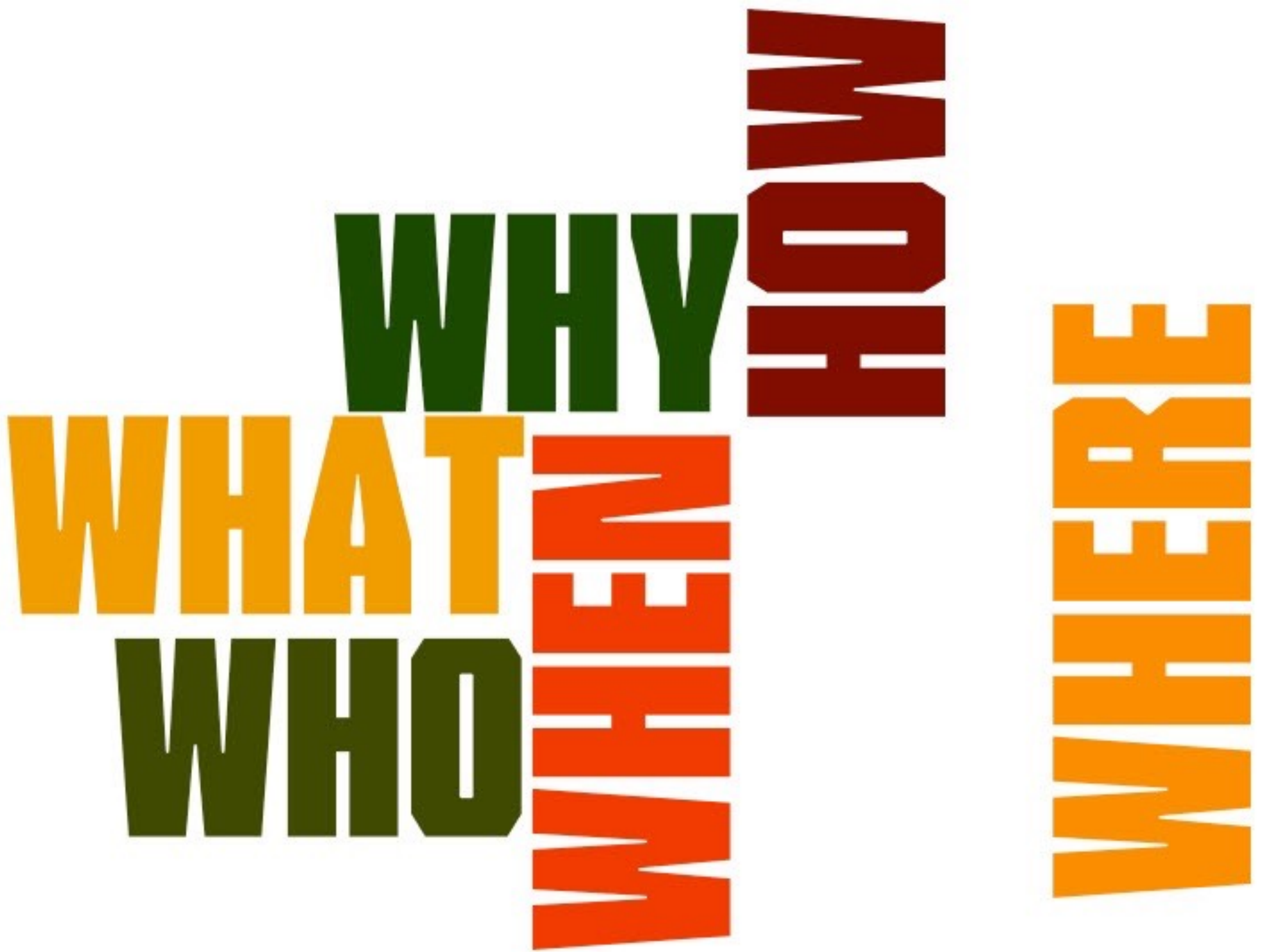
Peter M. Senge, Joseph Chilton-Pierce, Bruce Lipton, Byron Katie, Anthony Robbins, Wayne Dyer, Brandon Bayes, Dewitt Jones, John Grinder, Richard Bandler, Bill Bryson, Robert Dilts, Ambrose Bierce, Dan Millman, Scott Peck, Steven R. Covey, Tom Peters, Alvin Toffler, Harvey Mackay, James C. Humes, Matthew J. Kiernan, Gene Walden, Edmund O. Lawler, James R. Emshoff, Peter Clement, Tod Barnhart, Linda McQuaig, Jane O'Hara, Dr. Bill Bridges, Norman R. Augustine, Guy Kawasaki, Lily Walters, Edward E. Scannell, John Dalla Costa, Marni Smye, Price Pritchett, Thomas F. Jones, Ray W. Jutkins, Peter Glen, Maxwell Maltz, Jack L. Matthews, Bill Gates, David Foot, Jack Lessinger, Daniel Stoffman, Garth Turner, Sam Keen, Faith Popcorn, Edward De Bono, Kenneth Wydro, Ron Hoff, Sylvia Simmons, Carl D. Zaiss, Thomas Gordon, Peter Legg, Napoleon Hill, W. Clement Stone, Dr. Norman Vincent Peale, Chuck Swindoll, Mark MacCormick, Og Mandino, Earl Nightingale, Dale Carnegie, Zig Zigler, Brian Tracey, Robert Hargrove, Jim Rohn, John Robbins, Ken Wilbur, Nassim Nicholas Taleb, and Roger Von Oech.

Please read this book with an open heart and mind, as my sole intention is to 'give you a whack on the side of the head'...'a kick in the seat of the pants'...or at least a 'BLINDING FLASH OF THE OBVIOUS'.

TABLE OF CONTENTS

CHAPTER ZERO - WhoWhatWhenWhereWhyandHow!	5
CHAPTER ONE - Raising the Bar	9
Five Key Attributes of a High Level Performer.....	10
Slight Edge Technique.....	11
Setting A Personal Intention.....	16
CHAPTER TWO - Up Your Attitude	17
Content/Process.....	19
Key Strategy # 1 RELAX YOUR SHOULDERS.....	20
Key Strategy # 2 FIND YOUR OWN BEST RHYTHM.....	20
Working Wisdom.....	21
CHAPTER THREE - ‘We’re Lost but We’re Making Good Time...’	22
The PREP Strategy.....	24
Great PREP Questions to ‘Get Focused’	25
CHAPTER FOUR - Soul-Sucking Strategies: Keep ‘em or Let ‘em Go	28
Fears, Resentments, and Prejudices.....	28
Ohm’s Law.....	30
CHAPTER FIVE - Trippingly Off the Tongue	35
Reading Aloud...Not Just to Kids!.....	35
Reading Selections:.....	38
The Law of Nonresistance.....	38
A Hard Stick to Beat.....	41
What Station are You Tuned In To?.....	43
Sports.....	46

The Station.....	48
I Choose.....	49
Tongue Twisters.....	51
CHAPTER SIX - Telling Tails Tales.....	53
The Art of Story	53
STORIES...STORIES...STORIES...	55
The Flower	55
The Uphill Battle	56
Remembering Ms. Murphy	57
The Magic Pebbles	59
Check Your Baggage	61
Comedy is Harder	62
An Amazing Exit Line	64
Impaling Machine!	65
Ouch!	66
CHAPTER SEVEN - Creating Chemistry	67
The Science of Alchemy (Lead into Gold)	67
How Audiences Feel	69
Audience Receptivity	70
Types of Verbal Supports	72
Connecting...Connecting...Connecting	73
How to Use Multi-Media in Presentations	74
Five Step Technique	74
Endings	75
CHAPTER EIGHT - Inspirations, Musings, BFOs, Ah-Hahs and Hmmm's	79
CHAPTER NINE - Nuggets...Collective Quantum Alchemy	100
Nothing New in this Chapter	100
Bill Chalmers' Bio	104



CHAPTER ZERO

WHO WHAT WHEN WHERE WHY AND HOW!

I chose this chapter heading to tweak your interest. If you're like many of the readers out there, most of us skip the preface and/or introduction and charge straight to Chapter One. I want to make sure you take a couple of minutes to get a sense of the purpose or 'raison d'etre' of this book.

It never ceases to astound me how many 'fix-it' books there are on the subject of presentations. I am truly amazed at how all of them seem to want me to change—change my text, change my hair, change my style, change my suit, change my personality. 'Do it this way...', 'Do it that way...'. It's really quite confusing. I vow this will not be one of those books. I absolutely believe you have inside you all you need to be an out-

standing presenter...whether you are in sales, public relations, retail, wholesale, or customer service...whether you give speeches, sermons, lectures, talks, or public presentations of whatever sort. Within us is the cause of what happens to us!

The very definition of presentations has its challenges. I believe that we are making a presentation when we try to convince someone which movie we would like to see or where we are going for dinner. Ever try to convince your teenager about the relative merits of body piercing? Isn't that a presentation...possibly unsuccessful, but a presentation nonetheless? Ever ask for a raise or additional benefits? What about a reduction in service fees? Aren't those all presentations? You see my dilemma? We are making presentations all the time without calling them presentations.

What I am saying, above and beyond all the other presentation books out there, is:

Be Purposeful and Be Yourself

- It's about harnessing what you already do best and doing it purposefully.
- It's about taking your content and making it sing.
- It's about getting out of your 'traffic jam' and rising to the 28th floor to see where you are going.
- It's about challenging that person inside you to attain undreamed of heights.
- It's about rediscovering what your passion is all about and then wrapping whatever you do in that passion so that people know unequivocally what you are truly saying.
- It's about hearing what other people have to say and responding rather than reacting.
- It's about looking for ways to affirm and support others even if you disagree with them.
- It's about acknowledging the greatness in everyone.
- It's about remembering to look for each person's loving intentions.
- It's about telling the truth...but only with compassion.

This book will take the process of presentation and finesse it into a four-step model that, although invisible to the audience, will create a powerful impact on them. In nine short chapters we will explore the incredible simplicity of some of the most inspiring, attention-getting presentations in recent years, and provide you with the tools necessary to perform your content brilliantly. It's not what's happening around us that's important, it's what's happening in us that's the key.

This principle is most apparent when I lead effective presentations workshops. When participants are asked to stand and speak in front of a group of peers, whether large or small (and aren't those words relative depending on your internal points of reference!), thousands of people constantly reveal that their inner world creates

their outer experience. Their fears, concerns, worries, frets, and upsets come 'true' before their very eyes and ears! They haven't recognized that their inhibitions and fears actually cause the limitations. A key element here is that in creating an understanding of any fears, inhibitions, or 'can'ts'—old rules, if you will—we can actually learn to control, influence, and direct our thoughts, feelings, desires, and outcomes...any time we choose. We have to learn to 'step outside the box'. Step outside our comfort zone. Engage our creative thought process and step outside that restrictive set of rules and restrictions that keeps us from fully embracing our talent.

All too often we stay in our box, inside our comfort zone. We stay inside a prescribed, unconscious set of boundaries that limits our happiness, creativity, and prosperity. Because of poor training and unconsciously held beliefs, we keep ourselves from reaching our deepest and highest potential. Our lives do not have to be left up to chance. We can have influence. We can take charge. We are the author of our own life's book. We continually add chapters as life expands.

In '**Stand...And Deliver!**' we are going to explore principles rather than just symptoms. Most 'how to's' on being an effective public speaker focus on *managing the effects* or symptoms you experience in front of a group. My intention with you is to focus on the cause. After teaching hundreds of courses, I have discovered that when 'scared-to-death', timid people speak their heart—sometimes for the first time in their life—in front of a living, breathing audience, they experience a 'life rush' as never before. I've witnessed experienced pros hit the 'zone', uncover the reality of 'The Slight Edge Technique', and brilliantly surpass their expectations.

After reading this book, you may find yourself purposefully looking for places and opportunities to speak. Your ability to think and produce masterful results under pressure will reach a lifetime high, as will your clarity, perspective, focus, and understanding in any pressure situation. You will also experience an unprecedented sense of calm.

All of the exercises in this book work. They have been tried, tested, and found true. They work differently for each reader—but...**they work!**

Enjoy the process of sometimes not knowing why you are doing an exercise...just do it anyway. The experience is not about doing it right or brilliantly or well.

Which reminds me. This book is also about destroying some myths. Here's the first one. I'll bet you've heard this quote dozens of times: 'If it's worth doing...it's worth doing well!' Baloney!! If it's my first time at painting a water colour, or driving a car, or snorkeling, or knitting, or speaking...won't there be a learning curve? Won't I be better the more times I do something?

The first time I led a class was not as good as the last time ('kaizen'—the Japanese word for constant, never-ending improvement). You see, that myth actually holds many of us back from even trying because to 'get our legs' (say, if we are learning to snowboard or water ski) takes real effort, practice, and constant finessing. Besides, what are a few bruises along the way? The phrase should actually read: **If it's worth doing...do it any way you can...but Do It!**

Yoda, from The Empire Strikes Back (I'll quote just about anyone!), said, 'Do or not do...there is no try.'

The success of government, community, church, home, and personal relationships depends upon our ability to communicate and to communicate effectively.

Throughout this book we will look at our fears, resentments, and prejudices. We will focus on 'WhoWhat-WhenWhereWhyandHow!', 'Raising the Bar', 'Up Your Attitude', 'We're Lost but We're Making Good Time...', 'Soul-sucking Strategies: Keep 'em or Lose 'em—Fears, Resentments, and Prejudices', 'Trippingly Off the Tongue—Reading Aloud...Not Just to Kids', 'Telling Tails Tales', 'Creating Chemistry', and then finally...'Inspirations, Musings, BFOs, Ah-Hahs, and Hmmmms'. Make the journey fun...it's the best—in fact it's the ONLY—way to learn...

The purpose of '**Stand...And Deliver!**' is to stimulate you to 'get present'! It's to 'whack you on the side of the head' and 'kick you in the seat of the pants'. It's to pull you from automatically thinking, 'I can't', to automatically thinking, 'I can!' It's to cause you to see the BFO—the Blinding Flash of the Obvious. It will uncover in you, your ability to be purposeful, enthusiastic, energetic, and passionate when you deliver information.

Here's to your effective communication...

Here's to your success...

'Fortunate are those who know **what to do...**

Blessed are those who go out and **do it!**

Let's go do it! Let's take action...READ ON...

There are four sorts of people:

They who know not and know not they know not...they are fools—shun them;

They who know not and know they know not...they are simple—teach them;

They who know and know not that they know... they are asleep—wake them;

They who know and know they know...they are wise—follow them.



CHAPTER ONE

RAISING THE BAR

Have you ever wondered about the difference between a golfer who earns \$80,000 per year and one who earns \$3,500,000? How about the disparity between a .250 hitter and a .350 hitter in baseball? What about the best quarterback and the worst quarterback in any given year? What do you think the difference is between a topnotch salesperson and a mediocre one? A first class customer service representative and one who hates the job? I am not only referring to the income levels of each of these examples. I'm referring to the edge that each of these successful people produce when they are in the crunch...when the heat is on...when they must respond under pressure. The key here is **respond...not react...respond**. Each of these people have learned the strategy to create a 'slight edge'. Not a huge edge, but a slight edge that thrusts them beyond ordinary or average and into great and extraordinary.

For each of these previous examples, the differences are very subtle, but small actions manifest amazing and profound results. With the golfer, the difference in that income level can be as little as two strokes from bottom to top! For the baseball player it's the difference between hitting two out of ten times at bat and three out of

ten times at bat. The financial difference is \$300,000 to a staggering \$10 Million! For the quarterback, he only has to hit 50% of his targets consistently for the owner of the club to pay him twenty times more than a mediocre second string quarterback!

So, what's the difference that sets a high level performer apart from a 'run of the mill', average producer in any aspect of life? In my experience, this difference—this slight edge—comes from three elements.

The **first element** involves the belief system of each high level performer that I interviewed.

Five Key Attributes of a High Level Performer

1. **They take full responsibility for themselves and their actions.** They never see themselves as a victim of circumstances or process. They **respond** rather than **react** to situations.
2. **They know that the choice is theirs.** In everything they do or say, **they** make the choice. In our workshops we say that suffering is optional. In other words, **you** choose how **you** want this to be.
3. **They apply a problem-solving approach to all levels in their life.** It enables them to get creative and look for more than one solution. Some of them actually operate with two Plan A's and no Plan B.
4. **They use the 'beginner's mind' strategy.** They come from an 'I don't know' mentality. They are fully open to ideas from a multitude of sources. They practice 'not knowing'. When assessing an area in which they are truly competent, they choose to see it through new eyes...as if they didn't know.
5. **They trust the process and their hearts.** They trust that the pieces will fit together, and that their hearts, not just their heads, play an integral part in their lives. This is not a blind trust in their guts with nothing to back up the hunch. It is a real willingness to listen to the still small voice within.

The **second element** is their Journal. It seems that every one of these people keep a daily record of their innermost thoughts and feelings. Oh, some of them have real structure to the process and others seem a little scattered, but overall, each of them records daily what is important to them. There are morning writers, evening writers, middle-of-the-day scribes, and do-it-on-the-plane types. They all write....but not complaints. They write their aspirations, goals, dreams, fantasies, 'what ifs', accomplishments, and excitements. They set targets and outcomes. They write poetry, prose, and witticisms. They communicate with themselves...talk things through. They write their own book! They do this quietly and with no distractions at least once every day for a short period of time—kind of an 'Idea for the Day'. They then visualize themselves acting on what they write down.

This journal is not a 'to do' list, a 'who to phone' list, or an appointment schedule. Again, it's an 'Idea for the Day'. It's a seed planted and nourished throughout the day that becomes a reality. This idea has nothing to do with **reacting** to other people or external influences but has everything to do with **responding** to those people, places, or things. This is a concept of being, not doing.

The third element of high level performers is their attitude about 'working for themselves'. No matter where they work or who they get their pay cheques from, all of them act and believe that they work for themselves. Their jobs afford them the opportunity for personal growth and accomplishment. More important than their employers' products or policies is their own ability to grow, learn, and contribute to their personal world. The double win here is not only do they personally benefit from this attitude, but the companies and organizations they work for also benefit from this higher standard of personal commitment and integrity. In addition, high levels of morale end up permeating the environment where these people work which impacts the bottom line with higher productivity, enhanced profits, and reduced internal costs.

What this all boils down to is the age old concept of self-fulfilling prophecy—a widely-held belief that we create what we think about. Henry Ford's quote, **'If you think you can do a thing or think you can't do a thing, you're right'** is certainly applicable here. Our internal belief system dictates our outer experience. What you focus on becomes your reality. Want to really change your reality? Then change your focus. How do you change your focus? Change your questions. It's not events that cause us problems but how we evaluate and interpret events. What is an evaluation? Just a bunch of questions! What is an interpretation? It is a story (or judgement) that we make up about events and the answers to our questions.

For you golfers out there, picture the last time you were at the tee. You place your brand new ball on the tee...place your feet firmly but gently, shoulder width apart...shrug and wiggle your shoulders to release any tension...address the ball...line your shot up to the green...look up to where you want the ball to go...and OOPS...you notice there is a water trap and a sand trap on either side of the green. You are not going to get sucked into this...soooo...you reach down and exchange your new ball for one slightly used. Maybe one with a 'smile' on it (from a previously bad slice)...you set your ball...get ready...swing...and sure enough...the ball lands right in the water! And your response...**'I knew** it was going there!!' That, friends, is a classic self-fulfilling prophecy. It has been said by some of the all-time great golfers that golf is a mind game. This does not mean you don't need any skills. Nothing could be further from the truth. You definitely need terrific skills and abilities to play the game of golf. However, to achieve an 'edge', you need an attitude that gives you that edge. That attitude is learned, practiced, and honed by using the 'Slight Edge Technique' which enables you to perform more consistently in the 'Zone'.

Slight Edge Technique

All of us, no matter what our age, ability, talent, or work, have had the experience of being in the 'Zone'. That remarkable, centering place that feels astounding...powerful...strong...amazing...invincible...awesome...empowering...and sometimes even a bit scary. Just take a moment and think back to a time when you felt that kind of excitement. Close your eyes...be back in the moment...feel the feelings...smell the smells...hear the sounds...sit or stand the way you would when you are in that moment. Let your face know what's going on...smile, laugh, guffaw, cheer, shout. Be quietly powerful. Be loudly in charge. Do whatever you were doing when you got that feeling of, 'Wow...this is the Zone!' Now, this experience is 'duplicatable'. That's right. You can

accomplish this over and over again. It's completely within your direct control to influence and program yourself to have more of these moments. This is the 'Slight Edge Technique'.

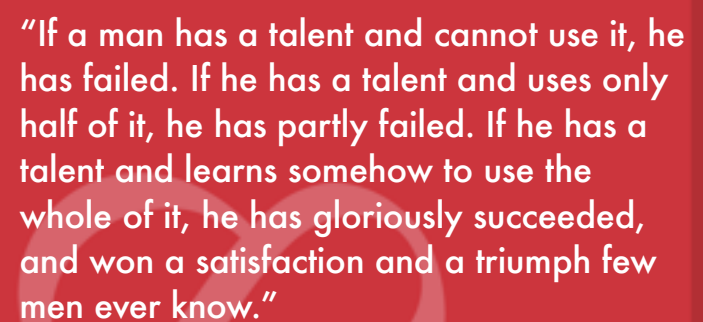
In order to put this Technique into action, here is what you do. Create for yourself a **'background thought'** for the day—how you will act or respond no matter what happens. Just make this one thought. One thought per day until the thought is mastered and becomes automatic. For example, the thought could be, **'I relax under pressure'**. Like an affirmation, you repeat this throughout the day...in quiet moments...in between clients...on the freeway...walking to your car...sitting...walking your dog...cycling around the park...waiting for your lunch. You get the picture. You've written it down and periodically throughout the day you bring it into your consciousness and focus on it. How will you know when it's working? Instead of automatically tensing up in a pressure situation, you think, **'I relax under pressure'**. You may not *relax* immediately (reaction)...but you will have *thought* to relax (response). It's a great first step. Congratulate yourself. Acknowledge yourself. Each time you interrupt the old react pattern, you are creating for yourself a new, more empowering, focused, and purposeful response that is within your control, rather than 'being controlled by circumstances'.

You might choose as a background thought, **'I am creative'**. Having written this down, you then see yourself being fantastically creative in any number of circumstances. Throughout the day, whenever you have a moment, think, 'I am creative.' As each new circumstance arises, act on your background thought. You will be amazed at the results.

One of the principles in making the background thought work effectively is to listen without criticism. Listen to what you are telling your subconscious without constant negative dialogue that often dismisses new commands without a moment's hesitation. When a critical thought comes up, confront it with the statement, 'That used to be true...but what if my new background thought is now true?' This process takes persistence. Stick with it! ***The payoff is— your life as you want it.***

We are conditioned to see life as a series of events. For every event, we think there is one obvious cause. Conversations, even those inside our heads, are dominated by concern with events: new budget cuts, new products, 'How will I look?', 'I really can't do this', or any new, unproven information. The focus on these things distracts us from seeing longer-term patterns of change that lie beneath events and from understanding the causes of those patterns.

One of the underlying causes of people being afraid to speak publicly and having difficulty doing so is the old admonition from our parents that 'children should be seen and not heard.' Although we intellectually rationalize our responses to this statement (knowing that we are no longer children and this statement does not apply), evidence demonstrates that many people struggle their whole lives with



"If a man has a talent and cannot use it, he has failed. If he has a talent and uses only half of it, he has partly failed. If he has a talent and learns somehow to use the whole of it, he has gloriously succeeded, and won a satisfaction and a triumph few men ever know."

- Thomas Wolfe

this admonition and other such criticisms or statements taken out of context. Stack a few of these less-than-supportive statements together and the potential for a full-blown, negative psychological reaction is a very real possibility.

I mentioned earlier, when the heat is on, perpetually successful people are the ones who have a *'slight edge'*, not a big edge, not a super edge...just a slight edge. Calvin Coolidge once said, 'Nothing in the world can take the place of persistence. Nothing is more common than unsuccessful people with talent. Genius will not; unrewarded genius is almost a proverb. Education alone will not; the world is filled with educated derelicts. Persistence and determination alone are omnipotent.' Persistence in the daily practice of the 'Slight Edge Technique' makes the difference between being just reasonably content and being fully and unconditionally satisfied.

So...we know that talent is not the distinguishing factor for success. TECHNIQUE IS. Here is how you perfect your technique:

- **ASK QUESTIONS.** Hard Questions—pointed, direct, in-your-face, kind of questions. Questions that make you gulp...or squirm...or try to delay responding.
- **ANSWER THEM**...from your heart...in your journal...daily.

Here are a few questions from Kenneth Wydro and Tony Robbins that will get you focused, thinking and purposeful.

From Mr. Wydro...

- What do you do to express your talent under pressure?
- Are you in a position where you could use a 'Slight Edge Technique' to increase your productivity, use your creativity, and demonstrate greater control over the variables in your life?
- Can you see the tremendous advantage of being able to think quickly and communicate more effectively under pressure?
- Do you have a talent for communication that is somehow not being expressed to the degree that it could?
- Is there room to develop and refine your natural speaking talent so you can radiate confidence, enthusiasm, and expertise no matter where you are or what is happening around you?

From Mr. Robbins...

- What am I happy about in my life now?
- What about that makes me happy? How does that make me feel?
- What am I excited about in my life now?

- What about that makes me excited? How does that make me feel?
- What am I proud about in my life now?
- What about that makes me proud? How does that make me feel?
- What am I grateful about in my life now?
- What about that makes me grateful? How does that make me feel?
- What am I enjoying most in my life right now?
- What about that do I enjoy? How does that make me feel?
- What am I committed to in my life right now?
- What about that makes me committed? How does that make me feel?
- Who do I love? Who loves me?
- What about that makes me loving? How does that make me feel?

Tony Robbins talks about these as his, 'Morning Power Questions'. In the evening, consider reviewing your morning questions and then ask these additional questions:

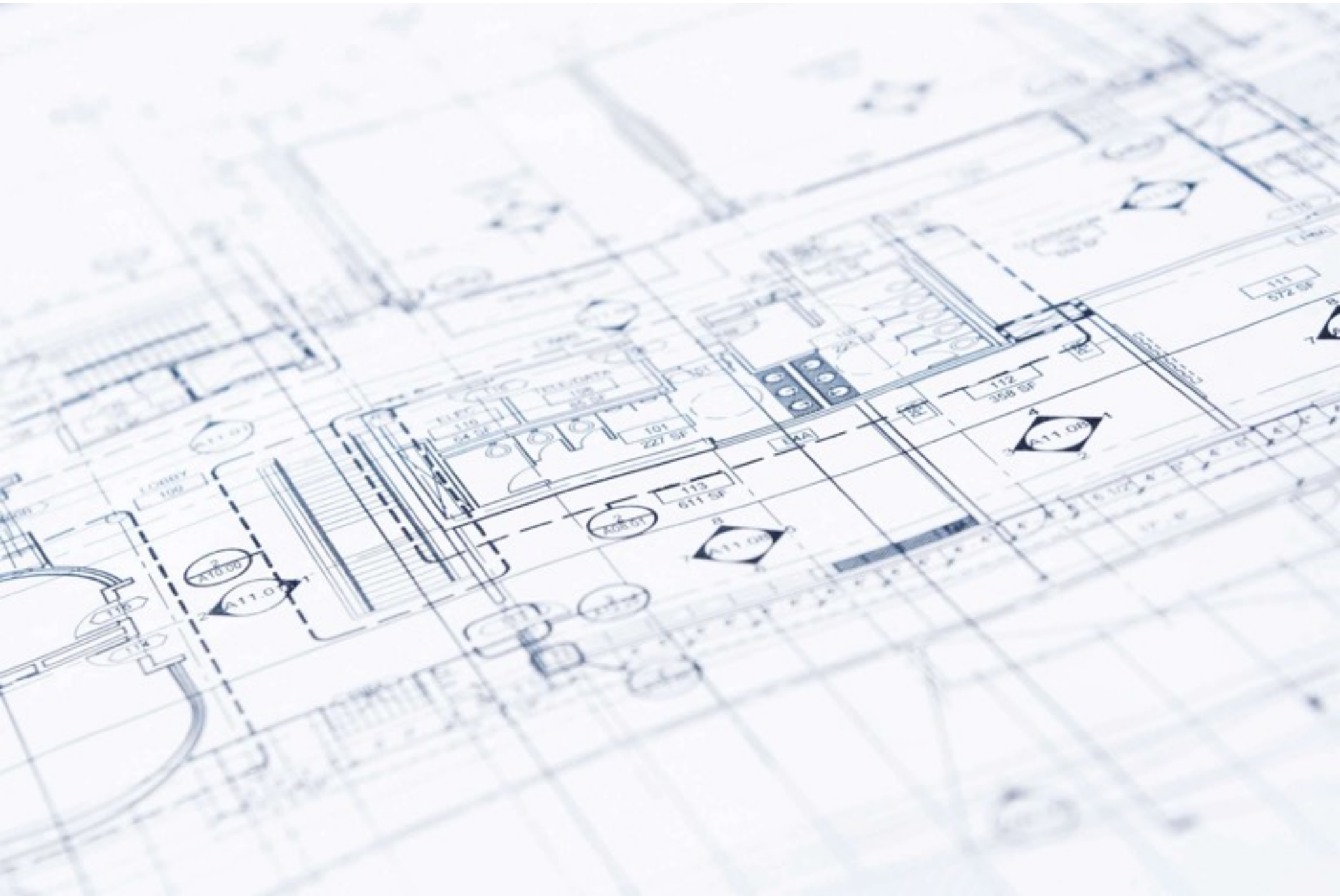
- What have I given today?
- In what ways have I been a giver today?
- What did I learn today?
- How has today added to the quality of my life?
- How can I use today as an investment in my future?

After every one of Tony's questions, you could also ask, 'Where in my body do I feel that feeling?' This is an incredibly powerful tool for honing each experience and grounding it in your body. From personal experience, I can attest to the effectiveness of focusing on empowering questions. Intentional, heart-felt self-examination has transformed my whole life. From physical to emotional to financial to spiritual, these types of questions cause me to purposefully focus on **WHAT I WANT** and **WHO I AM**. They direct me as I take appropriate action to achieve what I want and need.

As a final piece on '**background thought**', I've enclosed a 'Personal Intention Exercise' for you to use. Follow the format and visualize according to the guidelines. This exercise is one I use daily. There have been times, due to excessive meetings, presentations, and coaching sessions, that I have used it repeatedly throughout a single day!

The results will astound you. Write your intentions positively and purposefully. Write in the present tense and only write about what **you** will do. Avoid trying to control others' behaviour—you can't anyway! Your purpose is to take charge of **your** life and create **responses** rather than **reactions**.

Now, on to **PREP**aration and the ATTITUDE of a champion...



Date: _____

Situation/Event: _____

Setting A Personal Intention

AN EXERCISE IN 'BEING' – NOT 'DOING'

1. What specifically is the result I desire? (Things about me that I have 'control' over...stated in the positive)

2. Using my resource file of past successes and accomplishments, imagine how I will see myself...what I will hear myself saying...and what I will feel...when I have lived my intention. Project my intention as if it has already happened.

I see myself _____

I hear myself _____

I feel myself _____

3. Who will be touched by my intention? (i.e. manager, partner, client, employee, spouse, family member, etc.)
How does my intention dovetail (integrate, benefit, fit in with) their goals, outcomes, objectives, or intentions?

4. Now that I've accomplished this, what is my next step?



CHAPTER TWO

UP YOUR ATTITUDE

The attitude with which we **respond** (not just to public speaking, but to life itself) is the key to how we deliver on the 'big day'. I'm not a big believer in the process of 'I am and I can' (repeated ad infinitum) as a key to successful presentations. I have discovered over the years that, at times, I still get sweaty palms, my heart rate accelerates, my armpits leak, my knees get weak, and butterflies flutter when I am called upon to make some kind of presentation, speech, or workshop. Sometimes even when I have to confront a difficult employee, colleague, family member, or friend these symptoms present themselves. The only difference now is my ability to translate all that information into something I can harness and use for the greater good of any situation.

It is my **interpretation** of that information that empowers me to be positive and strong when the symptoms show up. Have you ever experienced the above-mentioned physiological responses, like when you first fall in love? Do you interpret those signals as stage fright? Terror? Anxiety? Upset? Or do you do what most people do and chalk it up to excitement! Desire! Anticipation! Delight! How we interpret these signs is far more important than the signals themselves. When I experience these physiological symptoms before a public speaking en-

gagement now, my immediate response is, 'These are important people. They deserve my best. I am excited to be called on to deliver information I believe is relevant to them. Yes, I may still get butterflies...but they're now flying in formation!'

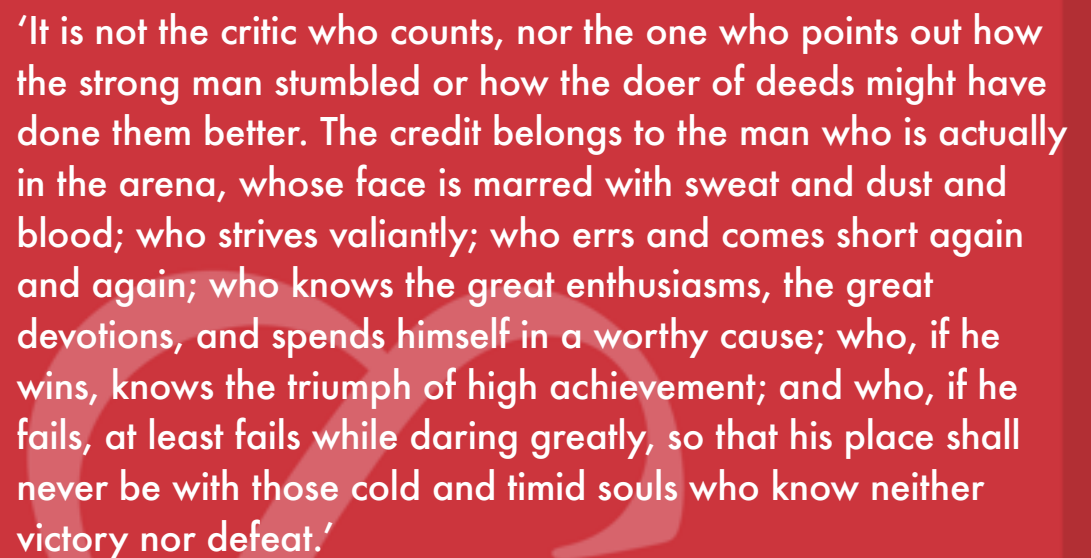
There are three specific benefits you will receive when you practice the **'Slight Edge Technique'** that will impact your attitude immensely:

1. You will expand your consciousness and clarify your thoughts, defining more precisely your outcomes, goals, and objectives.
2. You will remove obstacles and obstructions that stopped or held you back in the past. Once you remove suspicion, resentment, fear, and worry, you uncover your authentic self and original talent.
3. You are then free to fully express yourself and that talent passionately. You will fully realize the presence of your creative spirit within—unencumbered, unrestricted, fully human, and fully alive.

The most fascinating thing about our attitudes is that we don't have to know all the steps to change them. All we have to do is make the **effort** to understand, make the **effort** to believe, make the **effort** to do, make the **effort** to act...and the rest will follow. We are only responsible for the **effort**.

I have provided you with one of the most effective methods for changing attitudes—the 'Setting a Personal Intention' exercise. This simple exercise empowers you in a most remarkable way. It constantly focuses your subconscious to act on information you've written to it—a kind of reprogramming, if you will. Whatever you focus on becomes your reality.

There are some corporate environments and traditional educational settings that believe the less personal information or 'story' included, the better the presentation. The perspective is that by withholding personal point of view, perspective, emotions, and attitudes, they can still communicate in an effective manner. Let's destroy an-



'It is not the critic who counts, nor the one who points out how the strong man stumbled or how the doer of deeds might have done them better. The credit belongs to the man who is actually in the arena, whose face is marred with sweat and dust and blood; who strives valiantly; who errs and comes short again and again; who knows the great enthusiasms, the great devotions, and spends himself in a worthy cause; who, if he wins, knows the triumph of high achievement; and who, if he fails, at least fails while daring greatly, so that his place shall never be with those cold and timid souls who know neither victory nor defeat.'

Harry S. Truman

other myth! Nothing could be further from the truth! Here is a powerful maxim to carve into your memory and subconscious:

‘The meaning of communication is the response you get!’

What that means is communication is the **exchange** of information, the **exchange** of ideas, the **exchange** of emotions, the **exchange** of spirit. The message must not only reach the listener, it must touch the listener. The listener must ‘get it’. They may not like it and they may not agree, but they understand it...and **that’s the exchange**.

Think back and recall the most effective speakers you've experienced. What makes them exceptional? What are their most outstanding qualities? What do they add to the message that makes it so compelling? What information, ideas, emotions, and spirit are exchanged? What do nuance, rhythm, cadence, style, and tone have to do with making their message come alive?

The following six traits characterize dynamic, purposeful, energetic, and effective communicators:

1. They are relaxed, poised, confident, and ‘own’ their topic and subject. They are thrilled to have the opportunity to present and communicate.
2. They have an exceptional command of their material. It is organized, logical, concise, precise, and flows well.
3. They delight in having a good time and playing with the material. They are **in charge** of the information, not a slave to it.
4. They display an amazing presence of mind. They are willing to be themselves, no matter what. They are comfortable in their ability and purpose.
5. They speak **to and with**—not **at**—their audience. Their powers of observation extend to the spoken and unspoken feelings of those present.
6. The most remarkable memory for a listener is the quality of the presentation not the content. You remember **how** they said it not just **what** they said.

Content/Process

Content often gets in the way of an effective presentation. When people worry about getting their content ‘right’, they often ignore, or at least put less emphasis on, ‘how’ to deliver the information. This can be fatal when it comes to the listeners’ acceptance of the material. When all you do is report the content, without making it real or making it come alive, you risk losing the audience. Your listeners may not act on the very things you are challenging them to do.

Words alone do not make an impression. Remember all those Communications courses that say body language and tone of voice along with words are the elements of communication? Although this is a bit of an oversimplification, it really does illustrate the point. With body language being 55%, tone of voice being 38%, and words being 7% of any given communication, it's no wonder that communication often goes awry. Daniel Webster once said, 'It's not that we communicate so well that troubles me, it's that we communicate at all!'

Because over 90% of any communication doesn't rely on the actual words we say, we must pay closer attention to our body language, tone of voice, and certainly our attitudes underlying the delivery of any information.

To be an effective communicator you must work from the inside out. You must harness the attitude inside you. Your external reality is a reflection of your inner state. What shows up on the outside is how you are on the inside. Charles Swindoll says:

'The longer I live, the more I realize the impact of attitude on life. Attitude, to me, is more important than facts, than education, than money, than circumstances, than failures, than successes, than what other people think or say or do. It is more important than appearance, giftedness, or skill. It will make or break a company...a church...a home. The remarkable thing is we have a choice every day regarding the attitude we will embrace for that day. We cannot change our past...we cannot change the fact that people will act in a certain way...we cannot change the inevitable. The only thing we can do is play on the one string we have, and that is our attitude. I am convinced that life is 10% what happens to me and 90% how I react to it. And so it is with you...WE ARE IN CHARGE OF OUR ATTITUDES.'

Keep in mind the six traits mentioned previously in this chapter. Put into practice the following two key strategies. They will keep you purposeful and focused, not just when you are preparing for a speech, but when some potential crisis may be causing you some stress.



Key Strategy # 1- RELAX YOUR SHOULDERS

One of the most powerful tools for influencing your attitude is this strategy. It's like the old 'count to ten' concept for regaining control of your emotions. However, this is a real physiological shift in your body that creates a connection between your brain (what you want to accomplish) and your body (what you actually do). In consciously focusing on relaxing your shoulders you cause your neurons to fire impulses that give you back control of the reaction to the stress or event and you actually create a response to the stimulus. All of us would certainly rather **respond** than **react** to situations around us and this simple action accomplishes that.

An uptight body and mind inhibits creativity. If you want to say, 'I am thinking on my feet', you must flip frustration and tension into fascination and relaxation. Tension is the greatest 'constipator' of talent known to the world. To unleash your talent and be your best in every situation...RELAX.



Key Strategy # 2- FIND YOUR OWN BEST RHYTHM

This is about taking your own time. It's about slowing down—not so much your speaking voice, or the speed of your delivery, but your inside state. It's you taking your own time, finding your own way of speaking, uncovering your natural, authentic self. This is about being your self, finding your pace and settling into your rhythm.

Stay away from clichés to express your feelings. Certainly you can use intensifiers (i.e. very good, brilliantly executed, etc.). Just be cautious when using colloquialisms and trendy phrases. When you feel yourself speeding up, remember...***if you rush yourself you rush your talent.*** Your listeners deserve your best. Can that 'best' be delivered in a hurry? Not likely. To be your best ***always***, find that unhurried, focused, purposeful you that is just waiting to emerge.

Working Wisdom

Let's destroy another myth—the old adage about 'working smarter, not harder'. I've heard this concept for a number of years and it really annoys me. Most of the coaching and consulting I have had the joy and privilege of participating in over the years has clarified for me that many people ***are*** actually working smarter. They're using smarter strategies, smarter action plans, and smarter business practices. As 'working harder' failed, so is 'working smarter' failing. I think what's missing is the concept of 'wisdom'.

John Dalla Costa writes about this in his book, Working Wisdom. He states, '...wisdom brings together knowledge and experience. It makes the systems for continuous learning seamless, harmonizing even the most diverse initiatives within the meaning of the guiding mission...Wisdom creates a coherence that combines results with conscience.'

What I feel is lacking in our 'systems' is a sense of conscience—a sense of integrating all our marvelous knowledge and information. I refer you to Peter Senge's work in the book, Presence—Systems Thinking. He uses the concept of nature where everything is connected to everything and everything relies on everything. There is no waste in nature. It's an integrated and self-perpetuating system. There's wisdom in every facet. So, too, must we use that same 'systems thinking', that wisdom, in all we do. We need to incorporate it in a brilliant and purposeful way to assist, harness, and empower those who come in contact with any plan, job, work, role, or presentation—whether client, customer, supplier, sales force, support staff, patient, co-worker, virtually everyone. The only way to achieve an integrated result is to apply systems wisdom. You can begin with something as simple as your next presentation.

Now let's look at blueprints and purpose statements for achieving masterful results...



CHAPTER 3

'WE'RE LOST BUT WE'RE MAKING GOOD TIME'

Blueprints...Purpose...Mission

To build the house of your dreams you need an accurate set of blueprints. It provides a focus, an outline, or an overview of your expectations and desires. In fact, I don't know anyone who would start a project of this magnitude without at least a working set of drawings so everyone knew what was expected.

Concepts that have received considerable press over the past decade or so are 'Values', 'Vision Statements' and 'Mission Statements'. Establishing a purpose for being assists an organization or company in setting a strong and believable direction. It also creates a pivot or focal point that all participants can 'buy into' and support.

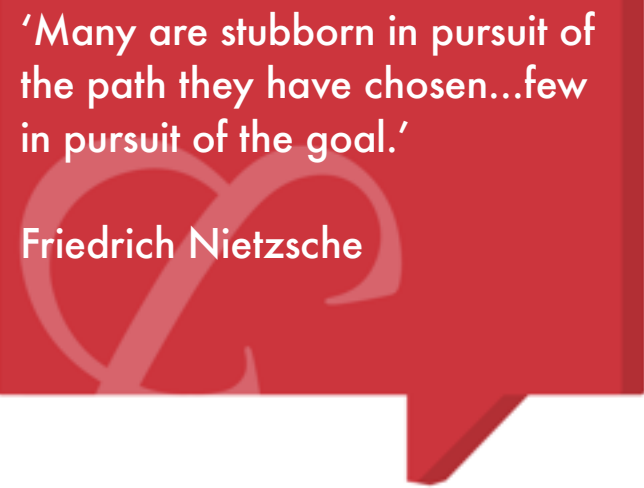
In two of his books, Steven Covey takes this principle of Mission to a whole new level by having you write a personal mission statement for your life. Using a series of questions, he guides you through the process, ultimately creating a living document that can be modified, changed, updated, or transformed as you continue to clarify your purpose and you move forward in your life.

Today, I would like to take this concept and apply it to the presentation/speaking business. Every blueprint or game plan starts with a simple thought, a vision, and a concept of how you want something to be. To apply the blueprint plan to the presentation context means you must, to some extent, let go of the 'winging it' concept, at least in the planning phase.

The simplest, most creative, and workable blueprint I have discovered for the effective delivery of information is the **PREP** formula. This **PREP** formula is an organizing principle...a way to **PREP**are you and to assist you in delivering the most powerful information in the most effective and concise manner. It will work anywhere, from one-minute to twenty-minute, to three hour, to all-day presentations. This formula can also assist you in other important areas of your life, such as:

- What career move to make
- Staying on track when confronted with family issues
- Identifying team players
- Identifying who should get promoted and why
- Prioritizing 'to do's'.

The possibilities are endless. In short, it is an invaluable resource to assist you in being purposeful. It should be treated as an invisible framework. Use it as you **PREP**are, but when you deliver, it's not necessary to state, 'My point of view is...and the reasons why I have that point of view are...'. Weave your conversation through the formula without direct reference to the formula itself. This blueprint is the brainchild of Kenneth Wydro and is a remarkable tool.



'Many are stubborn in pursuit of the path they have chosen...few in pursuit of the goal.'

Friedrich Nietzsche

The PREP Strategy

The PREParation strategy (you can see where the acronym fits) works like this:

P...POINT OF VIEW

This is your perspective or overview on the subject. It's where you stand on the issue. It's a simple, declarative, direct statement to your audience.

R...REASONS WHY (you have your point of view)

This is where you state the reasons why you have your specific point of view. To some extent this is your set of values with regard to the issue.

These reasons are an expression of and framework for what caused you to interpret the facts in this way.

E...EVIDENCE OR EXAMPLES (to support the reasons why you have your Point of View)

Here you declare specific, factual examples—dates, names, statistics, and situations that led you to draw your conclusions. These should be tangible data and hard proof which can be verified by anyone. This section is probably the largest in terms of information. However, keep it crisp, concise, and pointed.

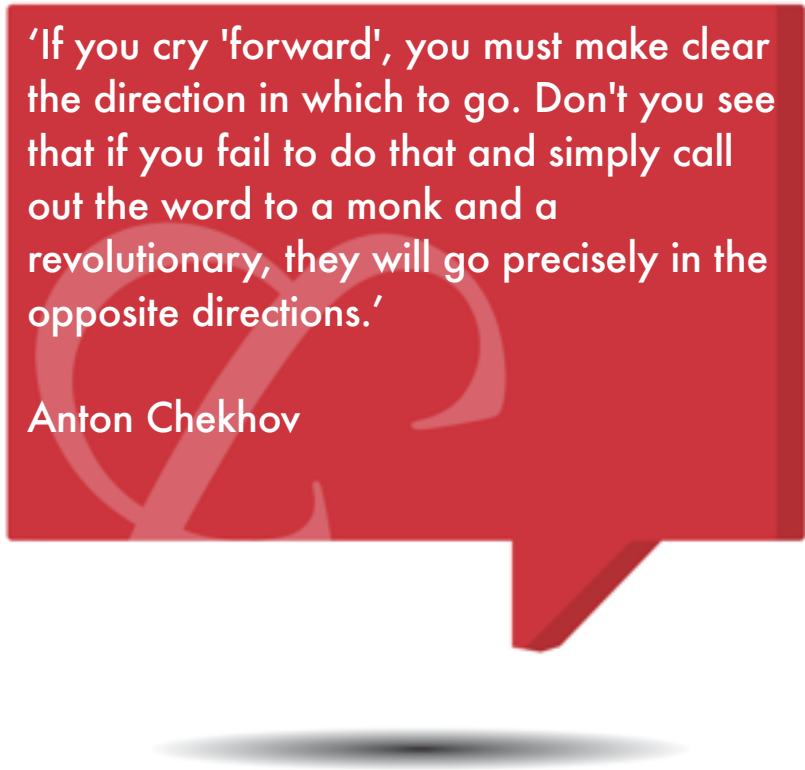
P...POINT OF VIEW RESTATED

To ensure that everything you said is absolutely clear, restate your point of view but phrase it in a new way. Define the action you want your audience to take.

ACTION... ask for a response. Galvanize them. Specify the next step to take.

It certainly is not 'rocket surgery', but you must start with a clear point of view and end up with a call to action. Everything in between will support your position, but the greatest impact will be your opening and closing remarks. Remember two things:

1. The first ten words are more important than the next thousand.
2. The last thing said will be the first thing remembered.



'If you cry 'forward', you must make clear the direction in which to go. Don't you see that if you fail to do that and simply call out the word to a monk and a revolutionary, they will go precisely in the opposite directions.'

Anton Chekhov

Long after we forget the specific words we remember the impression the speaker has left with us. We should be left with an overwhelming sense of **yes**.

An effective way to practice using the PREP formula is to write it down as follows...

QUESTION:

P.

R.

E.

P.

ACTION:

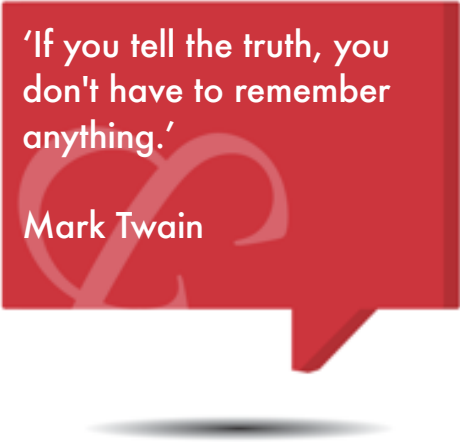
Using this format, ask yourself any stimulating question, list it at the top of the page, and then go through the exercise. Finish off at the bottom with **what** you intend to do and **by when**. Give yourself time to do this exercise. Relax...let the answers come from your heart, soul, and emotions rather than just from your intellect.

The following is a list of great questions to get you focused and familiar with the **PREP** formula. Please do them over the course of a week. I would also encourage you to do this exercise in your journal so you have a permanent record of your conversation with yourself.

Great PREP Questions to ‘Get Focused’:

- What kind of a day did I have today?
- What are my criteria for having a ‘good’ or a ‘bad’ day?
- What was my background thought for today? How effective was I in ensuring I accomplished that thought?
- What background thought that I create would serve me best in my daily life?
- What does success mean to me?
- What does prosperity mean to me?

- Who do I consider to be an influential person in my life? Why? (Do more than one influential person)
- Where do I want to be one year from today?
- Where do I want to be two years from today?
- Where do I want to be five years from today?
- If I could make one change in my personal life, what would it be?
- If I could make one change in the running of my business life/career, what would it be?
- Did I think from the inside out today...or the outside in?
- What situations made me worry, scurry, and hurry?
- What is happening when I am 'on top of the situation'?
- My thoughts are creative. True or false? (Explore)
- Am I living, thinking, breathing, and creating to my highest potential?
- Am I truly a life-long learner? How did I live up to that objective today?
- Did I truly give my best today? All day...or just flashes?
- How do I want to be remembered?
- What is my picture of abundance? (See, hear, smell, taste, and feel it)
- What is my greatest strength?
- What is my most unique talent?
- What could I be if I absolutely, positively, put my unshackled mind to it?
- What is the most important effort I could make to polish my speaking skills?
- Am I willing to practice the principles and systems described in this book on a regular and consistent basis?
- Can I picture myself 'thinking on my feet'?
- What is my basic core belief about myself?



'If you tell the truth, you don't have to remember anything.'

Mark Twain

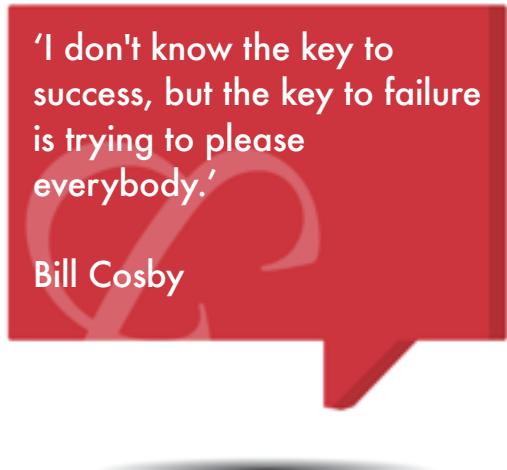
One reason for this exercise is for you to go higher, deeper, and wider so you can get to the most relevant data in your mental filing system. You answer these questions consciously and deliberately so your background thoughts become positive, powerful, purposeful, dynamic, on target, and relevant to what is going on in your present life. Be clear that on each sheet you will have a separate question and an accompanying action. These actions will create a sense of purpose, the likes of which you have only dreamed.

Another compelling reason for doing the **PREP** is the amazing insight it will give you when you choose to write your own personal Vision and Mission statements. Some of the questions posed above are variations on Steven Covey's work.

The more you practice with energy, enthusiasm, and commitment, the better you will get. This process, once mastered, will put you in a place of quiet, centered control even when circumstances seem chaotic.

When I react to chaos, I put myself at the mercy or whim of that environment. To a certain extent I am being a **thermometer**. I am taking the temperature of those around me and **playing it back to them**. I am **reacting to** my environment. That **thermometer** consciousness does not evoke any measure of control or discipline on my part.

On the other hand, if I instead, take a deep breath, relax my shoulders, focus on a positive outcome, and purposefully keep the end in mind, what I am ultimately setting out to achieve will be attainable. I will have used thermostat consciousness—a strategy that lets me set the tone when things seem out of control. I actively turn down the heat in my own mind and respond rather than react to the situation and circumstances around me. I take control. I am in charge. I harness my emotions rather than have them run me. This strategy moves me from a 'victim state', to one of taking charge or at least having some measure of control over my own responses.



'I don't know the key to success, but the key to failure is trying to please everybody.'

Bill Cosby

Now, let's look at some of the obstacles that **used** to stand in your way...



CHAPTER FOUR

SOUL-SUCKING STRATEGIES: KEEP 'EM OR LET 'EM GO

Fears, Resentments, and Prejudices...

I found this piece of the presentation puzzle to be one of the most challenging for two reasons. First, it reaches into such a deep emotional level that it almost seems irrelevant to the task of delivering information. Second, it's hard. Hard to face my own resentments, prejudices, and fears. Notice

that each of these words overlap and fully integrate into each other. To some extent, you can't have one without the other—if you wrestle one to the ground, the others are sure to follow.

To start off this part of the process, let's begin with a quote: 'Resentment is letting someone live rent free in your mind.' That's right, when you resent or fear someone they own a large piece of your mind—a part of you that keeps them ever present.

Have you ever noticed this phenomenon? Have you been in a relationship that ended and for months, sometimes years, the thoughts of upset and anger are so close to your emotional surface that just the mention of that person's name evokes a strong reaction? If so, the possibility exists that you are 'letting someone live rent free in your mind'. ***Without removing these fears, resentments, and prejudices from our minds we cannot truly have freedom of expression.*** That translates into selling yourself short and holding yourself back from giving your very best each day. The only way to let go of fears, resentments, and prejudices is by using the principle of forgiveness:

- i) forgiving self first and
- ii) forgiving others.

Have you noticed that most people, including you, get in their own way? The phrase, 'we're our own worst enemy,' comes to mind. It's imperative that you acknowledge and understand your own level of resistance—to people, ideas, concepts, and things, living or otherwise. Resistance is your habitual state of mind and your unconscious pattern.

'He who mistrusts most should be trusted least.'

Theogines of Megara, Greek poet

Now, take a piece of paper and make a list of the five people in the world you dislike the most. Who bugs you? Who irritates you? Who gets under your skin and always rubs you the wrong way? Who could you live without?

If your list has more than five names on it...go for it! Keep going until all the names are listed. Then...look at the list. Carefully. I want you to realize that your effectiveness as a communicator will be in inverse ratio to the length of your list. Are there themes or patterns within the list? Have you noticed that each and every time you seem to be uncreative...someone from this list has been on your mind?

'We have seen the enemy and he is us.'

Pogo by Walt Kelly

Let's look at how this works. Remember back in high school physics we learned about Ohm's Law? It has amazing implications if we look at it from a communications perspective. Suppose that every law of physical action has a mental or psychic law that corresponds to it. What applies to the physical universe also applies to the mental universe. Here's where the fun begins.

Ohm's Law

Ohm's Law states that current at the point of use is equal to the force at the source divided by the resistance in the channel through which it flows. Let's look at the formula:

$$\text{Current at point of use} = \frac{\text{Power source}}{\text{Resistance}}$$

Apply this law to effective communications. **Can you see that your own effectiveness as a speaker (current at point of use) is *equal* to your limitless potential for thoughts, feelings, and creative intuition (power source), *divided* by your fears, resentments, prejudices, and negative attitudes (resistance)?**

Here's the formula:

$$\text{My level of excellence in communication} = \frac{\text{My creative potential}}{\text{Fears, resentments, prejudices}}$$

What does this actually mean? Let's say a person has a creative potential of one hundred units and holds ten units of fear or resentment. That means that this person's level of expression is equal to ten units. This person reduces their capacity to express by ten units if they hold those feelings of ill will to another person. In other words, if you have one hundred units of good feelings and ten units of negative feelings, you operate only on the level of those ten units of negative feelings. The principle that comes through loud and clear is that ***you level yourself off to the lowest common denominator of your negative feelings.*** What this translates to is this...***as your level of resistance goes up, your level of productivity goes down.*** When you have a high level of resistance in yourself toward any other person or audience, you will diminish your own ability to make positive contact with that audience or person.

As you harness the concept of producing and expressing your best self under pressure, you cannot afford negative feelings, attitudes, personal dislikes, or prejudices. They will work against you. To be strong, powerful, effective, and brilliant you must let them go. When you resent someone, or are

less than respectful to them, you will tend to deliver your information forcefully...sometimes with a 'you are wrong and I am right' delivery.

Richard C. Halverson, Former Chaplain, US Senate, had this to say regarding delivering ideas:

"You can offer your ideas to others as bullets or seeds.

You can shoot them or sow them:

Hit people in the head with them or plant them in their hearts.

Ideas used as bullets will kill inspiration and neutralize motivation.

Used as seeds, they take root, grow,

and become reality in the lives in which they are planted.

The only risk in the seed approach:

Once it grows and becomes a part of those in whom it is planted you probably will get no credit for originating the idea.

But if you are willing to do without the credit...

you will reap a rich harvest."

Let's go back to your 'Who Bugs Me' list. Do the following with each name on the list. Choose one each day until they're all gone. Visualize them in the setting that fires off your upset or pushes one of your buttons. Be a 'Meta'—Greek for 'above and beyond'—the fly on the wall concept...just watching...and asking yourself the following questions:

- Is there anything about this person I can like?
- What causes them to laugh, cry, be upset, or participate in life?
- Who loves this person?
- What attributes does this person bring to their relationships?
- Could I ever see myself shaking hands with this person?
- Can I see myself changing my mental picture of this person?

Answer these questions truthfully and fully. Write down your answers. This is not an exercise in replaying the emotional hurt and reinforcing it. Rather, it's an exercise in letting go...an exercise in forgiveness. I am a firm believer that forgiveness is the key to getting on with life. Forgiving the other person and also forgiving yourself. Forgiving yourself, in many cases, is the hardest part.

'Example is not the main thing in influencing others...It is the only thing.'

Albert Schweitzer

Since I'm big on acronyms here's one I slipped into Chapter Zero, perhaps without you noticing. Read the following five principles as if they are spoken from the point of view of the other person. They say to you:

'HEAR AND UNDERSTAND ME'...

Our first response in dealing with anyone is to get a better understanding of the person and the situation. St. Francis of Assisi said, 'seek first to understand, then be understood'. The principle here is, unless the other person has been heard and listened to, they will not listen to or hear you.

'EVEN IF YOU DISAGREE WITH ME, DON'T MAKE ME WRONG'...

We tend to create polarization in many of our verbal exchanges. This principle is about coming to consensus, agreement, or understanding in such a way that all participants feel honoured, respected, and heard.

'ACKNOWLEDGE THE GREATNESS WITHIN ME'...

This is about personal empowerment. We all have some talent, accomplishment, or achievement that has shaped our lives. In moments of upset, anger, or resentment directed toward someone else, this talent, accomplishment, or achievement is quickly forgotten. This principle directs us to reach for that 'greatness' and success in the other person and acknowledge it.

'REMEMBER TO LOOK FOR MY LOVING INTENTIONS'...

That's right, even if your perspective about another person is clouded by negative thoughts, you must look for the loving purpose or intention that person could have. However, don't make up those loving intentions. Get creatively observant. Get past your judgements. This does not necessarily mean you find a loving intention in the other person, but it does mean that you will look. This helps you to see the situation from the other person's perspective.

'TELL ME THE TRUTH...BUT TELL IT WITH COMPASSION'...

There is no room here for brutal honesty. This is about compassion in delivering information. Keep the second principle—'Don't Make Me Wrong'—in mind. Firm but gentle. Clear, honest, loving, compassionate delivery of information. It brings to mind something Lily Tomlin once said:

'Everyone seems to try harder. Don't you think it would be great if *people tried softer?*'

Looking back over the five first letters of the above principles, they spell out the word **HEART**. It seems to me to be an infallible five-step strategy to ensure successful communication. By the way, there's no particular order to follow here...just stay present to the conversation and make sure you do all five!

Do not underestimate the power of this exercise and the concept of focusing your subconscious. **You can change your relationships with people simply by changing the way you see them.** This is an extremely important principle for you to grasp and hone. Although you may understand this one **intellectually**, it needs to work **emotionally** to be significant and to impact your life. As you go through dissolving your 'Who Bugs Me' list, your fears and anxieties about speaking your mind and expressing your feelings will also dissolve. You will change from repression to expression. Doors will open **outside** because of the freedom you create **inside**. Your inner world becomes your outer world.

Some further questions to ask yourself...

- If my own happiness, fulfillment, enjoyment, and prosperity were at stake, could I change my mental/visual picture about my boss, co-worker, colleague, peer, father, mother, sibling, friend, etc.? Could I change my attitude and behaviours around someone of a different ethnicity, religion, sexual persuasion, financial status, class, political affiliation, etc.?
- If my financial, emotional, and spiritual prosperity was available to me as long as I got along with the number one person on my 'Who Bugs Me' list, would I choose to get along with them? Or would I continue to self-destruct?
- Am I willing to continually sell myself short and perform with all this limiting, negative, emotional baggage? Is it worth the price I'm paying—emotionally, spiritually, financially, relationally, etc.?

Make no mistake. If you:

- take charge of your thoughts about these 'irritating people',
- see them as a block to the untold riches of your creativity and fulfillment as a person,
- flip frustration to fascination, and
- plug into that circuit of energy and imagination,

you will rise above the circumstance and become a **thermostat** rather than a **thermometer** to the events happening in your life. It will be about what's happening in you rather than what's happening **to** you. This next quote by Ralph Marston says it all.

'Life is biased toward the positive.

You can only fall so far, but there is no limit to how high you can soar. There are points at which life cannot get any worse, but there is no point at which things cannot get any better. You can only lose so much, but there is no limit to what you can gain. With every setback comes a real opportunity to grow and move forward. And with every triumph, further triumphs become more likely.

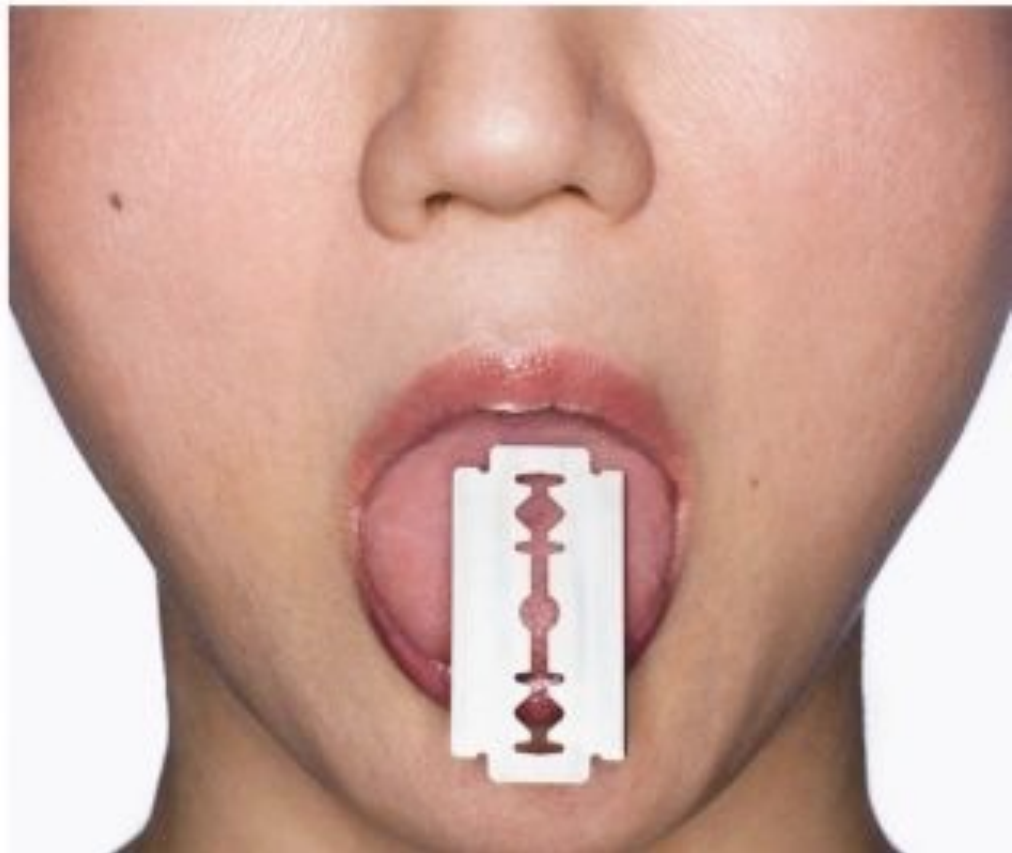
In every situation there is positive potential.

Yes, the risks are there. Yet, the risks are finite. Possibilities are infinite.

Consider the incredible upside potential of your own life.

No matter where you are, no matter what circumstances you find yourself in, your possibilities always outweigh your problems. Those positive possibilities are yours for the living.'

Let's move on to discover why **reading aloud** is so valuable and important.



CHAPTER FIVE

TRIPPINGLY OFF THE TONGUE

Reading Aloud...Not Just to Kids!

It has been said that Pablo Casals, the famous cellist, practiced five hours a day as he was nearing the end of his long life. When a reporter asked him why, he responded 'Why? To get better, of course!'

Pianists warm up and limber up by practicing scales. Golfers practice wedge shots and putting from the toughest places possible to hone their edge. Tennis players practice hundreds of serves and volleys every day. Some race car drivers actually drive backwards around the track to further hone their skills and reaction times.

What do stage actors, radio personalities, and TV performers do to put sharpen the edge of their performances? What do they do to make their material come alive? What one strategy do they have in common to polish their skills?

They read aloud.

Reading aloud is a technique that helps put emotion, feelings, attitude, and zest into your words. It finesses and polishes the delivery of your presentation. It will sound to your audience as if you are **just talking** to them. Think back to a time when you listened to a speaker who really inspired you. Didn't it feel like they were just talking to you? Were you excited, not just by **what** they said, but by **how** they said it? Their passion in delivery is what gave words meaning. Compare the oratory styles of George W. Bush, Stephen Harper, Nelson Mandela, and Barack Obama. Notice who inspires you and why. Notice who doesn't and why. Those that move us are personally engaging and are gifted at connecting with us. Remember, 'words only make up 7% of any given communication'. **How you deliver those words** is of paramount importance.

Reading aloud gives you an edge. It allows you to **hear** what you are saying and helps put heart and meaning into your message. It triggers a part of you deep inside that frees you to bring emotions, attitudes, and rhythm to your words. We have all heard people who didn't measure up to the accepted standards of 'good speaker', but **wow** did we ever get their message! They may not have been fully articulate, but did they move us deeply? Absolutely. And, you know why? Because they spoke from the heart. They spoke unabashedly, and with no holds barred. They spoke passionately. They got the information through to us and they made a difference in our lives.

Keep in mind that every time you read aloud you strengthen yourself. You strengthen your ability to articulate. You strengthen your ability to form a clearer perspective of how others see, hear, and understand you. Reading aloud will assure you that you will never speak in a monotone. As you listen to the way you speak, your subconscious will push you to make the words come alive...make your passion live...make your audience see and feel what you feel. You will discover that it's not 'the right word' that makes the impact. You will find yourself moving away from slogans, catch phrases, and jargon. You will find yourself being **present**. **How** you deliver the information **and** how they will receive it becomes critical to you. It's one of those moments where you take your focus off yourself and put it where it belongs—on your audience. It's a moment of truth—a BFO. It will be obvious to you because all of a sudden the connection has happened...the audience is with you. They're soaking up everything you say. They're spellbound. They may not necessarily agree with everything you have said **but they are listening**.

Reading aloud keeps your information fresh. It makes it come alive. It keeps your words immediate, not memorized or over-rehearsed. Vibrant. Exciting. Warm. Compelling. Evocative. Even funny...but more on that later.

The material you choose to read aloud should be 'up' and positive. It should cause you to be enthusiastic. You want to **think** as you **read**. This exercise develops the capacity for you to say with certainty that, 'I am thinking on my feet'. This is a great time to record your voice. Listening to the recordings allows you to hear yourself and helps you shape your ability to deliver information in a bold, concise, articulate, and heartfelt way.

Here's how the exercise works...You will read your chosen material out loud three times.

1st Time: Read the material all the way through just to get the gist and content of the piece. You want to understand the message and reason that the author wrote it. Make sense of each word, each phrase, each sentence, and each paragraph. Know what it means before you move on.

2nd Time: This time, add your own emotions....your own feelings...your own passion. Fill in the words and sentences with your insights, feelings, and attitudes. Start to play with the rhythm of the piece and the cadence of your own voice. Listen to yourself. Does it sound like you feel? Make your face show what it is you feel inside. This is not the time to 'read it right'. Read it your own way...put you into the words. Own it! You are making intellectual and emotional sense of the text. Remember, your intention is to practice making connections between any material and an audience.

3rd Time: The final time you read your chosen material aloud, read it to a child. (If your children have all grown up and moved away, or you just can't find a kid—which I find hard to believe—use an unsuspecting adult.) This time get animated. Effusive. Excited. Energetic. Emotive. Move your body. Put a huge amount of zest into your delivery. Go over the top. If you're reading a novel and there are different characters, change your voice and add an accent. Play with the system. Make it bigger than you ever have before. Get creative in your delivery.

By the way, there will be three fantastic benefits from this exercise. One, you will get better at delivering information of any kind to any audience. Two, your children will have improved sentence structure and vocabulary in their own lives. Three, the bond between you and your children will be enhanced immeasurably. You will have connected with them in a way that is outside the normal everyday interaction of do's and don'ts and yes and no.

Friends of mine read J.R.R. Tolkien's, *The Hobbit* and *The Lord of The Rings* Trilogy aloud with the seven- and nine-year-old children. Although much of Tolkien's writing is advanced and even complex, the reading of these stories enhanced the children's vocabulary, and more remarkably, their rea-

soning ability, questions, and comments. There was an innocence to their responses but an uncanny and awesome understanding of many intellectual concepts that seemed advanced for their age level. There continues to be a real freedom in this family to express themselves in caring, creative and effervescent ways that I still find very refreshing.

Reading aloud—the most effective way to develop poise and teach yourself to express yourself spontaneously. Thinking on your feet—the thought in action.

I've included a few examples of some material that you can practice reading aloud. They are a cross-section of different types of readings. These are just my examples. I encourage you to start a file of your own to continue practicing. Remember the three-step process. Speak clearly and **read aloud**...

'Those who honestly mean to be true contradict themselves much more rarely than those who try to be consistent.'

Oliver Wendell Holmes

READING SELECTIONS:

THE LAW OF NONRESISTANCE

Excerpt by Kenneth Wydro



One of the most important keys to interpersonal relationships is called the Law of Nonresistance. First of all, this is not to be confused with passive resistance, where you lie down and allow

other people to walk all over you, shrug your shoulders, and pray for divine justice. The Law of Nonresistance translates into a positive form of behaviour and a powerful personal task for the day.

Nonresistance is an attitude toward others which recognizes that everyone who comes across your path is there for a reason—to teach you something about yourself and your talents. Because the psyche retains what it resists, any form of resistance to another person, for whatever reason, causes resentments, anxieties, and fears to blossom in your own psychic garden. When you dislike or criticize someone you only stir up something in your system that will bring you down out of creative super-conscious flow.

Whenever you meet outside stimuli with an inner curse of hate/hostility, you actually do harm to yourself. It is much better to relax and let go of your hostile reaction because you immediately lift yourself to a higher plane of vertical thinking. It is especially true in business that if an employee dislikes a boss, the employee's performance suffers and they will do the job grudgingly. But, having a grudge is a subtle form of having a crutch...it is an excuse for why you cannot or should not live up to your best potential. The psychological fact is that when you dislike or criticize another person for some faulty character trait, you are actually identifying the fault in yourself.

So, whenever people get mad, blustery, or impatient, all they are demonstrating is a lack of consciousness in and about themselves. You, yourself, are often guilty of that which you accuse others, so it is important to get a clear reading on your own dislikes. Who rubs you the wrong way? In any case of emotional upset, we often ask, 'What's the matter?'. A more positive approach would be, '**Who's** the matter?'

This leads to the next major insight. Whenever something is the matter with you, something is the matter **in** you. Whenever you feel down, annoyed, or frustrated, you have the power to push your 'relax button' and take your mind out of the dark basement and 'put it up on the twenty-eighth floor.'

In fact, the more you can recognize your own prejudices, fears, and dislikes, the closer you are to harmonious relationships with others. The more you put your own mental household in order by seeing your anger and hostilities, the more comes to you in positive opportunities. That's the law."

Again, nonresistance does not mean that you have to agree with everything a person says or does to you. It does not mean you put away your own interests and swallow your own feelings. It does mean that when another person gets angry at you or puts you down, you see that is the **other person's** problem. That person is out of control, at the mercy of the situation, thinking horizontally. Nonresistance means that you raise your consciousness one notch higher. Turning the other cheek does not mean you let the other person smash you on the left side after they have just finished striking you on the right. It does mean that you tune into a higher plane of consciousness so you do not allow yourself to be dragged down to the level the other person is on. Nonresistance is one of the

most practical and tangible forms of vertical thinking because we face so many situations and people out there that tend to 'cause' us to become annoyed.

But why become annoyed? Why let the outside work in on you and eat away your talent and power to overcome? **Agree with your adversary quickly**, for the adversary is only in your mind. Your real adversary is **your own negative reaction** to what happens out there. You do have the power to choose your reactions to outside events, but you have to exercise that power and claim your rights.

Remember that you **have** a body, you **are not** your body. You **have** emotions, you **are not** your emotions. You have a mind and you have thoughts, and just as you can direct your body to go somewhere, you can direct your emotions and your thoughts into a positive channel. You can do that any time you raise your consciousness to a vertical level, in about the same time as you can snap your fingers.

But you have to remind yourself of the basic efforts. Remember your inner power of choice. Remember to contemplate the facts of life from the highest point of view. Remember to relax and steer into the problem with the knowledge that the problem exists only for you to transcend it, overcome it, and grow toward a deeper realization of your own human, creative power. It really doesn't matter what happens out there...what matters is how you **react** to the **out there**.

So, say to yourself, as often as you have to...

I have the power of choice. I can react to the outside with the inner conviction that this is happening for the good, for me to learn how to take control of myself and my talents. I know that as I practice, I will feel better about myself and about my position in the company. I trust and have faith in my own inner potential. I know that there is something great and worthy I can do when I begin to exercise my own innate potential. Now I might be an acorn, but one day I will be an oak tree, planted firmly in the earth but reaching out and up to the skies. I am here to express good and be a positive force and a support beam for those around me. I love my highest self and I will let my little light shine. I can do what I prefer to do, and I prefer to do my best and give my all. I will agree with my adversary quickly, for my greatest enemies are those of my own mental household. I am good, and today I will act like it.

There is much more to be said about the power generated and released by the practice of active nonresistance, but I challenge you to discover the depths of it by your conscious practice. You see, the fun of this is in the doing, not in the achieving. When you practice nonresistance, things will flow to you as never dreamed before, but you will no longer be moved by **things**. You will be moved only by your own preferences, and you will see through quantity to quality.

You will become rich by the richness of your thoughts, and you will see that you can be happy anywhere at any time simply because you choose to be. 'A man can be as happy as he makes up his mind to be,' said Abraham Lincoln. There are always thousands of reasons to be bitter and complain, but it takes the great person to rise above that horizontal level of being. The great person sees the

wonder and the glory of it all. The great people give of themselves all the time in all ways and always, because they know that life is for giving. Forgiving yourself and forgiving others (their limitations) opens a way for your own imprisoned splendour to come to expression. ***Practice nonresistance, not because they deserve it, but because YOU deserve it.***



A HARD STICK TO BEAT

I've included this next piece just because I like how it flows. It also has a few interesting facts in it and some unusual words that may be difficult to pronounce. For those of you looking for its relevance to the rest of this book...there is none...at least, none that I can see.

Centuries before the invention of air conditioning, the Japanese had found a way to sleep peacefully on sweltering summer nights. When others might have been tossing and turning because of the heat, they would put their arms around a 'bamboo wife'—a long cylinder of bamboo basket-work. This simple device allowed air to pass around the sleeper's body, guaranteeing a good night's rest.

People have used, and still use, bamboo in thousands of surprising ways. Bamboo is one of the plant kingdom's most extraordinary members. It is a giant grass that grows almost anywhere in the world except in Europe. It can be found in all kinds of terrain, from lowland plains to mountain slopes. Some species grow only a few inches high; others tower a hundred feet or more. And, bamboo grows at an amazing speed. A Japanese scientist recorded one stalk that grew nearly four feet in twenty four hours.

On the other hand, most bamboo puts out flowers only at extremely long intervals...between 20 and 120 years apart. But when a plant does burst into flower, every bamboo of that species, wher-

ever it is in the world, flowers at the same time. How and why this happens is still one of nature's unsolved mysteries.

There are more than 1,000 species of bamboo, and the woody stalks vary enormously in colour, shape, and size. They may be golden, black, mottled, or have green stripes. The joints that give bamboo its strength may be knobby, spiked, smooth, or pitched at curious angles on the stalk. The diameter of the stalk can vary from a fraction of an inch to more than a foot.

Cheap and abundant, easily worked, and immensely strong for its light weight, bamboo has found a place in everything from bows for archery to musical instruments, from coffin making to shipbuilding, and from hats to cooking utensils.

Long before the Chinese invented paper in the second century AD, they wrote on strips of green bamboo. They also used the moisture from black bamboo to treat kidney ailments. The great suspension bridge across the Min River in Szechuan, China, is slung on bamboo cables almost seven inches thick. After more than 1,000 years the bridge is still in use today.

The Chinese also still use bamboo as scaffolding, and virtually every part of a Japanese house that is not paper is made of bamboo; the ceiling, gutters, and supports. Japanese families use bamboo furniture, the children play with bamboo dolls, and crows are frightened by bamboo scarecrows.

In the United States, Thomas Edison had experimented with more than 6,000 different materials for the filament of the world's first electric light bulb before he decided, in 1880, to use the charred fibers of bamboo. More recently, scientists have distilled a form of diesel fuel from bamboo. At least one early aircraft, the French Demoiselle, had a bamboo frame. And everywhere in the world, fishermen have used bamboo rods for generations.

The ubiquitous grass is also helping the economies of very poor countries. In Zambia, Japanese engineers have imported a traditional drilling method to help solve that African country's chronic water shortage cheaply and simply. The only equipment needed is a homegrown bamboo drill with an iron head and a bamboo and timber flywheel. The drill is driven into the ground. When the iron head strikes the water, the hollow bamboo acts as a ready-made pipe to bring water to the surface. Other bamboo pipes then carry the water away to irrigate fields at a fraction of the cost of metal plumbing.

Lighter, infinitely cheaper, and in some instances stronger than steel, bamboo would seem to have limitless potential in a world of dwindling mineral resources. In many Asian countries it is used extensively for scaffolding when constructing highrise buildings. We may yet see the day when bamboo finds a place in space technology...a natural enough adaptation for a plant that has played a part in so much of humankind's intriguing history.



WHAT STATION ARE YOU TUNED IN TO?

Excerpt by Kenneth Wydro

As everyone who has a television, radio, or satellite dish knows, there are many programs, channels, and stations available every day. Anytime you want to, all you have to do is tune in to your favourite station and let the program beam into and through you. Especially when it comes to interpersonal and business affairs, one of the most important questions we can ask ourselves is, 'What station am I tuning in to today, right now?'

Are you most tuned in to the inflation station? The frustration station? The inspiration station?

The basic fact of life under consideration here is that what you think, you get. What you allow your mind to experience is then replayed in the circumstances of your life. What you tune in to with the power of your thought, you replay in the affairs of your life.

In this light, it becomes crucial to keep your thoughts on positive. The more you criticize, complain, moan, and groan, the more you keep yourself out of the flow of the good life. Because of the magnetic power of your thoughts, you actually create the conditions of your life by the quality of your thinking. When your basic thought pattern is lack...lack of time, lack of experience, lack of energy...you paint everything around you with a dark negative colour. You then vibrate and radiate negativity, and you create false barriers, which then distance you from the good you desire.

Thoughts are like sunglasses. If you tint the glass a certain shade of red, pink, green, or blue, you colour the entire environment with that shade of colour. More important than the actual objects out there is the way you see them, and the way you see them is tremendously conditioned by how you think about them.

If you are in the habit of complaining about your boss, your job, your past, and your present, you are your own worst enemy. It is important to understand that whatever happens out there serves only as a stimulus to our own thinking, and we can think whatever we want to think. We make that choice all the time, either consciously or unconsciously. So why think negatively when you understand that your negative thoughts are an essential part of your problem?

Remember this one simple axiom...

If I am not part of the solution...I am part of the problem.

A good way to keep your thoughts on the positive inspiration station is to measure your every word and act against this standard. Does this word and this act help in solving the problem, or are they adding to it? If there is someone I don't like who I feel is hurting me in some way, or interfering with my best, am I taking a step to solve the problem, or am I adding fuel to it?

At the end of the day, you can evaluate your day by taking a step back, seeing yourself in various scenes, and asking...was I part of the solution or part of the problem? Anytime you find yourself resisting, resenting, or constantly challenging someone else, you are part of the problem. The major challenge of every and any business day is to meet the experiences out there with an inner game plan and intention.

Whatever station they are tuned in to out there...the hurry and worry station, the sensation station, the procrastination station, the limitation station...never has to determine your own choice or preference. Don't allow the limitations of other people to be your criteria for behaviour. No matter what happens to you or around you, what counts most is what happens in you, so why not tune in the inspiration station all the time?

What does this inspiration station sound like? Where can I find it on my dial? Who is the sponsor? How often does it broadcast?

First of all, the inspiration station sounds like nothing you have ever heard before because it plays only original music. There is no such thing as the top ten or golden oldies. The inspiration station is current, up-to-date, and completely contemporary because of the quality of the frequency. It is always new, always fresh, always hopeful, pointing to new ways to solve old problems. The inspiration station is best heard in this area in the early morning, right after you wake up, and in the late evening, just before you turn off your light. All you have to do is stretch out, relax, perhaps yawn a few times to release all the tension you may have in your body and mind, and just be still. Some people say that the inspiration station comes in loud and clear if they breathe slowly and deeply, very consciously with rhythm, but others say all they have to do is turn within and seek a certain quiet of mind. They think no words about what they might have done during the day or should have completed. They make no mental pictures of things and people out there. Most importantly, there is no other radio or television program on in the background to interfere with the frequency they are trying to pick

up. The dial is set on quiet and listen. All you need is about five minutes worth to fill up your attitude tank for the entire day with positive, high test fuel.

But the truth is that the inspiration station is on all the time...twenty-four hours a day for you to tune in on your own private receiver. In fact, whenever you feel the heat, or the lack, or the pressure from things and people out there, remind yourself to tune in to the one frequency that will always provide you with poise, calm, and direction.

If you ever feel about to go out of control and curse, blame, or even physically hit somebody else, flick on the switch to your own built-in inspiration station. Take a breath, pause a moment, take a walk to the water cooler, or simply raise your thinking to the twenty-eighth floor and you will find the way to be part of the solution rather than part of the problem.

There is no doubt, fear, or ill will being broadcast from the inspiration station, and there can be no doubt, fear, or bad 'vibes' in you when you are listening to this inner sound of silence. When you are tuned in and turned on, you will radiate a certain light or brightness...usually called confidence, assurance, and poise. When you are on beam, you cannot be off target...and the trick is to practice the presence of this high-level, high-powered frequency.

All you really have to do is know that it's there, sponsored by the same infinite intelligence that created you and the world in the first place. Once you envision God as a special presence or capacity for vertical thinking within yourself, once you see the principle governing all physical action, you can begin to meet and rise above any thorny issues and problems you may be faced with on the job, with friends, families, or lovers.

Once you begin to practice the presence of mind given to you at birth by virtue of your humanity, you will uncover and release a tremendous power, which is now dormant inside you. When you become a constant listener to the inspiration station, you will be sure that no matter what happens to you or around you, the most important thing is what happens in you.

The inspiration station will lead you to sing to your own song, dance your own dance, smile your own smile, and be your own self. You are an original. There is nobody else like you, and to really take advantage of your special gift, you only have to tune in to the right station. The more you can quiet your own thoughts, fears, doubts, and suspicions, the more will be revealed to you from the higher realms of imagination, intuition, and inspiration.

There is nothing more powerful than an inspired idea whose time has come. There is no more joyous or fulfilling way to work than under the guiding force of inspiration. When the spirit moves you, creative ideas will flow and the resources will appear for you to bring your idea into being.

That's the law. You only have to cooperate. You only have to tune in. You only have to be conscious of what is really there and who you really are. Success, prosperity, happiness, and fulfillment are right here for the taking...every day in every way. So choose this day which station you listen to.

What kind of programming do you prefer? You are the director and you are the arranger. The choice is always up to you.



SPORTS

By Charles Bristow

The author of the next two pieces has an amazing way with words. His work reminds me of Walt Whitman in that the images he uses draw you, the reader in, to fully participate by using your imagination and your creative thought processes. You can't be a lazy reader when reading and speaking his work. Look for a couple of his outrageous poems in my favourite stories chapter coming up next. In the meantime...

It's Saturday night and the Montreal Canadien is bearing down on the goal.

At the same time, a Denver Nugget forward is slamming two points into the basket.

In Florida, a New York Yankee catches a fly ball in a floodlit Grapefruit League game.

Different sports but one common denominator...Men.

Men watching.

Fanatically following the fortunes of their teams.

Sports. Sports replacing God...?

A safe place to worship...Heroes to be found...Deities to be looked up to.

A man finds his selfhood in 'giving his opinions'.

He finds camaraderie in sitting with thousands of others of like mind.

He feels accepted by the tribe as he wears the team colours.

He watches the game, listens to the talk show afterward...

Once home he watches the highlights on TV.

He reads the game report in the morning paper.

Earthquakes, famines, and diseases get short shrift, but every word in the sports section will be read and absorbed.

It is a safe place to focus his energy...

This is a place where he belongs.

Monday Night Football, Saturday Night Hockey, Sunday afternoon Golf, Wednesday Evening Tennis.

Unknowingly he falls to his knees to the sports god and commits his soul for life.

He follows the trades, studies the 'stats'.

He lives for the next game.

To the thrill of roaring in unison as a goal is scored...

To rising as one with thousands of others as 'the wave' rollercoasters around the stadium.

The heroes earn ten million dollars a year...

a hundred thousand a game...two thousand dollars a minute...!

It does not matter...for he will pay for his ticket to the game...

Whatever the cost.

An addiction...yes, an addiction. Without it he would be lost.

Who would he worship?

How would he bond with fellow man?

Sports...It is the most powerful connecting link in North America.

A race longing for deeper meaning.

A species with the power to do incredible things together...
yet we have chosen to largely give away this awesome power.

We have turned our backs on our birthright.
We have chosen a substitute for the Almighty...
graven images fill our hearts.



We have chosen to worship sport.

THE STATION

By Robert J. Hastings

Tucked away in our subconscious minds is an idyllic vision in which we see ourselves on a long journey that spans an entire continent. We're travelling by train, and from the windows, we drink in the passing scene of cars on nearby highways, of children waving at crossings, of cattle grazing in distant pastures, of smoke pouring from power plants, of row upon row of cotton and corn and wheat, of flatlands and valleys, of city skylines and village halls.

But uppermost in our minds is our final destination...for on a certain hour on a given day, our train will finally pull into the station with bells ringing, flags waving and bands playing. And once that day comes, so many wonderful dreams will come true. So restlessly, we pace the aisles and count the miles, peering ahead, waiting, waiting, waiting for the station.

'Yes, when we reach the station, that will be it!' we promise ourselves. 'When we're 18...win that promotion...put the last kid through college...buy that 450 SL Mercedes...pay off the mortgage...have a nest egg for retirement.' From that day on, we will live happily ever after.

Sooner or later, however, we must realize there is no station in this life, no one earthly place to arrive at once and for all. The journey is the joy. The station is an illusion—it constantly outdistances us. Yesterday's memory; tomorrow's dream. Yesterday belongs to history; tomorrow belongs to God. Yesterday's a fading sunset; tomorrow's a faint sunrise. Only today is there light enough to love and live.

So, gently close the door on yesterday and throw the key away. It isn't the burdens of today that drive men mad, but rather the regret over yesterday and the fear of tomorrow.

'Relish the moment,' is a good motto, especially when coupled with Psalm 118:24, 'This is the day which the Lord has made; we will rejoice and be glad in it.'

So stop pacing the aisles and counting the miles. Instead, swim more rivers, climb more mountains, kiss more babies, count more stars. Go barefoot more often. Eat more ice cream. Ride more merry-go-rounds. Watch more sunsets. Life must be lived as you go along.



I CHOOSE

By Francie Baltazar-Schwartz

Jerry was the kind of guy you loved to hate. He was always in a good mood and always had something positive to say. When someone would ask him how he was doing, he would reply, 'If I were any better, I would be twins!'

He was a unique Manager because he had several waiters who followed him around from restaurant to restaurant. The reason they followed Jerry was because of his attitude. He was a natural

motivator. If an employee was having a bad day, Jerry was there telling the employee how to look on the positive side of the situation.

Seeing this style really made me curious, so one day I went up to Jerry and asked him, 'I don't get it! You can't be positive all the time. How do you do it?'

Jerry replied, 'Each morning I wake up and say to myself, 'Jerry, you have two choices today. You can choose to be in a good mood or you can choose to be in a bad mood.' I choose to be in a good mood. Each time something bad happens, I can choose to be a victim or I can choose to learn from it. Every time someone comes to me complaining, I can choose to accept their complaining or I can point out the positive side of life.'

'Yeah, right, it's not that easy,' I protested.

'Yes it is,' Jerry said. Soon thereafter, I left the restaurant industry to start my own business. We lost touch, but I often thought about him when I made a choice about life instead of reacting to it.

Several years later, I heard that Jerry did something you are never supposed to do in a restaurant business; he left the back door open one morning and was held up at gunpoint by three armed robbers. While trying to open the safe, his hands shaking from nervousness, slipped off the combination. The robbers panicked and shot him.

Luckily, Jerry was found relatively quickly and rushed to the local trauma centre. After 18 hours of surgery and weeks of intensive care, Jerry was released from the hospital with fragments of the bullet still in his body. I saw Jerry about six months after the accident. When I asked him how he was, he replied, 'If I was any better I'd be twins. Wanna see my scars?'

I declined to view his wounds, but did ask him what had gone through his mind as the robbery took place. 'The first thing that went through my mind was I should have locked the back door,' Jerry replied. 'Then, as I lay on the floor, I remembered that I had two choices; I could choose to live, or I could choose to die. I chose to live.'

'Weren't you scared? Did you lose consciousness?' I asked.

Jerry continued, 'The paramedics were great. They kept telling me I was going to be fine. But when they wheeled me into the emergency room and I saw the expressions on the faces of the doctors and nurses, I really got scared. In their eyes, I read, 'He's a dead man!' I knew I needed to take action!'

'What did you do!' I asked.

'Well there was a big, burly nurse shouting questions at me,' said Jerry. 'She asked if I was allergic to anything. 'Yes,' I replied. The doctors and nurses stopped working as they waited for my reply. I took a deep breath and yelled, 'Bullets!' Over their laughter, I told them, 'I am choosing to live. Operate on me as if I am alive, not dead.'

Jerry lived thanks to the skill of his doctors and nurses, but also because of his amazing attitude. I learned from him that every day we have the choice to live fully.

Attitude, after all, is everything.

The most effective material for this reading aloud exercise is material that helps you to clarify, support, expound, or enhance your point of view. When you pick your material, choose subject matter that inspires you...is relevant to the subject on which you are speaking...and includes metaphors that are clear, pointed, and understandable. These stories will definitely help you to galvanize your audience to action.

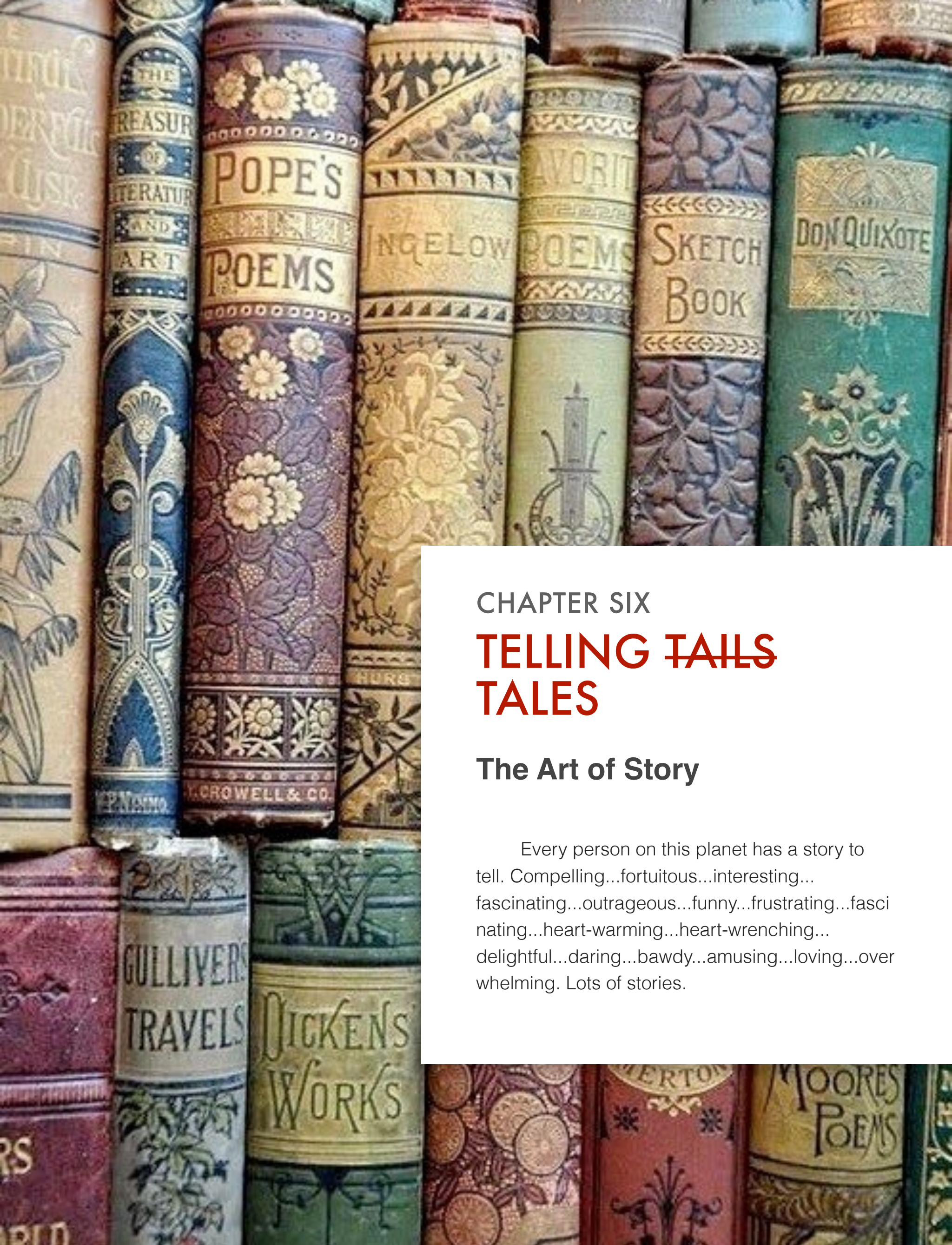
On a whimsical note, here are a few tantalizing tongue twisters to get your tang all tongled and your mords wixed. As with all 'tang tonglers', repetition and, ultimately, speed will help your diction.

TONGUE TWISTERS

1. Tie twine around three tree twigs.
2. Peter Piper picked a peck of pickled peppers. If Peter Piper picked a peck of pickled peppers, how many peppers did Peter Piper Pick?
3. Betty better bake a batch of better butter.
4. She sells seashells by the seashore and the seashells she sells are seashells I'm sure.
5. Does the shop stock short socks with spots?
6. The sixth sheik's sixth sheep is sick.
7. 'The bun is better buttered,' Betty muttered.
8. Seven sleek sleepless sleepers seek sleep.
9. Sixty-six sickly chicks.
10. The sun shines on shop and stop signs.
11. The shady shoe shop shows sharp sharkskin shoes.
12. What annoys an oyster most? A noisy noise annoys an oyster most.
13. Rush the washing, Russell!
14. Fuzzy Wuzzy was a bear. Fuzzy Wuzzy had no hair. Fuzzy Wuzzy wasn't fuzzy was he?
15. The seething sea ceaseth seething.

16. Awful old Ollie oils old autos.
17. Mummies munch much moldy mush.
18. This is a zither.
19. Ike ships ice chips in nice ice chip ships.
20. She says she shall sew a sheet.
21. Miss Smith dismisseth us.
22. Feed the flies fly food, Floyd!
23. Ted threw Fred thirty-three free throws.
24. Rex wrecks wet rocks.
25. If you must cross a coarse cross cow across a crowded cow crossing, cross the coarse cross cow
across the crowded cow crossing carefully.
26. Eleven benevolent elephants.
27. Preshrunk silk-shirt sale.
28. Three short sword sheaths.
29. An Argyle Gargoyle.
30. Gobbling gargoyles gobbled gabbing goblins.
31. I wish to wash my Irish wristwatch.
32. Lovely lemon liniment.

Listen to yourself. **Hear** yourself grow. Have **fun**. And...speaking of having fun...let's look at favourite stories and how we apply them to outstanding presentations...



CHAPTER SIX

TELLING TAILS TALES

The Art of Story

Every person on this planet has a story to tell. Compelling...fortuitous...interesting...fascinating...outrageous...funny...frustrating...fascinating...heart-warming...heart-wrenching...delightful...daring...bawdy...amusing...loving...overwhelming. Lots of stories.

Stories meet the needs, wants, and desires of speakers and their audiences. Stories bring a point home in presentations without hitting the audience on the head. Stories can be gentle... nudging listeners toward the point the speaker wishes to reinforce. They can also give a different perspective—philosophical or practical. To many of us, stories bring back pleasant elements of our childhood. No matter what age, we all love a good story.

One thing that sets a presenter or speaker head and shoulders above their peers is the ability to tell tales. Stories...favourite stories...captivating and compelling stories...their stories.

Here are a few elements of great storytelling...

1. Set the story in a specific time, place, and situation (i.e. Aesop's fables).
2. Have the main character learn or observe something in the telling of the events. As the story unfolds, it reveals a BFO.
3. Paint a verbal picture. Be creative in your adjectives, adverbs, and descriptive phrases. Use all five senses. For example, don't just **talk about** the beach...**be** at the beach. Describe the sensation of the sand between your toes, the salt smell in the air, the sound of the waves crashing against the shore, the mournful cries of the gulls. Use it all...and tell the reason you're there.

I'll start you off with a few of my favourite stories. I encourage you to search for great stories of your own. Open a file and save them. Short or long, profound or humorous. Search and save. Oh, by the way...the most effective way to tell a story is to persistently practice reading it out loud until it flows off your tongue with ease.

STORIES...STORIES...STORIES...

THE FLOWER

By Pastor John R. Ramsey



For some time I have had a person provide me with a rose boutonniere to pin on the lapel of my suit every Sunday. Because I always got a flower on Sunday morning, I really did not think much of it. It was a nice gesture that I appreciated, but it became routine. One Sunday, however, what I considered ordinary became very special.

As I was leaving the Sunday service a young man approached me. He walked right up to me and said, 'Sir, what are you going to do with your flower?' At first I did not know what he was talking about, but then I understood.

I said, 'Do you mean this?' as I pointed to the rose pinned to my coat.

He said, 'Yes sir. I would like it if you are just going to throw it away.'

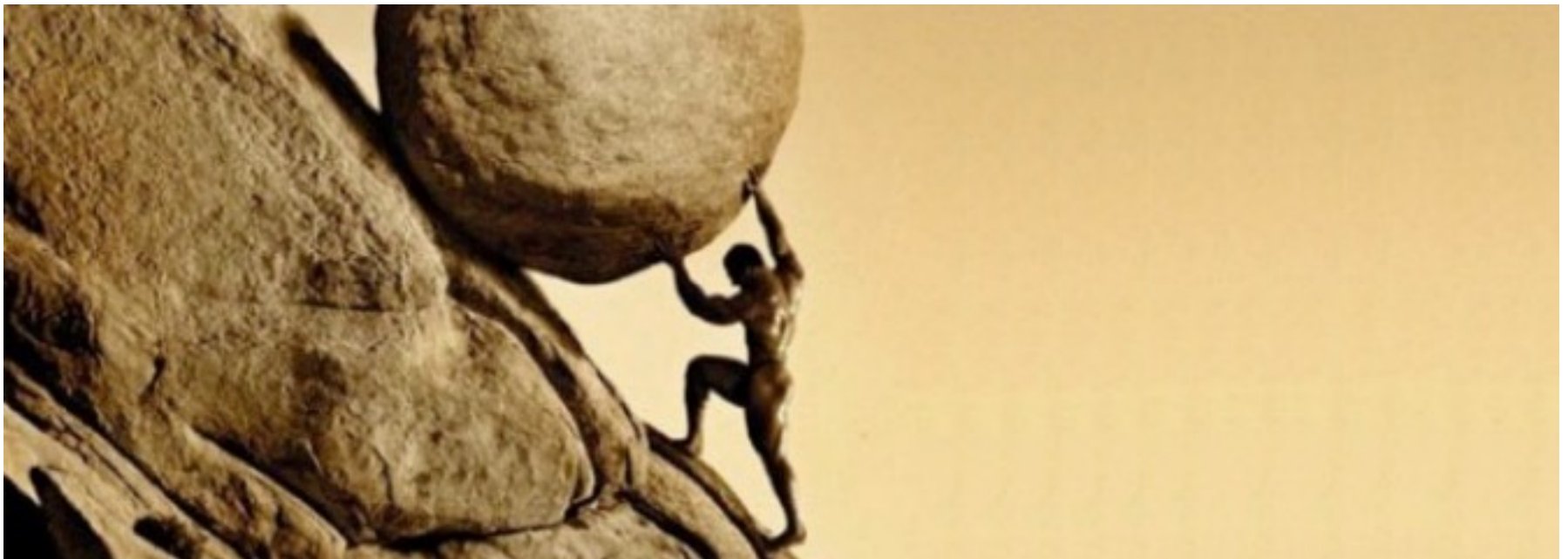
At this point I smiled and gladly told him he could have my flower, casually asking him what he was going to do with it. The little boy, who was probably less than ten years old, looked up at me and said, 'Sir, I'm going to give it to my granny. My mother and father got divorced last year. I was living with my mother, but when she remarried, she wanted me to live with my father. I lived with him for a while, but he said I could not stay, so he sent me to live with my grandmother. She is so good to me. She cooks for me and takes care of me. She has been so good to me that I want to give that pretty flower to her for loving me.'

When the little boy finished I could hardly speak. My eyes filled with tears and I knew I had been touched to the depths of my soul. I reached up and unpinned my flower. With the flower in my hand, I looked at the boy and said, 'Son, that is the nicest thing I have ever heard, but you can't have this

flower because it is not enough. If you'll look at the front of the pulpit, you'll see a big bouquet of flowers. Different families buy them for the church each week. Please take those flowers to your granny because she deserves the very best.'

If I hadn't been touched enough already, he made one last statement and I will always cherish it. He said, 'What a wonderful day! I asked for one flower but got a beautiful bouquet.'

THE UPHILL BATTLE



Do you ever feel as if you were pushing a boulder up a mountain? Ever think you really don't want to go on or continue your quest for success? Do you ever think that all those people out there don't recognize or appreciate your talents?

Consider the facts of this pioneer. One who persevered above and beyond the call of duty.

Incident	Age
Failed in business	22
Ran for legislature, defeated	23
Failed in business, again	24
Elected to legislature	25
Sweetheart dies	26
Suffered nervous breakdown	27
Defeated for speaker of legislature	29
Defeated for elector	31
Defeated for congress	34

Elected to congress	37
Defeated for congress	39
Defeated for senate	46
Defeated for Vice-President	47
Defeated for senate	49
Elected President of the United States	51

That's the resume of Abraham Lincoln.

REMEMBERING MS. MURPHY

By Beverly Fine



Bored with the speed and hassles of highway driving, my husband and I decided to take 'the road less travelled' to the beach last summer.

A stop in a small, nondescript town on Maryland's Eastern shore led to an incident that will forever remain in our memory.

It began simply enough. A traffic light turned red. As we waited for the signal to change, I glanced at a faded brick nursing home. Seated on a white wicker chair on the front porch was an elderly lady. Her eyes, intent on mine, seemed to beckon, almost implore me to come to her.

The traffic light turned green, suddenly I blurted, 'Jim, park the car around the corner.'

Taking Jim's hand, I headed toward the walkway to the nursing home. Jim stopped. 'Wait a minute; we don't know anyone here.' With gentle persuasion, I convinced my husband that my purpose was worthwhile.

The lady whose magnetic gaze had drawn me to her, rose from her chair, and leaning on a cane, walked slowly towards us. 'I'm so glad you stopped,' she smiled gratefully. 'I prayed that you would. Have you a few minutes to sit and chat?'

We followed her to a shady secluded spot on the side of the porch. I was impressed by our hostess' natural beauty. She was slender, but not thin. Aside from wrinkles at the corner of her hazel eyes, her ivory complexion was unlined, almost translucent.

'Many people pass by here,' she began, 'especially in the summer. They peer from their car windows and see nothing more than an old building that houses old people. But you saw me; Margaret Murphy. And you took the time to stop.' Thoughtfully Margaret said, 'Some people believe that all old people are senile; the truth is that we're just plain lonely.' Then self-mockingly she said, 'But we old folks do rattle on, don't we?'

Fingering a beautiful diamond-framed oval cameo on the lace collar of her floral cotton dress, Margaret asked our names and where we were from. When I said, 'Baltimore,' her face brightened and her eyes sparkled. She said, 'My sister, bless her soul, lived on Gorusch Avenue in Baltimore all her life.'

Excitedly I explained, 'As a child I lived just a few blocks away on Homestead Street. What was your sister's name?' Immediately I remembered Marie Gibbons. She had been my classmate and best girlfriend. For over an hour, Margaret and I shared reminiscences of our youth. We were engaged in animated conversation when a nurse appeared with a glass of water and two pink tablets. 'I'm sorry to interrupt,' she said pleasantly, 'but it's time for your medication and your afternoon nap, Miss Margaret. We've got to keep that ticker ticking, you know,' she said, smiling and handing Margaret the medicine. Jim and I exchanged glances.

Without protest, Margaret swallowed the pills. 'Can't I stay with my friends a few minutes longer, Miss Baxter?' Margaret asked. Kindly but firmly the nurse refused.

Miss Baxter extended her arm and helped Margaret from the chair. We assured her that we would stop and see her the following week when we returned from the beach. Her unhappy expression changed to gladness. 'That would be wonderful,' Margaret said.

After a sunny week, the day Jim and I left for home was cloudy and damp. The nursing home seemed especially dreary under the slate-coloured clouds.

After we waited a few minutes, Miss Baxter appeared. She handed us a small box with a letter attached. Then she held my hand as Jim read the letter ...

Dear ones,

These past few days have been the happiest ones in my life since Henry, my beloved husband, died two years ago. Once more, I have a family I love and who cares for me.

Last night the doctor seemed concerned about my heart problem. However, I feel wonderful. And while I'm in this happy mood, I want to thank you for the joy you both have brought into my life.

Beverly dear, this gift for you is the cameo brooch I wore the day we met. My husband gave it to me on our wedding day, June 30, 1939. It had belonged to his mother. Enjoy wearing it, and I hope that someday it will belong to your daughters and their children. With the brooch comes my everlasting love.

Margaret

Three days after our visit, Margaret died peacefully in her sleep. Teardrops stained my cheeks as I held the cameo on my hands. Tenderly, I turned it over and read the inscription engraved on the sterling silver rim of the brooch: 'Love is forever.'

So are memories, dear Margaret, so are memories.

THE MAGIC PEBBLES

By John Wayne Schlatter



'Why do we have to learn all of this dumb stuff?'

Of all the complaints and questions I have heard from my students during my years in the classroom, this was the one most frequently uttered. I would answer it by recounting the following legend.

One night a group of nomads were preparing to retire for the evening when suddenly they were surrounded by a great light. They knew they were in the presence of a celestial being. With great anticipation they awaited a heavenly message of great importance that they knew was especially for them.

Finally the voice spoke. 'Gather as many pebbles as you can. Put them in your saddle bags. Travel a day's journey and tomorrow night will find you glad and it will find you sad.'

After having departed, the nomads shared their disappointment and anger with each other. They expected the revelation of a great truth that would enable them to create wealth, health, and purpose in the world. But instead they were given a menial task that made no sense to them at all. However, the memory of the brilliance of their visitor caused each of them to pick up a few pebbles and deposit them in their saddlebags while voicing their displeasure.

They travelled a day's journey and that night while making camp they reached into their saddlebags and discovered every pebble they had gathered had become a diamond. They were glad they had diamonds. They were sad they had not gathered more pebbles.

It was an experience I had with a student I shall call Alan, early in my teaching career that illustrated the truth of that legend to me.

When Alan was in the eighth grade, he majored in trouble with a minor in suspensions. He had studied how to be a bully and was getting his master's in thievery.

Every day I had my students memorize a quotation from a great thinker. As I called roll, I would begin a quotation. To be counted present, the student would be expected to finish the thought.

'Alice Adams—'There is no failure except...'

The reply, '...in no longer trying.' I'm present Mr. Schlatter.'

So by the end of the year, my young charges would have memorized 150 great thoughts.

'Think you can or think you can't...either way you're right!'

'If you can see the obstacles...you've taken your eyes off the goal.'

'A cynic is someone who knows...the price of everything and the value of nothing.'

And of course, Napoleon Hill's, 'If you can conceive it...and believe it, you can achieve it.'

No one complained about this daily routine more than Alan—right up to the day he was expelled and I lost touch with him for five years. Then one day, he called. He was in a special program at one of the neighbouring colleges and had just finished parole.

He told me that after being sent to juvenile hall and finally being shipped off to the California Youth Authority for his antics, he had become so disgusted with himself that he had taken a razor blade and cut his wrists.

He said, 'You know what, Mr. Schlatter, as I lay there with my life running out of my body, I suddenly remembered that dumb quote you made me write twenty times a day. 'There is no failure except in no longer trying.' Then it suddenly made sense to me. As long as I was alive, I wasn't a failure, but if I allowed myself to die, I would most certainly die a failure. So with my remaining strength, I called for help and started a new life.'

At the time he had heard the quotation, it was a pebble. When he needed guidance in a moment of crisis, it had become a diamond. And so it is to you I say, gather all the pebbles you can find, and you can count on a future filled with diamonds.

CHECK YOUR BAGGAGE

Proverb



Once upon a time, holy men were required to take strict vows that were intended to put them on the 'highway to revelation.' Two young priests were ordained together, then spent the next ten years in quiet meditation and prayer in a remote monastery. They had vowed never even to think of carnal pleasures or envision a woman's body, much less ever touch female skin.

When the time came to leave the holy monastery, the two priestly companions were sent to the same distant province to practice their faith. As they walked along the road on a dark and stormy night, they found themselves at the shores of a raging river.

There stranded on the bank was a beautiful woman in distress, in danger of being swallowed up by the rising waters.

‘Please help me across the river,’ she pleaded.

One priest turned away, driven by his solemn vow never to contact the flesh of a woman. The other promptly picked her up, carried her safely across the river, set her down on the far bank, and then rejoined the other priest.

‘How could you do that?’ angrily demanded his companion. For twenty miles, the rebuke continued. ‘Vows were broken...the law was trespassed...a cardinal principle ignored...a great sin committed at the first moment of temptation ...’

Finally, the priest who had ‘transgressed’ had enough. He stopped and turned toward his complaining companion. ‘Look, I picked up the woman, carried her away from danger, set her down, and let her go on her way. You, on the other hand, have been carrying her for twenty miles. Her weight is on you, not me!’

COMEDY IS HARDER



In the 1940's, there was a lovable comic actor named Edmund Gwynne, who worked on Broadway and in films, for producer George Seton in *A Tree Grows in Brooklyn*, for example. Gwynne was a solitary, artistic sort of man who loved to talk theatre and look at life through the lens of comedy.

After performances on stage, Gwynne, with Seton and others, would often sit around in some favourite restaurant and talk about their craft. Although they disagreed on some of the finer points of acting, directing, and writing, they all agreed on one thing...comedy is harder than tragedy. It is easier to make people cry than laugh. It is easier to ignite the audience to anger, fear, or hostility than to bring a smile to their faces. It is more difficult to tell a joke night after night and get a laugh than to hit an emotional note of irritation, annoyance, or desire.

Then one day, Edmund Gwynne, great actor and comedian, disappeared. No one knew where he was or what he was doing. One day he was in town, the next day he was gone, without a trace or warning.

For years there was no word about Gwynne. Then, George Seton received a phone call from London. Someone had found Gwynne living alone and destitute in a coldwater flat in the middle of a particularly nasty London winter.

Seton caught the first plane and brought his long-lost friend back to Los Angeles and registered him at the old-age Actors Home. Every day he would go to Gwynne's bedside for an hour or so. They would talk theatre. They would argue and disagree, but they would always come back to the idea that comedy is harder...harder than anything else on stage.

Early one morning, Seton received a phone call from the home. Gwynne was dying. He had suffered a relapse and surely would be gone in a few hours. Seton jumped in his car and raced to the bedside of the dying comedian.

When he got there, Seton's heart sank. Gwynne was pale and ashen, his eyes closed, covers pulled up high under his chin. The man was very weak.

'How are you doing, Ed?' asked Seton gently.

'Not so good, George. This is it for me.'

'How does it feel to die?' asked Seton. 'To really die.'

'It's tough,' croaked Gwynne. 'Really tough. Hard.'

'Really hard, huh?'

'Yeah, but comedy's harder.'

And Gwynne died. Right there, with a smile on his face.

AN AMAZING EXIT LINE

By Bill Chalmers



My mother suffered for many years before she finally succumbed to the ravages of cancer. If there was anything that astounded and inspired me, it was her upbeat and positive attitude in the face of her failing health.

In the final few months before she died, I looked after her in my home until the last couple of days when the pain management became overwhelming. Those months were truly a gift in my life as I learned about events in my mother's life that I would normally have never discovered. I found out who my mother's first boyfriend was...who shared her first kiss...what happened to her when dad was stationed overseas...what was the glue that kept her and dad together for over forty-nine years...the revelations went on and on.

I took Mom to the hospital late on a Thursday night. The IV's were hooked up and the final odyssey began. She deteriorated quickly and by Saturday night it was apparent she would not make it through the night.

Now, I need to digress for a moment. My mother and father had very strong religious convictions. Because of these beliefs, my mother had, on a number of occasions in the last year of her life, declared that she would die on a Sunday, period! It was not up for discussion. Since it was a special and holy day for her we let the matter rest.

By a couple of minutes after 9:00 p.m. Saturday night, the end was very near. She looked up at my brother and me and said, 'I'm so tired...I'm going to go home—(Mom's reference to heaven).'

My response was 'Hey, you can't go yet...it's not Sunday!'

She looked at me, smiled and said, 'It is in Toronto.' And with that, she was gone.

To this day whenever I think of her exit line, I am really amused. Amused, amazed, and inspired. It reminds me of a quote from George Bernard Shaw, '...Life is no brief candle to me. It's a sort of splendid torch which I've got a hold of for the moment, and I want to make it burn as brightly as possible before passing it on to future generations.'

Way to go, Mom!

IMPALING MACHINE!

By Charles Bristow

Cold and menacing, he crouched there
jet black skin with shiny, blunt teeth.

Ever so quiet.

Ever so still.

Watch him as long as you wish...

try and stare him down

but flinch he'll not.

Poised to grab anything

within his powerful jaws

letting nothing loose until he'd impaled them

with two spears to the heart.

So awesome was his energy that he was known

to push the spears through...and then...

bend them back into the body...

Clinical...dispassionate. He was for hire to all.

A paid tool of the modern age.

A pariah to some...

To others he was merely a stapler on their desk.

OUCH!

By Charles Bristow

I like Bristow's writing because of his uncanny ability to grab my creative imagination and wrench it loose. It would be impossible to do his work justice on screen. His writing demands that you let your imagination run free as he moves to his 'shock' endings.

'You!' I heard him say as he grabbed me and dragged me to the deadly machine...the monstrous invention that all of us had ongoing nightmares about.

One by one we had been taken. It was only a matter of time after all...and now...it was my turn.

Oh, sure, some had come back but never the same...Never!

'No, No, No,' I screamed. 'Stop Pushing. Please...STOP! STOP! STOP!

Ahead I could see the revolving jaws...waiting...ever so patiently...to grind me to a pulp. Splinters of previous victims waited to impale me. Their body parts stuck to the rusting metal. My whole body convulsed and I shivered uncontrollably.

The noise was deafening. A teeth grating, deathly rasp that offered nothing but horror ...

'NNNNOOOOOOOOOOOOO!!!!' I yelled but then I felt my head hitting the blades and the top of my scalp started to burn as the knives began to gouge into my flesh.

'Sit down Johnny!' I heard above the roar...And suddenly there was silence.

The pushing stopped. The blades were still. I was hurt but still alive!

'I've told you before to sharpen your pencils before the beginning of class.'

Now...how was I going to get out of here?

So, these are just a few stories to start your personal collection. Again, make it fun. Look, listen, hunt, and practice reading.

Now, let's put it all together and focus on 'the big day'...the 'moment of truth'...'where the rubber hits the road'...'D day'...all this for that—the privilege, the outstanding opportunity to speak ...



CHAPTER SEVEN

CREATING CHEMISTRY

The Science of Alchemy (Lead into Gold)

Putting it All Together

The moment of truth...Taking your newly uncovered skills and knowledge and harnessing them to make your presentation. Creating chemistry. Forming a relationship with your audience that compels them to want to do business with you (listen) and creates a rapport that causes them to **want** to see you again (hear).'

This 'moment of truth' could be the sales presentation to a big potential client...asking for a raise...meeting with an unhappy client...dealing with a difficult relative...negotiating with one of your

teenage children (this one could be an oxymoron). Whatever the presentation, speech, information delivery, or communication is, bringing together and focusing these strategies and exercises will help you to rise above your former boundaries, restrictions, prejudices, fears, and limitations.

As mentioned before, one of the most effective keys to better understanding is asking questions. Here are a few good questions to help focus your attention on the process of the delivery, now that the content is prepared.

On a separate sheet of paper, answer the following questions:

1. Who are my listeners?/Who is my listener?

How does this person/these people, see the world? The situation? Me? What is important to them? What do they have in common with me? With each other?

2. What is my purpose?

What does my audience expect me to deliver? Why have I been asked to speak? What effect do I want to have on this audience?

'I want _____ to _____.'

Fill in: 'Who is my audience?'

'What do I want them to do?'

(i.e. 'I want my boss to give me a raise.' 'I want this audience to understand the issue, ask good questions about the issue, and support the financial needs of the organization.')

3. What do my listeners have to know in order to respond as I want? (Make a list)

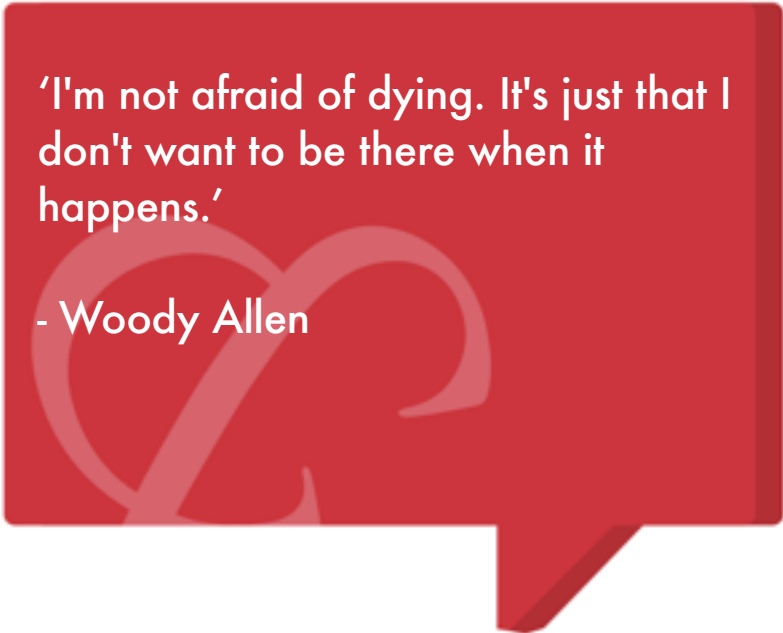
What relationship do I want to establish with them?

What do I want these people to think, feel, and more importantly, do when I have finished speaking?

Above all else, what one thing do I want them to remember?

4. Am I making some assumptions that should be checked out? Or changed? If so, what might those be?

Remember, the audience is all important now. **They** are where your attention needs to be focused. Use the 'Intention Exercise' here. Visualize your audience. Picture who they are, where



'I'm not afraid of dying. It's just that I don't want to be there when it happens.'

- Woody Allen

they are, and where they could possibly be going. Ask yourself, 'What could I do that would make their lives easier, happier, better, more focused, delightful, and/or purposeful?'

Using these questions creates in you a compelling sense of purpose. Your enthusiasm will be very real because you see the intention as already accomplished. That's the visualization process. What the mind can conceive, the body can achieve. It's interesting that our minds find it difficult to distinguish between fantasy and reality. So, what that tells me is, if you fantasize that the outcome of your presentation is positive, clear, concise, thought-provoking, and 'on target' to your audience, the likelihood of it becoming your reality has now been reinforced. Whatever you focus on becomes your reality.

How Audiences Feel

We know how we feel when a speech is not working and our attention wanders. But it's not only the fault of the speech. There are a natural set of given responses created by simply being in an audience and listening to a speaker. These elements affect us and make our basic mental response quite predictable. Knowing what these givens are will help you to understand what you have to do to prepare your presentation and deliver it effectively.

Here are some of the problems/challenges/responses audience members experience.

Behaviours/Feelings:

Audience Thoughts: (...Sometimes Articulated)

PASSIVE

We are unable to get information unless the speaker gives it and power less to change the way things are going. We generally feel in active and un involved.

DISENFRANCHISED

We don't feel we have a voice and/or it's hard to sit back and let someone else take over.

ANONYMOUS

You, the speaker, are front and center and instantly visible. We may also feel distinguished and competent, but we know that to you we are only a 'sea of faces.' We are one amorphous bunch rather than the individuals we pride ourselves on being.

COMPETITIVE

'Let's see your stuff!' 'Who are you to tell me?' 'What do you know that I don't already know?' We become not only an audience but a jury.

PUT UPON	Some presentations are either gratuitous, useful for the teller, or foisted upon us because you (the speaker) think 'this is good for you.' This creates resentment for us as an audience, as we perceive ourselves to be in a powerless position.
MANIPULATED	Since most presentations cast the speaker as the champion of a cause, the vendor of an idea, or someone who wants us to do, think or agree with something, we have a natural tendency to see ourselves as being manipulated.
RESISTANT	The common outgrowth of feeling manipulated is for us to draw the line and resist—this can be an active and/or passive action.
CHALLENGED	Whenever a new idea is presented, we are challenged to rise to the occasion and understand it. Since people have differing levels of comprehension and learn at different rates, the very act of being in an audience can be threatening.
BONDED	Because we are all 'in it together' in a specific time and place, sharing a particular experience, and any possible discomforts, we feel connected to each other. Singling out any one of us makes the whole audience feel affiliated with, and protective of, that person.

There are other physical realities that affect the mood and interest of the audience:

- How hard are the chairs?
- How long have they already been sitting?
- What else has happened before?
- Is it too hot/too cold?
- Can they see/hear?
- Are they hungry/thirsty?

All of the above affect the receptivity of your audience.

Audience Receptivity

Think of your audience as a high performance race car and you are the accelerator. They are waiting—to some extent eagerly anticipating—wondering about your ability, your intensity, and your purposefulness. ‘How will you drive us,’ they wonder? Now, you can gun the engine without warming them up; you can never touch the gas pedal and leave them idling; you can play the pedal as it were; or you can, on purpose and firmly, place your foot on that accelerator and take them on a ride they only previously ever dreamed of ...

How to do this?

Present a subject about which you are passionate—not one you just ‘like’, that you are just ‘okay with’, or that’s ‘ho-hum’. No! You must be excited, exuberant, pumped up, charged, delighted, ecstatic, thrilled, and overjoyed to be speaking to them about this specific topic—at least a few of these would be good. You feel a sense of urgency in your communication. If they have asked you to speak on a specific subject, reach for the heart ...look at it as a challenge...find something to get charged about, and then be brilliant.

Start with something that affects everybody in the room. It's a hook. A brilliant observation. A sobering thought. An appalling statistic. A ‘Did you know...’ statement. This part of the presentation is often prepared last. When you’ve outlined the body of the presentation, seen the ideas unfold, come to a conclusion, and made recommendations, then you are ready to write your introduction.

The opening or introduction has three purposes:

1. To arrest attention and establish good will.
2. To introduce you, the speaker. Remember, most people are basically suspicious of strangers.
3. To disclose and clarify the subject.

William James said, ‘What holds attention determines action’. The first requisite of an effective oral presentation is **to have and maintain the attention of your audience**. The following are methods to use:

1. Begin with a personal reference or greeting.
2. Begin with an interesting narrative or illustration.
3. Refer to the place and location.
4. Begin with an apt quotation.
5. Arouse curiosity...possibly with a question.

6. Begin with a series of questions.
7. Begin with striking, dramatic facts.
8. Begin with an amusing anecdote.
9. Be animated—larger than life.

After getting their attention, you **give them the essence of the subject matter**.

Defining unfamiliar key terms and words can also be part of this section of your presentation.

Let's destroy another myth. We have been taught that we must motivate people—our staff, our kids, our spouse, our loved ones, our ball team, our peers, our friends, our family...you get the picture. This is nonsense! You can't motivate anyone! Ever! At any time! I *repeat...You can't motivate anyone!* That's right. You are not responsible to motivate anyone ever again. **You are, however, responsible for creating an environment from which they motivate themselves.** So, your job is to create environments that inspire and cause people to capture your enthusiasm and choose to be motivated.

This example of myth destruction has a four part structure. The first part is creating the environment I've just described. Part two—**every single person in the world actually is motivated.** That's right! Everyone is motivated. Period. No exceptions. Part three—**everyone is motivated for their own reasons.** You may not like their reasons, they might run counter to your reasons or your company's reasons, but they are motivated none-the-less. Fourth and final part—**many times a weakness is actually an over-extension of a strength.**

I'll give you an example. Let's say you are a top-flight accountant and are very good at your job. Let's also presume that contribution in the form of volunteer work is important to you, and you have volunteered to work with a local not-for-profit. Here's where this last principle applies. If you are not careful, the very strengths you bring to your work as an accountant (both in a paid and volunteer capacity) could over-extend you. You might make mistakes you normally wouldn't because there are no effective breaks in your work patterns. This shows up as poor work or maybe even simple mistakes that someone of your caliber would never normally make. I'm not for one minute suggesting you not volunteer because you might overextend your strength. I am asking you to consider varying what you do as a volunteer so you use all your talents more effectively and reduce the possibility of making silly errors, thereby short selling your talent.

I have discovered that clearly understanding this motivation principle has freed me to focus on creating inspiring environments, rather than worrying about whether someone is motivated by what I have said. It is one more step in garnering control of what I can do, not fretting about what I can't do...the act of being a thermostat (proactive control of my environment) rather than a thermometer (reactive victim to my environment).

Types of Verbal Supports

1. Examples

Examples illustrate a general rule that is specific to the topic at hand.

(i.e. 'There seems to be an improvement in morale: workers' time off for illness has decreased, more workers are on time for work, and participation in staff meetings has improved.')

2. Comparisons

A comparison is a bridge in the gap between understanding and ignorance or between present knowledge and knowledge to be learned. Some comparisons paint pictures for clarity and understanding.

(i.e. 'A woman without a man is like a fish without a bicycle.' (Gloria Steinem) 'Why is the grass always greener over the septic tank?' (Erma Bombeck) 'Life is like a box of chocolates...you never know what you're going to get...' (Forest Gump))

3. Statistics

Statistics are numerical support for your position. When statistics are used as verbal support, it is for the emphasis that the figures provide.

(i.e. 'Vancouver is becoming an increasingly multicultural city. Statistics show that half of the population is other than English or French.')

4. Testimony

Testimony is a quote from an expert, famous person, or a leader which helps to highlight certain points that you wish to make. *(See chapter eight for examples.)*

5. Reasons

Reasons are motive, cause, or justification for a position held.

(i.e. 'Audio-visual aids are important because they contribute to better communications. Persons who are visual learners retain visual information better. Visual aids add interest to a presentation.')

6. Restatement / Repetition

Key points and objectives can be reinforced through restatement.

(i.e. Remember the final 'P' in the PREP formula—Point of View Restated.)

Connecting...Connecting...Connecting

1. Establish eye contact immediately.

This is a sure-fire way to create an atmosphere of intensity and potential for action from your audience—connect with their eyes. Feel like you've lost your train of thought? **Look at your audience!** The way to get back on track is **out there**, not inside, up on the ceiling, or down on the floor. Look them straight in the eye, and, over the course of your talk, please connect with each and every one of them.

2. Concentrate and use your intensity carefully.

Stay focused on your material and your audience's needs. This calls for you to know your subject so well, that if someone asks what seems to be an unrelated question, you can artfully and skillfully bring that person, and your audience, back to your purpose. You harness your intensity so you know when you've 'scored points' and when you need to back off.

3. Your intensity, pacing, and leading reflect the needs of the audience.

You will continue to lead, to pull them along, but you are consciously aware of their mood and feelings. Be careful and keep them fully involved. Watch their body language. Pay attention to their reactions and responses.

How to Use Multi-Media in Presentations

Multi-media are excellent for use in instructional and speaking situations. However, they are not designed to replace the instructor or the person making the presentation. Multi-media are not just entertainment and should be used with a specific purpose in mind.

One of the most relevant and powerful recommendations for using PowerPoint presentations, in particular, came from Guy Kawasaki—it's his '10/20/30 Rule'. It goes like this:

- Have no more than 10 slides or pictures, in total, for your presentation.
- Have no more than 20 words per slide.
- And make sure the font size for those 20 words is no smaller than 30 point.

If you set this as a target, it will keep your presentations crisp and erudite. The '10/20/30 Rule' ensures that you **have to know your subject material well**. In and of themselves, none of the slides will have enough information to inform the audience. Effective and powerful communication...that's where the juice is.

Five Step Technique

This technique should be followed when multi-media are used as part of a presentation:

Step 1 - Preview

This step is done well in advance of the actual presentation. The condition of the multi-media piece is checked; the selection and content is relevant, analyzed, and timed; and the speaker is completely familiar with the multi-media piece to be used.

Step 2 – Preparation

A plan must be drawn up specific to the multi-media piece shown. The space in which you are speaking must be organized. All relevant equipment and electronics must be checked ***in advance***.

Step 3 - Introduction

The piece must be introduced to ensure that the following is covered:

- a) What the piece is about
- b) Why it is being shown
- c) What your audience needs to look for

Step 4 – Presentation

Exhibit good showmanship in presenting the piece:

- a) ***Starting***
 - The title is on the screen or the piece is cued to the right spot.
 - The volume is at the proper level (or slightly lower).
- b) ***Ending***
 - There are no abrupt endings; volume is faded out.

Step 5 - Review

The highlights must be reviewed, discussed, and summarized after the multi-media piece is shown. If appropriate, restate the relationship of the piece to the presentation or instruction.

Endings

Endings should be inevitable and satisfying. Not always happy, they are, nevertheless, a natural culmination. They should give the audience a feeling that 'this is what we set out for and now it's over'. The ending of your speech should feel like a deliberate completion not just a 'stopping' because you ran out of things to say. Endings like, 'Well I guess that's all I have to say,' are ultimately un-

satisfying. End actively with a flourish, or thoughtfully with a whisper, but always with a flair.

Announcing the Ending

Tell your audience that you're nearing the end: 'In conclusion,' 'To wind up,' 'So, where have we been?' or 'Well, we've come to an end.' They will listen harder because you're now going to wrap up all they've heard. You'll give them the bottom line, the conclusion, the recommendations.

Make Last Lines Memorable

Try to make your last line or two eloquent, meaningful, touching, accurate, and wise. Move one step beyond your practical message to a deeper understanding of why you're saying what you're saying.

Always memorize your last few lines so you don't have to look down at your notes. Deliver to them eye to eye.

Use a parable, a fable, a quote, a saying, or a story to which everyone can relate. Try to leave them with a thought that will continue to provide an echo after you finish.

Pace Your Leaving

Don't leave too hastily. Bolting off the stage or looking around for the exit diminishes you. Standing still and maintaining eye contact lets the audience think about your speech for a moment. It should feel like you're both thinking it over for a moment—reluctant to part and break the mood.

This is the last time to invite questions, comments, things that need clarifying. i.e. 'Is there anything that needs clarification?' 'What information is still needed?' 'I welcome comments on this material.' Then fold your notes calmly and walk away.

The Handout

Almost everyone likes time to think things over before they commit themselves to anything. Therefore, built into your total presentation should be a prepared packet of materials you leave behind for further study. During your main presentation you will be able to focus on the main issues and what you can show and explain succinctly, knowing that you'll be giving them back-up materials for later perusal and thought.



'Great is the art of beginning, but greater the art of ending.'

Henry Wadsworth Longfellow

Don't Let Them 'Read Along'

If you give your listeners material to read while you talk, you lose your audience! They can read much faster than you can talk and will be ahead of you. Remember, you speak at between 125 and 150 words per minute, with gusts up to 220 (if you're really enthusiastic). However, everyone can read significantly faster than you speak. You'll lose them if there is reading material in front of them.

What to Leave Behind

- Copies of what they saw and heard. This reinforces your message.
- Extra documentation: background materials, articles, previous reports, research data, and copies or reprints of speeches and memos.
- Information about you, if appropriate: resumes, client lists, past accomplishments, etc.

So. The moment of truth arrives. This is it. Take a deep breath. Hold that breath just for a moment. Savour it. Savour the feeling of full lungs. Hang on...okay, slowly let it out. Focus. Clear thoughts come to mind on your outcome and purpose. Show your enthusiasm and your energy. It must ooze out of every pore. You are truly committed to giving this audience the time of its life. They will get everything you've got. The very best you. They deserve it and so do you. That's right. You deserve to give your very best. You owe it to yourself. Anything less means you are short-selling your talent. We both know...you're better than that.

I'm going to finish off this chapter with a wonderful quote that has inspired and motivated me for over thirty-five years. See what you think...

ANYWAY

People are unreasonable, illogical and self centered...

Love them Anyway.

If you do good, people will accuse you of ulterior motives...

Do Good Anyway.

If you are successful, you win false friends and true enemies...

Succeed Anyway.

The Joy you spread today will be forgotten tomorrow...

Spread Joy Anyway.

Honesty and Frankness make you vulnerable...

Be Honest and Frank Anyway.

People favour underdogs but follow only top dogs...

Fight for some underdogs Anyway.

What you spend years building may be destroyed overnight...

Build Anyway.

People really need help but may attack you if you help them...

Help them Anyway.

Give the world the best you have and you'll get kicked in the teeth.

Give the world the best you've got...

Anyway.

Speaking of inspiration, in the next chapter you'll find some gems, nuggets, and 'word gifts'. I trust you agree...





CHAPTER 8

INSPIRATIONS, MUSINGS, BFOS, AH-HAHS AND HMMMM'S...

Thoughts to inspire. Words to live by. Quotes for the day. However you see and feel these is up to you. They are a potpourri of wisdom and 'word gifts' in no particular order or format. As stated in the 'Thank you' section earlier in this book, some of the following quotes are attributed to specific people and others...I'm happy to hear from you if you know to whom I should ascribe them. I hope you'll appreciate them as much as I have. Enjoy...

'Your example is more important than your advice.'

'Anyone in business who burns his bridges, better be a damn good swimmer.'

‘Never mistake a slogan for a solution.’

‘You miss 100% of the shots you never take.’—
Wayne Gretzky

‘To build a winning business team, hire people
who can replace you.’

‘Whether you think you can, or you think you
can't, you're probably right.’—Henry Ford

‘I would rather lose in a cause that will someday
win, than win in a cause that will someday lose.’

‘Market research has established beyond a
shadow of a doubt that the egg is a sad and
sorry product and that it will obviously not sell.
Because after all, eggs won't stand up by them-
selves, they roll too easily, are too easily broken,
require special packaging, look alike, are difficult
to open, and won't stack on the shelf.’

‘When interviewing a new candidate, ask your-
self how you'd feel if this person was working for
your largest competitor rather than you.’

‘People say that what we are all seeking is a
meaning for life. I don't think that's what we're
really seeking. I think that what we're seeking is
an experience of being alive, so that our life ex-

periences on the purely physical plane will have
resonances within our own innermost being and
reality, so that we actually feel the rapture of be-
ing alive.’—Joseph Campbell

‘I learned at least this by my experiments that if
one advances confidently in the direction of his
dreams and endeavours to live the life which he
imagined, he will meet with a success unex-
pected in common hours. He will put something
behind and will pass an invisible boundary.’—
Henry David Thoreau

‘Surveys indicate that certain traits are common
to most successful people. These people: have a
purpose in life; take risks and exercise control;
solve problems rather than place blame; care
about quality; and share their expertise and
knowledge.’

‘Be patient toward all that is unsolved in your
heart and...try to love the questions themselves,
like locked rooms and like books that are written
in a foreign tongue. Do not seek the answers,
which cannot be given you because you would
not be able to live them. And the point is to live
everything. Live the questions now. Perhaps, you
will then, gradually, without noticing it, love along
some distant day into the answer.’—Ranier Maria
Rilke, ‘Letters to a Young Poet’

‘Every speaker has a mouth;
An arrangement rather neat.

Sometimes it's filled with wisdom.

Sometimes it's filled with feet.'

Robert Orben, American Humorist

'It must be remembered that there is nothing more difficult to plan, more doubtful of success, nor more dangerous to manage than the creation of a new system. For the initiator has the enmity of all who would profit by the preservation of the old institution and merely lukewarm defenders in those who would gain by the new ones.'—Machiavelli, 'The Prince'

'Keep Your Thoughts Positive
Thoughts Become Your Words.
Keep Your Words Positive
Words Become Your Behaviours.
Keep Your Behaviours Positive
Behaviours Become Your Habits.
Keep Your Habits Positive
Habits Become Your Values.
Keep Your Values Positive
Values Become Your Destiny.'

Ghandi

'Some people dream of accomplishing good things...Others stay awake and do them.'

'A critic is a man who knows the way but can't drive the car.'—Kenneth Tynan

'A highbrow is a person educated beyond his intelligence.'—Brander Matthews

'The great end of life is not knowledge, but action.'—Aldous Huxley

'A smile is a curve that sets a lot of things straight.'

'Crises refine life. In them you discover what you are.'—Allan Knight Chalmers

'Speak when you're angry and you'll make the best speech you'll ever regret.'

'It isn't easy for an idea to squeeze into a head filled with prejudices.'

'No struggles in life, no strength; no fight, no fortune; no crisis, no courage; no suffering, no sympathy; no pain, no patience.'—Herbert Prochnor

'It matters not what you are thought to be...but what you are.'

'A desk is a dangerous place from which to view the world.'

'Theory is, when one knows everything and nothing works...Practice is, when everything works and nobody knows why...In this office, theory and practice are united...Nothing works and nobody knows why.'

'At this very minute you stand on a threshold of a future that knows no limits, a tomorrow that recognizes no past, and a day that acknowledges only this moment. It is time for change. It is time for resolve...It is time for commitment.'

'Anticipation...the best part of joy and the worst part of pain.'

'It's not good enough that we do our best. Sometimes we must do what is required.'—Winston Churchill

'What lies behind us and what lies before are tiny matters compared to what lies within us.'—Ralph Waldo Emerson

'Always remember that an army of sheep led by a lion will defeat an army of lions led by a sheep.'

'If you stay in the middle of the road, your chances of being run over are doubled.'

'Using only market research to make decisions is like driving a car using only a rear view mirror.'

'Don't tell employees how to do the job...tell them what needs to be done. Then get out of the way and let them do it.'

'Life shrinks or expands according to one's courage.'

—Anais Nin

'If you know how, you will always have a job. If you know why, you'll be the boss.'

'To succeed...be daring, be first, be different.'

SOME PEOPLE...

'Some people come into our lives and quickly go.'

Some people move our souls to dance.
They awaken us to new levels of understanding
with the passing whisper of their wisdom.
Some people make the sky more beautiful to
gaze upon.
They stay in our lives for awhile,
leave footprints on our hearts,
and we are never, ever the same.'

'I wouldn't have seen it if I hadn't believed it.'—
Marshall McLuhan

'I wouldn't have seen it if I hadn't believed it.'—
Marshall McLuhan

'A great teacher never strives to explain his
vision...He simply invites you to stand beside him
and see for yourself.'—The Rev. R Inman

FATHER

'Build me a son, O God, who will be strong
enough to know when he is weak and brave
enough to face himself when he is afraid; one
who will be proud and unbending in honest de-
feat, but humble and gentle in victory. Build me a
son whose wishes will not replace his actions—a
son who will know Thee, and that to know himself
is the foundation stone of knowledge. Send him,
I pray, not in the path of ease and comfort but
the stress and spur of difficulties and challenge;
here let him learn to stand up in the storm, here
let him learn compassion for those who fail.

Build me a son whose heart will be clear,
whose goal will be high; a son who will master
himself before he seeks to master others; one
who will learn to laugh, yet never forget how to
weep; one who will reach into the future, yet
never forget the past, and after all these things
are his, this I pray, enough sense of humour that
he may always be serious yet never take himself
too seriously. Give him humility so that he may
always remember the simplicity of true great-
ness, the open mind of true wisdom, the meek-
ness of true strength; then I, his father, will dare
to whisper, 'I have not lived in vain'.'—General
MacArthur, 'Father's Prayer'

'Never mistake knowledge for wisdom. One
helps you make a living: the other helps you
make a life.'—Sandra Carey

'Learning music by reading about it is like
making love by mail.'

—Luciano Pavarotti

'The reason people blame things on previous
generations is that there's only one other
choice.'—Doug Larson

'Wings are not only for birds; they are also for minds.'—Toller Cranston

'God wisely designed the human body so that we can neither pat our own back nor kick ourselves too easily.'

'Courage is the price that life extracts for granting peace.'

—Amelia Erhardt

'If you are going to lead people, you have to know where they are going.'—Camillien Houde

'Some men see things as they are and say why...I see things as they could be and say...why not?'—George Bernard Shaw

'When the student is ready...the teacher appears.'

'Do you know why grandparents and grandchildren get along so well? They have a common enemy.'

'The reason that the river and stream are lords of the valley is that they excel at taking the lower position.'

'For those of you searching for the key to the universe...I've got a flash for you...It isn't locked!'

'You can accomplish anything as long as you don't care who gets the credit.'—Winston Churchill

'Personally I am always ready to learn, although I do not always like being taught.'

'It is a mistake to look too far ahead. Only one link in the chain of destiny can be handled at one time.'—Abraham Lincoln

'Do not adjust your mind...there is a fault in reality!'

The range of what we think and do is limited by what we fail to notice. And because we fail to notice that we fail to notice there is little we can do

to change
until we notice
how failing to notice
shapes our thoughts and deeds.
R.D. Laing, 'Knots'

If I had my child to raise all over again,
I'd build self-esteem first and the house later.
I'd finger-paint more, and point the finger less.
I would do less correcting and more connecting.
I'd take my eyes off my watch, and watch with
my eyes.
I would care to know less and know to care
more.
I'd take more hikes and fly more kites.
I'd stop playing serious, and seriously play.
I would run through more fields and gaze at
more stars.
I'd do more hugging and less tugging.
I'd see the oak tree in the acorn more often.
I would be firm less often and affirm much
more.
I'd model less about the love of power,
and more about the power of love.
Diane Loomans

'When one door closes, another opens; but, we
often look so long and so regretfully upon the
closed door, that we do not see the one that has
opened for us.'— Alexander Graham Bell

'To be effective, you need to feed your opportuni-
ties and starve your problems.'—William B.
Chalmers

'There is nothing so useless as doing efficiently
that which shouldn't be done at all.'—Peter F.
Drucker

'We think too small. Like the frog at the bottom of
the well. He thinks the sky is only as big as the
top of the well. If he surfaced, he would have an
entirely different view.'—Mao Tse-Tung 'Learn
from the mistakes of others...you cannot live long
enough to make them all yourself!'

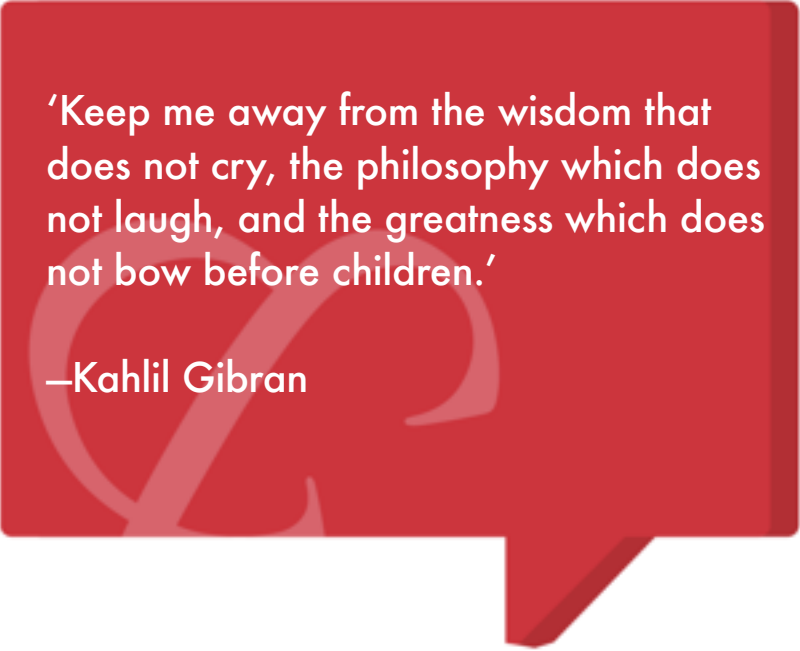
'There's an important difference between giving
up and letting go.'—Jessica Hatchigan

'The best way to predict the future is to
create it.'

—Erich Fromm

'Change only happens when the pain of holding
on is greater than the fear of letting go.'

'Every tomorrow has two handles. We can take
hold of it with the handle of anxiety
or the handle of faith.'— Henry Ward Beecher



'Keep me away from the wisdom that does not cry, the philosophy which does not laugh, and the greatness which does not bow before children.'

—Kahlil Gibran

'Character is like a tree and reputation like its shadow. The shadow is what we think of it; the tree is the real thing.'— Abraham Lincoln

'You cannot dream yourself into a character; you must hammer and forge yourself one.'—James A. Froude

'Hard work spotlights the character of people: some turn up their sleeves, some turn up their noses, and some don't turn up at all.'—Sam Ewing

'I believe life is constantly testing us for our level of commitment, and life's greatest rewards are reserved for those who demonstrate a never-ending commitment to act until they achieve. This level of resolve can move mountains, but it must be constant and consistent. As simplistic as this may sound, it is still the common denomi-

nator separating those who live their dreams from those who live in regret.'—Anthony Robbins

'I don't pretend we have all the answers. But the questions are certainly worth thinking about...'—Arthur C. Clarke

'Question everything. Every stripe, every star, every word spoken. Everything.'—Ernest J. Gaines

'There are no right answers to wrong questions.'—Ursula K. Le Guin, 'Planet of Exile'

'You can tell whether a man is clever by his answers. You can tell whether a man is wise by his questions.'—Naguib Mahfouz

'Some minds are like concrete, thoroughly mixed up and permanently set.'

'The important thing is not to stop questioning. Curiosity has its own reasons for existing. One cannot help but be in awe when he contemplates the mysteries of eternity, of life, of the marvelous structure of reality. It is enough if one tries to comprehend a little of this mystery every day. Never lose a holy curiosity.'—Edmund Burke

'The only interesting answers are those that destroy the questions.'—Susan Sontag

‘Goliath was the best thing that ever happened to David.’—Doug Weed

‘They always say time changes things, but you actually have to change them yourself.’—Andy Warhol

‘Don't say that you don't have enough time. You have exactly the same number of hours per day that were given to Helen Keller, Pasteur, Michelangelo, Mother Teresa, Leonardo daVinci, Thomas Jefferson, and Albert Einstein.’

‘Perfectionism is the voice of the oppressor, the enemy of the people. It will keep you cramped and insane your whole life.’—Anne Lamott

‘In times of change, learners inherit the Earth, while the learned find themselves beautifully equipped to deal with a world that no longer exists.’

‘Things do not change; we change.’—Henry David Thoreau

‘Experience is not what happens to a man; it is what a man does with what happens to him.’—Aldous Huxley

‘Human beings, who are almost unique in having the ability to learn from the experience of others,

are also remarkable for their apparent disinclination to do so.’—Douglas Adams

‘An expert is a man who has made all the mistakes which can be made, in a very narrow field.’

—Niels Bohr

‘The secret to creativity is knowing how to hide your sources.’—Albert Einstein

‘In every significant event there has been a bold leader, a shared vision, and, most often, an adversary.’—Fred Smith

‘The two most common elements in the universe are hydrogen and stupidity.’—Albert Einstein

‘We must adjust to an ever changing road...while holding onto our unchanging principles.’

‘True leaders are not those who strive to be first but those who are first to strive and who give their all for the success of the team. True leaders

are first to see the need, envision the plan, and empower the team for action. By the strength of the leader's commitment, the power of the team is unleashed.'

'The time is now, the place is here. Stay in the present. You can do nothing to change the past, and the future will never come exactly as you plan or hope for.'—Dan Millman

'Stretching his hand out to catch the stars, he forgets the flowers at his feet.'—Jeremy Bentham

'I have come to realize that all my trouble with living has come from fear and smallness within me.'—Angela L. Wozniak

'Change is the process by which the future invades our lives.'—Alvin Toffler

'Man must evolve for all human conflict a method which rejects revenge, aggression and retaliation. The foundation of such a method is love.'—Martin Luther King, Jr.

'Men are afraid to rock the boat in which they hope to drift safely through life's currents, when, actually, the boat is stuck on a sandbar. They would be better off to rock the boat and try to shake it loose.'—Thomas Szasz

'We would worry less about what others think of us if we realized how seldom they do.'—Ethel Barrett

'Nolite illegitimis Vos carborundum.' (Latin for, 'Don't let the bastards grind you down.')

—General Joseph Stilwell

'The more I give myself permission to live the moment and enjoy it without feeling guilty or judgmental about any other time, the better I feel about the quality of my work.'—Wayne Dyer

'Feeling gratitude and not expressing it is like wrapping a present and not giving it.'—William Arthur Ward

'I like living. I have sometimes been wildly, despairingly acutely miserable, racked with sorrow, but through it all I still know quite certainly that just to be alive is a grand thing.'—Agatha Christie

'If A is a success in life, then A equals x plus y plus z. Work is x; y is play; and z is keeping your mouth shut.'—Albert Einstein

'The future is uncertain...but this uncertainty is at the very heart of human creativity.'—Ilya Prigogine

'Emergencies have always been necessary to progress. It was darkness which produced the lamp. It was fog that produced the compass. It was hunger that drove us to exploration. And it took a depression to teach us the real value of a job.'—Victor Hugo

'Beware of undertaking too much at the start. Be content with quite a little. Allow for accidents. Allow for human nature, especially your own.'—Arnold Bennett

'In an industrial society which confuses work and productivity, the necessity of producing has always been an enemy of the desire to create.'—Raoul Vaneigem

'Love is the ability and willingness to allow those that you care for to be what they choose for themselves without any insistence that they satisfy you.'—Wayne Dyer

'Today is here. It is now. The place is right here... right now...where you are standing...Stay pre-

sent. Revisiting the past is helpful only to learn from it...not to regret or hope or wish for something different. The future? That is to be lived today...And today? Today is here. It is now! Live it now! Now!'—William Bryan Chalmers

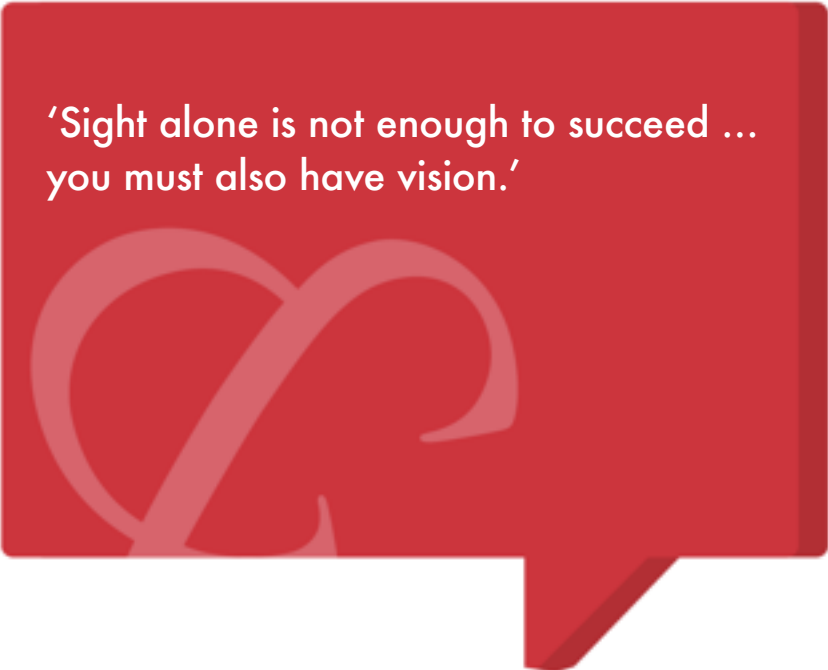
'The best way out is always through.'

—Robert Frost

'The chief pang of most trials is not so much the actual suffering itself as our own spirit of resistance to it.'—James Nicholas Grou

'It is easy in the world to live after the world's opinion...

It is easy in solitude to live after our own. But the great person is the one, who in the midst of the world, keeps in perfect sweetness, the independence of solitude.'—Ralph Waldo Emerson



'Sight alone is not enough to succeed ...
you must also have vision.'

'When mores are sufficient, laws are unnecessary ...When mores are insufficient, laws are unenforceable.'

'When you control someone, you get what you want. When you free someone, they get what they want.'

'And what is as important as knowledge?' asked the mind? 'Caring and seeing with the heart,' answered the soul.

I'M GONNA SIT HERE

I'm gonna sit here
'til passion returns and tells me where to go.
I don't care if it's heaven
or hell or home.
I don't care if it's work
or play or sex.
I don't care if it's rich

or poor or madness.

I don't care if it's riding a white horse naked on
the freeway.

or lining up like we did as kids for a pissing con-
test in the old schoolyard.

I'm not going anywhere

...even to death...

until I can go passionately.

James Kavanaugh, 'Laughing Down
Lonely Canyons'

'When we do more than we are paid to do, eventually we will be paid more for what we do'.—Zig Zigler

'Great is the art of beginning; but greater is the art of ending.'—Henry Wadsworth Longfellow

'Security is mostly a superstition. It does not exist in nature, nor do the children of men as a whole experience it. Avoiding danger is no safer in the long run than outright exposure. Life is either a daring adventure or nothing at all.'—Helen Keller

'Use your best judgement in all situations.'—The contents of the entire Nordstrom employee manual.

'I do not believe you can do today's job with yesterday's methods and expect to be in business tomorrow.'

‘Fan the spark of possibility into the flame of achievement.’

‘The real voyage of discovery consists, not of seeing new landscapes, but in having new eyes.’

‘Often you hear people say, ‘I am only one; I do not count for much.’ It is simply not true! At times just one vote has changed the course of history. For example, in 1646 one vote gave Oliver Cromwell the control of England, and just four years later, the execution of Charles I took place because of one vote. In the United States in 1776, one vote saved Andrew Jackson from impeachment. But perhaps the most telling example was that in 1923 in Germany, one vote made Adolph Hitler the leader of the Nazi Party. Don’t underestimate the power of ONE!’

‘Every instant of time is a pinprick of eternity. All things are petty, easily changed, vanishing away.’—Marcus Aurelius

‘Music is well said to be the speech of angels; in fact, nothing among the utterances allowed to man is felt to be so divine. It brings us near to the infinite.’—Thomas Carlyle

‘The effects of good music are not just because it’s new; on the contrary music strikes us more the more familiar we are with it.’—Johann Wolfgang Von Goethe

‘After silence, that which comes nearest to expressing the inexpressible is music.’—Aldous Huxley

‘Nothing good or great can be done in the absence of enthusiasm.’

—Tom Peters

‘The last temptation is the greatest treason: to do the right deed for the wrong reason.’—T. S. Eliot

‘Pleasure is very seldom found where it is sought; our brightest blazes of gladness are commonly kindled in unexpected sparks.’—Samuel Johnson

‘The only people you should try to get even with are those who have helped you.’—R.J. Rehwinkels

‘A day spent without the sight or sound of beauty, the contemplation of mystery, or the

search of truth or perfection is a poverty-stricken day.’—Lewis Mumford

‘Worry is nothing less than the misuse of your imagination.’—Ed Foreman

‘Every act of creation is first of all an act of destruction.’—Pablo Picasso

‘We can’t do much about the length of our lives, but we can do plenty about its width and depth.’—Evan Esar

‘Success in life balance is more than simply planning and executing—it’s also developing the wisdom and judgment to make good choices in ‘decision moments.’

—A. Roger and Rebecca Merrill

‘“Why” questions never lead to deliverable actions.’

‘People are always blaming their circumstances for what they are. I don't believe in circumstances. The people who get on in this world are the people who get up and look for the circumstances they want, and, if they can't find them, make them.’—George Bernard Shaw

‘Living with integrity means:

Not settling for less than what you know you deserve in your relationships.

Asking for what you want and need from others.

Speaking your truth, even though it might create conflict or tension.

Behaving in ways that are in harmony with your personal values.

Making choices based on what you believe, and not what others believe.’

‘Here is a test to find out whether your mission in life is complete. If you're alive, it isn't.’—Richard Bach

‘People are like stained-glass windows. They sparkle and shine when the sun is out, but when the darkness sets in, their true beauty is revealed only if there is a light from within.’—Elizabeth Kubler-Ross

‘Risk more than others think is safe. Care more than others think is wise. Dream more than others think is practical. Expect more than others think is possible.’—Claude T. Bissell

'I believe that imagination is stronger than knowledge, that myth is more potent than history. I believe that dreams are more powerful than facts; that hope always triumphs over experience, that laughter is the only cure for grief. And I believe that love is stronger than death.'

—Robert Fulghum

'A toast to your coffin:

May it be made of 100 year old oak.

And may we plant the tree together,
tomorrow.'

'Transformation literally means going beyond your form.'—Wayne Dyer

'Worry does not empty tomorrow of its sorrow, it empties today of its strength.'

'If there is light in the soul,
there will be beauty in the person.
If there is beauty in the person,
there will be harmony in the house.
If there is harmony in the house,
there will be order in the nation.
If there is order in the nation,

there will be peace in the world.'

Chinese Proverb

'Freedom within, freedom between, freedom among people is what creates peace in the family.'—Virginia Satir

'The family is a microcosm of the world. In the effort to change behaviour, it is easy to crush the spirit, thus crippling the body and dulling the mind. This is largely due to equating the value of the person with the nature of his or her behaviour.'—Maria Gomori

'I always wanted a happy ending...Now I've learned, the hard way, that some poems don't rhyme, and some stories don't have a clear beginning, middle and end. Life is about not knowing, having to change, taking the moment and making the best of it without knowing what's going to happen next. Delicious ambiguity.'—Gilda Radner

'Something hidden.
Go and find it.
Go and look behind the Ranges.
Something lost behind the Ranges.
Lost and waiting for you.
Go.'

Rudyard Kipling

'Our past is a cradle NOT a jail cell or shackles constraining us to a certain way of being or state of mind. A cradle...a tender recall of our personal history whether hard or soft...easy or diffi-

cult...tragic or triumphant...tough times and joyful moments. Our past is for inspiration, contemplation, reflection...NOT imitation. It is for learning FROM events, not the repetition OF events.

'To resist the frigidity of old age one must combine the body, the mind, and the heart—and to keep them in parallel vigor one must exercise, study, and love.'—Karl von Bonstetten

'We live in mystery. Our lives have flowed from exploding stars, from tides of time and gravity beyond our ken...The river gathers all it touches and finds its way. In surging falls and deep green pools, in chutes and riffles and silent swirls, the river bears us on through winding passages of grace and fury, until once, perhaps, in a stab of sun on streaming water, the entire aching beauty of being comes clear—because we ask, because we care, because we know and cannot know—and the river, the good, green, terrible river, flows on.'—John Daniel

'Some days, it's not about passion and courage. It's not about heroism and drama. It's not about slaying dragons or conjuring exotic visions. Some days, it's not about transcendence or transformation, not about being better than anyone who came before you. Some days, it's simply about delicious acts of doing simple things... simply.'—Jack Ricchiuto

'Your body is free but your heart is in prison. To release your heart, you simply reverse the process which locked it up. First you begin to listen

for messages from your heart—messages you may have been ignoring since childhood. Next you must take the daring, risky step of expressing your heart in the outside world...As you learn to live by heart, every choice you make will become another way of telling your story...It is the way you were meant to exist. If you stop to listen, you'll realize that your heart has been telling you so all along.'—Martha Beck, 'Finding Your Own North Star'

'You can come out of the furnace of trouble two ways: if you let it consume you, you come out a cinder; but there is a kind of metal which refuses to be consumed, and comes out a star.'

—Jean Church

'No one lives on the top of the mountain. It's fine to go there occasionally—for inspiration, for new perspectives—but you have to come down. Life is lived in the valleys. That's where the farms and gardens and orchards are, and where the plowing and the work is done. That's where you apply the visions you may have glimpsed from the peaks.'— Arthur Gordon

'Our souls are hungry for meaning, for the sense that we have figured out how to live so that our

lives matter, so that the world will be at least a little bit different for our having passed through it... What frustrates us and robs our lives of joy is this absence of meaning...Does our being alive matter?'—Harold Kushner...When All You Ever Wanted Isn't Enough

'A bird does not sing because it has an answer; it sings because it has a song.'

—Chinese proverb

'The most beautiful experience we can have is the mysterious—the fundamental emotion which stands at the cradle of true art and true science.'—Albert Einstein, 'Living Philosophies'

'Just as your car runs more smoothly and requires less energy to go faster and farther when the wheels are in perfect alignment, you perform better when your thoughts, feelings, emotions, goals, and values are in balance.'—Brian Tracy

'Courage is more exhilarating than fear and in the long run, it is easier.'—Eleanor Roosevelt

'It does not require a majority to prevail, but rather an irate, tireless minority keen to set brush fires in people's minds. Mankind is governed more by their feelings than by reason.'—Samuel Adams

'See that any time you feel pained or defeated, it is only because you insist on clinging to what doesn't work. Dare to let go and you won't lose a thing except for a punishing idea.'—Guy Finley

'A sad soul can kill you quicker, far quicker, than a germ.'—John Steinbeck

'Both tears and sweat are salty, but they render a different result. Tears will get you sympathy, sweat will get you change.'—Jesse Jackson

'Be daring, be different, be impractical, be anything that will assert integrity of purpose and imaginative vision against the play-it-safers, the creatures of the commonplace, the slaves of the ordinary.'—Sir Cecil Beaton

'Life is a one-way street. No matter how many detours you take, none of them leads back. And once you know and accept that, life becomes much simpler. Because then you know you must do the best you can with what you have and

what you are and what you have become.’—
Isabel Moore

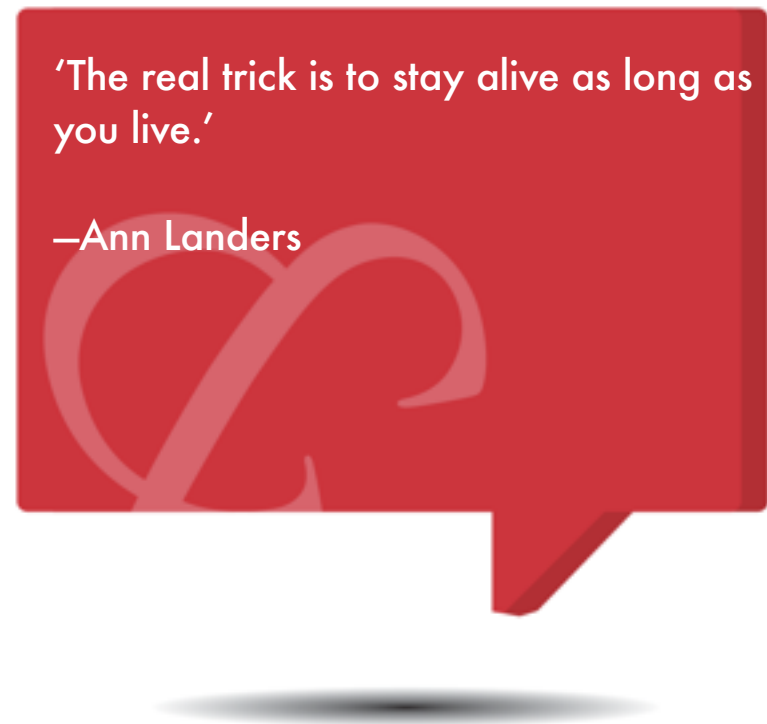
...A PERSON OF SUBSTANCE

Assured enough to be rejected...
Busy enough to take time...
Controlled enough to be flexible...
Determined enough to be influenced...
Energized enough to rest...
Forceful enough to be led...
Great enough to be anonymous...
Helpful enough to seek help...
Important enough to be last...
Just enough to forgive...
Knowledgeable enough to ask questions...
Loving enough to confront...
Meek enough to firmly lead...
Nurturing enough to be nurtured...
Objective enough to be compassionate...
Planned enough to be spontaneous...
Quiet, yet willing to be expressive...
Right enough to say, ‘I’m wrong’...
Strong enough to be weak...
Tenacious enough to let go...
Understanding enough to ‘not know’...
Victorious enough to lose...
Wise enough to defer to others...
Youthful in spirit yet wise in counsel...
Zealous enough to give in.

William B. Chalmers

‘A vision without a task is a dream...
A task without a vision is a drudgery...
A vision with a task is the hope of the world.’

‘You can either take action or you can hang
back and hope for a miracle. Miracles are great,
but they are so unpredictable.’—Peter Drucker




‘I expect to pass through this world but once,
any good thing therefore that I can do, or any
kindness that I can show to any fellow creature,
let me do it now; let me not defer or neglect it, for
I shall not pass this way again.’—Stephen Greilet

‘Every artist dips his brush into his own soul, and
paints his own nature into his picture.’—Henry
Ward Beechor

‘He who has no vision of eternity, will never get a
true hold of time.’—Thomas Carlyle

‘When we truly care for ourselves, it becomes
possible to care far more profoundly about other

people. The more alert and sensitive we are to our own needs, the more loving and generous we can be toward others.'— Eda LeShan



'Some people dream of accomplishing good things...others stay awake and do them.'

'A 'Summary of the World' if we could, at this time, shrink the Earth's population to a village of precisely 100 people, with all existing human ratios remaining the same, it would look like this:

There would be 57 Asians, 21 Europeans, 14 from the Western Hemisphere (North and South) and 8 Africans.

70 would be non-white; 30 white.

70 would be non-Christian; 30 Christian.

50% of the entire world wealth would be in the hands of only 6 people. All 6 would be citizens of the United States.

70 would be unable to read.

50 would suffer from malnutrition.

80 would live in sub-standard housing.

Only 1 would have a college education.

When one considers our world from such an incredibly compressed perspective, the need for both tolerance and understanding becomes glaringly apparent.'

'Nobody is completely useless...you can always serve as a horrible example.'

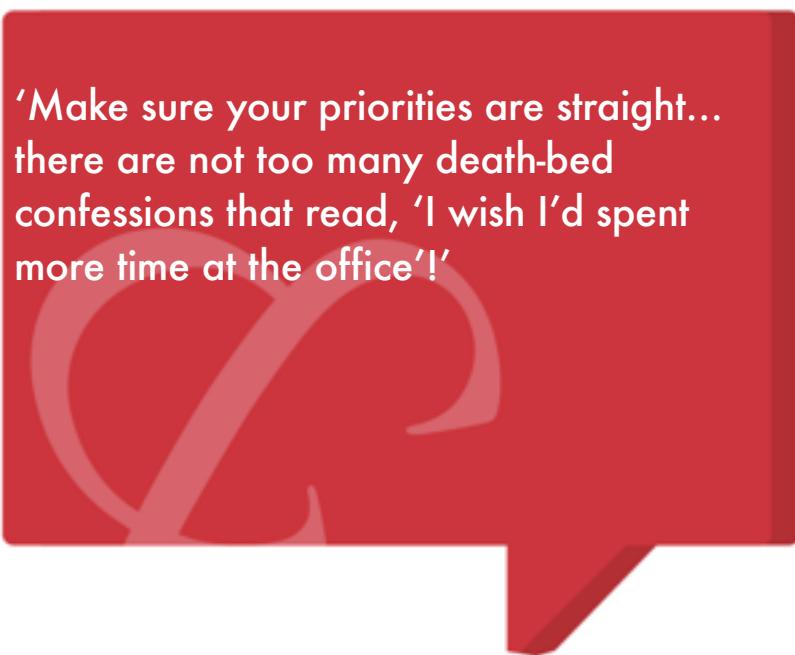
'This business is operated by a compass, not a watch.'

'To live content with small means,
To seek elegance rather than luxury, and refinement rather than fashion;
To be worthy, not respectable, and wealthy, not rich;
To study hard, think quietly, talk gently, act frankly;
To listen to the stars and the birds, to babes and sages, with open heart;
To bear all cheerfully, do all bravely, await occasion, hurry never;
In a word, to let the spiritual, unbidden and unconscious, grow up through the common.
This is to be my symphony.'

William D. Ogden

'I've seen my share of tombstones but never took the time to truly read the meaning behind what is

there for others to see. Under the person's name it read the date of birth...dash...and the date the person passed. But the more I think about the tombstone, the important thing is...the dash.'



“Come to the edge,’ he said.
They said, ‘We are afraid.’
‘Come to the edge,’ he said.
They came.
He pushed them,
And they flew...’
Guillaume Apollinaire

‘Something to think about...
2000 BC – here, eat this root
1000 BC – That root is heathen. Here, say this prayer.
1850 AD – That prayer is superstitious. Here, drink this potion.
1940 AD – That potion is snake oil. Here, swallow this pill.

1965 AD – That pill is ineffective. Here, take this antibiotic.

2000 AD – That antibiotic is artificial. Here, eat this root.’

‘A sobering thought: what, if, right at this very moment, I am living up to my full potential?’—Jane Wagner

‘Passion is what you need to be good, an unforgiving passion.’—David Easton

‘We can't take any credit for our talents. It's how we use them that counts.’—Madeleine L'Engle

‘Procrastination is the thief of time.’—Edward Young

‘Your work is to discover your work and then with your heart to give yourself to it.’—Buddha

‘Work is love made visible.’—Kahlil Gibran

‘Life is either a daring adventure or nothing. To keep our faces toward change and behave like free spirits in the presence of fate is strength undefeatable.’—Helen Keller

‘You gain strength, courage and confidence by every experience in which you really stop to look

fear in the face...You must do the thing you cannot do.'—Eleanor Roosevelt

'Our aspirations are our possibilities.'—Samuel Johnson

What do you think? Words and phrases that make a difference? I hope so. Let's finish this communication process...The final words...



CHAPTER NINE

NUGGETS...COLLECTIVE QUANTUM ALCHEMY

Everything Old Is New Again

And so...in conclusion, I would like you to take just a few moments to revisit a number of principles, statements, and thoughts in this book...

‘Life is filled with BFOs—Blinding Flashes of the Obvious!’

‘Within us is the cause of what happens to us.’

We must learn to step outside the box.

The Slight Edge Technique keeps me purposeful.

If it's worth doing...do it any way you can...but do it!

Fortunate are those who know what to do...Blessed are those who go out and do it!

'If you believe you can or believe you can't, you're probably right.'

I relax under pressure.

Think from the twenty-eighth floor.

'The meaning of communication is the response you get.'

Relax Your Shoulders.

Find your own best rhythm.

PREP is brilliant. (If you can't remember, look it up in Chapter 3)

Remember thermostat / thermometer consciousness.

'Resentment is letting someone live rent free in your mind.'

As your level of resistance goes up, your level of productivity goes down.

Even if you disagree with me, please don't make me wrong.

Tell the truth...but tell it with compassion.

'Everyone seems to try harder. Don't you think it would be great if people tried softer?'

Read aloud...every day.

I have the power of choice.

'If I am not part of the solution...I am part of the problem.'

'There is no failure except in no longer trying.'

If you can see the obstacles, you've taken your eyes off the goal.

'If you can conceive it, and believe it, you can achieve it.'

Give the world the best you've got...anyway.

Thank you for working through this book with me. I leave you with a quote from Robert Test...

“To Remember Me...

The day will come when my body will lie upon a white sheet neatly tucked under four corners of a mattress located in a hospital busily occupied with the living and the dying. At a certain moment a doctor will determine that my brain has ceased to function, and for all practical purposes, my life has stopped.

When that happens, do not attempt to instill artificial life into my body by the use of a machine. And don't call this my deathbed. Let it be called the Bed of Life, and let whatever is usable be taken from it to help others lead fuller lives.

Give my sight to the man who has never seen a sunrise, a baby's face or love in the eyes of a woman. Give my heart to a person whose own heart has caused nothing but endless days of pain. Give my blood to a teenager who was pulled from the wreckage of a car, so that he might live to see his grandchildren play. Give my kidneys to one who depends on a machine to exist. Take my bones, every nerve and muscle in my body, and find a way to make a crippled child walk.

Explore every corner of my brain. Take my cells, if necessary, and let them grow so that, someday, a speechless boy will shout at the crack of a bat and a deaf girl will hear the sound of rain against her window.

Burn what is left and scatter my ashes to the winds to help the flowers grow.

If you must bury something, let it be my faults, my weaknesses, and all prejudice against my fellow man.

Give my sins to the devil. Give my soul to God.

If, by chance, you wish to remember me, do it with a kind deed or word to someone who needs you. If you do all I have asked, I will live forever.”

And now your journey continues. Search out opportunities to share your thoughts...think on your feet...creatively delve deeper into your thought processes than you ever have before...be truthful but compassionate...and relax under pressure.

You deserve the best. Give yourself and others the gift of your talent...unequivocally...irrevocably...and unconditionally.

Bill Chalmers' Bio

As an author and highly-sought-after speaker, seminar leader, facilitator, strategist, and corporate coach, Bill has gained the respect of business and not-for-profit communities with his resourceful insight into the communication dynamics of varied organizational structures. Bill speaks with substance, brilliance, and sometimes frightening candor—always with his clients' best interests at heart.

Building on almost four decades of successful entrepreneurial ventures in Land Development, Construction, Real Estate, Retail, Manufacturing, Packaging and People Delivery, Bill dedicates himself to making a difference in the arenas of Corporate Leadership, Transformational Change, and Strategic Management.

Bill's irreverent humour, open generosity, and inspirational charisma are foundations for his delivery of over-the-top results with clients and colleagues alike. He helps individuals and groups: face up to difficult issues, bring concerns out into the open for discussion, look for more than one solution, and learn to 'lighten up' and enjoy life while being committed to meeting corporate and personal objectives and goals. Alive with infectious energy, common-sense practicality, and caring insight, Bill's compelling and genuine big-picture approach invites people to exceed their expectations and achieve new heights of satisfaction, joy, and peace.

