

Earth Skills



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INTRODUCTION

This book was written back in the early 2000' s but it is still pretty much relevant today on the skills you need to know to be an effective communicator. If you cannot communicate effectively, you are never going to reach your full potential.

Well... I did do some editing and updating... but the book is mostly intact as it was a decade ago.

The content of this book is the kind of stuff ought to be taught to our kids. I taught my kids this stuff, but they did not appreciate it at the time, but now they are known for being highly effective communicators and are quite aware of themselves.

If you are going to be a great communicator, then take the time to polish up your human relations skills, your business skills and your view on life. This book can definitely help you in your life' s journies.

This book was created as a workbook that goes with the Earth Skills Course, you can choose to just read it or you can use it as a home study course, you will learn things that may just change your outlook and how you live your life.

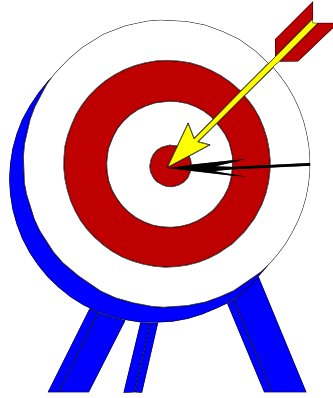
If you let me know, I can put you on a list of people who are encouraging me to teach the course again. If I get enough pressure, I will schedule a course. It can be an intensive straight 6 day all day course or a ten week once a week evening course.

I wrote that course after I left the Dale Carnegie organization because I knew that there needed to be a similar course but have it focus on business skills and how they fit our spiritual world. Each course of the Earth Skills course is truly unique based on Gods unique people who join together on a path of self improvement. The Dale Carnegie Course is different, it is excellent and it is the same wherever you take it. Those who have taken both the Earth Skills Course and the Dale Carnegie course learn more and have more fun in the ESC.

The Earth Skills Course has been taught as far away as the Southern Cape of South Africa (twice). To see the overview check out my web site www.danwhite.ca

Dan White

Lesson 1



Goal Setting

*Turning Dreams into
Reality*

GOALS

HOW TO SET YOUR GOALS

JUST DO IT

Actually sit down and take the time to do it. If this made the difference between success and failure, you would do it, wouldn't you? Well it does make the difference, so do it!

BE REALISTIC

Don't set fantasy goals. If your goal is to have a six-figure income, don't expect that in six months. It could take one to three years to achieve.

GOALS MUST BE MEASURABLE

Break goals down into small steps. Set daily goals, start up goals (1 - 3 months), short term (1 year), medium range (1 - 3 years) and long range (3 - 5 years).

BE SPECIFIC

Be specific, not general in describing your goals. Instead of, "I want to own a house" - describe the house in detail, price range, what you need financially to make it happen and the date that you would like to own it.

BE REALISTIC WITH TIME

Determine what actions are needed to accomplish each goal and a realistic time frame in which to achieve them.

CHALLENGE YOURSELF

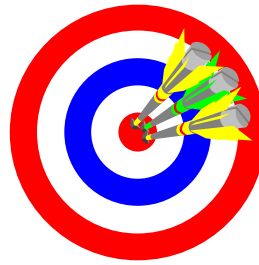
Make your goals interesting and worth stretching yourself for. Get out of your comfort zone and enjoy the challenge.

BE FLEXIBLE

If you don't make the goal you set, don't get down on yourself. Re-evaluate the time frame and go for it again. Be persistent.

GOALS SHOULD BE WRITTEN:

Record goals on paper, otherwise they are only dreams.



GOALS NEED TO BE .

SMART

S mart
M easurable
A chievable
R ealistic
T imed

The greatest danger of all for most of us is not that our aim is too high and we miss it, but that we aim too low and we reach it.

Goals give us purpose for our actions

Goals Help To Motivate

Goals Help You Achieve A Daily Routine

Goals Help You Control & Manage Time More Efficiently

Goals Help You Track Your Progress

Goals Build Your Confidence As You Succeed

Goals Help You Achieve Success

Goals Will Increase Your Income

Goals Give Direction

Your goals should be achieved through vision, planning and time management. Set your own goals; walk to the beat of your own drum. Do not be afraid to take calculated risks. See yourself seizing opportunities and reaping the rewards. The person who sees opportunities and is willing to work hard is the person who will be “lucky” in the end. The harder you work and your goals the “luckier” you get.

Either you set your own goals, or someone else will set them for you!

ATTITUDE

Having the right attitude is being in control of yourself. If your attitude is sour because of the influence of others, that means they are in control of you. Is that acceptable? Of course not! So the only course of action is to take charge of your own attitude. The longer I live, the more I realise the impact of attitude on life. Attitude is more important than facts. It is more important than the past, than education, than money, than circumstances, than failures, than successes. You have to maintain a positive attitude in spite of what other people may think, say, or do. It is more important than appearance, talent or skill. It will make or break you. The remarkable thing is that you have a choice every day regarding the attitude you 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. But we do have choices; we have the choice of choosing our own attitude to bear each and every day of our lives.

COMMITMENT

Until one is committed, there is hesitancy, holding back, always ineffectiveness, concerning acts of initiative and creation. There is one elementary truth, the ignorance of which kills countless ideas and splendid plans: The moment one definitely commits oneself, then and only then, providence moves, too. All sorts of things occur to help one that would never otherwise have occurred. A whole stream of events issues from the decision. Events rising in one's favour all manner of unforeseen beneficial incidents, meetings and material assistance. Benefits that no one could have dreamed would come their way.

**WHATEVER YOU CAN DO OR DREAM YOU CAN DO, BEGIN IT.
BOLDNESS HAS GENIUS, POWER AND MAGIC IN IT.**

COMMITMENT TO YOUR GOAL

Until one is committed, there is hesitancy, there is holding back, there is always ineffectiveness concerning acts of initiative and creation. There is one elementary truth to consider about commitment and that is that is that ignorance of the power of commitment stops countless ideas and splendid plans from happening. The moment one definitely commits oneself; providence moves too move mountains and all sorts of things occur to help one, things that would never otherwise have occurred without that commitment. A whole stream of events issues from the dedicated decision to commit. One begins energetically paying attention to success. And where the attention goes energy flows. Events begin flowing in one's favour in all manner of unforeseen ways. Circumstances such as beneficial incidents, meetings and unexpected material assistance. Benefits appear from nowhere, ones that no one could have dreamed would come their way. Commitment is what is left when the warm fuzzy of the beginning euphoria of a new idea fades away and reality sets in. It takes commitment to bring an

idea from conception to inception to to perception to perspective to practicality reality. Without commitment we continue to chase new and more exciting dreams and never achieve the highs that come from overcoming the seemingly impossible..

COMMITMENT -- THE MENTAL PROCESS

1. Belief and conviction in the value and service you provide.
2. Clearly identify your goals; see them, hear them, feel them, and taste them.
3. Internalise the rational reasons why you want to achieve your goals.
4. Clearly see the steps required, and make your plan of action.
5. Identify the “Key Result Areas”
6. Break activities into bite size pieces.
7. Confirm it is physically possible to achieve the goals.
8. Maintain your focus on your goals, not on the obstacles.
9. See yourself successfully doing the success activities, and enjoying the rewards.
10. Confirm you are willing to do what ever it takes to have those rewards.
11. Focus on the rewards, not the pain and pitfalls.
12. Make commitment to others who will help to hold you accountable.
13. Always be the best you can possibly be.
14. Give yourself reward incentives.
15. Challenge yourself to break old conditioned habits.
16. Chart your progress on a calendar.
17. Risk and stretch yourself, understand we grow when we challenge ourselves.
18. Make a firm, binding written commitment to yourself.

MASTER DREAM LIST

MY GOAL ACHIEVING PLAN

1. Write out the statement of your major goal that you strongly desire and believe you can achieve:

2. Write out the many benefits & rewards you will receive for obtaining the goal desired; (list the emotional reasons "why" for the goal):

3. Where am I at now? Mentally, physically, financially, and spiritually (my positioning in regard to being able to achieve my goal)?

4. The target date, times, and deadlines to have achieved my goal:

5. The obstacles I must overcome mentally, physically, and financially are:

6. What resources (human resources, skills, knowledge, equipment, etc.) do I require?

7. Who can assist me? (What specific people, groups, organisation) do I need to enrol the co-operation & assistance of?

8. What can I contribute to them? What service can I provide in advance and ongoing in order to receive their co-operation and assistance?

9. Identify the specific step-by step objectives or stages I must achieve:

10. My complete step-by-step plan of action to achieve these objectives (with target dates):

11. My description of my clear, exact mental image of my goal already obtained:

12. My written commitment to be disciplined and ever persistent by taking action towards my goal every day:

13. My commitment to achieve at least step one of my action plan within 48 hours after completing this section:

SUPPORT AND ACCOUNTABILITY CONTRACT
BETWEEN MYSELF AND MY SUCCESS PARTNER

I _____ WILL MEET AND/OR TALK WITH MY
"SUCCESS PARTNER"

AT LEAST ONCE PER WEEK AT OUR AGREED TIME OF _____ FOR
THE NEXT 10 WEEKS, TO ASSIST EACH OTHER IN STAYING; FOCUSED,
PROACTIVE, COMMITTED AND ON-TRACK IN ACHIEVING EACH OF OUR
DAILY/WEEKLY "STANDARDS OF PERFORMANCE" LISTED BELOW:

1. _____
2. _____
3. _____
4. _____
5. _____
6. _____

I WILL STRONGLY HOLD MY "SUCCESS PARTNER" ACCOUNTABLE TO THEIR
"STANDARDS OF PERFORMANCE" IN A SUPPORTIVE AND FIRM WAY
REGARDLESS OF MY OWN PERFORMANCE LEVEL.

SIGNED WITH COMMITMENT;

Date _____

Success Partner _____

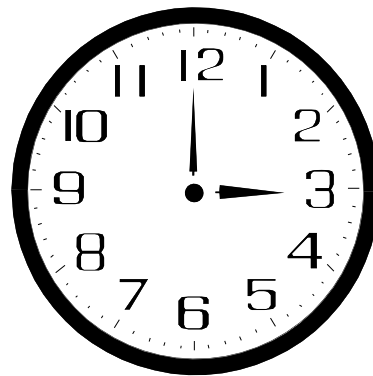
Success Partner _____

Phone # (_____) _____ Phone # (_____) _____

Mentor _____ Phone # (_____) _____

Lesson 2

Time Management



Prospecting for time.

***Time For Greater Productivity and
Enjoyment.***

TIME MANAGEMENT

DEVELOPING TIME MANAGEMENT SKILLS

Time is a precious commodity when a moment passes it is gone forever. In order to make the most effective use of your time, it is important to develop good habits. The skills of time management will save you a **tremendous** amount of time. They are inherent in a carefully planned schedule.

Only schedule the required amount of time for meetings and appointment

Then stick to your schedule.

Break tasks down into 15-minute blocks of time

Develop a sense of urgency

Tell yourself you are in a hurry, that you have to achieve a set quantity of work within the specified time frame.

Knowing when to stop

The first skill involved is knowing when to stop. When you work beyond a predetermined time limit you are stealing valuable time away from your next project. Carefully plan each task. Create a timetable for completion and when the time has elapsed, STOP. Keep in mind that your next work project will suffer because of insufficient time.

Knowing what to do next

The second skill is knowing what to do next. If you find yourself continually short of time you are probably allowing wasteful habit patterns to rule your time. It is essential that you establish a definite course of action.

Start with the most important activity of the day and work your way down. One difference between people at the top and those at the bottom is that those at the top organise their day by making a list of work to be done. A few minutes of planning can help you focus on the most important task to be accomplished. The result is a more productive use of your day. Unless we set priorities our effectiveness is usually low. Though we accomplish a high percentage of our tasks the tasks we have done are often of the lowest priority.

The best way to set priorities is by labelling tasks A B or C. A is for the most important tasks and B is for the next most important, C tasks should only be approached if the A and B tasks are completed. A list of activities in priority order provides you with a definite course of action for each day and a gauge to measure your accomplishments. If you follow your list you will find yourself in control of every action throughout the day.

TIPS

Schedule little tasks for when you are busy, it will take less time to do them.

Block off time in your schedule to get organisational tasks done.

Let phone callers know you are busy, be grateful they called, let them know you wish you had more time to talk.

I am going to use the line "I'm glad you called, I wanted to talk to you, unfortunately I don't have time to chat, can we get straight to the point?"
_____ Or ... Describe your own here...

When you are busy keep your door shut.

Prospect for time. Look for times of your day when you can free up time for more important tasks.

The area of my day where I can find time is...

Arrange your work area for productivity.

Schedule quantities of time for daily emergencies. Don't expect to accomplish eight hours work in eight hours.

Schedule time every day to go over your to do items. Be a proactive time manager, not a reactive fire fighter.

I understand that it takes less time to do things right the first time.

Find homes for things, it avoids looking for items. The number one time waster is looking for things.

Use your time planner for to do and to call lists. Don't live by little pieces of paper and post-it notes.

I understand that I can save time by having one master list of things to do, rather than a lot of little notes of paper.

Separate tasks into ... TO DO, TO FILE, TO PAY, TO READ, AND TO DECIDE LATER.

Constantly purge unneeded papers. Ask yourself “What’s the worst that could happen if I throw this out?”

Do the following exercise. Estimate the number of pieces of paper you have in your office. Ask yourself how long you spend with each piece of paper. Taking each piece from the point of origin, to filing it away in folders in your filing cabinet. Multiply the amount of time by the amount of pieces of paper.

Then ask yourself “by what percent could I reduce the number of pieces of paper I use? That would represent savings of _____ per year.

Clean up messes as you create them. It takes less time to clean one mess at a time.

Don’t be a nag. Insist people honour their commitments. If someone is going to do something for you ask “WHEN” write it down, and hold them to it. If you remind someone of an agreement, you are reassuming ownership of when it gets done.

My commitment; I will begin the process of becoming more organised on _____ 199____
I will begin by doing; _____

PROCRASTINATION

So you're having trouble starting your "A" tasks. Instead you continually turn to your C tasks because they are short and easy. After all that A task is overwhelming. Suppose you are at work and have just completed your morning tasks. You glance at your watch and notice you have ten minutes before lunch, what should you do? Get a couple of quick "C s" out of the way or put ten minutes into an "A" task. The best answer is to start the "A" task. But we are apt to regard this task as overwhelming and it seems unrealistic to assume we will chop away an important part of it.

BETTER NOW THAN LATER, BEATING THE PROBLEM OF PROCRASTINATION

Procrastination is a people problem. If you are dilatory, defer, or just plain delay, you have a problem we all have to deal with, ourselves and in others, at least in some degree. Procrastination is singularly the most expensive and frustrating problem that corporations have to deal with. If you accept that 80% of the work is done in 20% of the time, (an industry rule of thumb), then the magnitude of the cost both in efficacy and dollars becomes painfully evident.

Procrastination knows no boundaries. It ranges from the unemployed to the presidents of major companies. From the unemployed person who will look for a job tomorrow, to the president who will let their loved one know they are going to do it "tomorrow." Yes tomorrow.... That wonderful excuse for not doing something today, **NOW**. We become masters at excuses, waiting for that perfect time to do something, that time that never arrives, instead we find ourselves working at the last minute, rushing to do that thing we could have done better if we were not under the "time crunch".

If we allow ourselves to fall victim of the procrastination problem, it just gets worse. We end up running our lives by constantly trying to catch up, always working under pressure, always worrying about deadlines, and always carrying an unnecessary stress load. The stress can be considerable. That dreadful feeling you should be doing something terribly important, that thing you are forgetting about, that thing you remember just when you are trying to get to sleep, and then you can't.

Putting things off just makes them progressively more important to accomplish. As time passes so do deadlines, and once the deadline is passed then it becomes exceedingly difficult to attack. Now there are new deadlines, new crisis, and new things to put off. We tend to wait until things are perfect; as a result we end up doing things at the deadline, if at all. One thing to consider, if we didn't get it done, and there was no downside, then maybe we did not need to do it at after all. Often the things we put off are things we don't want to do, the mind trap here is, it's not always a conscious resistance, it's often a subconscious resistance brought on by some previous experience or unconscious programming.

Self-esteem can suffer when we fall into the procrastination trap; we let things slide, look at ourselves as incompetent, and may develop a "who cares" attitude. This type of thinking acts as a negative affirmation and results in future procrastination and depression.

Often procrastinators will look to some one else to solve the problem. This particular syndrome is evident in small business that should be constantly prospecting for new customers. As in full time sales people, the fear of rejection causes them to defer contacting new leads. The entrepreneur puts off prospecting, then decides to spend their selling time looking for, hiring and training a sales representative to do what they should be doing themselves. The conscious logical explanation is "I'm too busy to do my own sales". The unconscious reason "I don't like rejection and I don't like unfamiliar situations". The bottom line here is we may spend more time and effort trying to find someone else than it would have taken to do the job ourselves.

In order to overcome procrastination there are things you can do...

- ◇ Get a professional time management system, that includes...ease of use, time priority, and event priority rating scheduling, make sure it has week at a glance and at least one page for day at a glance. Don't try to get away with a smaller version, you need a real system. If you are an electronic junkie and insist on one of those electronic schedulers, use it in conjunction with your paper system. Time Management companies are now starting to offer the two together, because they realise the electronic ones don't give the visual scope that the large paper area gives the user. Anyone who can make an electronic system work can do wonders with a paper system.
- ◇ Keep your work area functional, to allow for a healthy mental attitude towards work.
- ◇ Keep enough personal items on display to allow your inner person to feel good.
- ◇ Always dress to make yourself feel good.
- ◇ Look to the positives in everything.
- ◇ Make a list of the excuses you use for not getting around to getting things done. Boy! That's embarrassing.

My favourite excuse for not getting around to things is:
--

- ◇ Give yourself positive affirmations.
- ◇ Use creative visualisation; see yourself whizzing through that work.
- ◇ Schedule events by event priority first, then time priority next. If you use "A" as the highest priority, then do your "A. A's" before anything else. "B.A's" next, then "A.B's", "B.B's". etc. in that order.

I intend to use the following system to prioritise, record and track my activities:

- ◇ Break jobs down into bite size pieces, so you are not overwhelmed. Take "baby steps". Breaking jobs down into 15-minute periods will cause you to work at higher efficiency and will avoid the sub conscious resistance to the task. This is called "power blitzing", fifteen minutes at peak performance is comparable to one hour at normal efficacy, so don't fall victim to "I only have fifteen minutes so there is no point in starting now." Not only that but the "bite size" pieces breaks down the resistance, it's like quitting smoking for an hour.

This is my commitment to get started by breaking the task of _____ into 15-minute blocks for "Power Blitzes".
Describe:

Lesson 3

Presentation Skills



The Finer Art of Public Speaking

SPEAKING CHECKLIST

NAME OF ORGANIZATION:

NAME AND NUMBER OF CONTACT PERSON:

SIZE OF ROOM:

LIGHTING:

FACILITIES:

NOISE LEVELS AND DISTRACTIONS:

SEATING ARRANGEMENT:

SEATING COMFORT:

SPECIAL EQUIPMENT REQUIRED:

- Flipchart
- Overhead
- Audio
- Microphone
- Lighting
- Podium

NUMBER OF ATTENDEES:

EDUCATIONAL BACKGROUNDS:

INDUSTRY BACKGROUND:

MALE/FEMALE RATIO:

AGE RANGE:

SPECIAL INTERESTS:

SPECIAL GUESTS:

WHAT WILL THE AUDIENCE BE DOING JUST PRIOR TO MY PRESENTATION?

AGENDA:

WILL THERE BE A PREPARED INTRODUCTION? WHO IS GOING TO INTRODUCE ME?

WILL THERE BE REFRESHMENTS?

START, STOP, AND BREAK TIMES:

WILL THERE BE A QUESTION-AND-ANSWER PERIOD:

SECRETS OF THE SUCCESSFUL SEMINAR LEADER

The Secret of a Good Speech is to have an excellent beginning, a great ending and keep them close together.

GEORGE BURNS

BE A GREAT PUBLIC SPEAKER. In delivering a successful seminar, it's vital to be good on your feet. If you are not comfortable on your feet, if you don't have people coming up to you and asking, "How can I learn to be like you?" If you are not getting written testimonials, then you need to do something to turn this around. This is the most important part of this business. A poor presenter -- even one with phenomenal material -- will just not make it. Two of the best things you can do are 1. Join Toastmasters, and 2. Take a self-improvement course like THE EARTH SKILLS COURSE or THE DALE CARNEGIE COURSE'. Toastmasters is gradual, it works, and will teach you how to be a technically correct speaker. A self-improvement course will have a more pronounced effect on your subconscious mind and give you greater insight into yourself and human nature. Many professional speakers started with Toastmasters. Contrary to popular belief and by the company's own admission, the Dale Carnegie Course is ***not*** a public speaking course. It is just what it is called: "Effective Speaking and Human Relations." The speaking part is purely the confidence part, which is a vital component; however, there is very little about the finer techniques of public speaking. The Franklin Course covers more about the art of speaking in public.

BE ENTHUSIASTIC. ***Enthusiasmos*** a Greek word meaning "of the Gods, inspired by the Gods". Enthusiasm is the single most important ingredient of anything. All successful people demonstrate enthusiasm for what they do. In dealing with people, it's your enthusiasm that will catch and hold their attention, will motivate and inspire them. Without enthusiasm, you die on your feet. It's better to have ten times too much enthusiasm than ten times too little. You just cannot help listening to an enthusiastic speaker. Prior to any presentation, you better give yourself a lot of positive self-talk and pep up your enthusiasm. This will propel you into a level of positive energy that will ignite your audience, fire them into action, and burn up their self-imposed limitations. Show me a successful speaker, and I'll show you an enthusiastic orator.

BE MOTIVATIONAL. Look around: who are the big names in this business? The best seminar leaders leave their audiences on a high. This is a skill you must acquire.

MAKE YOUR AUDIENCE FEEL GOOD. Have a warm welcome, warm them up, and give a personal introduction of yourself. There are those who will argue that they came for the material, not the instructor. While this may be true, my surveys tell me that 99% of the participants will feel more positively about themselves and about the seminar if they feel the instructor is human and knows it. It is the "New Age." While not everyone is open and sensitive to the importance of feelings yet, the change is happening. Hence you have the following choices:

1. Be traditional. It will not offend anyone, it's safe, and it works.

Or

2. Be a risk taker; take the new way, be more personal. I subscribe to the latter. It works better for me.

FOCUS YOUR PRESENTATION ON THE POSITIVES. A positive outlook will leave your audiences feeling good so that, when they leave, they will feel good about you. They have to be saying, "WOW! That was great *and* I got a lot of information." This is where testimonials come from. It's not just the material that makes a seminar leader good; rather, it's how they deliver the material. There are lots of knowledgeable people who will never make it as seminar leaders because they are dead, dull, dreary, and put their audience to sleep.

BE ORGANISED. Have an agenda and follow it. This gives your audience a sense of comfort that their objectives will be achieved. Preparing in advance will allow you to progress smoothly through your presentation.

KNOW YOUR MATERIAL SO WELL THAT YOU FEEL YOU OWN IT. The most important point about the material is to know it so well that it leaves no doubt in anyone's mind that you have earned the right to talk on this topic. Hesitancy, ineffective organisation, or diffidence in a public speaker usually indicates less than the proper commitment to the message itself.

HAVE STRONG OPINIONS ABOUT THE SUBJECT THAT YOU ARE GOING TO PRESENT. Your attitude towards your message is infectious. The emotions you feel will be conveyed to your audience. People are emotional by nature and will respond more to emotion than to logic. People make emotional decisions, then look to see if their decisions can be supported logically. We must give our message value in terms of our belief in it. We must exude confidence in our own commitment to the message. We must convey this feeling to our listeners.

INDICATE YOUR BELIEF IN THE TOPIC YOU ARE ABOUT TO PRESENT. Convey your eagerness to share the message with your audience through your enthusiasm for the message and its value to your listeners.

HAVE A SENSE OF URGENCY. A sense of urgency to convey your message to your audience will fire you to turn a mediocre talk into a memorable one.

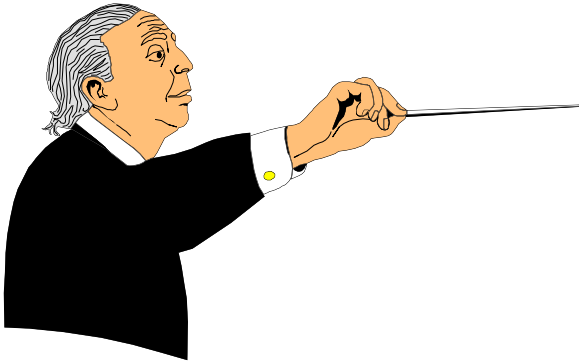
IF YOU FEEL HONOURED BY BEING ASKED TO ADDRESS AN AUDIENCE SAY SO! This in effect compliments the audience and adds to their acceptance of you.

SAY "WE" not "YOU". The more the audience feels a part of the message, the better the chances you have of convincing them, that what you are saying is worth considering.

WHENEVER APPROPRIATE; MENTION THE NAMES OF SOME OF YOUR LISTENERS.

We enjoy hearing our names mentioned in a positive situation and our audiences are no different. It also raises the listening level of all, since their names might also be mentioned.

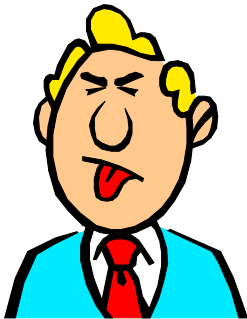
ATTITUDE ADJUSTMENTS



1. Look at speaking opportunities in a positive way.
2. Spend most of their time considering the needs of the audience.
3. Understand the importance of doing a good job.
4. Spend a great deal of time making the message a strong statement.
5. Prepare thoroughly for the presentation.
6. Study the best way to deliver the message.
7. Weigh carefully the order of ideas in the presentation for maximum impact.
8. Understand the vital importance of personal involvement in the message.
9. Know the material so well that they can convey a personal ownership of what they say.
10. Study the material so that they are comfortable with all parts of the presentation.
11. Prepare carefully for question-and-answer periods and look forward to them as an exciting part of the presentation.
12. Dress appropriately for presentation.

13. Put out of their mind any negative thinking that might harm their attitude while speaking.
14. Accept the presence of significant people in the audience.
15. Are so confident in what they are doing that distractions do not cause them any concern.
16. Keep their eye on the goal of the presentation --- to influence the thoughts and actions of their audience.

FUNDAMENTALS OF INEFFECTIVE SPEAKERS



1. Avoid speaking opportunities.
2. Think mostly about themselves.
3. Look at speaking as something they are forced to do.
4. Think they only have to talk and others will listen.
5. Try to "wing it".
6. Ignore the added responsibility of a presentation.
7. Ignore the need for concern about the order of ideas.
8. See no reason to become personally involved with the message.
9. Look at the presentation as a cold impersonal exercise.
10. Look at the material in a cursory manner.
11. Have fear and trepidation about questions coming from the audience. Do not prepare and have great difficulty in responding well.

12. Give no thought to what they are wearing or how they appear.
13. Let doubts creep into their minds while the presentation is being given.
14. Play up to the "brass" in the room and ignore the rest of the audience.
15. Are shaken by any distraction in the room so that their presentation becomes ineffective.
16. Worry only about themselves, how they look, and what people are thinking about them.

THREE DON'TS IN PRESENTATIONS

- ◇ **Don't make voluminous notes about your talk.** Keep your notes simple; highlight the major points you want to mention. Let the development of each point flow from your natural talents as a speaker. A talk that is over organised in the form of detailed notes freezes the speaker into too tight a range of expression.
- ◇ **Don't write out your talks: Unless** for legal purposes, your talk should not be written out word-for-word. The vocabulary you use in writing is different than the vocabulary you use for speaking. This results in a stilted talk, one that is passive and lacking in emotion and enthusiasm. Writing out a talk can result in a speech that is obviously read; this can divert the audience's attention away from your message.
- ◇ **Doesn't memorise a talk word-for-word:** Our memories are usually not developed to the point we can remember, without error, the long string of words that a talk entails. In most cases, it is simply too dangerous to attempt. In addition, a memorised talk tends to sound memorised to the audience, something that detracts from the effectiveness of the speaker. As speakers, our minds are so occupied by the memorisation that we may lose our spontaneity.

GET YOUR AUDIENCE INVOLVED

Emotionally
Spiritually
Logically
Actually
Intellectually

**TELL ME,
I FORGET.**

(I hear and I forget)

**SHOW ME,
I REMEMBER.**

(I see and I remember)

**INVOLVE ME,
I UNDERSTAND.**

(I do and I understand)

ANCIENT CHINESE PROVERB.

ELEVEN GUIDELINES FOR CONTROLLING ATTITUDES IN SEMINARS

HAVE AN AGENDA. Distribute an agenda at the beginning to ensure everyone knows what to expect.

BE A GOOD LISTENER. Encourage others to offer their ideas; let your audience know you are "open for communication." When responding to a question, restate the question to be sure you understood it and to make sure everyone heard the question. Asking for more information or for clarification of what a person has said builds nearly instant rapport and gains the respect of your audience.

NEVER TELL ANYONE THEY ARE WRONG. If someone disagrees with you, allow them to have their opinions. I like the statement, "I could be wrong, I've been wrong before, but this is what I believe to be true." Explain why you believe what you do. You can introduce a third-party expert opinion (the audience can't get annoyed at someone who is not in attendance). Look for common ground.

IF YOU GET A GRANDSTANDER (a wannabe seminar leader). Interject as forcefully as is necessary to get their attention, thank them for their contribution, and say, "It sounds very interesting. I wish we had time to get into it here. Perhaps we can talk about this later?" It is your job to stay in control.

COMMUNICATE ONE IDEA AT A TIME. Comprehension is better if you deal with one idea at a time.

AVOID DIGRESSING FROM THE SUBJECT BEING DISCUSSED. Keep things on track; follow your own agenda. When questions come up that take you away from your topic, be brief in your response and come back to your points.

MAKE SURE YOU AND YOUR PARTICIPANTS HAVE THE SAME AGENDA. Your participants came for a specific reason. Try to meet their expectations. It's your job to know why they are there. A class survey at introduction time will accomplish this nicely. You can simply ask each participant (or a cross-section), "What do you hope to get out of this session?"

SUPPORT IDEAS WITH EVIDENCE. Opinions carry more weight when supported by evidence. It pays to be prepared by gathering evidence to support your ideas and then to use that evidence with good human relations.

ONLY SPEAK ON TOPICS YOU HAVE EARNED THE RIGHT TO SPEAK ON. If you have personal experience to support your beliefs, you have the right and the credibility to speak on the topic. A degree or specific training is great. Personal experience is better. To have both is the best.

DO THE AFTER-SESSION WRITTEN SURVEY. This is where you gather the information necessary for constant improvement. Allow 10 minutes before the finish time for the audience to fill out your questionnaires. If you wait until quitting time, half the participants will leave without doing it.

START AND STOP ON TIME. Start exactly on time. Do your survey before the finish time. And stop either early or exactly on time. It's better to finish 15 minutes early than 2 minutes late.

A GUIDE TO PLANNING THE STRATEGIC PRESENTATION

Plan the presentation

Define the objective

How do I want the people to feel when they leave?

Ask what are the consequences of not achieving your objective

Decide who should be asked to attend and why

Do you want a commitment from your audience?

Decide how to hold people accountable for honouring their commitments

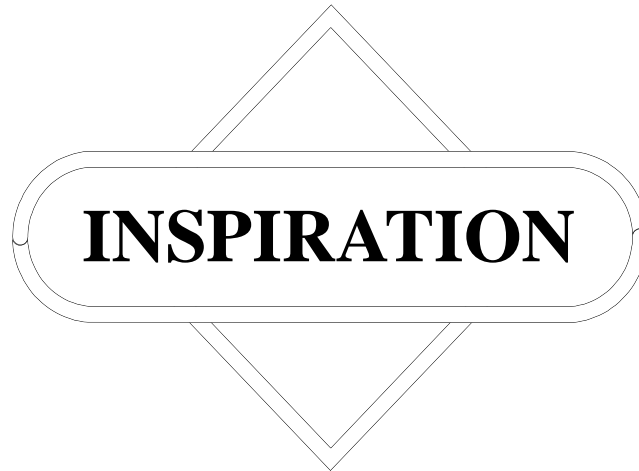
What will be the plan regarding timing and controls?

What materials will be needed?

How will I use motivation and inspiration?

Am I aware of the needs of others?

How will I ensure that my attitude is right for the presentation?



WISE PRESENTATIONS

To ensure that your speeches are profitable and productive, use the "WISE" formula.

- | | | |
|---|---------------------------|---|
| * | <u>W</u> ELCOME | Make participants feel welcome and important. |
| * | <u>I</u> NSPIRATION | Develop the appropriate atmosphere. |
| * | <u>S</u> IMPLICITY | Keep it direct and simple. |
| * | <u>E</u> XTRA INFORMATION | Add as little as possible. |

STRUCTURE AND CONTROL OF PRESENTATIONS

UNITE THE GROUP

In presentations locate yourself in the middle focus position.

Keep possible troublemakers in vision.

Use nametags.

Always be giving instructions to your audience.

FOCUS THE GROUP

Stay alert, keep a hand on the wheel.

Keep to the intention of each point you want to make.

Have just one discussion at a time.

Test comprehension.

Paraphrase and check back.

MOBILISE THE AUDIENCE

Give evidence before interpretations.

Use personal experience and examples.

Complete the interpretation of evidence before setting the action plan.

Protect the weak and direct the strong.

Check for all ideas and build new ones.

Call to action.

Tell them exactly what you want them to do and how.

THE ART OF STARTING OFF ON THE RIGHT FOOT

Prepare for your presentation beforehand

Arrive on time (ON TIME = EARLY)

Plan your body and mind energy

Arrive prepared for the presentation

Have a written introduction, or have a plan on how to...

Introduce yourself; Say your name, slowly, clearly, and with emphasis on each syllable. Say your first name, then pause. Repeat your first name followed by your last name.

Tell your audience what to expect, questions and answers, intermissions, refreshments, washrooms, start and stop times etc.

Make sure they understand what the benefits are that they will receive by listening to you.

Advise your audience of guidelines for note taking and tape recording.

If you give out course materials, advise your audience whether you will be following them.

If you cover an item not covered in the course materials, advise your audience so they can take notes of key items.

Start off with an Attention-Getter to set a positive tone.

INTRODUCTION OF A SPEAKER

The purpose of a Master of Ceremonies (M.C.) is to introduce a speaker without putting the spotlight on themselves. A written introduction ensures you will get the introduction that you want. One that will not give away key points or delivers your humour. Start off as follows:

1. Use a “wake them upper”; Make a claim or ask a question
2. What is the topic?
3. Why this topic?
4. Why this time?
5. Why this speaker on this topic at this time?
(Credentials / experience)
6. Use the speaker’s name as a verbal cue to invite them to the podium.

THANKING A SPEAKER

Thank them for being informative, or entertaining, or both.

If informative, use one piece of new information and thank speaker for it by telling speaker how you will benefit from it.

Ask for applause!

If entertaining, thank speaker because they were,

- ◎ - funny
- ◎ - had the audience involved
- ◎ - had a different point of view
- ◎ - had a dynamic style, etc.

Then ask for applause!

TIPS ON RUNNING EFFECTIVE MEETINGS.



VISUAL AIDS

The use of visual aids in a meeting is very effective *unless* they are passed around. In which case they are an extreme distraction. Wait until after your presentation before passing around samples and materials.

Visual aids have more impact than words alone and can be used in any setting, depending on visibility, etc. They come in a variety of forms and can have a variety of characteristics:

Words

Pictures

Colours

Graphs

Two-dimensional Drawings

Three-dimensional Objects

Visual aids also:

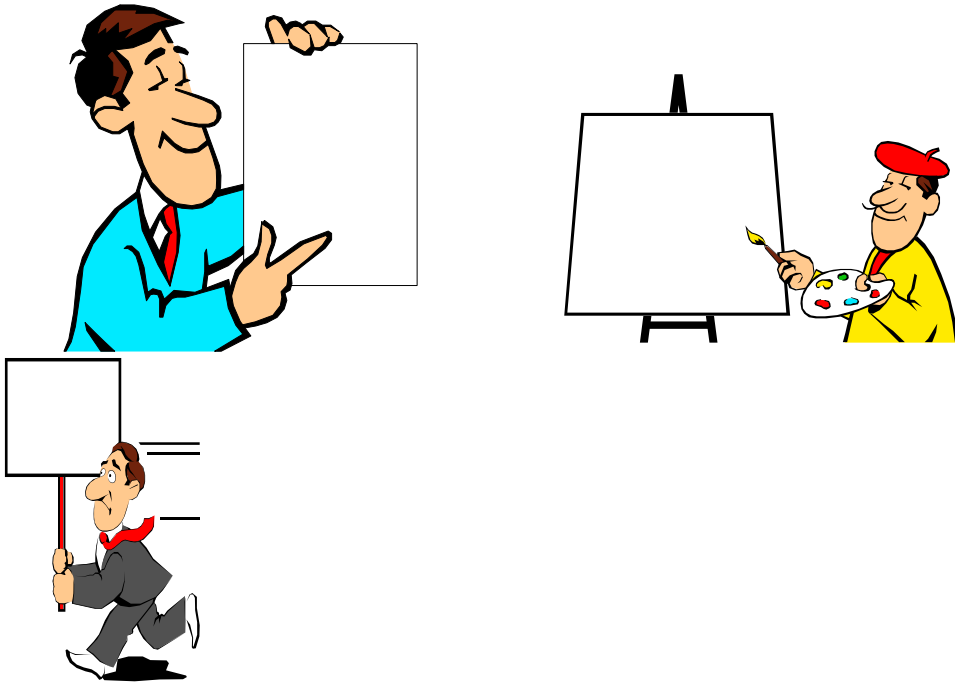
Command and focus attention

Illustrate relationships well

Facilitate understanding

Communicate simply

VISUAL AID GROUPS



1. Group scratch pads:

- White board
- Chalkboard
- Flipchart
- Overhead projector

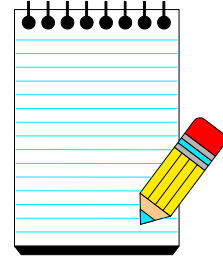
2. Discussion aids:

- Overhead projector
- Printed materials
- Displays

3. Presentation aids:

- Slide projector
- Overhead projector
- Computer graphics projector
- Flipchart
- Electronic white board

FLIP CHARTS



Flip charts are useful for group sizes from two to twenty and are:

Portable

Inexpensive

Multi-colour

Easily updated

Permanent

The best approach to using flip charts is to:

Use two-inch lettering

Print in plain block letters

Use fresh, dark-coloured markers

Space lines evenly

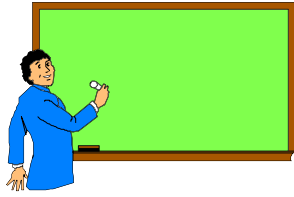
Number and letter your points

Stand to one side while using

Hold and point with your thumb while adding points

Stand away during discussion

CHALKBOARDS AND WHITE BOARDS



Chalkboards and white boards are useful for:

Meetings of 20 people or fewer

Temporary notes

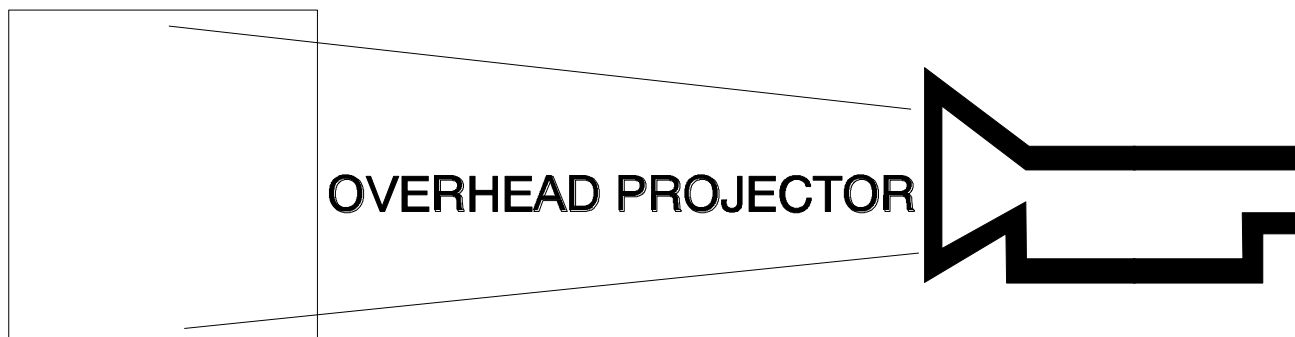
They offer the following advantages:

Notes are easily shared

Accessible and easy to manage

Virtually no on-going cost for use

Use as a focus point for the group and make the board accessible to all.



An overhead projector is useful for groups of five or more. They offer the following advantages:

Focuses discussion

Controls the meeting

Visible to large numbers

Paper to transparency duplicatability

Accommodates previously written and dynamic entries

Filing and previously written and dynamic entries

Easy filing and storage

The best approach to the use of overhead projectors is to:

Touch, turn, and talk

Point only to the overheads, not the transparency

If you do point to the transparency, use a pen with a pocket clip (stops the pen from rolling) and lay it down while you are speaking. Do not hold on to a pointer in this case, as it will show up any trembling in your hands.

Stand to one side while updating

Look at the audience while speaking

Move overheads left to right, top to bottom

SPEAKER'S EVALUATION FORM

The purpose of the speaker's evaluation form is to give positive feedback and encouragement to the speaker. When doing an evaluation, try to give helpful tips on how they can improve, do not criticise (Be very gentle with inexperienced speakers. Try not to correct too much all at once. When evaluating give positive feedback and encouragement first, then make one or two suggestions where they can improve.)

Approach to the front of the room - Was the approach to the front of the room with energy and enthusiasm?

Introduction - The first "tell" of the tell, tell, tell. Did they grab your attention? How interested are you in listening to the rest of the presentation?

Preparation - Does the speaker know the topic being presented?

Image (Attire and grooming) - How appropriate is their appearance for the occasion? Appearance includes grooming and hygiene, the total picture.

Posture - How commanding is the speaker's stance? Do they show confidence?

Eye Control - Is the speaker making effective eye contact, do you feel like they are making that electrical connection or are they just scanning?

Grammar - Proper use of the English Language.

Gestures - How effective are they in the way they use their hands and body?

Organisation - Did they do a tell, tell, tell. Does the presentation flow? Were you able to follow? Did they pace themselves to allow enough time for an effective presentation?

Quality of Content - How appropriate is the content to the group? Were you interested in hearing the presentation? Did they speak in terms of your interest?

Enthusiasm - Are they appropriately enthusiastic for the topic being presented?

Vocal Projection - Is their voice being projected, can you hear well.

Sensitivity - Was the speaker sensitive to the audience?

Vocal Variety - How much vocal variety was used during the presentation? Vocal variety includes how you pace your voice (fast/slow) and how you use volume, pitch and tone.

Conclusion - How strong was the ending? Did you even know when it was over or were you left hanging?

Achieved Purpose - Did the speaker achieve their purpose? What was the purpose of the presentation? Was it a memorised speech as assigned to new members for their first formal presentation? Was it a strategic presentation? If so, how successful was the presentation? Was the speaker able to influence the audience's opinion?

Pace of presentation - How was the pace? Was it too fast or too slow?

HOW TO CHOOSE A TOPIC

When you are looking to choose a topic for a speech or a seminar, consider the following information. The major force in most people's lives is the eternal pursuit of feeling good. While it is vital that you be in love with your topic, your prospects must also share some form of passion for the topic. The seminar must in some way solve peoples' problems in a way that makes them feel good. In other words find a problem that people are experiencing. Come up with a solution that makes people feel good, and you are on the right track. Due to the fact that people are primarily emotional, look to emotional solutions. Presenting just logic is like telling a clutter bug to throw things out. It makes sense but they won't do it. So make sure the seminar that you intend to deliver is full of "feel good" solutions to their problems.

CHOOSING A TITLE

Picking the right name or title for your seminar is crucial if you are going to attract prospects to pay for your seminar. The title should clearly convey that your seminar will solve some problem they have or will make them feel good. The title has to say exactly what the seminar is, and it needs to hit an emotional hot button.

IN CREATING DESIRE, HIT THE HOT BUTTONS

In order to create desire, appeal to their senses and emotions.

**See Hear Taste Smell Touch Fear
Ego Dislike Anger Like Love Trust**

Your title and topic has to convey that you will somehow solve their problems.

☺ **GREED**

☺ **LOVE**

☺ **LUST**

☺ **FEAR**

☺ **VANITY**

☺ **DESIRE FOR POWER**

☺ **SECURITY**

☺ **HEALTH**

☺ **SAFETY**

☺ **LONGEVITY**

☺ **CONVENIENCE**

☺ **WEALTH**

☺ **HAPPINESS**

HOW TO HANDLE OBJECTIONS IN YOUR SEMINARS AND MEETINGS

OBJECTION -- CUSHION -- RESPONSE

As a meeting or seminar leader, it is mandatory that you polish your verbal skills of self-defence. You also need to review the skills of assertiveness.

When we receive an objection to an idea we have offered, a natural and frequent response is, "Yes, but . . ." (Translation: "You are wrong and here's why.") Repeat the objection as you heard it, ask if you understood it correctly, grant them the right to their opinion, and point out another way of approaching the subject is to look for common ground. Consider using a third person who offers safe neutral ground and will not allow the objector to argue, as the third expert is not there.

The use of cushions (a statement that indicates we have heard the person, that the concern is worthy of consideration) is vital to allow for alternative viewpoints. Here are some examples of cushions you can use:

"I hear you."

"I can understand why you feel that way."

"I can understand why there may be a question." (*Pausing is good.*)

"You may have a point there. Let's discuss it further." (*The "may" avoids letting your audience think you agree, when in fact you don't.*)

"That certainly is another way of looking at it."

"I don't think we are really disagreeing, we may just have a different reference point."

"I see, what you mean is, ... then look for a unifying common point"

"I can see this is important to you."

"That point is worth pursuing."

"I once felt the same way you do."

BREATHING

Good clear speech is dependent on having a good flow of air from the lungs. In order to facilitate this smooth flow, the lungs must be filled to capacity with air. Many of us do not do this. We take in just enough air to fill the top part of the lungs only and as a result our voices can never be filled with resonance or be well modulated. Shallow breathing results in a shallow voice.

In order to develop a resonant speaking voice it is necessary to practice proper posture and breathing.

One should learn to stand with a “home position” with shoulders back, heels 2” to 6” apart, toes pointed out at about 12 degrees, and hands hanging loosely by your side letting gravity do the job.

For proper breathing one needs to practice deep breathing. This is done through developing an awareness of your breathing. Often people develop a habit of lazy breathing, which is a shallow upper lung process. When one deep breathes a number of results happen. Oxygen level is heightened through increased volume, mental acuity is heightened, and the chest cavity fills with air forming an acoustic chamber much like a guitar that will resonate at will. You should feel your chest expand in all directions. Top to bottom, side to side, and back to front.

You control your breathing by controlling external intercostal muscles. They are the muscles that lie in between your ribs. On inhalation they contract and the ribs are pushed out, back and up, while the diaphragm, which is attached to the rib cartilage, moves down. This movement creates the space for the lungs to fill up, forming your acoustic chamber. Breathing deeply ensures that during inhalation the chest proportionately expands in all directions.

Good exhalation is just as important as good inhalation. There is not much point in learning one without the other. Practice exhaling gradually in a controlled smooth manner.

Speech occurs during exhalation. It is this outflow of air that causes the vocal cords to vibrate and that creates the sounds that will be formed. If you do not allow this flow to come out in a smooth and gentle manner, your voice will not be smooth. If you tense up, your voice will tense up. If you hold your breath, your voice will sound scratchy and breathy. Then learn to exhale gradually in a controlled manner.

BREATHING EXERCISES

EXERCISE 1.

Stand in your “home position”. Place your hands gently on your ribs. Relax your shoulders. Breathe in to the count of 3. Hold for the count of 3. Breathe out to the count of 3, speaking “one, two, three” as you exhale.

This can be increased gradually to the count of 4,5,6 etc.

EXERCISE 2.

Stand in your “home position”. Place your hands gently on your ribs. Relax your shoulders. Breathe in to the count of 3 (or 4,5,6 etc.) Hold for the count of 3 (or 4,5,6 etc.)

Count out as quickly and smoothly as you can.

Record your number, and try to increase it next time.

RESONANCE

In order to enhance the sounds you make, three things are needed:

1. An instrument that produces sound waves. In your case this is your acoustic vibrator, the vocal cords.
2. Power to move or excite the instrument, your agitator is your breath.
3. A resonator to amplify or enlarge the sound waves by making them resound and reflect. Your resonating chambers are; your oral cavity (the throat and mouth), the nasal cavity, the sinuses and the chest.

Resonance is the enlarging, amplifying or making bigger of sounds. Sound is amplified by passing through hollow spaces. The size and shape of the resonating cavities affect resonance. Because once any sound has been made, resonance occurs and the sound is amplified. Good resonance results in good tone and forward projection of the voice. With good resonance the voice becomes stronger, clearer, more musical and rich.

JINGLES

Jingles are a very effective method of improving articulation and resonance. As with any corrective exercise all the sounds must be exaggerated.

1. Exaggerate all “Ah” sounds

Father’s car is a Jaguar
And Pa Pa drives rather fast
Castles farms and draughty barns
We all go charging past

Arthur's car is far less smart
And can't go half as fast
But I'd rather drive in Arthur's car
Than in my Pa Pa’s frustratingly fast car.

2. Exaggerate all “ing” sounds

Spin spin spinning
Hum hum humming
Spinning and humming
Humming and spinning
All through the merry spring weather

3. Exaggerate all “aye” sounds

The rain in Spain
Falls mainly in the plains

4. Exaggerate all “ow” sounds

How now brown cow
Why plow the sow under, now?

A big black bug bit a big black bear

A big black bear bit a big black bug

5. Exaggerate all “RR” sounds

Ruber baby buggy bumpers

One must learn to use the resonating chambers to their lung capacity in order to develop resonance and have a rich well-modulated voice. For this reason we practice the following exercises:

RESONANCE EXERCISES

1. Breathe in to the count of 3. Hold for the count of three. Breathe out the sound MMMMMMAAAAAAHHHHHHHHH.

Make sure that you open your mouth as wide as possible and concentrate on pushing the sound forward into your nasal cavity, your sinuses and your mouth. The sound must not be concentrated at the back of your throat nor must it come out all scratchy.

2. Extend Exercise 1 to the sounds MAY MA MA (as in man) MAIR MEE ME (as in men) MER MY MO MOO MAY MEE MY MO

3. Extend Exercise 1 to the sounds SAN SAN JEWEL EEE OH AYE OW WOO ... SAN SAN JEWEL EEE OH AYE OW WOO ... SAN SAN JEWEL EEE OH AYE OW WOO

CRITIQUE OF A PRESENTATION

- What was your objective?
- Did you achieve your objective?
- Did I have the three tells?
- Did I introduce myself?

Was I introduced with the formula of “What is the topic? Why this topic? Why this time? Why this speaker on this topic at this time? (Credentials / experience)

What would you do differently?

What challenges were presented?

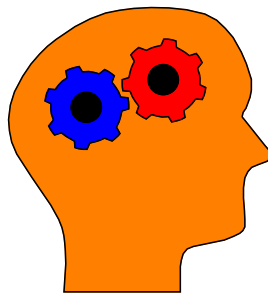
What did you do to meet these challenges?

If need be, what help do I need, and where can I get it?

Do a short essay describing in what way this has changed your views about public speaking.

Lesson 4

Creative Thinking



***Learning to tap the
Power of the
Creative Mind.***

CREATIVE THINKING

Creative thinking is really the ability to shut off the left logical side of the brain, and captivate the tremendous power of the right brain side. When we use the terms left and right brain it is a figurative description to coincide with common usage. Creative thinking is also referred to as “green light thinking” versus “red light thinking”. Red light thinking is thought of as analytical left brain thinking. Red Light is look for what’s wrong with the idea, and green light is looking for what’s right and what other “right answers are there”.

Creative thinking is stepping outside of paradigms...

PARADIGMS

What today is apparently impossible to do but would have dramatic impact on the world? Find the answer and you have an invention. Paradigms are common and useful; they focus our attention and give us rules. Don't let them effect your ability to step outside them. Inventors are newcomers; they have nothing to lose. Inventors write new rules at the edge of technology.

Paradigm Pioneers are those who get involved in the early stages of an idea. You can change your outlook and see the world anew. There is a natural resistance to change, if you want to move ahead, you have to reduce your own resistance to change.

Making future predictions is an example of a paradigm, using the past to predict the future. Paradigms can blind you to seeing only what you expect to see. If you want to open yourself up to the Universe, you have to accept there is more to reality than what appears real to you today.

Question your beliefs, you may be in the wrong paradigm, and as such you may be limiting the level of your success. Always be asking yourself “Is there another right answer?”

Beliefs are connected to emotions and paradigms, If you choose to have a belief then you must first acknowledge the belief, then the foundation. An example would be "I will hurt myself if I break a board with my bare hands," means you believe you will suffer pain if you attempt to break the board, (that is the foundation of the belief). Seeing others break the board causes you to question your belief. To change the belief, substitute it with another foundation such as “I can do anything anyone else can.” You will then be able to break through new barriers.

Ask yourself daily, "Is what I'm doing now taking me toward my stated written goals?" If you do not have written goals, then your success is limited to your imagination. Turn your imagination loose and reap the rewards of your creative mind. Visualise whatever your creative mind can imagine. In so doing you will open the doors of providence and will provide goals and objectives worth being determined over.

ON DETERMINATION

“What this power is I cannot say. All I know is that it exists and it becomes available only when a man is in that state of mind in which he knows exactly what he wants and is fully determined not to quit until he finds it.”

So said Alexander Graham Bell.

UNDERSTANDING CREATIVE VISUALISATION

Creative visualisation is the technique of using your imagination to create what you want in your life. There is nothing at all new, strange or unusual about creative visualisation. You are already using it every day, every minute in fact. It is your natural power of imagination, the basic creative energy of the Universe that you use constantly, whether or not you are aware of it.

In the past, many of us have used our power of creative visualisation in a relatively unconscious way. Because of our own deep-seated negative concepts about life, we have automatically and unconsciously expected and imagined lack, limitation, difficulties, and problems to be our lot in life. To one degree or another that is what we have created for ourselves.

Learning to use your natural creative imagination in a more and more conscious way, as a technique to create what you truly want--LOVE, fulfilment, enjoyment, satisfying relationships, rewarding work, self-expression, health, beauty, prosperity, inner peace and harmony; whatsoever your heart desires. The use of creative visualisation gives us a key to tap into the natural goodness and bounty of life.

Imagination is the ability to create an idea or mental picture in your mind. In creative visualisation you use your imagination to create a clear image of something you wish to manifest. Then you continue to focus on the idea or picture regularly giving it positive energy until it becomes objective reality. In other words, until you actually achieve what you have been visualising.

Your goal may be in any level---- physical, emotional, mental, or spiritual. You might imagine yourself with a new home, or a new job, or having a beautiful relationship, or feeling calm and serene, or perhaps with an improved memory and learning ability. Or you might picture yourself handling a difficult situation effortlessly, or simply see yourself as a radiant being, filled with light and love. You can work on any level, and all will have results... through experience you will find the particular images and techniques, which work best, for you.

Let us say, for example you have trouble getting along with someone and you would like to create a more harmonious relationship with that person.

After relaxing into a deep, quiet meditative state of mind, you mentally imagine the two of you relating and communicating in an open, honest, and harmonious way. Try to get a feeling in yourself that your mental image is possible; experience it as if it is already happening.

Repeat this short, simple exercise often, perhaps two or three times a day or whenever you think about it. If you are sincere in your desire and intention, and truly open to change, you will soon find that the relationship is becoming easier and more flowing, and that the person seems to become more agreeable and easier to communicate with. Eventually you will find that the problem will resolve itself completely, in one way or another, to the benefit of all parties concerned.

It should be noted here that this technique couldn't be used to "control" the behaviour of others or cause them to do something against their will. Its effect is to dissolve our internal barriers to natural harmony and self-realisation, allowing everyone to manifest in their most positive aspect.

To use creative visualisation, it is not necessary to believe in any metaphysical or spiritual ideas. However you must be willing to entertain certain concepts as being possible. It is not necessary to "have faith" in any power outside yourself. The only thing necessary is that you have the desire to enrich your knowledge and experience, and an open enough mind to try something new in a positive spirit.

Creative visualisation is magic in the truest and highest meaning of the word. It involves understanding and aligning yourself with the natural principles that govern the workings of our Universe, and learning to use these principles in the most conscious and creative way.

Life is abundant with opportunities, and it's all yours for the taking. Make up your mind what you want, visualise it, and it's yours completely. Decide now to go after what you want, make a plan, break the plan down into daily goals, and just DO IT.

Think not of negativity, stamp out its existence. Shun those who would make you believe you can't do it. Use affirmations frequently during every day to program yourself for a positive productive life. Your power centre employs everything you feed it. Give your mind positive realistic statements that are constructive to work with. Give your mind the food it needs to build a new belief system, so you can create a new tomorrow, one where you like yourself, one where you see yourself as successful and in possession of the things you desire. Create a new tomorrow, a tomorrow where you will have all that which is yours for the taking.

NOW is the time. "If something is not immediately available to you, simply understand that now is not the timing for that thing." When the timing is right, go for it, don't procrastinate. Do it now. Now is the perfect time to do it, so don't put off doing the things that will make you more successful now. For that is just putting off your own success for now. Get enthusiastic, and do it now.

I CHOOSE TO BE UNCOMMON



It's my right to be uncommon; therefor it is such that I choose. I seek opportunity, not security. I do not wish to be a kept citizen, humbled and dulled by having the Government look after me. I want to take the calculated risk: To dream and to build, to fail and to succeed. I refuse to barter incentive for dole. I prefer the challenges of life to the guaranteed existence: The thrill of fulfilment to the stale calm of utopia. I will not trade freedom for beneficence or my dignity for a handout. I will never cower before any master nor bend to any threat. It is my heritage to stand erect, proud and unafraid. To think and act for myself: To be creative and to enjoy the benefits of my creations. To face the world boldly and say, this I have done, and these are my creations. I ask you to join me in this “Uncommon Quest”.

Dan White

Ways to tap the creative mind...

First of all one must unlock the mind, free it from limiting paradigms, and look outside your usual pathways to solutions.

Reject the concepts...

- THAT YOU ARE NOT CREATIVE
- THAT YOU SHOULD NOT BE FOOLISH
- THAT YOU CAN'T BE AMBIGUOUS
- THAT IT'S NOT YOUR AREA OR JOB
- THAT YOU SHOULD NOT BE PLAYFUL
- THAT YOU MUST BE PRACTICAL
- THAT YOU CAN'T HAVE FUN
- THAT IT MUST BE SERIOUS
- THAT YOU MUST FOLLOW THE RULES
- THAT IT WON'T WORK BECAUSE IT DIDN'T WORK BEFORE
- THAT IT'S NEVER BEEN TRIED BEFORE IS A REASON TO NOT DO IT
- THAT YOU HAVE TO BE LOGICAL
- THAT YOU STOP AT THE FIRST RIGHT ANSWER.

To get the ideas flowing...

- LOOK FOR MORE RIGHT ANSWERS
- ASK THE QUESTION A DIFFERENT WAY
- DON'T STOP TO EVALUATE IDEAS AS THEY ARE SUGGESTED, IT IS NOT RELEVANT IF IT IS OR IS NOT LOGICAL
- NEVER VERBALISE NEGATIVE OPINIONS DURING CREATIVE THINKING SESSIONS.
- LOOK TO HOW OTHER ORGANISATIONS WOULD SOLVE THE PROBLEM
- ASK AN OUTSIDER,
- ASK A STRANGER TO THE PROCESS
- ASK A FOOL
- CHALLENGE THE RULES

- SLAY YOUR SACRED IDEAS
- LOOK AT THE SILLIEST SOLUTIONS POSSIBLE
- ASK WHAT WOULD HAPPEN IF YOU WERE TO DO IT A RADICAL WAY ... BE TOTALLY WACKY
- BE FRIVOLOUS, MAKE A GAME OF IT, BE SILLY
- LAUGH AT YOUR IDEAS, AND ASK WHAT WOULD HAPPEN IF YOU ACTUALLY DID IT
- GO TO BED AND DREAM ABOUT THE SOLUTION. TELL YOURSELF YOU WILL REMEMBER YOUR DREAMS WHEN YOU AWAKEN
- RUN CREATIVE SESSIONS WITH YOUR FRIENDS AND ASSOCIATES
- DON'T WORRY ABOUT MISTAKES OR BEING WRONG OR FAILING. TAKE RISKS
- MAP OUT YOUR PLANS
- TAKE A WHACK AT IT
- GET RID OF EXCUSES
- HAVE SOMETHING TO WIN, AND SOMETHING TO LOSE
- GET SUPPORT FROM OTHERS
- SELL YOUR IDEAS
- BE COURAGEOUS
- SET A DEADLINE
- BE PERSISTENT
- FIGHT FOR IT

We are the source of our successes. How well we do is determined by our choices in life. By unleashing the power of our creative minds, we can achieve greater successes in everything we do.

In what ways can you do things differently? Describe your thoughts.

Lesson 5

Self Esteem and Personal Power



***Learn how to elevate yourself Self-
Worth
And Empower Yourself***

BUILDING SELF-ESTEEM

This book is not intended for casual reading. It is actually a “work book” for those who are sufficiently unhappy with their present life style to spend the time and effort required to gain peace and happiness.

The material presented in this book will enable the reader to cast off the false and destructive concepts, values, beliefs and assumptions that trap one in a quagmire of self-rejection, condemnation, shame, guilt and remorse and keep him from enjoying the beautiful and tantalising “here and now” - the only living time there is. We hide, we repress, we try desperately to escape from what we perceive to be a chaotic, destructive and “evil” world. Through conscientious study of this material, however, you can revolutionise your life and make it work the way you want it.

If you are to attain the potential benefits, it is necessary that you thoroughly study and thoughtfully question this material with as analytical and unprejudiced a mind as you can muster. It is packed with ideas vitally important to your “feeling good”.

I propose no new system of belief or speculative philosophy. Despite any appearances to the contrary, I excuse no one from paying the price for his self-destructive or anti-social behaviour, since ignorance does not alter the adverse effects of one’s hurtful acts - or relieve him of responsibility for any cause and effect relationships he sets in motion. I condone nothing, neither do I condemn nor make critical judgements. I do not propose what one should or should not do. I simply observe human behaviour and report what I perceive to be its actual operating principles. These perceptions are based on years of study and research, including a probing exploration and, to the best of my ability, an objective evaluation of my own and others’ conduct.

The efficacy of the following ideas and techniques in increasing our awareness and in enabling us to build sound self-esteem has been thoroughly tested in my own life and the lives of thousands of others who have worked with this material. The results have conclusively proven that it is possible to achieve the tremendous benefits of sound self-esteem through this re-educational program.

OUR BASIC NEED

Our basic need and urge is to “feel good” about ourselves, mentally, physically and emotionally. This need is responsible for our ultimate motivation. For regardless of our immediate objective, everything we do is to achieve a sense of total well being. Unfortunately, few if indeed any of us have sufficient awareness to always know what will make us feel really good about ourselves. Herein lies our crucial need for good self-esteem. For we cannot possibly feel good and be at peace with ourselves without a significant sense of adequacy and self-worth.

All our goals, hopes and aspirations are based on this fundamental need. The more limited and distorted our awareness, the more misleading and unfulfilling are our efforts. For example, we drink, we smoke, we take drugs, and we pursue and worship sex in all its phases as if it were some kind of god. We have compulsive needs to win, to be “better than”, to avoid mistakes, to help others, to straighten people out, to accumulate wealth we can never use, to gain power and prestige, to eat all the rich expensive foods we can stuff into our stomachs, or whatever. We have a desperate urge to love and to be loved, to be accepted and approved, to be respected and looked up to, on and on, ad infinitum. Our ultimate motivation is our universal need to “feel good”.

Thus, the only true measure of success is the degree that one actually does “feel good” about themselves, despite their particular degree of material prosperity or prestige. Our only limitation to achieving this ultimate objective is our limited and distorted awareness. The test, of course, is our peace of mind and overall sense of well being. This is what self-esteem is all about. For whether or not we realize it, practically our every endeavor is an indirect attempt to gain a sense of self-worth so that we can approve and “feel good” towards ourselves.

LIFE CAN BE A BALL!

A happy zestful life, is indeed an attainable goal. It is not what happens to us, but how we handle it that determines our misery or well being.

Practically all man-made misery, our emotional turmoil and suffering, is the product of limited and distorted awareness - of erroneous values, concepts and assumptions, and of their ugly offspring, low self-esteem.

Our adverse experiences, handicaps and misfortunes are but the focus of our pain and unhappiness. The actual cause is how we perceive and react to them. It is our false or distorted perception and lack of understanding, our warped needs and goals and the unwise means by which we attempt to achieve them, that cause our self-rejection and hurting. We can successfully deal only with what is - not with what we wish or want, when this is contrary to reality.

I find the fundamental block to personal happiness and harmonious loving relationships to be lack of awareness of the factors that influence our individual behaviour. If you can scrutinise these ideas with a mind bent on discovering truth, rather than on confirming your own conditioned concepts, I am confident that you will conclude, as I have been

forced by the evidence to conclude, that all anti-social and harmful acts are the result of one's limited and distorted awareness and his resulting self-rejection and hurting.

Awareness, as we use the term, is the degree of clarity with which we perceive and understand both consciously and non-consciously all factors that effect our lives. Next to life and death our awareness is the most vital factor in our human existence. It determines our needs and how we fulfil them, how we feel towards ourselves, i.e., our self-esteem, and how we relate to our family and fellow men. In fact, our individual degree of awareness is the only limiting factor as to how wisely and harmoniously we act and react, both at work and "at play". Thus, it actually determines our degree of well being, happiness and zest for living, for it is responsible for every choice and decision we make!

Inadequate self-esteem is basically a problem in awareness. It results from a mind that has been programmed (i.e. conditioned) by false and distorted concepts and has thus developed a life style that perpetuates and augments one's feelings of inadequacy, futility, and sense of personal unworthiness. Adherence to distorted values generates a desperate and compulsive need to be "better than" - a compulsion that is the root of our personal and social problems.

IMPORTANCE OF SOUND SELF-ESTEEM

Self-esteem is literally a matter of life and death. For although we may continue to walk around and function in a purely minimal way, we are emotionally alive only to the degree that we accept the fact that we are each the most important person in our world, and that we exercise our innate authority to discharge our prime responsibility - that of our own development and well-being. Only through sound self-esteem can we eliminate the debilitating and disastrous sense of inadequacy and emotional turmoil that keeps us from functioning in a harmonious and effective manner.

A healthy self-esteem is therefore absolutely essential to personal happiness and a rich enjoyment of life. We may experience a fleeting happiness and elation over a happy event or sense of achievement - this meeting of a long-sought goal, etc., but genuine and lasting inner peace and happiness is only possible to the degree that we accept and feel good about ourselves, in spite of our human mistakes and failures.

Only when we stop denying and ignoring ourselves - when we are free to give precedence to our own needs and desires - can we become whole and independent beings. And only to the degree that we acknowledge our unique importance and serve our own basic needs, are we able and eager to concern ourselves with the needs and problems of others, to be genuinely warm and loving, truly understanding and compassionate - especially to members of our own family.

For we cannot genuinely love others when we dislike or hate ourselves. The opposite of love is isolation and indifference - hate is an emotional involvement, actually a distorted love. Thus, when many of us follow Jesus' admonition to "love our neighbour as ourselves" we literally "hate" our neighbour as we hate (or dislike) ourselves. How could governments sustain war if we actually did love our neighbour as ourselves? And this is what we will do automatically, when we genuinely appreciate, accept and feel warm and loving toward ourselves - when we achieve sound self-esteem!

A most damaging effect of low self-esteem is that it is too often passed from generation to generation - from great grandparent to grandparent, from parent to child, ad infinitum, increasing in both number and severity in a tragic chain reaction.

Case histories document that suicidal tendencies also, as one might expect, follow family lines. Thus our own low self-esteem may cripple the yet unborn, unless we as parents, take effective measures to break the vicious spiral.

Low self-esteem contaminates our offspring like a deadly virus, for we are the models for our children. They quickly sense our lack of self worth. A child is liable to think: "I feel that my parents are 'losers' - inadequate and unworthy. How then, can I possibly be any good?" Parents, moreover, inculcate in their children the same false and distorted concepts, values and assumptions that generated their own low self-esteem. Thus they subject their offspring to the same damaging attitudes and behaviour.

Many doctors and psychologists accept the relationship between severe emotional turmoil, such as that generated by low self-esteem, and serious physical ailments. Parents, as role models for innocent offspring, can generate through their own attitudes and trauma the same calamitous results.

Deliberately and conscientiously building self-esteem is the only way out of this disastrous dilemma. The more we perceive and understand the all encompassing effects of low self-esteem, the more we will realise that it is actually the root of practically all our social ills - a major cause of mental illness, of alcoholism, suicide, drug addiction and crime. And on a global scale, it is responsible for the seeds of war itself. Discerning observation discloses that low self-esteem is the major cause of our appallingly high divorce rate, and, in fact, almost all-human relation problems.

SELF-ESTEEM, WHAT IS IT?

Self-esteem, on a subtle and often unconscious level, is how one actually feels about themselves, based on their individual sense of personal worth and importance.

Since it is usually a subtle or non-conscious feeling that has been formed and fixed in our awareness for many years, generally from childhood, it is extremely difficult to change as it entails a revision of certain non-conscious factors of our awareness.

High self-esteem results primarily from one's accepting complete responsibility for their individual well-being and taking full charge of their own life. It is rooted in unconditional acceptance of themselves, despite their mistakes, defeats and failures, as an innately worthy and important being.

VALUATING YOURSELF-ESTEEM

The first thing you will probably want to determine is your current degree of self-esteem, so that you can better tell how much time and effort is justified in improving it. You will find as you continue that a sound self-esteem is indeed of crucial importance to one's well-being and happiness. Thus, in order to obtain an indication of your prevailing self-esteem, score the following statements as follows:

“0” If not true

“1” If somewhat true

“2” If largely true

“3” If true

TEST FOR SELF-ESTEEM

Score	Statement of Present Condition or Action
	1. I usually feel inferior to others.
	2. I normally feel warm and happy toward myself.
	3. I often feel inadequate to handle new situations.
	4. I usually feel warm and friendly towards all I contact.
	5. I habitually condemn myself for my mistakes and shortcomings.
	6. I am free of shame, blame, guilt and remorse.
	7. I have a driving need to prove my worth and excellence.
	8. I have great enjoyment and zest for life.
	9. I am much concerned about what others think and say of me.
	10. I can let others be “wrong” without attempting to correct them.
	11. I have a strong need for recognition and approval.
	12. I am usually free of emotional turmoil, conflict and frustration.
	13. Losing normally causes me to feel resentful and “less than”.
	14. I usually anticipate new endeavours with quiet confidence.
	15. I am prone to condemn others and often wish them punished.
	16. I normally do my own thinking and make my own decisions.
	17. I often defer to others on account of their wealth or prestige.
	18. I willingly take responsibility for the consequences of my actions.
	19. I am inclined to exaggerate and lie to maintain a self-image.
	20. I am free to give precedence to my own needs and desires.
	21. I tend to belittle my own talents, possessions and achievements.

EXPLANATION OF THE SELF-ESTEEM INDEX:

To establish your self esteem index, add the individual scores of all even numbered statements. From this total, subtract the sum of all odd numbered statements. This net score is your current self-esteem Index, or SEI. The possible range of one's self-esteem Index is from -75 to +75. Yours will fall somewhere in between. Do not be concerned about your SEI; just remember, your self-esteem is simply what it is. It is the automatic product of your heritage and total life experience; and thus, nothing to be ashamed or embarrassed about. It is important, however, that you be honest with yourself in order to obtain as valid a score as possible. This score is a beginning reference point in gauging your progress in building self-esteem. Also remember, that no matter how low your present SEI may be, you can bring it up to any desired value by conscientious effort.

You may find comfort in the fact that lack of sound self-esteem is practically a universal problem that varies only in degree. It is, however, often so well camouflaged by false fronts and other protective devices that only a trained observer can detect it.

SOME CLASSIC SYMPTOMS OF LOW SELF-ESTEEM

TYPICAL PHYSICAL CHARACTERISTICS: A person who has one or more of the following characteristics: is grossly overweight, has a slack and wilted handshake, a weak uncertain voice, a careless sloppy appearance in both person and apparel, has a humped and sagging posture, a sharply turned-down mouth and lacklustre eyes, a habitually tense unhappy countenance, a reluctance or inability to meet someone else's direct gaze, definitely suffers from low self-esteem.

COMMON PERSONALITY TRAITS: One who is timid, withdrawn and self-effacing or arrogant and domineering, aggressive and directly competitive, who wears protective masks, hides behind self-erected barriers or a synthetic jovial front, is prideful and boasting, who "comes on" much too strong or not at all, who is desperate to dominate the conversation or situation, is a compulsive "perfectionist", a confirmed "people pleaser" and "name dropper", a compulsive smoker, talker, drinker, hobbyist, or a professional "helper-outer", one who is unable to pass up an opportunity to "straighten out" others, despite his own faults and shortcomings, a procrastinator, one who does not do first things first, a person who is impatient, harsh and demanding, excessively critical and condemnatory of both self and others, who is resentful and complaining, rebellious against authority, reluctant or unable to admit their mistakes and inadequacies, and lastly, one who tries to make themselves "right" or "better than" by endeavouring to make others "wrong" or "less than", also suffers from a low sense of self-worth.

SOME PSYCHOLOGICAL CHARACTERISES: One who is anxious, vacillating and unsure of themselves, absorbed in their own problems and sense of inadequacy, who thinks of themselves as a loser or "no damn good", who is jealous, envious and suspicious of others and their motives, who dislikes and rejects, hates or despises themselves, who is ridden with shame, blame, guilt, and remorse, who has an aching need for money, power and prestige, has a desperate need to win, to be liked and accepted by everyone, who must be "right" every time, who has a compulsive need to fulfil other's expectations of him, has an aching hunger for recognition and approval, for admiration and praise - to love and be loved, to be respected for their "sterling character" and "achievements", for their family, home and possessions, who lives vicariously through sports heroes, TV and movie stars, through their children and their accomplishments, marks themselves as one having low self-esteem.

TYPICAL SOURCES OF LOW SELF-ESTEEM

1. Parent's own low self-esteem is the model for the child.
2. Child's lack of recognition and appreciation by parents and others as an intrinsically valuable and important individual, e.g., "A child should be seen and not heard", "Mother knows best", etc. Child's needs, feelings, desires and opinions not given due consideration.
3. Child's parents, family or friends make adverse comparisons with their peers or a favourite brother or sister; this, combined with child's own self-deprecating comparisons with those of their own age whom they admire for their strength and ability, and their popularity, self-confidence or achievements can overpower the child with a devastating sense of inferiority.
4. Child feels inadequate because they are not encouraged and motivated to be independent, to do what they can for themselves - to take responsibility for their own needs and well-being to the greatest extent of their ability as they increase in age and experience. Child not taught to think for themselves.
5. The false concepts, values and reactions of child's parents, teachers, and peers cause the child to identify with his actions. For example, Johnny, whose mother has a severe migraine, is a "bad boy", because he slammed the door. Whereas, in reality it was only the child's natural exuberance and lack of awareness that caused the act. Identification with our actions rather than recognising that our actions are but the means we choose to fulfil our needs, causes our mistakes to make us feel inadequate, unworthy and inferior, or - worse still - loads us with self-condemnation, shame, guilt and remorse.
6. Harsh and demanding parents set unreasonable standards, often raising them before the child had developed the ability to meet them. Parents may also subject their children to unreasonable, harsh criticism and undue and/or inconsistent punishment. Such actions cause early frustration, defeatism and a destructive sense of inadequacy and inferiority.
7. A child being pushed beyond his capacity by parents' vicarious need to achieve a sense of worth and importance through the child's achievements often causes a deep feeling of inadequacy and unworthiness in the child.
8. Rivalry and unsuccessful emulation of an extremely bright or gifted brother or sister, or of an exceptionally talented and prominent parent often generates a deep sense of hopelessness and inferiority.
9. Child's unflattering physical appearance and/or "odd" apparel, plus perhaps physical, mental or emotional handicaps damage their sense of self-worth.

10. Child is raised on the basis of “reward and punishment,” rather than being motivated through understanding and allowed to make their own mistakes and to accept and resolve, or suffer the consequences.
11. Adverse economic, social, cultural or ethnic position of parents and family often invite depreciation and ridicule.
12. Over-possessiveness, over-permissiveness and over-control, exercised by one or both parents nurtures a feeling of unimportance and lack of esteem in the child.
13. A serious sense of guilt is frequently induced by one’s material wealth or affluent background.
14. High values placed on money, achievement and things rather than on the individual and their innate worth, can preclude or destroy one’s self-esteem.
15. Repeated defeats and failures can destroy one’s self-worth and result in one or two extremes. Child may become a dropout from school or society, or they may become a compulsive “over-achiever” in a desperate attempt to “prove themselves”. Witness Budd Schuberger’s old novel, “What Makes Sammy Run”.
16. Procrastination and lack of self-discipline, taking the path of least resistance tend to demolish one’s self-respect and sense of self-worth.
17. Lack of a sense of meaning and purpose in life, of clear goals and objectives, preclude sound self-esteem.

HOW WE PERPETUATE LOW SELF-ESTEEM

The following are significant factors of awareness that not only cause low self-esteem, but more important, insure a crippling sense of inadequacy, anxiety and frustration. Recognition and understanding, however, make it possible to eliminate or revise these undesirable traits. We perpetuate low self-esteem:

1. By lack of FAITH, both in ourselves and in an ordered, beneficent and purposeful Universe.
2. By lacking a sense of meaning and purpose in life and thus, clear-cut goals and objectives to motivate and guide our decisions and endeavours. Thus we lack a sense of progress or accomplishment.
3. By depending on others for a sense of importance and realness.
4. By failing to accept complete responsibility for our life and well-being. By not taking full charge of our own life and directing it into constructive channels.
5. By self-indulgence and doing what comes easiest; by reacting instead of thinking and acting for ourselves.
6. By failing to recognise and exercise our own innate authority to do anything we ourselves see fit. By depending on others for what we can and need to do for ourselves. By requiring the “permission”, confirmation and agreement of others.
7. By adhering to false concepts, values and assumptions that engender condemnation, blame and guilt; and thus destroying any remaining vestige of self-esteem.
8. By identifying with our actions, and not differentiating between “who we ARE” and “what we DO”.
9. By indulging in self-blame, shame, guilt and remorse.
9. By failing to develop our inherent capabilities and talents in order to make the most of our innate potential.
10. By not allowing ourselves the right and freedom of full expression - to make mistakes, to “goof off,” to fail.
11. By making comparisons with others a gauge of our own worth and importance - by feeling we are required to “prove” ourselves “better than” - not realising that what another does, or does not do, has no valid bearing on our own worth and importance.
12. By neglecting to take any appropriate action within our capabilities, no matter how small or seemingly unimportant, that will enhance our sense of self-worth.

13. By resisting, by being fearful and anxious about things we can do nothing about, instead of facing up to and accepting the reality of “what is”.
14. By being impatient, harsh and demanding with ourselves.

PROCEDURE FOR BUILDING SOUND SELF-ESTEEM

Since one's self-esteem is a feeling rather than an intellectual inventory of our assets, changing it entails a revision of the factors of our awareness that caused this feeling of inadequacy and inferiority.

The method we have developed for replacing these false and unsound factors of our awareness with sound concepts and then acting in accordance with them, has proven very effective. It consists of three separate and distinct approaches, all of which are essential to our success in building sound self-esteem.

THE FIRST APPROACH:

EXPANDING YOUR AWARENESS

We have already stressed the crucial importance of increasing our awareness, not only to building sound self-esteem, but also in enabling us to achieve more harmonious, effective and happier lives.

WHAT WE MEAN BY AWARENESS

It is essential to your understanding the following principles of human behaviour that you keep clearly in mind what we mean by “Awareness”. To repair, as we use the term, our AWARENESS is the degree of clarity with which we perceive and understand, both consciously and non-consciously, all the factors that affect our lives.

ITS NATURE: Our awareness is the automatic product of our heritage, i.e., everything we brought into the world with us of a non-physical nature, and our total life experience, which has been directly responsible for all our conditioning. While our awareness is being constantly expanded by the cause and effect relationships we experience, if so motivated, we ourselves can deliberately increase it. We are all in the process of “becoming” - of becoming more aware. However, at any given time our awareness is what it is - the automatic product of our total conditioning, both conscious and unconscious, our innate intelligence and our intuition. Thus, while one is indeed fortunate if he has a high degree of awareness, logically he can no more take credit for it than he could be blamed for having a club foot. Neither has one any basis for embarrassment or shame because he has an extremely limited and distorted awareness.

Everyone is unique in his or her degree of awareness, for no two people in the world have exactly the same heritage and life experience, and thereby the same conditioning. Thus, no one can be a valid reference as to what another “should” or “should not” be or do in any situation or circumstance. We are each the beneficiary or victim, as the case may be, of our individual awareness. How wisely or unwisely we may act is completely determined by the relevant factors of our prevailing awareness, for it is the pertinent factors of our awareness that determines our every choice. To the degree that our perception and understanding of “what is” is limited and distorted will our actions, as well as our needs, be distorted, inappropriate and destructive.

ITS SCOPE: “Awareness” is a very comprehensive term. It incorporates many factors, including everything we perceive with our five senses as well as everything we perceive instinctively, both consciously and non-consciously. It is the product of the total conditioning of our entire life experience, plus our innate intelligence and intuition. It is responsible for our insights, inner urges, emotional reactions, and every decision we make.

Our awareness includes the following specific factors:

1. Our intellectual acumen, our individual ability to observe, analyse, correlate and evaluate all experience, both negative and positive, and to accurately anticipate the total cost and benefits of any decision or action we might take.
2. Our conscious, our intuition, i.e., our access to “inner wisdom,” and our instinctual and subconscious drives and urges.
3. Our total conditioning, both conscious and unconscious, resulting from our entire life experience, from time of birth to the present instant. It is our total life experience that has formed our concepts, assumptions, values, ideals, beliefs, convictions, learned knowledge, memories, skills, etc.
4. The effects of our conditioning, our moods, attitudes, emotional reactions, prejudices, habits, desires, anxieties, fears, aspirations, goals and most important of all, how we feel deep down about ourselves, our sense of personal worth and importance in the scheme of things.

ROADBLOCKS TO INCREASING YOUR AWARENESS

To the degree that the following statements are true for you, will you experience difficulty in consciously expanding your awareness?

1. Reluctance or fear to accept responsibility for our own life and well-being.
2. Insufficient motivation to spend the necessary time and effort - lacking recognition of the crucial importance of increased awareness to our inner peace and happiness.
3. Our conditioned plane of reference; our biased, closed and rigid minds - resistant to new ideas and change.
4. Inability to recognise and accept our own innate authority to question and examine accepted values, concepts and assumptions, and then draw our own conclusions.
5. Self-condemnation and recrimination that prevents a deep probing into our emotional reactions and mistakes; into our distorted needs and unacceptable motivations.

REVISING YOUR CONCEPTS OF HUMAN BEHAVIOR

Personally, I am deeply convinced of the truth of the following concepts. I perceive them to be the actual operating principles of human behaviour. If, however, they are to be meaningful, and therefore of significant benefit to you, it is essential that you conscientiously check their validity in your own behaviour and that of your associates.

Before we proceed with our investigation, however, it is essential that we have a clear understanding of just what we mean by “motivation,” since everything we do hinges on our motivation.

Contrary to popular opinion, everyone is always motivated. For we can do nothing we are not motivated to do. Everyone, sick or well, active or lazy, is motivated, e.g. the man sitting dozing in the sun is motivated to sit and doze in the sun. Otherwise he would be doing something else. We can do only what we are motivated to do; consciously or unconsciously - e.g., we cannot even get up out of a chair unless we are so motivated.

WHAT WE MEAN BY MOTIVATION: To be “motivated” is to want to do a specific thing more than we want to do anything else at that particular time. Even though we may not be aware of the specific desire, motivation is what we most want to do, in the sense of what we would rather do than not do. If we will probe deeply into our own and others’ specific actions, provided that we can withhold all value judgements during the process, we will find that there is simply no other reason possible for doing anything, great or small, even though we may not always be aware of our reason for so acting.

There are many things that motivate us. Probably the greatest handicap to understanding motivation is our conditioned concept that we “want” to do only what we find pleasure in doing, i.e., only what we enjoy doing. Such is not the case.

Let us look behind “motivation”. When we do so, it is apparent that every human act is a response to a personal need or desire. Now our basic need is to be comfortable, physically, mentally and emotionally. Thus, our fundamental motivations, in a total sense, is to “feel good”, or at least to feel as good as the existing conditions will allow.

To go a step farther, it is also apparent that our unfulfilled needs generate tensions. Thus, to “feel good”, i.e., be comfortable, we must resolve or satisfy these tensions. Such tensions may be generated by fear, cold or pain; our hunger for food or sex; our need for attention, to win, to succeed; our need for confirmation and agreement, for acceptance and approval, to be liked or loved; our fear of what others may think or say; or any type of force or coercion. For example, I may have a strong value against bearing arms and killing my fellow men. If, however, I am faced with the alternative of personal disgrace or of going to prison, or possible of getting shot, I might well be motivated to bear arms. The deciding point would be my willingness or unwillingness to pay the price demanded for not going to war.

Unless I perceive how I can benefit my particular need by the proposed act or endeavour, I will continue with what I am currently doing. For instance, for me to get up out of bed in the morning, I must perceive that by so doing I am fulfilling a personal need. Such need may be to get some food into my stomach, to meet my personal commitment to be active and productive, to keep from losing my job, or simply to

maintain the approval of my neighbours. I normally, of course, operate under several non-conflicting motivations at any given time, such as a desire to achieve material success, improve my golf game or make my spouse happy.

In the final analysis, motivation is simply a matter of perceiving that the potential benefits of a given action outweigh the price demanded, and that it is the most desirable alternative available for meeting the need in question. Only the relevant factors of our prevailing awareness can determine how accurate is our perception and how wise or unwise the resulting action. Most personal confusion and conflict stem from not clarifying our motivation - from not making a total decision to pay or not to pay the price demanded for our competing desires.

To change our motivation we must become aware, whether of a greater need, or of a more beneficial means of fulfilling our existing need. Such change in our awareness may come about through our own or other's efforts, or simply the force of circumstances. It is essential, however, that if the change is to come through our own conscious efforts, that we ourselves have the awareness to be motivated to make such efforts. To say one should, or should not, do a certain thing is therefore quite meaningless if the individual does not have the awareness to be so motivated.

INCREASING YOUR AWARENESS THROUGH SELF-EXPLORATION

If so motivated, you can greatly enhance your awareness by considering yourself a “human research laboratory”, and then exploring your every experience and reaction to see what it can yield toward self-discovery - by accepting the challenge to learn who you are, and how and why you function as you do. Once you actually become seriously involved in self-exploration, you will find there is no adventure more exciting or more rewarding! You will never become bored if you maintain an active interest in self-discovery.

The most fruitful areas for self-exploration are your thought, speech and desires; your actions and the needs which generated them, your inner urges and compulsive drives; your emotional reactions; your moods and attitudes and what triggered them; your values, concepts and assumptions.

PREREQUISITES FOR SELF-EXPLORATION

The first requirement for rewarding self-exploration is to recognise, accept and exercise your own innate authority, to question EVERYTHING and to draw your OWN conclusions, based on the available evidence.

The second requirement for successful self-exploration is to stop all self-recrimination and condemnation - to refuse to accept any blame, shame or guilt, regardless of what undesired characteristics or motivations you discover in yourself. Otherwise you will become too uncomfortable to proceed with your inner search. For you would then “turn off”, deny, rationalise, lie or alibi, in order to avoid the discomfort or pain of honest self-inquiry. You would thus be unable to probe deeply enough to find significant answers. Only when you feel completely free to confront yourself, despite your unwise or “despicable” actions, only when you are aware that you have always done the best you possibly could at the time, regardless of the magnitude of your mistakes, can you truly discover how and why you act and react as you do. Only then can you make meaningful progress in expanding your awareness.

The third requirement for productive self-exploration is to program yourself to maintain an awareness of yourself - of your thoughts, speech, needs, actions, emotional reactions, moods and attitudes.

GENERAL PROCEDURE FOR SELF-EXPLORATION

1. Observe, question and think.
2. Analyse, correlate and evaluate.
3. Draw your own conclusions.
4. Confirm your conclusions by checking and rechecking them against observable facts, both now and later.

Explore the following:

1. **Your Thoughts and Mental Images:** If you are to take charge of your life, you must be conscious of and in control of your thought and mental images. For all action is preceded by a thought and an image, conscious or not.
2. **What are the needs and desires,** the fears, hopes and aspirations, the values, concepts and assumptions behind your thoughts and mental images? What initiated your thoughts and where are they leading you?
3. **Your Speech:** Everything you say is significant, probably much more than you realise. Watch what you say. Ask yourself, "Why did I say that?" Was it a request for information or advice? Was it to impress - to boast? Was it a demand for confirmation? Or was it simply to share an opinion or some interesting information? Was it your hunger for approval and acceptance? Was it to belittle, criticise or condemn another? Was it a veiled plea for help, or perhaps a threat? Was it to express joy, anger, hate, resentment? Did it indicate envy, jealousy, suspicion or whatever? In other words, what is the need behind everything you say? Examine any non-routine speech honestly and carefully, no matter how "bad" or "unacceptable" you may consider it.
4. **Your Needs and Desires and Objectives:** Your needs, desires, objectives and their implications can perhaps tell you more about yourself than any other area. Examine them honestly and carefully in a manner similar to the method outlined above for exploring your speech. Are they valid? Are they distorted, based on false values, concepts or assumptions? Are they constructive or destructive? Where will they take you? What are your life goals and aspirations? Will fulfilment of this particular need be compatible with them? Do your proposed actions contribute to your life's objectives?
5. **Your Actions and Motivations:** What are the needs and desires behind them? Why did you just do as you did? What was your apparent motivation - your real motivation? Is the proposed action the best alternative available for meeting your current need? Exactly why do you act or react differently to your spouse, sweetheart, boss, janitor, servant, waitress, clerk, minister, a prominent public figure, your fishing buddy?
6. **Your Emotional Reactions:** Your emotional reactions can be most revealing if you will take the time and effort to honestly examine them. Remember, however, you must first stop all value judging if you are to achieve optimum results. Just why did

you get angry, hurt, resentful, excited, “up-tight”, etc. What is the basis for your disappointment, frustration, conflict, shame, pride, resistance, resentment, rebellion; for your joy, exhilaration, happiness or relief? Get in touch with yourself through recognising and accepting the reality of your emotions. Do not hide, ignore or repress them. What do they tell you about your concepts, values, beliefs and assumptions? What triggers them? Do you repress or express your emotions? Why?

7. **Your Moods and Attitudes:** Explore these in a manner similar to the way you explore your emotional reactions. Just why are you exhilarated, tense, depressed, confident, nervous, enthusiastic, apathetic, joyful, arrogant, co-operative or non co-operative, proud, judgmental, defensive, cynical or subservient? Why are you rebellious, resistant, defensive, antagonistic and hostile, anxious, fearful, hateful, kind and loving, unhappy, sad, aggressive, friendly, open or suspicious; accepting, calm, optimistic, domineering, critical and condemnatory? Why do you feel vulnerable, “put down”, insulted, “less than”, betrayed?
8. **Your Values, Concepts, Beliefs and Assumptions:** Exploration of the preceding items have no doubt revealed your values, concepts, etc. Your job now is to carefully examine and check them against observable reality. Are they valid or invalid? Why? Have you made them yours by a probing examination, or were they uncritically accepted from your parents to others? Remember one can cope only with reality. False and unreal concepts, values and assumptions cause nothing but problems and heartache.
9. **Your Mistakes and Defeats:** Ask yourself, where did I go wrong? How can I do better next time? What are the pertinent factors? Are they within my control? Do I allow myself to make mistakes without self-recrimination, guilt and feeling “less than?” If I cannot, why?
10. **Your Problems:** The first question to ask yourself is, “Is this really my problem?” Or, “Am I taking on someone else’s problem? If so, why?” You need to define the problem before you can solve it. What is the origin or basis of the problem? What are the pertinent factors? What can you learn from it? Are you perhaps trying to deal with symptoms rather than causes?
11. **Your Compulsions:** All compulsive actions are indicative of faulty conditioning and a prime symptom of a crippling self-esteem. Ask yourself - why am I compulsive about this? What specific conditioning is responsible for this compulsive action? How can I stop it? Are any compulsive actions justified? Why can I not choose to act simply on the merits of a proposed action?
12. **Your “Oughts,” “Shoulds,” and “Musts”:** Nothing will throw more light on your concepts, values and assumptions than these. Analyse such terms in the context in which they are used in order to see how relevant and significant they are. Remember we can only do what we “should,” “ought” or “must” if we are motivated to so act. Otherwise such admonitions only serve to create confusion, conflict, frustration and guilt.

13. In the ultimate analysis just who is responsible for you? Who is your authority? Who but you has the right to direct and control your own life? Even your superior or boss is but exercising the authority you delegated to him when you accepted the job. If you are willing to pay the price you can withdraw such authority any time you see fit.

14. Your Tension Headaches: What is the origin of your headache? How can you resolve the problem and release the tension?

Certainly the more we strive to know and understand ourselves, the greater will be our awareness of human behaviour, and thus the more gentle, kind and loving will we be to both ourselves and others.

WHO AM I?

A sculptor, asked how he sculpted such a beautiful elephant, answered, "I just chipped away all the marble that did not look like an elephant." In a similar way we can, perhaps, find our real selves by eliminating what is not truly us. Let us examine the possibilities:

Am I my actions? No, I am not my actions; I am that which acts. My actions are but the means I choose to fulfil my needs. They are but manifestations of my prevailing awareness, for both my needs and how I choose to fulfil them, are determined by my awareness.

Am I my body? No, I am not my body for I can lose arms and legs, as well as many other parts, without being diminished as an individual. My body is merely the instrument or means through which I function in this material phase of my existence. Even though my body be wasted away to the point of death, I am still me - as much as I ever was.

Am I my mind? No, I am not my mind. For my mind is but a human computer that receives the data of my five senses. My mind is the instrument through which my awareness functions.

Am I my awareness? No, I am not my awareness. I am that which is aware. My awareness is but the automatic product of my heritage and total life experience, including my total conditioning. My awareness acts as my deputy self, my commander-in-chief, for I function through my awareness. If I were my awareness I would cease to be every time I fell into a dreamless sleep.

Am I my ego? No, I am not my ego. My ego is but my innate drive to fulfil my basic need - my fundamental need to "feel good", physically, mentally and emotionally. It responds to the tensions generated by my desires, no matter how distorted or destructive such desires may be, owing to my limited and often distorted awareness. The greater my self-esteem, the better I feel toward myself and my environment, the less need for my ego to manifest itself.

Then what am I? I am a unique and precious being - a non-physical essence. My awareness tells me, "I am" - of this I have no doubt. Therefore I must be a non-physical essence, a part of all Life. My awareness shows me that I am unique, for no one has exactly the same heritage, background and awareness as I. All my experience, especially my problems and mistakes, is continually adding to my awareness. Since life is of ultimate importance, I am a unique and precious being, ever learning and growing. And the greater my awareness, the greater is my capacity for love and enjoyment of life. And the more richly I enjoy life, the more eager and able I am to contribute to the well being of those around me.

INCREASING YOUR AWARENESS FROM OUTSIDE SOURCES

Investigating Your Environment

To the degree that you are alert, observant and curious about your total environment, and especially the individuals you contact in your day-to-day activities, will you expand your awareness outside yourself.

Why do certain people react to you as they do? What needs are indicated by their conduct? What is their state of awareness, their degree of self-esteem? Why do you react to them as you do? Why do you dislike some, like or have a neutral reaction to others? What can you learn from specific experiences, situations and social conditions? What "good" can come from resisting and resenting things you cannot change? What "bad"?

Motion Pictures, TV, Plays, etc.

If you carefully watch and question the player's actions and reactions, their attitudes and prejudices, you can heighten your awareness comparable to what you can by observing and questioning the actions of real-life individuals - perhaps even more, for you can often see such situations in better perspective.

Books, Lectures, etc.

These are excellent sources for increasing your awareness if you will but explore the ideas presented, with a free and open mind - if your motive is to learn, rather than to pass judgement.

REPROGRAMMING YOUR LEVEL OF AWARENESS

EXPLANATION OF THE PROCESS

Everything we feel, everything we do is a reflection of the pertinent factors of our awareness. It is impossible consciously to achieve anything we do not have an awareness of attempting. Even to get up out of a chair or move across the room requires an awareness of accomplishing such an act - even though our intent and mental image is often on a non-conscious level.

Consequently, if we are to have more than an intellectual concept of the realities of our human behaviour, we must integrate these principles and their logical implications into our awareness. Since our conditioned concepts and their implications are almost entirely on a non-conscious level, we must integrate these new and revised concepts into a similar level of our awareness. Only then can we replace our faulty concepts so that we act and react in alignment with our awareness of that which exists.

An effective way to do this is by verbal or mental affirmation of the new concepts and their implications while our mind is in a relaxed, quiet and receptive state. The following procedure describes how to achieve such a stilled and open state of mind and how to effectively use the appropriate affirmations to achieve greater awareness and self-esteem.

THE PROCEDURE

The key word of this procedure is “relax”, not “concentrate”, for concentration induces strain, not relaxation. Follow the instructions and simply let yourself “relax” into an easy, comfortable state. For your ease and comfort breathe normally between instructions.

Your mind is naturally in a relatively open and receptive state just before going to sleep at night and on awakening in the morning. Providing you can keep from falling asleep, you can do your affirmations while lying relaxed and comfortable in bed. This is an excellent time of the day for most people. Any quiet time that you can manage, even if for only a few minutes at a time can be very productive, the more often you do it, the better.

There is no need to make a “big deal” of these affirmations; the procedure is very simple. Just do them any time, and as many times during the day that you can find the time. Your every sincere effort will pay most welcome dividends. Naturally, the more often you do them, the sooner you will realise the results of a sound and healthy self-esteem.

It is desirable before beginning this program, to “tape” the following instructions and affirmations, in a calm, commanding voice, so that you will not be distracted by reading or trying to remember them.

Begin with the affirmations, from “Affirmations Are The Realities Of Your Existence,” (beginning on the next page) and stay with each group of until you sense they have become an integral part of your awareness, until you spontaneously act and react according to their implications.

Starting with Group #1, slowly and meaningfully repeat each affirmation three to five times at each station, depending on what you feel is best for you. Sense the affirmation and its implications as vividly as you can - feel how you would feel if the statement and its implications were already fully integrated into your awareness.

Instructions: Now here is what you do prior to repeating the affirmations:

1. Take a deep breath, and while inhaling, stretch as hard and fully as you can possibly manage. As you begin to exhale, start relaxing and as you relax, sense all your tensions, physical and emotional, draining away - falling away, just as water falls off a duck.
2. As you finish relaxing, get your body into as comfortable and relaxed a position as possible. A good way is to sit erect in a straight chair, with feet flat on the floor (never cross your knees or feet), your buttocks pressed lightly against the chair back, and your head, neck and upper body in a relaxed vertical line, so that you do not strain against the pull of gravity. Now take another deep breath, and while exhaling, feel any remaining tensions draining away, leaving you completely relaxed and comfortable. Imagine yourself as limp and relaxed as a wet wash cloth.

3. Now focus your eyes upward as far as you can without strain or discomfort, probably at about 45° or more. Close your eyelids lightly while maintaining your eyes in this easy upward position.
4. Now take another deep breath and, while exhaling, feel a deep peace flooding through your entire being. (You may like to imagine yourself in the most pleasant and relaxed situation you have ever experienced.) As you exhale, relaxing more and more all the time, imagine, deeply sense and mentally affirm - "I am peaceful and relaxed." Repeat this exercise three times. Each time you will feel more peaceful and more relaxed and at a deeper level of awareness.

Should you feel a still deeper level of awareness is desirable, count down, slowly from ten to one; at each count feel yourself going into a deeper and deeper level of awareness. You are now in a completely relaxed state, both physically and mentally.

5. Now imagine and sense your mind as stilled and open to new ideas. Take another deep breath and as you exhale, sense and mentally affirm, "My mind is quiet and receptive." Do this three times, each time your mind becomes more quiet and more receptive - even more quiet and receptive than you had thought possible.

You are now so fully relaxed, physically, mentally and emotionally that your daily cares seem far away and unimportant. You are now in an exceptionally pleasant, detached and receptive state of mind.

6. Now state earnestly and confidently, "I seek greater awareness."

The affirmations that you will now quietly sense, as you mentally repeat them (if taped, otherwise aloud) will go deep into your awareness, gradually cancelling out and replacing all ideas and beliefs to the contrary. You are now ready to begin your affirmations.

7. Repeat each selected affirmation three to five times according to your personal preference (See the following affirmations).
8. After each affirmation session, count slowly from one to five to bring yourself back into your normal state of awareness. Count slowly, "one, two, three, four"; say to yourself, "At the count of five I will open my eyes and feel relaxed and rested, better than I felt before".

You will find this a very restful and energising exercise.

AFFIRMATIONS ARE THE REALITIES OF YOUR EXISTENCE

Notes: An affirmation is a powerful tool for programming the mind. I, myself, have achieved remarkable results and have also observed how exceptionally others have benefited from them. Some have found affirming only the “basic affirmation” to be amazingly helpful in increasing yourself-esteem, especially when they identified with it and acted “as if” the affirmation were already an actuality.

Feel free to formulate your own affirmations or to change these to suit your own personal needs or taste. The more comfortable you feel with an affirmation, the better it will work.

Basic Affirmation:

I feel warm and loving toward myself, for I am a unique and precious being, ever doing the best my current awareness permits.

Group #1

- ✿ I am solely responsible for my own life and well being. (If I am not happy and at peace with myself, it is up to me, and me alone, to discover the causes and take appropriate action.)
- ✿ I have the innate authority to take full charge of my own life - to think, say and do anything I choose.
- ✿ There is a price exacted for everything I do. It is up to me to determine such price and intelligently decide whether or not I am able and willing to pay it.
- ✿ I am inescapably responsible for everything I do for I inevitably benefit or suffer according to the consequences of my every act.
- ✿ I have the right and freedom to make mistakes, to be defeated, to fail, for I can do only as well as my current awareness permits.

Group #2

- ✿ My every act is a response to a personal need.
- ✿ Both my needs and their intensity are determined by my prevailing awareness.
- ✿ My awareness is the degree of clarity with which I perceive and understand, both consciously and unconsciously, all the factors that affect my life.

- ✿ I have no cause for either pride or shame for my awareness, for it is but the automatic product of my heritage and total life experience.
- ✿ I can do anything I want, but what I want, is determined by my awareness.

Group #3

- ✿ My fundamental motivation is to “feel good”, mentally, physically and emotionally - to resolve or satisfy my unfulfilled needs and desires.
- ✿ My exercise of “free will” is limited by my current awareness, for I can do only what my awareness permits me to do.
- ✿ My prevailing awareness literally dictates my every action and decision, for I can do only what my current awareness motivates me to do.
- ✿ “Will Power” is nothing neither more nor less than intense motivation. (I can attempt no new endeavour without sufficient motivation to give up what I am currently doing, or planning to do).
- ✿ All “oughts,” “shoulds” and “musts” are irrelevant and meaningless for any action my prevailing awareness does not, or cannot, motivate me to take.

Group #4

- ✿ I am not my actions - I am that which acts. My actions are but the means my awareness selects to fulfil my needs.
- ✿ Since I am not my action, I cannot possibly “prove my worth” by my actions. (I am not “bad” if I act “bad”).
- ✿ I invariably do the best I can possibly do at the time.
- ✿ There is no valid justification for condemnation. I am free of any shame, blame, guilt or remorse.
- ✿ There is no rational justification for punishment or reward - for credit, pride or adulation. (The reward is in the “feel good” of the act - the punishment in the “feel bad”).

Group #5

- ✿ Since one can do only what their awareness permits, all my acts are simply “wise” or “unwise”.

- ✿ There is no “good” or “evil” for these terms can be no more than descriptive terms for wise or unwise acts.
- ✿ We must pay a “price” for our every act, whether “good” or “bad”. (Such a price is determined by the unwanted consequences of the act).
- ✿ There is no valid basis for resistance to anything I cannot change. (Such resistance causes only turmoil and resentment).
- ✿ It is foolish to resent someone else’s actions or behaviour for they can do only what their current awareness dictates.

Group #6

- ✿ I can act only as harmoniously and effectively as my current awareness permits.
- ✿ (If I am to act “better”, I must first undergo a change in my awareness).
- ✿ One cannot deliberately increase their awareness unless one is consciously motivated to improve it.
- ✿ “Right” and “wrong”, “fair” and “unfair” are but descriptive terms reflecting one’s current state of awareness.
- ✿ I have empathy and compassion for social outcasts and criminals, for everyone “has to do” what their current awareness dictates, regardless of the consequences.
- ✿ Worry, resistance and resentment are both futile and destructive to one’s well being.

Group #7

- ✿ I am the centre of my Universe; my world revolves around me.
- ✿ I am the most important, interesting and challenging person in my life.
- ✿ The meaning and purpose of my life is the expansion of my awareness. (All my experience is but a means to this end).
- ✿ My fundamental responsibility in life is to increase my awareness.
- ✿ I am a genuine “success” to the degree that I feel warm and loving toward myself.

Group #8

- ✿ No one in the entire world is one iota more or less worthy than I am.
- ✿ I have no need to “prove” myself since my very existence proves my innate worth and importance.
- ✿ I am no less worthy or important than one with a much higher degree of awareness than I have.
- ✿ My mistakes contribute to my learning and growth. (They cannot make me feel ashamed, guilty or “less than”).
- ✿ I can be limited only by my degree of awareness.

Group #9

- ✿ No one can possibly put themselves in someone else’s place as a valid point of reference, for no one else in the entire world has the same degree of awareness.
- ✿ Comparing myself with someone else’s personality, conduct or accomplishments as a gauge of my worth is absolutely meaningless. (For no two people have had the same heritage and total life experience).
- ✿ To be motivated I must perceive desirable benefits arising from the proposed action.
- ✿ To be wisely motivated, I must determine my real need, the anticipated benefits of available alternatives, the total price demanded for each, and whether or not I am able and willing to pay it.
- ✿ My physical well being is of critical importance to my emotional well being. (Otherwise I would not have the energy to support my motivation, however wise it might be.)

Group #10

- ✿ I am not my awareness - I am that which is aware.
- ✿ I am not my mind - my mind is but the human computer that receives and evaluates the data of my five senses, my instincts and intuition.
- ✿ I am not my body - my body is but the instrument or vehicle through which I express in this material phase of my existence.

- ✿ I am not my actions - I am that which acts. My actions are that but the means I choose to fulfil my needs.
- ✿ I am a nonphysical essence - a unique and precious being, inviolable, invincible and eternal, ever doing the best I can, every growing in wisdom and love.

THE THIRD APPROACH A DIRECT ACTION PROGRAM

PURPOSE

The purpose of this “Direct Action Program” is to:

1. Consciously generate positive feelings of self-esteem that will replace or cancel out old feelings of inferiority and inadequacy that have been accumulating at a non-conscious level since your earliest childhood.
2. Provide a new life style that generates, nourishes and maintains sound self-esteem, and that will thus make you a far happier, more effective and tranquil individual.

This action program is of vital importance - in fact; it is absolutely essential to building sound self-esteem. For it is our self-directed constructive actions, rather than our intellectual concepts, no matter how sound, that produce the positive feeling reactions required to cancel out and replace our accumulated feelings of inadequacy, inferiority and lack of worth.

In fact, even if we did not have a realistic perception of how and why we behave as we do, we could still achieve a significant measure of self-esteem simply by conscientiously conforming to the following “action statements”.

The most positive and direct esteem-building endeavour we can possibly undertake is to assume full responsibility for our own lives and to deliberately direct our every non-routine thought and action, i.e., take full charge of our life and affairs and act accordingly.

It is rather ironic to recognise that we actually are in charge of our own lives and affairs even now, for we cannot possibly escape the consequences of our actions. Owing, however, to our limited awareness, most of us fail by “default”, by merely reacting and drifting into whatever is easiest, most attractive and readily available. Such witless and self-indulgent conduct corrodes any remnant of self-esteem like strong acid corrodes iron.

Laying out an intelligent course of action for self-improvement and then conscientiously following it will pay rich reward in augmenting our self-esteem. Such self-discipline, however, can be successfully exercised, only by perceiving potential benefits that will outweigh the cost involved in following such a program. We cannot actively take charge of our own life if we do not realise the benefits that would accrue from such action.

We cannot deliberately feel warm and friendly (or loving) towards ourselves like we would turn on a water faucet. We can, however, achieve this objective by doing the things that keep us from feeling that way. Specifically, we can alert ourselves to our critical, belittling and condemnatory attitude and consciously stop being so harsh and demanding toward ourselves.

he following “action statements” are to be used in three ways:

1. First and foremost, they are to be acted out at every opportunity, during every day of your life. You will experience a surge of self-esteem every time you convert one from a desired action into an actuality. And the more difficult the specific action is to accomplish, the greater your gain in self-esteem.
2. They are to be used as affirmations to reinforce and support the desired action in a manner similar to the one you used in affirming “The Realities of Your Existence”.
3. They are to be used in evaluating your progress in converting a given action into a way of life. They also indicate the areas in which you need to do the most work.

PROCEDURE

1. Choose the statement or group of statements you feel are most needful for your own growth in self-esteem. An initial scoring of all fifty statements best does this. Then, starting with the top of the list, work with each low score statement, or group of statements, as you prefer. When you can honestly score yourself a “3” or a strong “2”, you are ready to proceed with the next statement or group, as the case may be.
2. Affirm your selection statement to bolster the desired action. It is usually more practical to affirm more than one statement at a time. Since they are short and direct, it is likely that you can effectively affirm five to ten statements in one session.
 - (1) Before each affirmation session, earnestly and expectantly state to yourself, “I seek sound self-esteem.”
 - (2) Vividly imagine exactly how you would feel if actually acting in the stated manner. Feel the victorious surge of self-esteem generated by such action. As far as possible bring all your five senses into the act. Not only imagine how you would act, look and feel but in your imagination, also note and sense how other interested parties would look and feel. Sense the TOTAL effect as clearly and deeply as you possibly can. Watch their eyes and expressions - their surprise and/or pleasure in your poise and confidence.
 - (3) Mentally rejoice in your sense of victorious accomplishment derived from taking active charge of your own life.
 - (4) Seize every opportunity to affirm the statement or statements on which you are currently working. Affirm any time and every time you can manage, with or without benefit of the full procedure. Every affirmation will help appreciably in accomplishing the desired action.
 - (5) Occasionally review all statements to better fix them in your awareness and to ascertain where your attention and efforts are most needed.
 - (6) Work out your own affirmation schedule, whatever is best for you personally. Actually, as you get more familiar with the program, you will be surprised at how many odd times during the day you can effectively affirm these statements. You do not have to be in a special place or time. The main thing is to maintain your awareness of them and their importance, and to put them into action at every available opportunity.

It will no doubt encourage you to remember that the harder it is to comply with a given statement the greater your surge of self-esteem when you finally succeed.

Be happy and grateful for even the slightest evidence of improvement in your sense of self-worth. This is fully justified and of crucial importance to your success. It is progress that counts, any progress. Above all, do not be harsh and demanding with yourself.

Remember that building sound self-esteem is a three-step program and each step is vitally important to your success. Changing your life style by making these statements the foundation of your personal and inter-personal behaviour is, however, absolutely crucial to nourishing and maintaining sound self-esteem.

CAUTION: This Direct Action Program is not merely an “exercise” in building esteem. It must actually become a “Way of Life” if you want to enjoy the rich rewards of sound self-esteem! Conformance with every statement is vital to a healthy sense of self-worth.

ACTION STATEMENTS

Score your compliance with these statements as follows:

- “0” If you are unable to act in the stated fashion (in which case fortify yourself with more frequent strong affirmations)
- “1” If you comply only a little
- “2” If you comply most of the time
- “3” If you comply practically all the time

SCORE	GROUP #1
	1. I am my final authority for everything I do.
	2. I accept full responsibility for the consequences of my actions.
	3. I allow myself the freedom to make mistakes, to be “wrong”, to fail.
	4. I analyse and benefit from my mistakes.
	5. I make my own decisions and willingly accept the consequences.
	GROUP #2
	1. I think for myself and speak and act with deliberation.
	2. I stand up for my own opinions and convictions.
	3. I do not vacillate - I make the best choice I can at the time.
	4. I do not accept condemnation, “put-downs”, or insults.
	5. I do not condemn or belittle myself for my mistakes and shortcomings.
	GROUP #3
	1. I do not blame others for my problems, mistakes, defeats or handicaps.
	2. I take deep satisfaction in doing my work conscientiously and well.
	3. I do not lean on others for unjustified financial or moral support.
	4. I face reality and resist nothing I cannot change.
	5. I refuse to accept any condemnation, blame, shame or guilt.
	GROUP #4
	1. I refrain from no endeavour for fear of unsatisfactory results.
	2. I do not procrastinate; I do first things first.
	3. I give precedence to my own needs and desires as I see fit.
	4. I accept every problem and goal as a challenge to my awareness.
	5. I purge myself of any blame, shame, guilt or remorse.
	GROUP #5
	1. I do not depend on others for confirmation or approval.
	2. I do not accept advice against my better judgement.

	3. I am patient, kind and gentle with myself.
	4. I discipline myself in line with my life objectives.
	5. I do nothing to excess - I avoid self-indulgence.
SCORE	GROUP #6
	1. I fulfil all commitments both to others and myself.
	2. I follow all undertakings through to a logical conclusion.
	3. I take the initiative in personal contacts and relationships.
	4. I freely express any emotion I see fit.
	5. I readily admit my mistakes and shortcomings.
	GROUP #7
	1. I walk erect and look everyone in the eye with a friendly gaze.
	2. I do not deny my needs, feelings or opinions to please others.
	3. I do not exaggerate, rationalise, lie or alibi.
	4. I do not allow personal comparisons to affect my self-esteem.
	5. I do not require others' agreement to do as I see fit.
	GROUP #8
	1. I do not criticise, belittle or condemn others.
	2. I do not demand confirmation and agreement.
	3. I am warm and friendly toward all I contact.
	4. I recognise everyone as innately "good".
	5. I treat everyone with consideration and respect.
	GROUP #9
	1. I feel warm and loving toward myself.
	2. I am authentic, true to my own needs, values and convictions.
	3. I am poised and confident, the "captain of my ship".
	4. I am invulnerable to the reactions and criticism of others.
	5. I do not indulge in self-pity.
	GROUP #10
	1. I defer to no one on account of his wealth, power or prestige.
	2. I do not fear others' pronouncements, attitudes and opinions.
	3. I am frank and open with everyone I contact.
	4. I count my blessings and rejoice in my growing awareness.
	5. I make the most of every day of my life.

A score of 75 means you are already more secure than most people, and a score of 150 means you are like solid like a rock.

FURTHER THOUGHTS ON SELF-ESTEEM

A Person's Natural State of Being

A person's natural state is inner peace and joy for their many blessings, for the beauty and wonder all about them. But when we are absorbed in our own problems, our feelings of inadequacy, inferiority and lack of worth, we are too involved and tense to perceive the "goodness" of life. The utter simplicity of life is, itself our greatest block to appreciation and understanding, for owing to our lack of a sense of importance and "realness" we have a need for complexity and turmoil to assure us that we are really alive, i.e., "I 'hurt', therefore I am."

Good and Evil

There is nothing inherently evil or malevolent in life. There are only the consequences of our wise or unwise acts, be they "good" or "bad", harmonious or inharmonious. The law of cause and effect is immutable, "as ye sow so shall ye reap." "Sin" is no more than a synonym for a mistake and "evil" is no more than its inharmonious consequence. Our basic problem in life is our lack of awareness!

Human Nature vs. Human Conditioning

One of our greatest challenges in self-exploration is to determine how much of our behaviour is due to "human nature" and how much is due to "human conditioning." We can change our conditioning through the motivation induced through clear understanding. But human nature is not so easy to change. Fortunately, we will find when we really look, that our adverse behaviour is almost entirely due to faulty conditioning. The better aspects of behaviour, such as our deep needs to love and to be loved, to be "good", to commune with our creator, are part of our "human nature". Greed, hate, compulsive competition, arrogance and aggression are typical products of our human conditioning.

Responsibility

No matter our misfortunes, handicaps or how much we have been kicked around, we are still responsible for our individual lives and well being. It is up to us, the choice is ours and despite our wishful thinking, we can only start from where we are. It is not what has happened to us that is of paramount importance. It is what we do about it that determines our degree of well being.

One's limited and distorted awareness does not constitute "permission" or a license for committing immoral, anti-social or destructive acts - it merely explains their nature and origin. Understanding the basic cause of such acts permits us to focus our awareness on the crux of the problem, and thus better equips us to effectively deal with the particular situation.

Character

A person's character is an outward manifestation of their state of awareness. Thus, a "strong character" merely means that one's awareness is such that the motivations generated by it are harmonious and constructive, and highly acceptable to society. On

the other hand, the motivations stemming from the limited and distorted awareness of a “weak character” tend to be inharmonious, ineffective, destructive and unacceptable by society’s arbitrary and often unrealistic standards. Your character is different from your personality; you are born with a personality but you develop your character.

Self-discipline

Self-discipline is a matter of one motivating one’s self to do what seems to be desirable owing to their own or other’s values. In case one is unable to motivate themselves by weighing the pros and cons of such a desired actions, it is better that they deliberately decide to forgo the particular action and pay whatever price is demanded for their refusal. Otherwise they handicap both their effectiveness and self-esteem by indecision, conflict and self-recrimination.

The “Easy Way”

Although lack of self-esteem generates an intense driving motivation for one to achieve surpassing wealth, power and prestige, owing to his compulsive need to prove themselves “better than” - there is an “easy way” to material success, one more rewarding and much less damaging to the individual and to society, but equally effective. Everyone has a deep innate urge to express, to fulfil his potential talents and capabilities. This urge can be satisfied harmoniously and effectively when one is able to express few of the crippling emotional tensions and blind spots stemming from self-hate and rejection. One can achieve prosperity and respect without the fierce aggressive competition that breeds high blood pressure, ulcers and migraine headaches, without the neglect of his inner needs and alienation from his fellow men through achieving greater awareness and a healthy self-esteem.

Inner Freedom

The most precious “freedom” is one’s inner freedom, which arises from a realisation of who one is, how and why they function as they do, and what is actually of ultimate significance in their life.

Humility

Humility is the ability to accomplish things without taking credit for them. It stems from one’s realisation that they can do only what their prevailing awareness enables and motivates them to do and that their awareness is but the automatic product of their heredity and total life experience. One who is truly humble has no need to say, or even to think, “I am humble.” However this is not to be mistaken for the paradigm that modesty is a virtue. If there is a reason others should know of your talents, don’t keep it a secret, and tell them. Don’t do it to brag, do it to inform in as humble a fashion as you can, that is still honest.

Reward

The reward is in the act. If the self-satisfaction and gratification, the “feel good,” derived from a given action is insufficient reward for the “doer”, they cannot help but feel disappointed and cheated when they are not repaid in kind. If, however, one wants to

be a free and independent individual it behoves them to find their reward in their actions, or else refrain from such action. Otherwise, the “doer” is no freer than the “receiver” who has a compulsive need to return the favour.

Importance of Physical Health

We often overlook the vital importance of health and physical fitness to our overall well being. The fact is that a high degree of energy is essential, both for optimum decisions and to implement our constructive motivations. No matter how exemplary one’s desires, they count for little if the individual does not have the energy and stamina to carry them out. Moreover, one can get emotionally depressed simply by becoming overly fatigued.

Value Judging

One of the greatest handicaps to harmonious human relations, marital or otherwise, is our tendency to impose our values on others. We often get resentful or angry when they, owing to their different level of awareness, are unable to comply with our beliefs or values. Value judging destroys the potential of meaningful relationships with others. It is important to rise above the need to be right (or our perception of what is right) and to accept the values of others.

Resistance and Resentment

Resistance and resentment result from one’s inability to recognise and accept the reality of the moment, and like worrying and fearing, they are both futile and destructive. Would one resist the rising of the sun and resent that it would not stop in its appointed course?

Letting Go

When we can let go and “let it happen” it not only takes the sting out of grief and other unwanted experiences, but it releases the tensions that prevent us from “tuning in” to the inner wisdom ever waiting on the threshold of our consciousness.

We Describe Ourselves

One unconsciously describes their own negative characteristics when they are critical of others, for they see in them those qualities they most dislike in themselves. This principle operates in our Puritanical moralising. When one points their finger at another they have three fingers pointing back at themselves.

Self-Acceptance

One cannot be genuinely kind and loving toward others when they are harsh and demanding toward themselves. How can one accept others when they cannot approve and accept themselves? One cannot but express his inner turmoil and hurting. How can we have a peaceful society when we are at war within ourselves? Does not one’s countenance often resemble a battlefield?

Parenting

“Reward and punishment” is an extremely simple and easy way of raising children. Our children, however, pay a price they can ill afford for such raising. Since reward and punishment literally forces us to identify with our actions, we cannot help but feel inferior and unworthy whenever we make a mistake. Taking the time and effort to advise our offspring of the costs and benefits of the alternatives available for meeting their specific need or objective, and then allowing them to make their own decisions (within their current capabilities); and to then accept the consequences, involves some risk and is considerably more difficult and time-consuming. This method, however, pays rich dividends, for it builds self-reliance and self-esteem. Good self-esteem is the most precious gift a parent can give their child.

Self-Sufficiency

Every time we do something for someone that they are capable of doing for themselves, we literally steal from their self-esteem. The more we love a person the more it behoves us to see that we do not cheat them of any opportunity to benefit from thinking and doing for themselves, even though they may suffer defeat and physical and/or emotional hurting in the process. If you love them then let them do it themselves. One of the greatest gifts a parent can give a child is the confidence that “If anyone can, then they can”.

Emotional Dependency

We cannot live someone else’s life or bear their burdens, no matter how much we love and care for them. The best thing a parent can do for their child is to release them emotionally and allow them to become a whole and self-reliant person, free of a binding emotional dependency. The basic responsibility of parents is to assist the child to make a smooth transition from the utter dependency of an infant to being a strong, self-reliant individual when they leave the parental nest. If the child stumbles and falls in the process, they will be the better for it.

Moral Admonitions

Moral values can be used as guides for the less aware, but when we beat others and ourselves “over the head” with them; we cause only destructive guilt, self-rejection and rebellion. Rather than indulging in moral admonitions, it is much more constructive to simply explain to the individual the advantages accruing from acting in the desired “moral” manner, and then allowing them the freedom to act as they, themselves, see fit. They will then benefit from the consequences, even if they are “bad”, for instead of inducing guilt in one not motivated to comply with a particular moral admonition, this procedure will actually enhance his self-esteem. Thus, we will encourage “moral” action without loss of the individual’s esteem. The most effective teacher is the one who teaches by their own example rather than by their words.

Self-Realization

When one stops identifying with their actions, they realise that their very existence proves their innate worth and importance in the scheme of things - that they cannot be

one iota more or less worthy, more or less important than another. Is not “one’s dignity” rooted in this realisation?

Our Learning and Growth

Our every experience contributes to our learning and growth. When we are hurting the most we are growing the most, even though such growth may be on an “incubating” rather than a conscious level.

Releasing Emotional Turmoil

If, when we are anxious, frustrated, discouraged or defeated, we can pause to contemplate what is of ultimate importance in our lives, all our problems will fall into place, and our fears and worries will shrink to their true size and relative unimportance.

“Me and Mine”

When one recognises that he is a non-physical essence, he realises that the word “mine” can only denote “stewardship” - that otherwise he would take “it” with him when he dies. What can one take with him other than an expanded awareness?

Arguments

An “argument” is the demand for confirmation and agreement, whereas a “discussion” is the sharing of information and opinions. When people argue, no one is listening. If no one is listening, then there is no point in talking. Avoid arguments.

Loneliness

Loneliness is primarily an effect of low self-esteem, for if we felt truly warm and friendly toward ourselves we would not always be trying to avoid or escape from facing and communicating with a self we disliked and rejected. In fact, when one genuinely appreciates their innate worth and uniqueness instead of harbouring a sense of personal inadequacy, unworthiness and guilt, they enjoy being alone with themselves, even for protracted periods. Then, instead of berating themselves for their lack of worth and importance, their mistakes, their defeats and shortcomings, they communicate with their inner self as an old and valued friend.

An Ordered Universe

When we look up at the sky on a clear night, we see perfect order as the heavenly bodies proceed on their appointed courses. Astronomers can predict the exact movement of the planets for hundred of years. If there is chaos and happenstance here on earth, exactly at what level or altitude does the transition to harmony take place? Can we have perfect order in the heavens and chaos on earth - must it not be all one or the other? Is it not our mistakes and lack of awareness manifesting through the immutable law of cause and effect that generates our seeming happenstance and chaos? And if there is order must there not also be purpose?

What Happened in the Interim?

Did you ever stop to think, when viewing a mean and embittered countenance, what has transpired in that person's life to effect such a change from an originally sweet and loveable infant? Has it not been largely the effect of their faulty conditioning and the resulting destruction of their natural self-esteem?

PERIODIC EVALUATION OF YOUR PROGRESS

In order to determine your "current" degree of self-esteem; check your progress by scoring yourself approximately every month on the "Esteem Evaluation Test". If you are conscientious and diligent in your efforts on all three approaches you will be pleasantly surprised at your progress.

Periodically checking your progress in building self-esteem will prove a distinct help. Any evidence of progress will give you a victorious sense of accomplishment that will boost your self-esteem immeasurably, and thus motivate you to keep working.

This program, if followed in its entirety, will create a life style that generates, nourishes and maintains sound self-esteem, thus insuring for you a harmonious, productive and happy life.

CONCLUSION

We are responsible for our individual lives. We have been imbued with a deep urge to express goodness and love and have been granted “free will” and the immutable law of cause and effect to lead us into ever greater awareness - so that we can become a whole person, a serene and self-loving individual who truly “love our neighbour as ourselves.”

It is up to us what we do with our lives - whether we live in “fear and trembling,” in self-loathing and misery, or whether we embark on an ever more exciting and rewarding adventure, free of false and distorted concepts, conflict, futility and frustration, of the inhibiting and debilitating emotional turmoil of a crippling self-esteem.

In sum, we will achieve sound self-esteem to the degree that we realise the following: that we each have the sole responsibility, the authority, freedom and ability to direct our own life and affairs as we see fit; that man is innately “good,” worthy and important; a non-physical essence, a unique and precious being; and that at his diving centre he is inviolable, invincible and eternal; that no matter how badly we may err, how much we may stumble or slip backward in our torturous upward climb, we are each an inseparable part of a Common Source, varying only in our awareness; that regardless of how slow and uneven the rate, we are each ever-growing in wisdom and love; and that we have all the time there is for our unfoldment - and that all our experience is but a means to this end.

The acid test for a truly high self-esteem is this: Do you, when you occasionally happen to focus your awareness on yourself, spontaneously experience a subtle surge of warmth and love, as you do perhaps, when you pause to think lovingly of your sweetheart, spouse or child? If you do, however, fleeting this sense of warmth and love toward yourself, you are one of those rare individuals who has a genuine appreciation and regard for his own intrinsic worth.

Lesson 6

Image and Assertiveness



Learning How To Create A Positive Impact On Others

I CHOOSE TO BE ASSERTIVE



It's my right to be successful and respected. I assert my rights. I seek opportunity ... not security. I do not wish to be a kept citizen, humbled and dulled by having others walk on me, or to set my goals for me. I set my own goals, and I take the calculated risks and assert my rightful position in life: To dream and to build my own future, to fail and to succeed. I refuse to barter my self-respect in the name of being "nice." I prefer the challenges of life to the guaranteed existence: The thrill of fulfilment to the stale calm of an unquiet peace. I will not trade my self-respect or dignity for a job, or for others wishes or desires. I will never cower before any master nor bend to any threat. It is my heritage to stand erect, proud and unafraid. To think and act for myself: To enjoy the benefits of my creations and to face the world boldly and say, this I have done.

THE POWER OF THE QUESTION

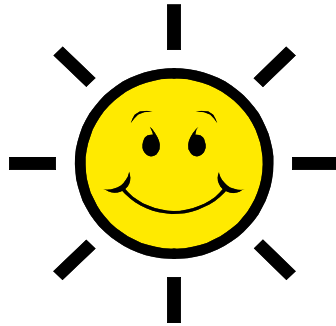


**The Most Powerful Tool Of
Assertiveness Is The Question.**

**With The Power Of The Question,
You Can Be In Control.**

SETTING THE STAGE

SMILE



A smile cost nothing, but gives much.
It enriches those who receive without making poorer those who
give.

It takes but a moment, but the memory of it sometimes lasts
forever.

None is so rich or mighty that they can get along without it,
And none is so poor but that they can be made rich by it.

A smile creates happiness in the home, fosters goodwill in
business, and is the countersign of friendship.

It brings rest to the weary, cheer to the discouraged, sunshine to
the sick and is nature's antidote for trouble.

Yet it cannot be bought, begged, borrowed or stolen,
for it is something that is of no value to anyone until it is given
away.

Some people are too tired to give you a smile.
Give them one of yours, as none needs a smile so much as they
who have none to give.

IMAGE

BE AWARE OF SPACE AND TERRITORY

People are by nature territorial; they automatically assume ownership of the space they occupy. In order for them to feel comfortable with an intrusion into their space, they need to be asked for permission to enter. Once permission is granted, the space is automatically divided in half. When a group of people enter a space together, they automatically divide the space up equally among themselves. Therefore it's vital to be aware when you "invade" another's space they will be emotionally reacting to your intrusion. They will not likely be aware of how they are having a right brain reaction, but their response behavior will show you exactly how they **feel** about your intrusion. Aggressive people tend to intrude space without hesitancy or thought of asking permission, assertive people assert their ownership by reacting and displaying their ownership by saying things like "have a seat". Ignoring an intrusion without comment is saying "it is OK for you to do this". Allowing people to invade your space is being "passive submissive", a simple comment like "thank you for dropping in", can control this situation and maintain your assertive maintenance.

PROJECT AUTHORITY AND CREDIBILITY THROUGH YOUR APPEARANCE

1. You can dress anyway you want, but it comes at a price. The price is bottom line results on your income; those who dress up earn upper incomes. Through many surveys and tests and experience, I've totally convinced myself ... people judge your worth, background, and income earning value much higher when you dress up.
2. Dress to be included, dress appropriately, never under dress.
3. Dress for the position you want not the position you have. It is an established fact the sharp dressers move up the corporate ladder more quickly than those who chose to dress as they choose.
4. Less is more; conservatism is the choice in most cases.
5. Dress consistently, establish your image and maintain it.
6. Dress for comfort, function, mobility, always dress in good value attire. Expensive is not necessarily the wise choice.
7. Update your image, don't be out of date, and remember conservative attire will stay in style longer.

8. Finishing touches do make the difference, keep the jewellery to a conservative minimum.

Don't fall victim of that career killer idea that company functions are a time to let your hair down and let loose. There is permanent image damage done at company functions, be wise ... act and look your best for the best results in your career.

Building a More Positive Image

1. **Become Genuinely Interested in Other People** - Regardless of the physical assets your company may have, it's the people who will make you successful. They are your key assets and getting to know them should be as natural as knowing the technical aspects of your job. Being genuine is the key here. Don't play games by getting to know others only for your own personal gain. Getting to know each other should be mutually beneficial.
2. **Smile** - Whether you're pleasant to be around or not depends not on the situation, but on you. Image is created by such seemingly minor considerations.
3. **Remember that a Person's name** is to that Person the Sweetest and Most Important Sound in Any Language - This is crucial when dealing with those you don't see very often. A professional's image can be based on such a simple thing as remembering a person's name and using it frequently.
4. **Be a Good Listener** - Encourage Others to Talk about Themselves. - Professionals run on information and what better way to find out what's going on than to follow this principle. Listen with everything you've got. HOW you listen says volumes about where your thoughts are.
5. **Talk in Terms of the Other Person's Interest** - We are all thinking about ourselves most of the time. Why not create a stronger professional image by putting away our own concerns for a while and talking about what others are thinking.
6. **Make the Other Person Feel Important** - Do It Sincerely - "Make dealing with you important to me, and I will work hard for you". Much of our professional image rests with our co-workers. When our dealings let them see that we appreciate their contributions to what is achieved, we are building a strong bond that will withstand the pressures of day-to-day struggles.

TWELVE POWERS OF PERSUASION

In order to convince people you have to get them in the right frame of mind, the following are twelve ways you can influence people to your way of thinking or doing.

1. **The Only Way to Get the Best of an Argument is to avoid it** - An argument is 90% emotion and 10% nonsense. A mature professional avoids an argument as they would avoid losing a proposition.
2. **Show Respect for the Other Person's Opinion. Never Say, "You're Wrong"** -This is a direct insult to a person's intelligence. It can cause rancour and shrinks the channels of communications. Respect his or her opinion and simply ask why they feel that way.
3. **If You Are Wrong, Admit It Quickly and Emphatically** - A mature and self-assured professional shows these qualities by following this principle.
4. **Begin in a Friendly Way** - If we don't, winning others to our way of thinking is nearly impossible.
5. **Get the Other Person Saying, "Yes, Yes" immediately** - It's important to begin by agreeing on something. Then, the challenging ideas will be more readily accepted.
6. **Let the Other Person Do a Great Deal of Talking** - Not only will that person share information, but might "talk him or herself" into the decision you wanted in the first place!
7. **Let the Other Person Feel that the Idea is theirs** - What is right, not who is right, is what is important. By following this principle, you will be building another person's confidence and willingness to share other profit making ideas and strengthening your professional image at the same time.
8. **Try Honesty to See Things from the Other Person's Point of View** - Another's point of view is based on their perception of the situation and may be clearer than yours.
9. **Be Sympathetic with the Other Person's Ideas and Desires** - This is a sure way of keeping the channel of communication open.
10. **Appeal to the Nobler Motives** - Experience has shown that most people will work very hard for ideals and the higher aims of society.
11. **Dramatise Your Ideas** - A unique idea should have a "unique" package. Expressing your ideas in different, unexpected ways enhances their appeal to everyone.
12. **Throw Down a Challenge** - Most of us have a competitive side. Challenging us to action very often produces unexpected results.

TWELVE PATHS TO POSITIVE THINKING

1. Don't criticise, condemn or complain.
2. Become genuinely interested in other people.
3. Smile.
4. Remember that a person's name is to that person the sweetest and most important sound in any language.
5. Be a good listener. Encourage others to talk about themselves.
6. Co-operate with the inevitable.
7. Expect ingratitude.
8. Do not imitate others, be yourself.
9. Be true to yourself.
10. Do the best you can, and appreciate that you did.
11. Walk the walk of enthusiasm.
12. Be creative; use the right side of your brain for the right results.

THEORIES OF BEHAVIOURAL SCIENTISTS

Behavioural scientists have advanced many theories of human effectiveness.

DOUGLAS MCGREGOR'S classic theory holds that the style of managing reflects the manager's assumption about people. He feels that the THEORY "X" manager assumes certain ideas about people, and that the THEORY "Y" manager has contrasting ideas in assumptions about people.

THEORY "X" ASSUMPTIONS

People by nature:

1. Lack integrity
2. Are fundamentally lazy and desire to work as little as possible
3. Avoid responsibility
4. Are not interested in achievement
5. Are incapable of directing their own behaviour
6. Are indifferent to organisational needs
7. Prefer to be directed by others
8. Avoid making decisions whenever possible
9. Are not very bright

THEORY "Y" ASSUMPTIONS

People by nature:

1. Have integrity
2. Work hard toward objectives to which they are committed
3. Assume responsibility within their commitments
4. Desire to achieve
5. Are capable of directing their own behaviour

6. Want their organisation to succeed
7. Are not passive and submissive
8. Will make decisions within their commitments
9. Are not stupid

ABRAHAM MASLOW defines human effectiveness as the function of matching the individual's opportunities with the appropriate position on the hierarchy of needs, enabling humans to progress upward. The Primeval Human for example, was concerned with the lower order of needs for survival, reproduction, finding food and shelter and escaping hazards of the environment. In other words, survival was the sole concern.

As civilisation progressed and human beings became able to satisfy these physical needs, their status and social needs assumed relatively greater importance. People then became increasingly concerned with predominant higher-order needs for growth, achievement, responsibility and recognition.

WINDOW ON THE WORLD OF THE DIFFICULT PERSON

This window gives insight into the personalities of difficult people. The further to the right they are, the more aggressive they are. Higher up on the window means they are more task-oriented, lower down means they are more people-oriented.

TASK PEOPLE

Complainer	Tank
ANALYSER 'No' Person	Sniper RULER
Passive Person	Know-it-all
PASSIVE Yes Person	AGGRESSIVE Grenade
RELATER Maybe Person	Sniper ENTERTAINER
Passive Person	Think-they-know-it-all

What difficult person in your life requires strategy to deal with? Note the name and the problem you are having with them here.

STRATEGIES

	RULER	RELATER	ANALYSER	ENTERTAINER
VALUES:	task	people	task	people
POSITIVE INTENT:	get it done	get along	get it right	get it noticed
BEHAVIOUR:	dictatorial	agreeable, personable, friendly, caring, helpful	attentive to details, systematic	creative, warm, charismatic, energetic
NEEDS:	to be in control	to be liked	to be correct	to be recognised, applauded
COMMUNICATION STYLES:	direct and to the point	indirect and considerate	indirect and detailed	direct and elaborate
STRENGTHS:	decisive, gets things done, confident	likeable, loyal, team player, steadfast, patient	accurate, fast, finder, precise, organised	people-oriented, persuasive, verbal skills, optimistic
WEAKNESS:	intimidates and alienates people	indecisive, wastes time, gullible	stubborn, boring, aloof, unimaginative	egotistical, lacks follow-through, "flaky"
UNDER PRESSURE:	yells, blows up, bullies, throws tantrums and pot-shots, arrogant	submits, accommodates, gunny-sacks, passive-aggressive	becomes silent, flees or withdraws, becomes autocratic	talks louder and faster, complains
HOW TO DEAL WITH THEM:	support their goals, get to the point, be business-like, be task-orientated	be casual and sincere, listen, slow down, set goals, emphasise self development	go step by step, use facts, logic and structure, tie new ideas to old ones	use flexibility, be enthusiastic, let them talk, use demonstration

Look at their past actions to predict the future.

If I do the following with my most difficult person in my life the results will likely be:

HOW TO RECOGNISE TENDENCIES BASED ON OFFICE DECOR

DOMINANCE RED	Mounted weapons on wall. Trophy for individual performance. Diplomas of personal achievement. Action slogans (It's better to be the stomper than the stompee.) Office is functional ... designed for practicality.
INFLUENCING YELLOW	Group or team pictures. Pictures of famous people. Informal furniture, conference table. Door open, people in and out. Phone ringing. They take interruptive calls, are disorganised, have a cluttered desk (maybe), and do not know where everything is.
SYSTEMATIC BLUE	Book shelves - plenty of books and magazines. Cluttered desk, stacks of papers, but only <u>THEY</u> know where everything is. Travel pictures or landscapes. Either antiques or very contemporary furniture if they designed the decor themselves. Pink slips on their desk of unanswered phone calls. Probably a gadget of some kind on the desk to start conversation with. Family pictures.
CONSCIENTIOUS GREEN	Neat desk. Office sparsely furnished, traditional. Charts or graphs on wall, calendars. Traditional art. An air of order and balance. Probably a clock on wall or desk clock. Calculator - maybe even more than one.

Describe your most difficult person, based on the above information:

APPROACH FOR EACH COLOUR

RED

Be authoritative, impose your will on them.

D

Red on Red - Win. Be aggressive, action-oriented.

Appeal: Lead with the benefit. Keep demonstrations short. Avoid chatter. Avoid theory, talk in terms of what it IS, not why? who? when? Be direct and to the point. Practicality and immediate results.

YELLOW

Be friendly, easy going. Sell yourself first. You are the product or service. Use enthusiastic approach. Be informal and use plenty of examples.

I

Appeal: Use “bandwagon: psychology.” Talk in terms of Who? Who else? Appeal to their need for approval from others.

BLUE

Be low-key, empathetic. Identify with them. Research their needs. They will ask about theory and concept. Avoid superficiality and games (they see through them).

S

Appeal: Appeal to their self-interest. Use reasonable approach. You must be informed about Why? questions. Appeal to problem solving.

GREEN

C

Be sensible, steady, logical and systematic. They will probably have their mind set when you talk to them. Give them time to analyse (maybe even call them back).

They like systems and rules.

Appeal: Appeal to their efficiency. They are cost conscious. Make sure they understand how they will get value for their investment.

Explain how it works.

I plan to approach my most difficult person by doing the following.

STRATEGIES FOR BLENDING AND CAPITALISING

<p>DOMINANCE - "RED" <u>Remember High D's Want</u></p> <p>Authority, challenges, prestige, freedom, varied activities, difficult assignments, logical approach, opportunity for advancement</p> <p>*****</p> <p><u>Provide</u> direct answers be brief and to the point <u>Ask</u> "what" questions, not how <u>Stick</u> to business <u>Outline</u> possibilities for person to get results, solve problems, to be in charge <u>Stress</u> logic of ideas or approaches <u>When</u> in agreement agree with facts and idea, not person If timelines or sanctions exist, get them into open, but relate them to end results or goal.</p>	<p>INFLUENCE - "YELLOW" <u>Remember High I's Want</u></p> <p>Social Recognition, popularity, people to talk to, freedom of speech, freedom from control and detail, favourable working conditions, recognition of abilities, to help others, chance to motivate people.</p> <p>*****</p> <p><u>Provide</u> favourable friendly environment <u>Provide</u> chance for them to verbalise about ideas, people and their intuition <u>You</u> provide ideas for transferring talk to action <u>Provide</u> testimonials of experts on ideas <u>Provide</u> time for stimulating and fun activities <u>Provide</u> details in writing, but don't dwell on them <u>Provide</u> democratic relationship <u>Provide</u> incentives for taking on tasks</p>
<p>SYSTEMATIC - "BLUE" <u>Remember a High S Wants</u></p> <p>Status quo, security of situation, time to adjust, appreciation, identification with group, work pattern, limited territory, areas of specialisation</p> <p>*****</p> <p><u>Provide</u> a sincere, personal and agreeable environment <u>Provide</u> a sincere interest in them as a person <u>Ask</u> "how" questions to get their opinions <u>Be</u> patient in drawing out their goals <u>Present</u> ideas or departures from status quo in a non-threatening manner - give chance to adjust <u>Clearly</u> define roles or goals and their place in the plan <u>Provide</u> personal assurances of support <u>Emphasise</u> how their actions will minimise their risk</p>	<p>CONSCIENTIOUS - "GREEN" <u>Remember a High C Wants</u></p> <p>Security, no sudden changes, personal attention, little responsibility, exact job descriptions, controlled work environment, status quo, reassurance, to be part of a group</p> <p>*****</p> <p><u>Take</u> time to prepare your case in advance <u>Provide</u> straight pros and cons of ideas <u>Support</u> ideas with accurate data <u>Provide</u> reassurance that no surprises will occur <u>Provide</u> exact job description with precise explanation of how it fits big picture <u>Provide</u> step by step approach to a goal <u>If</u> agreeing, be specific <u>If</u> disagreeing, disagree with facts not person <u>Be</u> prepared to provide many explanations in a patient, persistent manner</p>

I intend to do the following:

HOW THIS PERSON PERFORMS UNDER PRESSURE

**ACTION DIRECTED
AGGRESSIVE
COMPETITIVE
DECISIVE
FRANK
PRACTICAL
TASK ORIENTED
UNFEELING
ARBITRARY
DICTATORIAL
HIGH-HANDED
IMPULSIVE
IRRITABLE
OVERBEARING**

**OUTER DIRECTED
ADVENTUROUS
ENTHUSIASTIC
FLEXIBLE
FRIENDLY
GROUP MINDED
I'LL KNOCK YOUR
HEAD OFF
ARGUMENTATIVE
CARELESS
OPINIONATED
OVERCONFIDENT
MEDDLESOME
PRESUMPTUOUS
REBELLIOUS**

HIGH "D"	HIGH "I"
HIGH "S"	HIGH "C"

**POOR ME
INDECISIVE
PASSIVE
PROCRASTINATING
SCHEMING
TOO EMOTIONAL
WITHDRAWN
IMPRACTICAL**

**NARROW- MINDED
OVER CONTROLLING
PICKY
RIGID
STUBBORN
SUSPICIOUS
UNFRIENDLY**

<u>TYPE</u>	<u>SEES THE STRENGTH</u>	<u>MAY INTERPRET AS</u>
RED	"I" FRIENDLINESS	TOO TALKATIVE
HIGH "D"	"C" SYSTEMATIC	TOO RIGID
DOMINANT	"S" REFLECTIVE	WISHY WASHY
YELLOW	"D" ACTIVE-DIRECT	UNFRIENDLY
HIGH "I"	"S" STEADY	PASSIVE - DOESN'T CARE
INFLUENCING	"C" CONSCIENTIOUS	INFLEXIBLE, STUFFY
GREEN	"D" DECISIVE	IMPATIENT
HIGH "C"	"S" LOYAL	TOUCHY - OVER SENSITIVE
CONSCIENTIOUS	"I" FLEXIBLE	GULLIBLE
BLUE	"D" FORCEFUL	INSENSITIVE, BLOWS PEOPLE AWAY
HIGH "S"	"C" ACCURATE	COLD, TOO FACTUAL, UNEMOTIONAL
SYSTEMATIC	"I" TEAM BUILDER	MANIPULATIVE

USE HOT BUTTONS TO APPEAL TO THEIR DOMINANT MOTIVES

- ☺ **GREED**
- ☺ **LOVE**
- ☺ **LUST**
- ☺ **FEAR**
- ☺ **VANITY**
- ☺ **DESIRE FOR POWER**
- ☺ **SECURITY**
- ☺ **HEALTH**
- ☺ **SAFETY**
- ☺ **LONGEVITY**
- ☺ **CONVENIENCE**
- ☺ **WEALTH**
- ☺ **HAPPINESS**



Don't Allow Put Downs ...

... Stop the offender immediately. Ask why they said what they did, and have them justify it - bring out the truth.

How to Avoid Being Manipulated

The problem with manipulation occurs when a Difficult Person learns how to twist your psychological arm and then overuses that knowledge. And, after we have helped them a little, it is even harder to say "No". Unfortunately, the "favours" may become so time consuming that we don't finish our own work. The result is that we feel worse than if we hadn't done the favour in the first place.

What to do:

1. Know your own limits (work load, time restraints) and your priorities.
2. Don't agree to anything you are even faintly concerned about. Buy the appropriate amount of time.
3. Get all the facts. Don't allow yourself to be caught doing something when your reason for being involved is still vague. Ask for specifics: time, location, how long will you be needed, what is the exact cost, when is the information due? Tell when you can have it finished.

What Are Your Negative Hot Buttons?

How to know them:

Write down everything that gets to you and keep track of how often the situation arises in your normal routine. The first step in controlling difficult situations for yourself is to be aware of what they are and when they are most likely to occur. Use your stomach to alert you. If your stomach tightens -someone is pushing your buttons.

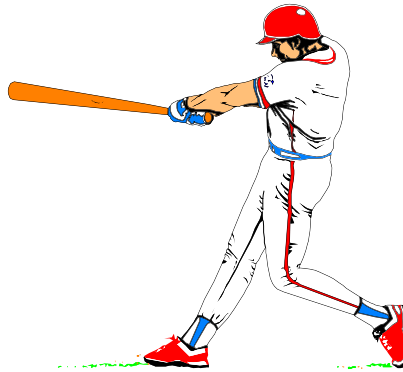
How to control them:

1. Recognise potential problems. If a certain person always pushes your hot buttons, then avoid them at the company picnic.
2. If you get upset, try to remove yourself from the environment. Excuse yourself to the bathroom or to take care of an urgent call.
3. Calm yourself down before going back or resolving any conflict.
4. Reward yourself every time you deal with a potentially awkward situation in a suitable manner.

**When Nothing Else Works ...
Remember ... you always have a choice!**

Lesson 7

Customer Service



***Learning how to
Make Your Customers Say
“WOW”***

CUSTOMER BILL OF RIGHTS

1. As a customer you are entitled to be treated with friendliness, honesty and respect.
2. As a customer, you are entitled to full value for your money; When you buy a product or service, you should feel assured that it was a good buy and that the product is exactly as it was represented to be.
3. As a customer you are entitled to a complete guarantee of satisfaction. This is especially true when you buy a product sight unseen.
4. As a customer you are entitled to expect on time delivery. Further you have a right to be advised when there is going to be a problem.
5. As a customer you are entitled to courteous, knowledgeable answers to inquiries. You are entitled to all the help we can give in finding exactly the product or information you need.
6. As a customer, you are entitled to have your individuality recognised.
7. You the customer are entitled to have your phone calls answered promptly, in a friendly, personably, professional manner. You are entitled to have your calls put through without delay.
8. It is **your** right to be treated in exactly the same fashion that **we** want when **we** are the customers.

THE GOLDEN OBJECTIVE

The finest objective is to strive for ‘UNSATISFIED CUSTOMERS’. An unsatisfied customer is one who just can’t get enough of your product or service. This is not to be confused with dissatisfied customers.

A satisfied customer tells **8** people about their experience.

A dissatisfied customer tells **20** people about their experience.

An irate customer tells **40** or more people about their experience.

An unsatisfied customer raves about their experience, and tells **everyone**.

Therefore the #1 OBJECTIVE is to deliver incredible Customer Service.

STEW

S atisfy

T eam

E xcellence

W ow

Stew Leonard built the worlds largest Dairy Store with the policy of “STEW”, lots of human relation skills and the two golden rules of CUSTOMER SERVICE.

RULE 1: The Customer is always right.

RULE 2: If the Customer is wrong, read rule number one.

STATISTICS OF UNHAPPY CUSTOMERS WHO BUY AGAIN.

- 9% WHO DON'T COMPLAIN
- 19% COMPLAINT IS NOT RESOLVED
- 54% COMPLAINT WAS RESOLVED.

Just listening can keep buyers from walking. The figures above are for shoppers who are **dissatisfied** with products or services worth more than \$100.00.

10 CUSTOMER SATISFACTION QUESTIONS

1. DO YOU KNOW WHY PEOPLE REPEAT PURCHASES WITH YOUR COMPANY?
2. HOW DO YOUR CUSTOMERS EVALUATE YOU?
3. WHAT ARE YOUR CUSTOMER'S EXPECTATIONS OF YOUR COMPANY?
4. HOW WELL DO YOU MEASURE UP TO THEIR EXPECTATIONS?
5. DO YOU REGULARLY MEASURE CUSTOMER SATISFACTION?
6. DO YOU PUBLICISE SATISFACTION MEASUREMENT?
7. WHAT IS YOUR PROCEDURE FOR HANDLING A COMPLAINT?
8. HOW EASY IS IT FOR YOUR CUSTOMERS TO LODGE A COMPLAINT?
9. WHAT DO YOU DO WITH THE COMPLAINTS INFORMATION?
10. LIST YOUR BUYING PREFERENCES AND COMPARE THEM TO HOW YOU TREAT YOUR CUSTOMERS.

ON CUSTOMER CONTACT

1. Control and guide the conversation.
2. Request the information you need.
3. Request it in the order that you need it.
4. Use both open and closed questions.
5. Record and repeat information.
6. Demonstrate you understand.

THE ANSWER IS ALWAYS “YES”

(Unless there is a genuine reason why not, and not the other way around.)

1. Acknowledge you understand the request
2. Tell the customer that you will do everything within your power to satisfy their request.
3. Volunteer useful information.
4. Make the customer say "WOW!"

“WOW!”

TELEPHONE SKILLS



PHONE POWER

- POWER 1. Easier to reach someone by telephone.
- POWER 2. More convenient to pick up the phone and make contact.
- POWER 3. Few people ignore a ringing telephone.
- POWER 4. It's easier to represent your organisation. (You are the organisation to the person on the other end of the call.)
- POWER 5. Your authority is increased by the fact that they can't see you.
- POWER 6. Telephone conversations tend to be shorter.
- POWER 7. More can be accomplished in a shorter time.
- POWER 8. It's easier to take initiative and control the conversation.
- POWER 9. It's easier to be firm, and say what you want over the telephone.

TELEPHONE PERILS

- PERIL 1. More difficult to establish rapport. Introductions, handshakes, and eye contact are usual in a face to face meeting. There are no visual signals.
- PERIL 2. More likely to intrude at an inconvenient time and not realise it.
- PERIL 3. Increases the likelihood of jumping to a wrong conclusion about someone, based on just the telephone conversation.
- PERIL 4. It's easier to erroneously assume that you have someone's undivided attention when you are talking to them on the telephone.
- PERIL 5. Likely to be distracted during a telephone conversation.
- PERIL 6. Attention can wander.
- PERIL 7. There is a temptation to do more than one thing at a time.
- PERIL 8. It is more difficult to communicate information and avoid misunderstandings.
- PERIL 9. People remember what they see, better than what they hear.
- PERIL 10. Purely verbal descriptions are more difficult than visual evidence.

TELEPHONE FRUSTRATIONS

1. Not getting a reply fast enough, especially when you know that there has to be somebody there.
2. Encountering an incompetent telephone operator who puts you through to the wrong extension, and or cuts you off, and or who doesn't know who's who, and how to reach them.
3. Not knowing who you are talking to, or what authority they may have to help you.
4. Being called at an inconvenient time and having the caller assume that since you answered the phone it must be convenient for you to talk.
5. Being left hanging without an explanation of what's happening.
6. Someone jumping to an erroneous conclusion about your needs before you have a chance to explain them.
7. Being forced to answer a series of closed questions that don't adequately allow you to address your real needs.
8. Someone ending the conversation leaving things vague and you uncertain about what will happen next.
9. Your telephone calls not being answered, or being greeted by an answering machine.
10. Someone not returning your call.

OUTGOING CALLS

1. Can replace a physical sales call.
2. Saves time.
3. Saves money.
4. Saves travel.
5. May not be convenient for the person you are calling.
6. May not seem important to the customer you are calling.
7. Represent you and your company.
8. Need to be planned to be easily understood.

INCOMING CALLS

1. Are not always convenient for you.
2. Do not always seem important.
3. Are not always clear.
4. Are your organisation's "front line".
5. Is often the only contact your customer has with your company.
6. They often judge the company by your performance.
7. Require your full attention to handle well.
8. Require a great deal of skill to handle well.

Effective Phone Tools



I always show my happy face on the phone. I have fun and show my happy face when I'm on the phone. Pictures of happy people (like the ones in magazines) and in inspirational messages remind me of what I expect as an outcome. I smile on the phone and project "Wow, I'm glad I'm talking to you!" I dress to feel good before I get on the phone.

I decide my call objective and compliment before I call. It's much easier to get somewhere when I know where I'm going. When I plan to succeed, I succeed.

I let people feel they're in control of the conversation by constantly asking for their permission to proceed. Happiness is in direct proportion to how much people believe they're in control of their lives! "Is this a convenient time to talk for a couple of minutes?"

I am 90% enthusiasm and 10% information. 7% of communication is what I say, 93% is how I express it. I am enthused because "I am sold myself!"

I offer a disclaimer. "I don't have any way of knowing if it's right for you. It's not for everyone, however I believe it could be good for you."

I congratulate when I receive agreement on my objective. That's a great decision..., that's a smart decision, you're going to love it!

Thank them for a specific action. "Thanks (Bob) for your time and your business."

COMPONENTS OF A TELEPHONE CALL:

THE VERBAL HANDSHAKE;

“HI! ...(SMILE). This is Jane Doe from XYZ Company, is this a good time for me to call? How are you? The reason I'm calling is to see if there is anything I can help with today? Would you like to hear about some exciting new products we have just added to our line.” (ALWAYS ASK QUESTIONS)

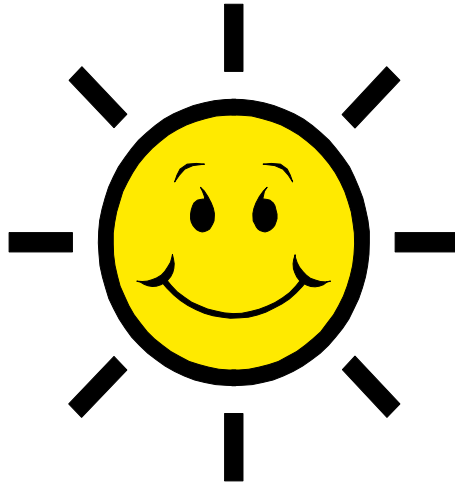
GET THE MESSAGE ACROSS

“That's great, we really appreciate your business, now let's see if I have your order exactly right.... That was.... Oh! By the way would you like me to do xyz ... Are there any other areas I can help you with today?”

OFFER SOLUTIONS ... APPRECIATE THE BUSINESS ... MAKE THEM SAY “WOW!”

THE POWER OF ENTHUSIASM

CUSTOMER SERVICE



BEGINS WITH A SMILE

A smile costs nothing, but gives much. It enriches those who receive without making poorer those who give. It takes but a moment, but the memory of it sometimes lasts forever.

None are so rich or mighty that they can get along without it, and none are so poor but that they can be made rich by it.

A smile creates happiness in the home, fosters good will in business, and is the countersign of friendship.

It brings rest to the weary, cheer to the discouraged, sunshine to the sick and is nature's antidote for trouble.

Yet it cannot be bought, begged, borrowed or stolen, for it is something that is of no value to anyone until it is given away.

Some people are too tired to give you a smile. Give them one of yours, as none needs a smile as much as they who have none to give do.

When you take the time every morning to smile at yourself in the mirror, you are setting the stage for your own very wonderful day. A day to unfold the wonders that are yet to come. Largely the results of your day will be what you see in your mirror each morning. "Smile and the world smiles with you."

TELEPHONE SCRIPTS

Telephone calls should always be planned. This section is to help you in formulating what you should consider in using the phone to conduct business. Often it is a good idea to develop a script. A script is a useful tool in developing good telephone skills. When you get in the habit of following set procedures you will then be able to abandon your script. Once you are comfortable with the procedure you can then work more naturally if it's 100% spontaneous.

To develop an effective script first determine the objective of the call. Is the purpose of the call to?

1. Make an appointment?
2. To discuss possibilities on the phone?
3. To get permission to send information to be followed up?
4. Something else?

COLD CALL:

Always introduce yourself.

"Hi, my name is... I am from... The reason I am calling is to see if you would be interested..."

VERY IMPORTANTLY, ASK FOR PERMISSION TO CONTINUE.

"Do you have a couple of minutes to discuss what we do and why this may be of interest to you?"

IF THE ANSWER IS "NO" THEN ASK:

"When would be a good time to call?"

IF THEY STILL SAY "NO" AND ARE NOT INTERESTED, ASK:

"Can I have just 60 seconds of your time and if at the end of 60 seconds you are still not interested, I will say thanks and good-bye. Is that fair?"

SOME STANDARD PHRASES ARE:

"The reason I thought of you is..."

"What we do is..."

"How we do this is..."

"What the benefit to you would be..."

"Does this sound like something you would like to know more about?"

THIS IS THE POINT WHERE WE SHOULD KNOW IF THERE IS ANY POINT IN PROCEEDING WITH THE CONVERSTAION. UP TO HERE SHOULD TAKE LESS THAN ONE MINUTE.

"In order to know if this would be of benefit to you I need to ask you a few questions. Is this a good time for you?"

(THIS WHOLE CONVERSATION SHOULD TAKE LESS THAN 5 MINUTES.)

THIS IS THE POINT WHERE YOU START TO GATHER INFORMATION TO DETERMINE WHETHER OR NOT THEY ARE A PROSPECT.

IF THEY DO NOT HAVE TIME TO TALK ASK:

"When would be a good time to call?" or "May I send or fax you some information?" (TO BE FOLLOWED UP).

CALLING A FRIEND OR AN ACQUAINTANCE:

"Hi, (friend), this is (your name). How are you? Do you have a few minutes to talk?"

IF THE ANSWER IS YES, CONTINUE:

"I was thinking of you. As you know, (name), I am involved in.... (E.g.) They have just announced an exciting Marketing Plan that makes it possible to make a lot of money."

"I thought of you and that (MENTION SOMETHING YOU KNOW THEY HAVE BEEN WANTING TO GET OR DO). All you would have to do is what I am doing. Offering people a free sample is a very effective way to introduce them to your product or service."

TELL THEM THE BENEFITS AND WHAT WHATEVER YOU ARE SELLING HAS DONE FOR YOU AND OR OTHERS.

(A sample script we use in selling an educational program.)

"Earth Skills is a powerful, personal and professional development program. It has REALLY changed my life. I'd like to invite you to come on Monday, (date) to

(location) for a free evening seminar. It starts at 6:30 p.m. to 9:30 p.m. We could meet first and have coffee if you like. Shall we say 6:00 at the coffee shop? Great, (prospect's name) I'll see you Monday then. Bye for now."

SHOULD YOU BE TALKING TO SOMEONE WHO IS NOT QUITE INTERESTED RIGHT NOW YOU COULD SAY SOME OF THE FOLLOWING PHRASES:

"This isn't a decision you have to make right now."

"I think this is a really unique opportunity that is knocking. I have never seen anything that is so straight forward."

"I am so excited because I know what it has done for me and I want to share it with you and others. IT HAS CHANGED MY LIFE."

"This is so good I can't wait to tell all of my friends and everyone."

"This is a straight commission proposition, no selling, just a "word-of-mouth" marketing job."

"We are not actually selling anything because the program sells itself. We are just inviting people out to a Free Session. Whether they buy or not we are glad they came."

"It is a "Soft-sell". If people decide they want to be a part of it, and they are accepted, we welcome them. We provide all of the necessary training."

"I'd like to invite you to a free seminar so you can see for yourself just how powerful this course really is."

ALWAYS FOLLOW UP LEADS AND CONVERSATIONS

When you recognise a need to follow up on a call or conversation, write it down in a “TO DO” list for the day it is to be done at the time it is to be done. Always use an electronic organizer that syncs with your PDA (Smart Phone).

In today’s electronic world there are so many organizational tools that are very affordable; it makes no sense to try to use the old paper methods. Today’s world is fast paced, so you need to be able to compete with those who use technology to their best advantage.

I would suggest you look into a program like OGEEMO to organize your time, life and money. Contact dan@danwhite.ca for more information on that.

HANDLING DIFFERENT TYPES OF CUSTOMERS

HANDLING ATTITUDES

SCEPTICISM: Be patient, understanding and firm. State what you believe and explain why you believe it to be true.

KNOW IT ALL: Try to win them over by asking for their input. It shows you value their opinion.

SARCASTIC: Ignore the sarcasm and use logic to disarm the buyer, and keep your cool.

EGOTISTICAL: Listen carefully, and you may learn the reason for the ego, it's possible that they hold an Army Commission, social connections or other environmental influences. Whatever it is, be a listener and show interest. If you can pay a sincere compliment, do so.

HUMOROUS: Be careful who you joke with, even the buyer who laughs a lot may resent jokes told during business hours.

TALKATIVE: Some buyers like to talk about everything but the order you want to write. Acknowledge that you heard, and then switch to your topic, the one about buying.

TOUGH: Listen, acknowledge, show appreciation for sharing the issues, and discuss what can be done about it. Show you care.

IMPATIENT: Be in tune to your customer if they give any indication they want to get on with things, do so by asking specific open ended questions which will lead to your opportunity to help satisfy their needs.

PROCRASTINATORS: Ask the magic question "WHEN" this will force the procrastinator to start making decisions.

CHISELERS: An objection to price just means the customer is not convinced of the value, it's your job to convince them they are getting a good value package.

COMPLAINERS: An angry customer has a need to vent. If you hear them out and fix their problem, they will usually remain as loyal customers. A common belief is that you **have** to listen to them yell at you. However there are other right answers. The method I prefer is to tell the customer I will fix the problem if they tell me what they want. If they persist in yelling I give them two choices. One. ... I'll do everything within my power to fix the problem. OR ... The second choice is to listen to them yell. They will always go for the first option. This method drastically shortens the amount of time you have to listen to someone spout off. Try it, it actually works.

HANDLING OBJECTIONS

The way to never ever be rejected is to always be an active listener, ask permission before proceeding and accept the inevitable. Ask open-ended questions that cannot be answered as yes or no. If they give a genuine objection that cannot be overcome, accept it gracefully. Say something like ... "You are right, it's not for everyone, and it may not be right for you." Real objections are ones that can't be handled. Objections such as they are ... Sick, dying, going bankrupt, etc. cannot be handled so accept them gracefully. Respond with ... "Thanks for listening, goodbye."

Rephrase the objection in question form. "So what you are saying is ... is that correct?" Answer the objection directly, acknowledge the relevance, minimise their concerns by stressing the relevant benefits of your product or service.

Be an active listener. Show that you were listening, and that you understand, **restate the points**, offer proof, and expand on the benefits.

Excuses -- Handle them:

- "What causes you to hesitate?"
- "If it wasn't for.... Would you be interested?"

Put Offs - Can Be Handled:

Find out the real reason for the put-off. I.e.: Too busy, no time, etc. If the put off is trivial, and just a smoke screen, ask the question. "If it were not for **that** would you give this serious consideration?"

RANDOM, PRACTICAL TIPS YOU CAN USE TO ENHANCE SELLING YOUR SELF, YOUR SERVICES OR AN IDEA.

1. Enthusiasm is the single most important ingredient in selling. Make sure you enact a plan on how you will be enthusiastic when you are in front of your prospect. Enter as a scheduled repeat appointment with yourself in your calendar; "if you act enthusiastic you will be enthusiastic."
2. Always ask for testimonials when your customers compliment you. Write out what they said in an email and send it to them, and ask them to approve or edit it. Testimonials are powerful selling tools.
3. In selling, lead with a benefit, if you start out talking in terms of your prospects interests, they will be listening right from the beginning.
4. If you want to talk to the president of a company, (getting by a call screener) call at coffee break, before 9:00 am, at lunch time, or after 5:00 PM. They often pick up their own phones at those times.
5. When making one on one sales calls, carry visual aids with you to attract attention and to create interest. Make sure you also keep your briefcase stocked with good documentation to convince your prospect that your product or service will do what you say it will.
6. A good conversation opener is to have some exciting industry news that your prospect would like to hear about.
7. On sales calls; think about the colors you choose for the day. Wearing dark colors enhances authority image, softer colors appeal to right brain people,
8. On sales calls, take a page from the old Fuller Brush door to door salesmen. Everyone loves a gift, and it's a good door opener.
9. Decide what your value added service is going to be. Value added makes you stand out as different and more thoughtful than the last guy. Good manners is always in style, so be stylish.
10. In handling objections; if someone says "your price is too high" what they really mean is "I'm not convinced." Simply ask; "if it was not for the price, would you go ahead now with this deal now?"
11. When you have asked for an order, instantly shut your cake hole!!! Because your prospect is thinking about what you discussed, so don't talk when they are thinking because their first word might have be "OK." However if you introduce new information your prospect may never complete the thought process.

12. When you first walk in the door on a first meeting, it's the host's decision to offer their hand to be shaken or not. If the host does not offer their hand, it's socially incorrect for the guest to offer their hand first. In some situations you can make a negative impression by forcing an unwilling prospect to shake your hand.
13. When you are making a sales presentation, look for buying decision signals, i.e. when someone rubs their chin it is a good indication that they are making a favorable decision. If the prospect picks up a contract to read, let them, because they are probably thinking in the right direction.
14. Send hand written poster notes to clients you have called on. It is old fashioned and cool, it is personal and it lets your clients know they are more than just a customer. The poster notes demonstrates that you think that your customers are important.
15. Try to find out your customers birthdays and send birthday cards. If you are going to do this, use your electronic calendar as your birthday reminders.
16. To woo an important client, find out about how you can benefit their spouse, having support in the spousal arena can pay big dividends in the sales department.
17. To win friends and influence people, always make friends with secretaries and receptionists, they are powerful allies to get through to the boss. Did you know very few people ever ask a receptionist how they are when calling for the boss? If you remember that most people treat receptionists as just a conduit to who they really want to talk to, you have a better chance to get a favorable relationship with the boss. Receptionists are so poorly treated you will stand out by just saying "how are you today?" so seize the opportunity
18. If you want your clients to appreciate and value you then, always keep them informed about what is new and different. When people know what to expect, when to expect it, and how to expect it, their sense of anxiety is reduced. Keeping people informed as to what is happening establishes a level of trust. A lack of communication may suggest that something is being hidden or even worse that you just don't care.
19. On handling objections, the best method is to repeat the objection, to clarify you understood, and to tell your customer that you were listening to them. Next ask if that is the only issue they are concerned about. Often the first objection is not the real one. So make sure you flush out the real objections by asking questions.
20. Make sure you know what your customers expect of you and then exceed their expectations. Simply ask the customers what they expect you to do and then do it. Often what customers expect you to do is actually less than what they really want you to do, so a little extra effort could really pay off in the long term results.
21. If a customer has a problem, ask them to work with you on solving the issue. By your client joining you in problem solving, they engage the positive side of their brains. That section of the creative brain is where objectivity, creativity and feelings all reside.

Problem solving is creative thinking and creative thinking is an exercise that generates good feelings.

22. Never tell your customers that they are wrong, it just irritates them. A good technique in getting someone to change their mind, is to acknowledge that based on the information they presently have, they are correct. Explain that you have some new or additional information you have that may cause them to change their minds. People are much more likely to change their mind if you present facts as new information. Thus the easy way to change an opinion is to agree with them, introduce new information and then ask for a new opinion. Always be sympathetic, understanding and look for the most emotionally acceptable solutions so that your customers will respect and learn to trust you.
23. To get people's attention and interest, always ask questions. Always be an active listener, the most successful people are the ones who are the best listeners. When you have asked enough questions to know how you can satisfy your customer's needs, then and only then, should you begin offering solutions.
24. Make allies with the business people you know, do some serious cross marketing. Cross marketing is the process of recommending the services of other suppliers to your own customers. Cross marketing helps to put you in a value enhanced position with your clients. Ask your business allies what they would be prepared to give away for free to your clients to get them interested in your allies' products and services.
25. Trade shows are a great way to meet lots of people. I find it is more time efficient to network with vendors at trade shows than to have my own booth. The suppliers at the booths will be more than willing to hear about your business because they look at you as a prospect.
26. Trade shows are also good for creating brand awareness by actually having your own booth.
27. Use an electronic newsletter such as Constant Contact to stay in touch with your clients. If you publish information of interest to your customers, they will welcome your newsletters.
28. When you have a booth at a trade show, make sure you offer a big "attention getter."
29. To really make yourself stand out from your competition, send beautiful hand written notes to your customers. Do it on a post card type of note, that does not have your company name on it so that it clearly is more personal. If you practice calligraphy I can tell you from much personal experience it really creates a powerful impression.
30. In business world, there is no room for modesty. If you don't tell your clients you are how good you are, they may never find out.
31. Be committed to building good business, long after the warm fuzzy feeling that got you started has died and gone away.

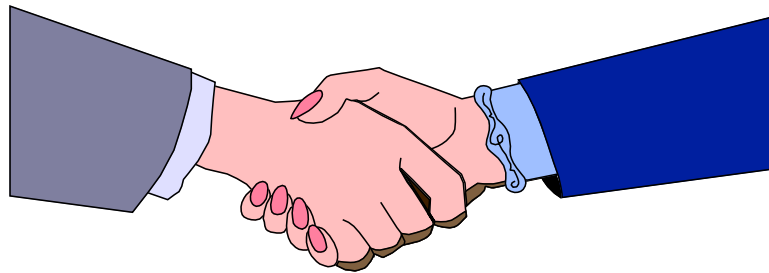
32. Always be prospecting for time. Where can you free up time to put to attracting more customers.
33. Remember men and women think differently, that is why women entrepreneurs have a better success rate than men. So if you - the reader are not a woman, then make sure you have one in your business. Men are known to be more aggressive risk takers and women are often too cautious, so the male female thing is good yin and yang.
34. Remember in selling anything, you have a success ratio of sales calls to actual orders. Even though you only collect money from customers who actually place the orders, you get paid based on making all your calls.... Not just for the calls that turn into sales orders. Rejections are just Make sure you ask the customer what they expect you to do. Often what they expect you to do is actually less than what they want. Further when you ask the customer to work with you on solving the problems they engage the positive side of the brain. That section is where objectivity, creativity and feelings all share the same area. In this way they will be using their brain in an exercise that generates good feelings.
35. Never tell anyone that they are wrong. Acknowledge that based on the information they have they are correct. Explain that you have some information that may cause them to change their minds. People are much more likely to change their mind because of new information, than to reject the information they currently have. Thus the easy way is to agree with them, introduce new information, and then ask for a new decision. Always be sympathetic, understanding and look for the most emotionally acceptable solutions. Your customers will respect you and be more co-operative.
36. Ask questions, the most successful people are the best listeners. When you have asked enough questions to know how you can satisfy your customer's needs, then and only then, should you begin offering solutions.

HOW TO BUILD A SUCCESSFUL BUSINESS TEAM

- ➔ Have a high quality people work for you. You can not afford cheap help.
- ➔ Have the right product or service.
- ➔ Have the right attitude.
- ➔ Have a great team spirit.
- ➔ Have regular motivational contact with your team.
- ➔ Have regular motivational workshops.
- ➔ Have regular training sessions.
- ➔ Have commitment.
- ➔ Have all levels of the team buy into the company commitment.
- ➔ Have proper facilities to work in.
- ➔ Have the proper technologies and equipment to do the job properly.
- ➔ Have a fair remuneration program.

Lesson 8

Negotiating for Win-Win Results



Learning the finer art of Active Listening

NEGOTIATING FOR POSITIVE WIN-WIN RESULTS **THROUGH ACTIVE LISTENING**

Life is comprised of the constant and never-ending process of negotiating. In everything we do in association with other people we are constantly struggling to get things our way. One of the strongest human urges is to conform everyone to our way of thinking. This urge is dramatically illustrated by religions. Throughout history most religions have placed an enormous amount of energy in getting people to conform and / or convert to their beliefs. Just as in religion, if we want others to do what we want, we have to give them just cause to change their behaviour. The number one driving urge above Maslov's hierarchy of needs is the desire to feel good. Find out what makes someone feel good, and you know what to offer them in exchange for them giving you what you want.

Negotiating is really the art of selling. There are seven steps to selling;

1. Preparation
2. Attention
3. Interest
4. Conviction
5. Desire
6. Trial Close
7. Close

PREPARATION

1. Make sure you have all the information. What you want, what you think they want, what you are prepared to give to get what you want, and a plan of action of how to keep it positive.
2. Prepare for negotiations more effectively. Have a plan of action of how you are going to start, stay on track, and how you will respond to any negatives.
3. Focus on issues and problems, not on personalities. If someone makes a negative personal remark, address it immediately, neutralise the comment and steer the conversation to the issues.
4. Negotiate Win / Win situations. If one person clearly gets the better of the deal, future negotiating will be very difficult.
5. Introduce new options; always look for other right answers.
6. Influence the behaviour on the other side.
7. Keep it positive

CONTENT (Major Points)

1. Determine objectives, theirs and yours.
2. Keep it **POSITIVE**.
3. Strategize.
4. Separate people from the problem.
5. Identify individual interests and goals.
6. Fairness.
7. Handle Anger.
8. Establishing trust.
9. Get mutual agreement to come to a fair arrangement before beginning negotiations.
10. Keep power in reserve.

ACTIVE LISTENING SKILLS

Have the right attitude.

I am not my behaviour; I am the person monitoring it.

When to use active listening (when the other person owns the problem) feels rejected, angry, feels overloaded with work, feels inadequate, when you are getting missed or confusing messages.

Remove “I” and “You” as judgements. Avoid adjectives and nouns that describe a person.

A good “I feel” conveys inner feelings.

Use facts and feelings.

What you believe you heard.

What you think they mean versus what they said.

Do not attack or dump

Offer solutions, not criticisms.

Don't take ownership of other people's problems.

Be assertive rather than aggressive.

ACTIVE LISTENING STARTERS

I see, what you mean is...

That sounds to me like you're...

I guess you want...

You mean you're...

You sound like you feel...

I'm not sure I understand. Do you mean you're..?

You look (worried) about...

I think I understand. (Active listen). Is that it?

I get the idea; you want to...

I hear you saying you're...

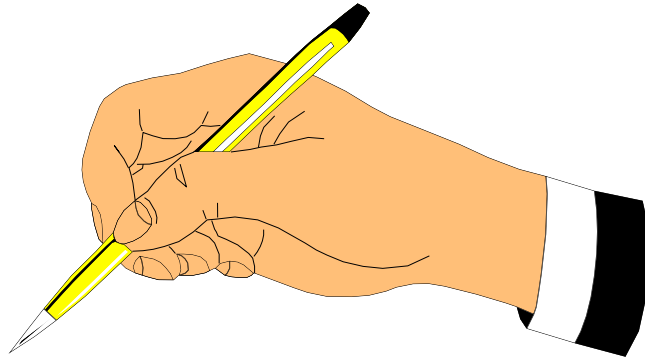
Wow!

When that happens, you're...

Anger is usually pointing blame. Anger is not an emotion; it follows an emotional reaction to a negative situation. Identify what the emotion is based on and deal with that.

Lesson 9

Writing For Results



Learning To Produce Positive Results With The Power Of The Poignant Pen.

**WRITING A BUSINESS LETTER REQUIRES A GREATER DEGREE OF SKILL IN
WORD USE THEN WHEN YOU SPEAK DIRECTLY TO SOMEONE.**

I cannot profess to be an expert in the English language. I am not. However I do know how to get results through the use of the written word. You will note that I use more

commas than some people will say I should. My personal rule is if I would pause my speaking in a sentence, then I pause correspondingly in my writing. What I will share with you in this session are some ideas, tips and points that are critical to producing positive results by the use of the written word.

In writing a letter you are more limited in communication skills than when talking on the phone or in person. At least, when you are speaking on the phone to someone you can use vocal variety, tone, and vocal enthusiasm. When writing a letter you are restricted to only the use of words. It is often said that words are only 7% of communication. The rest is non-verbal. If that statement has any merit to it, and you consider that in verbal communication, the wrong choice of words can blow everything. It seems prudent to take a close look at how to write effective letters.

What you put in writing will be around for a long time, so make sure the words you use will not come back to haunt you at a later date. Many people have written letters they regretted. If you are going to write a letter based on emotion, write the letter, and then put it away until you have cooled off. Read, think, evaluate and rewrite the letter from a calm, collected and rational point of view. The written word is permanent and its effectiveness extends over time, so think before you write.

A good place to start thinking about writing letters is to look at the type of letters you like to receive. Love letters, letters from friends, network newsletters, and most of all, letters with cheques enclosed. Those are the letters you open first. So ask yourself this question "How are my letters received?" If you want your letters to be well received, they have to satisfy the three "Ps." It has to be **positive**, have a **purpose** and a **payoff**.

1. POSITIVE:

Writing business letters requires the same use of human relation skills as you use orally. It requires the belief that *everyone* is in the never ending and constant pursuit of "feeling good." Your letter has to keep everything in the positive. You will need to turn a complaint or anger into a creative suggestion of how to solve a problem. The first step is to identify the positives about the people and the company involved. Those positives have to be placed right up front in the letter. For example "I have always enjoyed dealing with your company". When dealing with specific people, appeal to their ego.

A suggestion would be to refer to their skills or strengths. Always be sincere, flattery is quickly recognised, and never overlooked.

2. PURPOSE:

Business letters have to have a defined purpose that the recipient can quickly and immediately identify. Get right to the point. If they do not see the purpose the letter may hit the trashcan without ever being read. Your letter could be a displaint. (Displaint is a word that comprises both complaint and description of the problem. It allows for a complaint to be a positive suggestion for action.) In writing a displaint, make sure you start things off with positives. You could start the letter with something like. I am writing this letter to see if there is some way that I can continue to feel good about doing business with you. I have been a loyal customer for years, and now I have had a

most upsetting experience. This is what happened, and what I recommend we do about it.

3. PAYOFF:

There has to be a payoff. Put the purpose in the form of a benefit. E.g. "The reason for this letter is to offer you an opportunity to increase the profits in your company through improving employee productivity." That is called "leading with the benefit".

Letters need to be clear and easy to understand. Use words that appropriately describe your points. Do not try to impress through the use of big words. Write in the language you normally use. Choose words that describe what you mean in a manner that is as clear as possible.

It is so important to get right to the point. The average reader can read 250 to 300 words per minute. That represents one page of point 12-font size with lines double spaces. A reader will become uninterested in seconds if they cannot quickly understand what the benefit is to them for reading your letter.

PLANNING THE LETTER

As in all communication, writing a letter requires foresight and forethought. Plan how you are going to involve your reader. First, decide exactly what the purpose of the letter is. Next imagine what would attract the attention of the reader and imagine them feeling positive about you. Develop a plan around how you will develop willingness in them to co-operate with your wishes.

It's important to remember the strongest human urge is not to kill or procreate. Rather it is the urge to edit other people's copy. Keeping that in mind, do your best to punctuate your words properly, and to make the best possible use of the English language. Having made the aforementioned statement, it's also worth noting that most people cannot agree on the correct structure of a letter. The important lesson is, people will forgive you for errors (Well ... some will and some will not, so do the best you can).

Plan to write straightforward organised ideas in a manner that the recipient will understand and that makes them feel good. A rule is to remember. A letter of perfect prose written with a mastery of the language, but lacking tact and feelings will shrink and fade when compared to a grammatically incorrect letter that has obvious good intent and demonstrates good personal skills.

Let's compare these two opening statements in a letter.

Dear Sir:

"This letter is to advise you of my unmitigated disgust with the treatment I recently received at the hands of one of the untrained imbeciles **you** call a CUSTOMER SERVICE REPRESENTATIVE".

VERSUS...

Dear Mr. Smith;

As a long-term customer of your company I am asking for your help in restoring the good feeling I have always had when dealing with your company. I have a suggestion you may want to consider in how we can accomplish this."

EVEN ...

Dear Sir,

I yam reel unhappy wit the servise I just got frum yer kustumer servise deeparment. I yam yoost to spendin thowsands uv dollers every munth at yer kumpany and beeing done rite bi it. Plees tell yer staff that an illeterit's munee is just as gud as enny won elses. Then I ken bee happy agin deeling with use guys.

THE LAST EXAMPLE IS BETTER THAN THE FIRST EXAMPLE... So keep human relation skills in mind when you write letters.

FORMAT THE STRUCTURE OF YOUR LETTER

Set up your letter the same as if you were planning a speech. Have an opening, a body, and a close. In the TELL TELL TELL format. Tell the recipient what the benefit to them reading your letter is. Tell them why and how. Then summarise by telling them what you said, and what the next step is in a short clear statement.

WRITE WITH STYLE

Just as in human relation skills, style is more important than grammar and punctuation. You can choose your style. Consider your relationship with the recipient of your letter, and pick an appropriate style. Have a caring tone, talk in terms of their interests, and write as if you were talking to them. You do not speak to everyone in the same manner, so you should not write in the same style to everyone either. Having a strong positive enthusiastic attitude sets a scenario for positive productive results.

YOU DON'T HAVE TO BE AN EXPERT

Setting yourself up as an expert opens you up to possible criticism and attack. If you explain how you feel, that is your indisputable position. No one can say you do not feel that way. If someone wants you to keep feeling good about them, then they will have to do something to give you a reason to feel better. Explaining how you feel, does not open you up to attack and does not offend people.

BE 'WRITE' PERSONAL

Wherever possible include a portion of your letter in neat handwriting. Learning calligraphy (the art of beautiful handwriting) will do wonders towards making people feel good about you. Don't be afraid to write a business letter by hand, if you use a proper calligraphy pen, *and* can turn out a work of art, you can create a wonderful impression on the recipient. If you do not write letters by hand, the least you can do is take the time to do a beautiful signature.

CLOSE YOUR LETTER ON A POSITIVE

Generally "Sincerely" or "Yours truly" will do. In case of personal letters keep it simple, no long sign-offs, they are like long good-byes. End with a positive thought of the other person.

TIPS...

Hand written envelopes are opened before electronically produced ones.

Be brief. Less is more.

Don't use unnecessary words.

Don't use run on sentences.

Only include relevant information.

Use only correct and appropriate grammar.

Punctuation has a purpose in meaning. If punctuation does not help the meaning, or make it clearer, don't use it.

Never use hackneyed phrases like "The cats pyjama's". (These phrases are "old hat".)

Never say or write "What I am trying to say is..." just say or write it.

Don't use redundant statements like ... This letter is to inform you, (It's obvious it's a letter). Please find my business card attached to this letter. (Do you think they are blind?) Should you have any questions, please don't hesitate to call. (How does this help your letter, or how they feel about you?)

Never, Never, Never say or write "needless to say". (If it's needless to say, don't say it!)

If you are in doubt of what salutation to use, or are not sure about the use of the word "Dear" just use the person's name. E.g. Alice, or A. Smith:

If you don't know or can't find out the proper title of the person you are writing to just use the companies name. E.g. Dear Megalomaniacs Unlimited.

Start with an interesting opening sentence and the letter will practically write itself.

Don't start off a letter apologising for not writing sooner. It starts the letter off on the wrong foot. In other words, start your letter by making the recipient feel good.

Lesson 10

Humor and Animation as Communication Tools



***Learning To Use Humour
To Create A Positive
Atmosphere.***

PUT A LOT OF LAUGHTER IN YOUR LIFE

Are you afraid to be funny? What is humour? Why should I be funny? The answer to these questions can vary depending on who you ask. What is funny for one person is not necessarily funny to another, depending on such things as health, culture, and background. Even though humour can be different from person to person, one thing is sure, as Reader's Digest has said for years, "laughter is the best medicine". Those who laugh - live longer.

A sense of humour and two of its counterparts can contribute to your personal health according to Dr. Lawrence Peters author of the book "The Laughter Prescription". The first beneficial humorous trait is being able to laugh at yourself, and the second is the act of laughter itself. Laughter causes the full action of the diaphragm, thus benefiting the whole cardiovascular system because of the amount of oxygen taken in. "During laughter the whole body is revitalised by an internal massage." OK! You say, sounds good, but how do I get to be funny? The four ways I like are...

(1) Think funny! Humour is easier to recognise than to analyse. Look at the world around you. You don't have to study it intently, but understand why something is funny. Realise also that it does have to be accepted by everyone to be considered funny. The ability to be funny depends on a person's ability to trust the right side of the brain. Have fun, let it roll. If you question your own humour, the old left-brain will kick in and you will reject your humorous thought. Remember your left brain is logical, the left brain is the critical side of your brain. If you listen to your critical brain, you will never be funny. When the left brain hears a statement that does not make logical sense, but makes illogical sense, the creative right side of the brain will adapt its own meaning, with the resulting "funny" feeling that goes with it. Thus we have the resulting laughter.

(2) Adapt material! Humour can be from any source, from anyone, from anywhere, its a universal language, which can be adapted to any situation. When adapting humour, de-genderise it, de-race it, and apply it to your life. Look around you, the world is crazy if you see it that way. So think crazy and you will be crazy, ... funny that is.

(3) Be on target! Don't be afraid to laugh at yourself. People are more apt to accept someone open, vulnerable, and trusting, according to Dr. Peters. When you are able to laugh at yourself, people are more willing to accept kidding and jokes about themselves from you, too.

(4) Share your humour! Tell your latest joke, share a funny story. In this way you can provide laughter and happiness to others. You can also get, and help give someone else a new perspective on life. You can take almost any negative situation, any injustice or a difficult situation, and use humour to turn things around for the better.

Humour has a place in the work place. It can create an atmosphere where difficult situations can be turned around. Even the most died in the wool grouch will smile a little inside when their funny bone is stroked. Choose the humour that stretches your comfort zone, but not humour that can be used against you at some future date. Off colour humour can and will be used against you. To protect yourself, be politically

correct, and tasteful. Never swear, swearing is just a lazy way to shock the mind. The name of the humour game is to keep it clean, talk about your own situations and stay away from stereotyping people into groups. Then deliver your humour with animation and exaggeration.

Exaggeration can be understated too. For an example of an understatement; "Wayne Gretsky may be able to give some basic advice about hockey to almost most any hocky beginner.

When using humour in speeches, use the humour to make a point. Then if the joke bombs at least you still make the point. If you are used to delivering humour, then don't sweat it. Deliver the humorous thought as it comes to your mind. If you did not expect to deliver a joke at a specific point, there is a good chance your audience did not expect it either.

So Ladies and Gentlemen, let's do laughter! ... Tell someone a funny joke, tell someone you are married, smile at your own faults, and laugh at your neighbours.

Humour is emotional chaos remembered in tranquillity... There is no reason a good joke cannot be told more than once. Imagine a conductor refusing to play Beethoven's Fifth, on the grounds that someone might have heard it before.

But most of all Friends remember ... He who laughs last, lasts!

SUMMARY

Ok... so there you have it, this book is all about that which they did not teach you in school but is all things that are good to know.

I hope you found the writings interesting, insightful and beneficial.

I wish you the best in your life's journey.

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