

Insight from expert series

# 303

## Solutions

*for*

# Communicating Effectively & Getting Results

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Communicating Effectively  
& Getting Results

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1. **Relentless communication of key messages is vital.** Repeating them over and over again to your team is the best ammunition you've got. If resistance arises, reveal the reasoning behind your messages. - Connie Dieken
2. **Be alert to nonverbal clues which may indicate lack of understanding, disagreement, or anxiety.** That feedback is important to you because addressing those issues now is in your best interest for achieving your goals. - Phoebe Bailey
3. **Communicating for results is like taking a shower.** Often it is best to get in, soap up, rinse off, and get out. In communication, get right to the subject; work up a lather (that is, if appropriate, be passionate about what you are talking about); wrap it up by making your points and asking for a call to action; then end the communication. Lingering in the shower or in communication doesn't necessarily accomplish more. – Cheryl Stock
4. **Remember to be a verbal cowboy or cowgirl: Load your brain *before* shooting off your mouth.** - Keith L. Brown
5. **To communicate your message in a way that is most likely to be heard, listen first.** Communicate your message in terms of what is important to them. – DJ Harrington
6. **Listening is good business.** – David G. Lewis
7. **Practice the Four B's of communicating for results:**
  - Be prepared.
  - Be interesting.
  - Be brief.
  - Be seated!- Mandi Stanley
8. **The best leaders are excellent communicators.** They communicate their vision and passion for achieving that visions with the people they lead. - Greg Maciolek
9. **Expressing your feelings makes you feel healthy and relaxed.** Not expressing yourself will cause tension and stress may build. – Linda Edgecombe
10. If everyone agreed, we'd be bored. **Invite opinions that differ from yours.** - Sid Ridgley
11. **Conversations matter.** – Robert Stack

12. Check for understanding. **Communications is incomplete unless your message is heard and understood.** - Mike Monahan
13. **Do not monopolize the conversation.** Many times we focus on being “interesting” instead of “interested.” *Interested* means being curious or concerned about the other person. *Interesting* means focusing the conversation on ourselves (our successes or experiences). Monitor the amount of time you are speaking to ensure that the other person has a chance to talk and gets a fair share of the conversation. - Donna Satchell
14. **Speak clearly and expressively.** - Keith L. Brown
15. **It’s not only about you, it’s about them, too!** Don’t dominate conversations. The power of communication is often revealed in how well you can listen to others. - Kafi London
16. **No matter what you say, there will always be someone to disagree with you.** Accept that and don’t put a lot of energy into trying to win them over. – Doug Smart
17. **Make messages concrete.** Avoid long, drawn-out descriptions of lofty goals and visions and instead stick to clear language that describes a tangible, concrete plan of action. -Connie Dieken
18. **Create a climate that capitalizes on the talents of participants as well as the talents of the leader.** - Phoebe Bailey
19. **Make a list of your strengths in order to improve the effectiveness of your communication.** Some people have difficulty communicating effectively because they have low self-esteem. By taking an inventory of your strengths and acknowledging your talents, your self-image will rise. You will feel better about yourself. This will improve your confidence and your ability to communicate well with others. – Cheryl Stock
20. **When you are assertive, you state your needs in a way that is respectful in maintaining the relationship you have with the other person.** Aggressive communication is not respectful and holds the relationship in lower regard. – Linda Edgecombe
21. **It’s not what they call you! It’s what you choose to answer to!** - Keith L. Brown

22. **Many marriages wither and die because spouses stop talking to each other.** At first, it is easier to stop talk (or avoid the tough conversations) than it is to talk it out. Then, ironically, the poor communication becomes a greater burden to them than if they had talked in the first place. - Greg Maciolek
23. **Use more statements instead of questions.** By one estimate sixty to eighty percent of our questions are really statements. For example, when we ask, "Can we change our meeting?" and we really mean, "We need to change our meeting." - Donna Satchell
24. Effective communication takes work. **Be willing to work as hard as you ask others to work.** – DJ Harrington
25. **Tune your audience in to "WII-FM radio."** That is, *what's in it for me?* Use a clearly stated benefit to give them a reason to listen to you. - Mandi Stanley
26. **Don't ask questions if you are not planning to listen and take action.** - Sid Ridgley
27. **Listen, digest, and pause before speaking.** Improve your communication skills by practicing how not to interrupt others during a conversation. First, listen to the discussion points, digest and analyze the information. Pause briefly and then speak - Kafi London
28. **Communicate in a way that elicits information.** – Robert Stack
29. **You cannot *not* communicate!** Everything you do or say is a form of communication. – David G. Lewis
30. **Define your purpose for listening.** Ask yourself why you are listening and what you intend to gain or give as a result of the exchange. Are you listening to get facts? Build the relationship? Understand someone's point of view? Look good? If you define your purpose, you will do a better job of listening and will be more likely to achieve your objective(s). - Mike Monahan
31. **The success of your presentation depends on your ability to connect with your audience.** It's all about *them*, not you. - Mandi Stanley

32. **Start your speech with an opening that gets your audience's attention quickly.** The first three minutes of the speech are critical to its success. A few examples of attention-getting openings include: a question challenging or controversial statements, quote, startling statistic, or an interesting fact. - Donna Satchell
33. **Put yourself in the audience's world and tailor your message to their concerns.** - Phoebe Bailey
34. **Know your audience.** – Robert Stack
35. **Practice the three C's of communication: be *clear, concise and complete*:**
- Clear – Make sure the person understands what you are saying. Also make sure you clearly understand what they are saying. Ask questions to assure clarity.
  - Concise – Avoid providing unnecessary details that clutter up the conversation.
  - Complete – Give the person all the information they need and make sure you receive all the information you require.
- Donna Satchell
36. **Edgar Guest wrote one of my favorite lines: "I'd rather see a sermon than hear one any day."** - Keith L. Brown
37. **The first thing a person hears from you is "sticky."** That means it is most likely to stick in a listener's consciousness. Sticky messages are more likely to be acted upon because they're remembered and repeated more accurately. -Connie Dieken
38. **Sell yourself in 30 seconds.** Experts say first impressions are made within seconds and that fewer than fifteen percent of first impressions ever change. Give thought to what you want "new people" to think of you. Practice introducing yourself to people as you develop a great way to make a great first impression. – Cheryl Stock
39. To communicate most effectively, learn how about "personality profiles." **Avoid the trap of communicating with everyone else the way you want them to communicate with you.** That strategy is wrong about seventy-five percent of the time. - Greg Maciolek
40. **Avoid taking action based on hearsay.** To get valid information, go to the source. The effort you take to get the straight message will always be worthwhile. - Mike Monahan

41. **Make sure that what you heard is what was said.** Always ask for clarification – David G. Lewis
42. **Listen to learn and then speak with substance!** When listening, you can learn a lot more about them than you can when dominating the conversation. Use the information they share with you to respond with substance. - Kafi London
43. **Listening to understanding beats listening to respond every time.** - Sid Ridgley
44. **Put twice as much effort into listening than you do speaking and you will be heard four times more clearly.** – Doug Smart
45. **Actions speak louder than words. Talk less, do more.** – DJ Harrington
46. Women tend to want to please everyone. **Even though most women want to be more assertive in day-to-day communications, we tend to undermine our own efforts in practicing assertive communications because we don't want to be thought ill of.** – Linda Edgecombe
47. **Dare to be authentic and real when you communicate.** – David G. Lewis
48. **You schmooze, you loose!** Be authentic and genuine when meeting new people. Phony schmoozing is often a big turn off to others and can often work against you. - Kafi London
49. **If you feel guilty saying “yes” more than you want, here are some simple techniques for saying “no”:**
- You do not have to answer at that moment. Say you'll get back in a minute, an hour or a day. Take some time to think about what you want.
  - State “no” simply.
  - Most people like to hear why you decided “no.” You don't need to apologize.
  - A “rain check no” says “no” to the immediate request, but leaving room for “yes” later, to another request.
- Linda Edgecombe
50. **Strive for authenticity in all your communication.** – Robert Stack
51. **Beware of the person who “agrees” with everything you say.** - Sid Ridgley

52. **Think before you speak.** This is particularly important in serious or crucial conversations. Understand what words you want to use to best communicate your feelings or describe the situation. - Donna Satchell
53. **Resist the temptation to stick your hands in your pockets or behind your back when speaking.** The person you are speaking with might pick up a subconscious signal that you are hiding something from him or her. - Mandi Stanley
54. **Listening to your employees makes them feel good about themselves, because they know they are valued and respected.** - Greg Maciolek
55. **Asking questions is a great way to show others you care about them and their opinions.** – Cheryl Stock
56. **Communicate with yourself first.** Be certain of the clarity and integrity of your message before you ask for buy-in from others. Be clear on the outcome you want before starting important communication. - Connie Dieken
57. Important conversations deserve your best attention. Good listening takes a lot of energy -- both physical and psychological. **Schedule important conversations around your energy peaks and avoid fatigue times.** - Mike Monahan
58. **Ask questions, repeat, paraphrase or summarize what the other has said in order to prevent misunderstanding.** - Phoebe Bailey
59. **Sticks and stones may break your bones, but words will kill your spirit.** - Keith L. Brown
60. **Advice that has not been requested is seen as criticism.** – Doug Smart
61. **To manage communication conflicts, use the 3 R's: recess, retreat, and revival.**  
When a conversation is not going as planned, take advantage of your option to ask for a recess or short break, then retreat to privacy to regroup and think about what has occurred and what you want to have happen. When you feel revived, mentally and spiritually, you can continue the conversation. – Cheryl Stock
62. **When we disagree we gain new perspectives on the problem.** - Sid Ridgley



63. **When someone is evasive or appears to withhold information, talk with them privately.** Tell them you're missing something and ask for their help to better understand it. This offer triggers candor and melts sugarcoating and back-pedaling. - Connie Dieken
64. **Communications challenges start at home.** Consider this. When you talk to yourself, you understand yourself. Add your spouse and communication is less easily understood without effort at building solid communication skills. Add a couple of children and it becomes more complex still. Now take this scenario to your workplace where you are, say, supervising five or more employees who may not even like you let alone love you, and who have their own agendas! Add in other employees, vendors, and customers – and you can see that if you do not communicate well at home, it can be very challenging to communicate at work. - Greg Maciolek
65. **In your mind, replace the word *confrontation* with the phrase *communicate with*.** This is especially helpful in you what to resolve conflict. Your perception can make the difference between a positive or negative outcome. – Cheryl Stock
66. **In preparing for or writing a speech, start by thinking of the audience.** Each audience is different. Your speech should take into account the dynamics of that particular audience. Who are they? Are they young? Are they old? What do they know? What don't they know? What do they need to know? What are their concerns, joys, and anxieties? What words will have the greatest impact with them? - Donna Satchell
67. **When you speak before an audience, I believe your job is to not let your audience fall asleep, regardless of what the topic of your presentation is.** – Linda Edgecombe
68. **When addressing a group, don't even think about jokes pertaining to sex, religion, politics, race, age, or disabilities.** I don't care who the group is. Even if they laugh, you lose credibility, respect, and sensitivity. - Mandi Stanley
69. **Never start a conversation, a sales presentation or a speech with a complaint.** It sets a negative tone. This means includes never complaining about the weather or traffic. – Doug Smart

70. **To prevent brain freeze during a presentation, don't try to memorize it word-for-word.** Instead, break your remarks into key points and learn the essence of each point. This technique allows your brain more flexibility and provides an easy road map to keep you on track. - Connie Dieken
71. **Meaningful personal or professional communications take some work. Take your time to develop your thoughts and communicate in a substantive way.** - Mike Monahan
72. **Learn the power of the pause in conversation.** – Robert Stack
73. **Effective communication involves humility.** You don't have to be arrogant or bold to get your point across. – David G. Lewis
74. **Your words are far less important than you think and your actions are far more important than you imagine.** – DJ Harrington
75. **Know the characteristics of your team such as depth of experience, level of interest, comfort with the task.** - Phoebe Bailey
76. **Let your gratitude reflect in your attitude.** When friends, family, or clients go above and beyond for you, show your appreciation. Use more than words to thank them. Communicate your appreciation through your attitude, too. - Kafi London
77. **Get comfortable with talking to strangers.** As children, we were taught not to talk to them. However, fifty percent of the people who are going to assist you with your vision, you haven't even met yet! - Keith L. Brown
78. **During personal phone calls, resist the temptation to constantly put the person on hold to answer another call.** Simply because we hear the call waiting tone does not mean we should immediately put our caller on hold. In doing so, we interrupt the flow of the conversation and unconsciously send a message that the discussion is not important. - Donna Satchell
79. **Get more out of your phone conversations by talking and acting as though the person on the other end of the line is in front of you.** – DJ Harrington

80. **If you're an entrepreneur or desire to be, you need to make "cold calls," that is, phone calls to strangers you hope will do business with you.** To be effective, you must not sound like you are selling. Be interesting, energetic, polite, creative, informative, and valuable. - Keith L. Brown
81. **Face-to-face communication is most effective.** Seeing each other allows you to read body language, better understand the context, and experience the tone. Phone communication strips away body language and email pares it down to only the words. - Greg Maciolek
82. **Talk to the audience, not at them.** – Robert Stack
83. **God gave us two ears and one mouth, use them in that proportion and you will be a much better communicator.** - Mike Monahan
84. **Only through healthy discussion can we reduce the high cost of ignorance.** - Sid Ridgley
85. **Check the mirror immediately before your next presentation.** You won't regret it. - Mandi Stanley
86. **Encourage participants to share their perceptions of how the goals, when accomplished, will fulfill their visions.** - Phoebe Bailey
87. **Learning to delegate is a skill that must be practiced.** Most people think that they can do it all, when in fact, we can't. The idea of trying to have your hand in everything comes from a place of insecurity and sometimes, low self-worth. Delegating not only frees you up, it empowers the people around you to take risks and find their own way. – Linda Edgecombe
88. **Tips to Delegate more effectively:**
- **Give clear instructions.** This doesn't mean you have to tell them exactly how to do it, but it means you should outline what needs to be done.
  - **Pass on the authority and responsibility.** Delegate the entire task to one person, not just half the task. Provide the necessary resources required to complete the task. Stay in touch and give support. Don't look over their shoulder the whole time.
  - **Monitor Progress.** Ask for regular updates. Give advice without interfering. Give praise in public, but criticize in private.
  - **Allow for autonomy and creativity.** Allow the person who is taking on the task to

make his or her own decisions. Be OK if that person does a better job than you might have been able to do.

- **Give feedback and praise.** When the task is completed, go over it with the person. Give full credit when it's due. For those of you who are lovers of control, this might mean you have to check your pride at the door.

– Linda Edgecombe

89. **Delegate with confidence.** – David G. Lewis

90. **For desired results, ground conversations in specific requests and promises by noting who will do what and by when.** - Phoebe Bailey

91. **You're not an infomercial, so avoid the hard sell.** Trying to sell yourself through a commercial-strength, 30-second "elevator speech" is popular, but it's often a misguided mess. Anything that sounds contrived turns people off. Express yourself honestly and your messages will come across more powerfully. -Connie Dieken

92. **Speak up and promote yourself.** The most successful business owners are often shameless self-promoters. - Kafi London

93. **Match the energy level of the person to whom you are speaking.** In order to build rapport, adjust your energy level (excitement, calmness, seriousness) to be more in line with the person to whom you are speaking. That person relate better to you. - Donna Satchell

94. **Attend to both the message and the messenger.** Listen to the words, analyze meanings and concentrate on what the message is intended to say. Ask questions to clarify and restate or summarize what you have heard. Look directly at the speaker, lean slightly towards them and concentrate on them and their words. - Mike Monahan

95. **When listening to another share, release judgment.** – Robert Stack

96. **Disagreement starts where understanding stops.** - Sid Ridgley

97. **Empower your employees by the very fact that you listen to them.** - Greg Maciolek

98. **When speaking to large audiences, mentally divide the room into quadrants and alternate your focus to avoid favoring one side of the room, a common tendency among less-experienced presenters.** - Mandi Stanley
99. **Communicate with your eyes, mouth, and your whole body so you can be understood more easily.** There are currently 54 million Americans with disabilities, a full twenty percent of the population. Listeners get meaning from more than your words. – David G. Lewis
100. **To deliver a message powerfully, feel it, show it, be it.** – DJ Harrington
101. **When you hear yourself complaining, griping or feeling sorry for yourself, ask a friend for help.** Tell the friend you are working to break a habit of negativity and give the friend permission to let you know when you are being negative. – Cheryl Stock
102. **Use the blank side of a business card to trigger your memory.** Before leaving a business event, be sure to review the business cards you have collected. Use the blank side to each card to record the date, event name, and trigger words that will help you remember your new contact at a later date. Your notes will last longer than your memory. - Kafi London
103. **The quickest way to becoming a better leader is to ask, “What do you think?”** - Sid Ridgley
104. **By being excellent listeners, leaders engage the creative juices of the people who work for them.** - Greg Maciolek
105. **Get rid of the “If it’s meant to be it’s up to me mentality.”** You don’t have to take the entire responsibilities of the organization on your shoulders. Ask for help! – David G. Lewis
106. In the Navy we had a saying that, “There’s always someone who doesn’t ‘get the word’.” The “word” being whatever was communicated. **Don’t assume that just because you said it, wrote it, shouted it and everyone who needed to hear it was there, that they “got the word.”** - Mike Monahan
107. **The eyes trump the ears.** Use visuals whenever possible because people more easily absorb information that’s vivid. Visuals are “stickier” than mere words and prompt quicker results. - Connie Dieken

108. **Be prepared to get past gatekeepers.** Many corporate executives have an assistant who screens their calls or who schedules their appointments. Be prepared to develop a relationship with these individuals. They often hold the key to how successful your relationship will be with the executive. - Kafi London
109. Most of us at some point will need to deliver a message to an audience. And while most of us dread the thought of doing so, **honing some simple presentation skills can make your message much more effective and powerful.** I encourage you to step up to the “presentation plate” and give it a whirl, you might get hooked on the adrenalin rush and join the likes of the authors in this book and become full time speakers. – Linda Edgecombe
110. **Start writing your speech with a clear purpose.** What do you want your audience to feel, know or do? Those questions define the purpose of the presentation and help you stay focused. - Donna Satchell
111. **About one to two percent of all people you meet won’t like you.** Fine. Smile and accept it. Once, while giving a speech, a woman in the large audience was obviously uncomfortable with me. She told me afterwards, “You look and sound just like my ex-husband.” If people don’t like you, it is usually their issue, not yours. – Doug Smart
112. **You’re sure to find one “happy face” in the room, that is, find a person who is really listening, nodding in agreement, and laughing at all your jokes.** But be aware that over-focusing on that person can risk alienating others in the room. - MandiStanley
113. **Meanings cannot be transferred from one mind to another -- only words can be transferred.** The listener or reader supplies his or her own meanings. – David G. Lewis
114. **Enthusiasm inspires and encourages others.** Exhibit contagious enthusiasm! – Cheryl Stock
115. **Acknowledge people when they are sharing.** – Robert Stack
116. **Cultivate your ability to hear the “unspoken” in conversation.** - Phoebe Bailey
117. **Reduce negative self talk.** Many people talk themselves out of reaching their goals and dreams. - Keith L. Brown

118. **Speak up! There are 37 million baby boomers living today, most of whom are at the age that some hearing loss begins to occur.** This hearing loss is often in the range of the human voice and is complicated by background noise. - Mike Monahan
119. **Listen Up! If you are over 40, there is a good chance you may not hear as well as you once did.** Learn to sit in the middle of a table with a group at dinner. If conversation is important, try asking for a round table so you are equidistant from others at the table. Don't pretend to hear what you don't hear – ask the speaker to repeat louder. - Mike Monahan
120. **Think newspaper headline when writing an email subject line.** Summarize the most important detail succinctly. This tells the reader exactly what the message is about and leads to better, quicker responses. - Connie Dieken
121. **Proof read written materials, even emails.** – Cheryl Stock
122. **Before firing off an email, ask yourself, “is it specific enough?”** For example, don't just ask a prospect for a meeting or lunch. Ask for a specific date and location. - Connie Dieken
123. **Reduce mumbo jumbo voicemail message.** Before you make a business call, have an idea of what you will say if your call is diverted to voicemail. Your message should be clear, concise and succinct. It should not last more than two minutes. It is efficient to leave a time at which *you* plan to call them back. - Kafi London
124. **When you make a presentation, help the audience follow you easily by having no more than five main points.** Each of these should be clearly defined in your presentation and illustrated through stories and examples the audience can relate to. – Linda Edgecombe
125. **While planning a speech, plan to start with the most important point.** - Donna Satchell
126. **Deliver benefits right up front.** Delivered first, a benefit can trump the price your listener must pay. - Connie Dieken
127. **Networking often equals net worth!** Learn to interact even better with people who can help you. - Keith L. Brown

128. **Get out! Be seen and network regularly.** Incorporate regular networking activities in your schedule to keep yourself fresh and current. - KafiLondon
129. **Practice introducing yourself to others in interesting, non-traditional ways.** Instead of saying your name first, say it last, mix it up. – Cheryl Stock
130. **Respond to what the person said, not what you *think* he or she said.** To do this, paraphrase back to the person what you heard. If you are incorrect, the other person has an opportunity to clear up miscommunication. - Greg Maciolek
131. **Involve your listeners early and often.** Few people want simply to sit and listen to a lecture anymore. They want to be part of the presentation. - Mandi Stanley
132. My mother, Millicent Lewis, used to say this to me as I was growing up, **“Son, God gave you two ears and one mouth, So, it seems to me that you ought to listen twice as much as you speak, don’t you think?”** – David G. Lewis
133. **If you believe in what you are saying, your listeners might believe, too. If you don’t believe in what you are saying, your listeners won’t believe, either.** – DJ Harrington
134. **Listen to yourself!** When you prepare for an important conversation, such as a presentation at a meeting or a sales call on a prospect, use a voice recorder as you practice. This will allow you to hear what your listeners will hear. This is your opportunity to make adjustments to your tone of voice, organization of your message, and choice of words. – Cheryl Stock
135. **The difference between success and failure often lies on the tip of that pink instrument in your mouth.** - Keith L. Brown
136. **A powerful vision is articulated and talked about throughout all levels of the organization, to ensure that it becomes a “shared” vision.** - Greg Maciolek
137. **Effective meetings start with sending out an agenda with goals and objectives.** - Sid Ridgley
138. **It is a nice touch, and the mark of a professional, if you conclude a presentation by tying it in with your opening statements.** For example, if you open by talking about what the rise of women leaders in business, conclude with a reference to the rise of women leaders in business. – Linda Edgecombe
139. **Everything is information if you really listen.** – Robert Stack



140. **Get people involved in projects that affect them.** – DJ Harrington
141. **Establish a supportive climate by being open to feedback.** Powerful listening is a key factor in powerful speaking. - Phoebe Bailey
142. **Avoid making judgments about what the person is saying because of their appearance, their opinion, or their speaking abilities.** This is easier said than done, but remember you cannot really judge a book by its cover or a person by their outward signs. - Donna Satchell
143. Do not wear old shoes when you make a presentation. **Yes, people make judgments about the worth of your words depending on your shoes.** – Linda Edgecombe
144. **Avoid EUI: emailing under the influence.** If you're angry, don't hit the reply button. Leave your keyboard and cool off before responding. - Connie Dieken
145. **If an employee wants to talk to you and you really don't have the time, explain the situation and schedule a time to talk.** It belittles employees (and children, for that matter) when you don't or won't pay attention when they need to talk to you about something of importance to *them!* - Greg Maciolek
146. **When you find yourself mired in a continual fight or feel tension with someone, ask yourself two questions.** "What am I doing to contribute to this situation? "What am I getting out of this?" Be honest with yourself. Don't throw blame. Remember, you are asking about *yourself*, not the other person. True answers to these two little questions will help you put things in perspective and steer a course through the situation. – Cheryl Stock
147. **Change the venue of a conversation if the conditions are unfavorable for effective communications.** If it is too noisy, not enough time left, or too many people around who have no "need to know", delay or defer the conversation to a better time and place. Make certain you tell the other party how important it is to you to hear them well. - Mike Monahan
148. After listening to a presentation, people tend to remember the opening and the closing the best. **If you have an important presentation to make, it is a smart idea for you to prepare, practice and memorize your opening 30 seconds and your closing 30 seconds.** – Doug Smart

149. **To be heard, SPEAK UP!** *Say Positive Empowering Affirmations which Kindly Uplift People!* - Keith L. Brown
150. **Resist the temptation to interrupt others when you hear a statement that you feel is wrong or incorrect.** Let the person finish what they are saying and then state your opinions, feelings, or ideas. - Donna Satchell
151. **Tackle disagreements in a way that allows the person to be truly heard and understood.** - Sid Ridgley
152. **Don't diminish difficult messages.** Fight the impulse to soft-pedal or you'll risk undermining your team's confidence in you to tell it to them straight. - Connie Dieken
153. **The more you involve your staff in the decision-making process, higher levels of satisfaction, commitment and responsibility result along with lower levels of frustration.** - Greg Maciolek
154. **Create a level of excitement and ownership so enticing that every team member will be willing to sign their names to the project.** - Phoebe Bailey
155. **Clearly communicate business objectives to everyone on the team, even the ones who think their work is secondary to the objectives.** – DJ Harrington
156. In the jungle of today's business presentations, in the end it's not the lion or the tiger that eats you alive, it's the *mosquito!* **Rid your next presentation of any pesky problems and annoyances.** - Mandi Stanley
157. **Never underestimate the power of pen and paper.** – Robert Stack
158. **Keep a journal.** Communicating with yourself by collecting our thoughts in writing is a great way for you to identify what you want in life. You can look for patterns of thought that draw you toward your dreams and goals. And you can spot patterns of thought that might stand between you and what you would love to accomplish. Self-awareness is an important first step in getting more of the results you want in life. Plus, it will help you communicate more clearly in all areas of your life, especially with people who can help you. – Cheryl Stock
159. **Don't dilute your impact by being verbose.** Keep your message brief and clear. - Connie Dieken

160. **Associate with the right associations!** Join one or more professional associations. Maximize your membership by get involved on as an officer or worker on a committee. Regular exposure at association meetings will increase your visibility to others and will expand your network. Plus, you will have opportunity to learn from the successes, missteps, and camaraderie of others who have goals similar to yours. - Kafi London
161. **When presenting, concentrate on your message and your audience, not on yourself.** This is not the time to think about what you should have worn, how much more time you should have spent practicing, or anything else that would take your mind off your presentation. Focus on what you have to say and to whom you are saying it. - Donna Satchell
162. **When you present a new idea, be prepared for resistance.** - Phoebe Bailey
163. **What we disagree on enlightens me, what we agree on enthuses me.** - Sid Ridgley
164. Typical managers and supervisors spend most of their time with the superstars, who make up ten percent of the staff. They also spend a lot of time with the low performing employees, who typically make up ten percent of the staff. That leaves eighty percent who may feel taken for granted. **Don't ignore the "Steady Eddies" who come to work every day, do their jobs, and rarely complain!** - Greg Maciolek
165. **Connect at a heart level with the audience.** – Robert Stack
166. **Consider these techniques for hooking your auditory, visual, and kinesthetic learners in the first three minutes of your next presentation:**
- Ask an open-ended question
  - Conduct a pair-and-share exercise
  - Get them laughing
  - Begin with a series of questions where they can respond by raising their hands
  - Simply do something to get them to nod in agreement—or even shake their heads in mutual disbelief
- Mandi Stanley

167. **When going to a career interview, remember this: *you have one minute to impress or depress your potential employer!*** - Keith L. Brown
168. **Assumptions and presumptions can ruin relationships.** – David G. Lewis
169. **Presumptions are selfish, unconfirmed assumptions.** There is no place in the workplace for them. Avoid them at all costs by asking clearly defined, open ended questions. – David G. Lewis
170. **Your attitude about something will be remembered longer than your words about the same thing.** – DJ Harrington
171. **We teach people how to treat us by the way we treat ourselves.** Denis Waitly, author of *The Psychology of Winning*, says “people will never give you any more respect than you are willing to give yourself.” – *Doug Smart*
172. **Avoid taking phone calls when you cannot be fully attentive to the person calling.** If it is a bad time for a phone call because you are busy, simply tell the caller so and return the call at a later time. That is much better than being inattentive during a conversation.  
- Donna Satchell
173. **Here is a sure-fire cure for overcoming fidgeting and other distracting mannerisms when public speaking.** Ask a friend to monitor your presentations and give you honest feedback. Even better – though more painful for some! – is to videotape yourself and watch yourself the way an audience sees you. - MandiStanley
174. **Be very specific when being candid about a person’s performance.** Generalizations like “you never” or “you always” are fighting words and trigger instant resistance. Use candor to address specific performance issues. - Connie Dieken
175. **Know the characteristics of your team such as depth of experience, level of interest, comfort with the task.** - Phoebe Bailey
176. **Listening skills can have a dramatically positive affect on your personal and professional success.** Many executives state that listening is their number one skill for success.
- *Create an audience.* By listening to others, you get listened to. If your audience perceives you to be smart enough to listen to them, then you must be smart enough to listen to.

- *Listening helps relationships.* Communication is an interactive process. Listening well creates goodwill between you and others.
- *You'll know more.* By just listening, you'll learn more about the other person's position.
- *You'll win other people's trust.* People that know they have been heard are much more likely to trust those with whom they interact.
- *You'll make fewer mistakes.* Good listening includes paraphrasing and clarifying what the speaker has just said. In that way, you can check your understanding.

- Mike Monahan

177. **Expand your mind by thinking globally not locally.** As your personal and professional circles expand, you will meet people from other countries and cultures. Learn key cross-cultural concepts to enhance your inter-cultural communication skills in everyday business. - Kafi London

178. **Respect for differing views is a key ingredient of every successful team.** - Sid Ridgley

179. **Avoid using visual aids that distract from your presentation.** – Linda Edgecombe

180. **Use visuals when you make a sales presentation, speak up at a meeting, or speak from a stage.** We all know that “a picture is worth a thousand words.” People are more likely to pay attention to what you show them than to the words you say to them. - Mandi Stanley

181. **Communication is a two-way process.** Communication is one key to building effective relationships. Focus on communication as a two-way process. Listen first, then respond by aiming at the listener's needs and interests. - Kafi London

182. **Talk is expensive. It pays well!** The more clearly you learn to communicate your thoughts and ideas, the more a new realm of greatness will open up to you! - Keith L. Brown

183. **Be aware of the conditions that interfere with communicating, such as panic, fatigue, too much information, change and the emotionality of the subject.** These

- require special handling and careful attention to verify the listener understanding. - Mike Monahan
184. **Rather than avoid bad news, receive it as important information that will help you make important decisions.** – Robert Stack
185. **When it's been brought to your attention that you did something wrong, don't get mad -- just go do the right thing.** – David G. Lewis
186. **To improve your telephone manner, place a mirror where you can look at yourself while talking on the phone.** – DJ Harrington
187. **Shut your door in order to avoid interruptions.** A recent study shows that office workers are usually interrupted every ten minutes. – Cheryl Stock
188. **Avoid the “ums” in your daily language. When at a loss for words, just pause.** - Keith L. Brown
189. **Good questions always forge a path to good solutions.** - Sid Ridgley
190. **Be cautious about using the word “obviously” during a conversation.** When used improperly, the word “obviously” can send the message that the person overlooked something that was not difficult to understand, leaving them to feel embarrassed or stupid. - Donna Satchell
191. It's not what you know or who you know. **It's how you treat the people who know you.** – David G. Lewis
192. **Brainstorm with teammates and family members how all will behave with each other in meetings, in team settings, or at the family table.** Get everyone to agree to the rules by asking each person to sign a commitment to them. This “contract” reduces the number of communication conflicts, saves meeting time, and empowers everyone on the team or in the family to address any bad behavior that may arise. – Cheryl Stock
193. **Follow up with your new contacts.** It's up to *you* to follow up after a business event. Don't leave the fate of your relationship in someone else's hands; take responsibility and start the ball rolling on building successful relationships. - Kafi London
194. **Respond to the message.** Make certain your verbal and non-verbal responses are in synch. Avoid distracting mannerisms and gestures. Check for understanding of your reply. - Mike Monahan

195. **Empathy does not require agreement.** It is the ability to provide a response which communicates understanding and acceptance while honoring the other person. - Phoebe Bailey

196. **The more we listen the more we understand.** - Sid Ridgley

197. **Audiences tend to feel what the speaker feels.** If you are uncomfortable (such as nervous or sacred) they will be, too. On the other hand, if you are enthusiastic about your subject and excited to have the opportunity to talk with them, they will feel energized, too. And if you genuinely love them, they will feel love for you. - Linda Edgecombe

198. **Cut the small talk from the opening of your presentation.** It's not the time for "Good morning, ladies and gentlemen and distinguished guests." Nor is it the time to tell people a joke you just heard out in the hallway two minutes before you started. Resist the temptation to add material at the last minute. Here are some strong ways to open with oomph:

- Tell a story to which the audience can relate.
- Ask a provocative question.
- Share some startling statistics.
- Use humor, though not necessarily a joke.
- Quote someone who said something important.
- Tie in a newsworthy current event.
- Involve them in a discussion or meaningful activity.

- Mandi Stanley

199. **In assigning tasks, be sure to be clear about what you want, by when and the conditions of satisfaction.** - Phoebe Bailey

200. **After you have delegated a task away, do not later re-do the work.** – Linda Edgecombe

201. **Personalize everything that you send out to your customers and prospects.** - Sid Ridgley

202. **Never allow your mouth to write a check that your actions cannot cash! If you speak it, actively seek it!** - Keith L. Brown

203. **During a speech use the “power of the pause.”** Pausing serves the following purposes:

- a. Gets the audience’s attention
- b. Gives the audience time to digest or reflect on the point
- c. Allows the audience a chance to laugh
- d. Gives the speaker an opportunity to catch his or her breath and relax
- e. Adds vocal variety to a presentation

Use pauses on purpose to add more dimension to your speech. - Donna Satchell

204. **When all eyes are on you, be yourself.** – DJ Harrington

205. **Communication is the basis for all relationships.** No relationship can grow without efforts on both sides to communicate often, sensitively, and effectively. - Greg Maciolek

206. **Remember to remove your nametag before speaking to a group.** It draws attention away from your face and can be distracting. - Mandi Stanley

207. **Involve the team during the planning stages so that they feel they own the project.** Make it as much theirs as it is yours and you will get greater commitment. - Phoebe Bailey

208. **In every troubled organization that I’ve been involved with either as a member or consultant, communications problems have always been listed as the number one challenge.** - Greg Maciolek

209. **You must believe**

100% in yourself

100% in your organization

100% in your product or service

And in this order – DJ Harrington

210. **Never complain about your company, co-workers or products.** It reflects poorly on you. For one thing, if the situation is so bad, you can’t be too smart to stay. – *Doug Smart*



211. **Avoid T.M.I. --- too much information.** Stories that are overly long, as well as explanations and opinions that are too wordy, become uninteresting and attention-numbing. Limit your words. If the listeners have questions, they will ask. - Donna Satchell
212. **Clarity is the antidote to wordy, dull presentations.** - Connie Dieken
213. **Don't just think it, ink it!** Writing your thoughts often helps you communicate them more clearly, confidently, and credibly. - Keith L. Brown
214. **Use language, vocabulary and lingo that match your audience.** If you are addressing someone about a healthcare industry issue, use healthcare industry examples and terminology to the best of your understanding. Although you should never talk down to anyone, using graduate school vocabulary with front-line employees or vice-versa is likely to befuddle the message. - Mike Monahan
215. **Show up in tough times and to face tough situations.** Your presence communicates more than words about your character. – Robert Stack
216. **When giving a speech or writing a report, use stories that reinforce your message.** People may forget the facts, figures, and statistical research; but we remember stories. To be memorable, use stories and examples in your communication. - Donna Satchell
217. **Complex explanations and impressive vocabularies do not necessarily get your point across better.** - Mike Monahan
218. **Effective teaching is about drawing out, not pumping in.** - Sid Ridgley
219. **When you have something to say that covers several points, arrange them in a logical sequence so they flow well, are easier to comprehend, and are more memorable.** – Linda Edgecombe
220. The next time you feel strongly about something and want to speak up but don't know what to say, speak up anyhow. **People will remember your passion longer than the words you used.** – Doug Smart
221. **Walking the walk carries more clout than talking the talk.** – Donna Satchell
222. **You can never communicate too much. But you can communicate too little.** - Greg Maciolek

223. **Gesture in your personal power zone.** It's the length of your arm span, out in front of you and above your head. The gestures may feel "big" at first, but they will look natural to your audience. - Mandi Stanley
224. **Keep in mind that the communication you send is not the same as what the receiver picks up because of personal biases and filters.** – David G. Lewis
225. **To communicate a professional image, answer your telephone promptly.** A telephone should never ring more than three times before it is answered. – DJ Harrington
226. **When making a presentation, when you are overwhelmed with emotion and think you might stammer or cry (but don't want to), quickly take a drink of water.** Swallowing helps neck and throat muscles relax which reduces the concentration of emotion that seems to ball up in our throats. – Cheryl Stock
227. **Organize meetings to ensure that members of the team feel valued and respectful of each other.** - Phoebe Bailey
228. **Plug into the right port.** If you've left multiple voice messages for someone and they don't return your calls, take the clue. Maybe they prefer email or face-to-face conversation over voicemail. Use the port that triggers your recipient's best response. - Connie Dieken
229. **Effective communication is a total body experience.** It takes more than the words to make your verbal communication effective. Your listener will analyze your facial expression, tone of voice, sense of touch, sense of smell and your body motions to interpret what you say. - Kafi London
230. **It's difficult to lose when you constantly tell yourself you've already won!** - Keith L. Brown
231. **If you don't want it heard, don't say it.** It is impossible to take back something once it has been said. Angry, inappropriate or embarrassing words can serve as long term impediments to effectively communicating. - Mike Monahan
232. **Silence can be more powerful than words.** – Robert Stack

233. **Understand your degree of directness and, if necessary, make changes.** Some people are very direct, which can cause listeners to feel rushed, uncared for or intimidated. Other people are too indirect which can cause listeners to feel confused, uncertain or uneasy. Know the impact your directness or lack thereof might have on others and make appropriate adjustments. - Donna Satchell
234. **Invisible threads of trust, built on open communication, hold us together.** - Sid Ridgley
235. **In a problem-solving discussion or meeting, as the boss, always give your ideas for the solution last.** Otherwise, you could limit the creativity and enthusiasm of your team. - Greg Maciolek
236. **Every business letter is a self-portrait of the person who wrote it.** Autograph yours with excellence. - Mandi Stanley
237. **The first and foremost tool to building and developing relationships is a smile.** – David G. Lewis
238. **Answer your phone with a smile in your voice.** – DJ Harrington
239. **When using visual aids in your presentations, here are four keys to remember:**
- Are they easy to see or read? Are they easy to understand?
  - Are they tied into the points you are trying to communicate?
  - Have you edited text slides down to only one to five points per page? Is your font size easily readable?
  - Can your visuals be easily seen from all areas of the room?
- Linda Edgecombe
240. **Be memorable. Leave a lasting impression!** In competitive situations, the winner may not be the best, but the one who is most memorable. Use your skills and talents to help you stand out from the crowd. - Kafi London
241. **Your eyes and facial expressions are the window to your soul.** Raise your eyebrows, make fish lips – even yawn. Exercising these muscles will help keep them pliable and alive. – Cheryl Stock

242. **Beware of your need to be right.** It can undermine your need to be heard. - Phoebe Bailey
243. **Ask permission to shoot straight.** “May I be candid?” is all that’s required. Once you’ve gotten the green light, real ideas will surface and replace sugarcoating and playing nice. - Connie Dieken
244. **It’s *negotiating* not *egotiating*.** Many people practice the art of *egotiating*. They come from a “me” and “I” perspective. Those who negotiate well realize *you + me = we*. They also acknowledge that *we* can get a lot more accomplished when egos are not involved. - Keith L. Brown
245. **What you wear makes a difference in what your listeners hear.** To have your words held in high regard, it helps for you to dress a little bit better than your average listener. This is especially effective when speaking in meetings or to large groups. – Doug Smart
246. **Hold off making a judgment until you have demonstrated to the other person that you understand them.** - Sid Ridgley
247. **When giving a speech, think in terms of “I’m very excited” instead of “I’m very nervous.”** Nervousness and excitement are similar feelings but have different meanings. “I’m very nervous” creates a mindset of apprehension, which can result in stumbling over your words and forgetting your thoughts. While thinking, “I’m very excited” anticipates enjoyment, which can result in a great smile, confidence, and a good presentation. - Donna Satchell
248. **Listen with your eyes, your body, and your ears.** - Greg Maciolek
249. **Follow the 1 + 1 Rule when dressing for a presentation: 1 primary color + 1 accent color.** Ladies, leave the distracting jewelry, heavy makeup, loud perfume, and “big” hair at home. Men, button your coats and check your zipper. - Mandi Stanley
250. **If the purpose of your listening is to convey that you are interested and to encourage talking, try neutral responses such as “I see” and “That’s interesting, tell me more.”** - Mike Monahan
251. **When in doubt, consider information confidential.** – David G. Lewis
252. **When making presentations, sometimes we don’t get the results we want when we do not clearly articulate to ourselves what we want.** Stephen Covey, author

of *The Seven Habits of Highly Effective People*, recommends, “Begin with the end in mind.” Before you present, first identify the outcome(s) you want and then work backwards to identify what you might say and do in your presentation to achieve what you want. – Cheryl Stock

253. **Be a coach and not a referee.** If you talk to your employees only when they screw up, you are a referee. Be a coach and set expectations, build a positive environment, and recognize them when they succeed. - Greg Maciolek

254. **Be open to receiving the truth.** – Robert Stack

255. **Passion trumps fear.** If you’re terribly nervous, chances are you’re focusing more on yourself than on the message. Focus on your passion for the topic to overcome your fear. - Connie Dieken

256. **There are two possibilities when you open your mouth to speak: you either affect or infect others.** You affect them with your positive attitude or infect them with a negative one. Whichever one you choose; the effect can be profound. - Keith L. Brown

257. **Support yourself with the 4 Step Speaker’s Stance.**

- Stand with your feet slightly under shoulders’ width apart.
- Elongate your spine and assume good posture.
- Stand with your weight slightly forward in your stance, concentrated on the balls of your feet.
- Let your arms rest naturally at your sides.

- Mandi Stanley

258. **Speak loud, speak proud.** To build your self-confidence when speaking in front of a group, raise your voice above normal in order to project to the back of the room. When using a microphone, project a bit above normal, too. This can project confidence and authority, plus help manage the butterflies in your stomach and mask nervousness. - Kafi London

259. **Include just one idea per sentence.** Don't overload people with too many ideas at once. Let them absorb a great idea before you introduce another one. - Connie Dieken
260. Be prepared to acknowledge people's fears and anxieties. **Have compassion for their humanity as you urge them to overcome their fears.** - Phoebe Bailey
261. **An idiot says whatever comes to their mind.** A wise person contemplates and edits every thought before it comes out of their mouth. – David G. Lewis
262. **Highlight your message with humor by poking fun at yourself, not audience members.** - Mandi Stanley
263. As I went up the chain-of-command in my career in the military from recruit to Colonel, I learned that I had to listen more. **I realized that I always learned best when I stopped flapping my jaw and instead actively listened to my staff.** - Greg Maciolek
264. **Do not tell your audience you are nervous, that will make them nervous for you and they don't need to know it.** If your hands shake, don't hold papers. Leave your hands, generally, at your sides (but not in your pockets). - Linda Edgecombe
265. **Effective communications can only occur between two or more interested parties.** - Sid Ridgley
266. **Body language and facial expressions are often good indicators of your effectiveness in communicating.** Concentration may look like negativity and comfort with the message may look like disinterest. Generally, however, it is safe to assume that if someone looks like they aren't "getting it", they aren't. - Mike Monahan
267. **When giving a speech, use short, simple words that are appropriate for your audience.** Resist the temptation to use lots of long, complex, multiple-syllable words. They can make a speech difficult to listen to and hard to follow. - Donna Satchell
268. **Make real eye contact with individuals in your audience, as if you're talking one on one with each person for three to five seconds.** - Mandi Stanley
269. **Meanings are in people, not in words.** – David G. Lewis
270. **Break long sentences into shorter ones.** People skim more than they read. Bite-sized pieces are more easily digested in today's time-pressed society. – Connie Dieken

271. **Practice your speech.** I always say “The first time you give a speech should not be the first time you give that speech.” - Donna Satchell
272. **When rehearsing a presentation, invite some friends over, pop some popcorn, and let them be your audience.** - Mandi Stanley
273. **Look for ways to reframe your conversations to help others gain clarity.** – Robert Stack
274. **“I admit that I could be wrong” is an excellent statement for getting a highly charged disagreement back on a rational track of discussion.** - Sid Ridgley
275. Model the kind of behavior that you expect from your people. **Ultimately, your workers will mirror back to you your attitudes and perceptions.** - Greg Maciolek
276. **Reward candor.** When people are upfront with you, praise it. Let others know you value straight shooters because they make the business more idea-rich and cut costs by eliminating mind-numbing meetings and cover-your-butt reports. - Connie Dieken
277. **“I’m sorry,” goes a long way in establishing effective communication.** – David G. Lewis
278. Telephone etiquette involves much more than "Certainly, my pleasure" or "May I place you on a brief hold?" **It is knowing what to say and when to say it.** – DJ Harrington
279. **Whether making or breaking habits, it takes twenty-one days of persistent, concentrated behavior in order to make a change.** – Cheryl Stock
280. **A task is not considered complete until the person assigned comes back to say that it is done.** - Phoebe Bailey
281. **Follow up. Follow up. Follow up!** It takes time to turn a new contact into a client or customer and build a solid relationship. Remember, it is up to you to keep the ball rolling. - Kafi London
282. **You don’t have to talk down to people in order to feel uplifted.** - Keith L. Brown
283. Ann Landers, the columnist, pointed out that **big thinkers discuss ideas. Mediocre thinkers discuss things. And small-minded thinkers discuss other people.** – Doug Smart

284. **Do not eat a heavy meal before giving a speech.** It can make you sluggish and your presentation less interesting. - Donna Satchell
285. **The quality of your writing directly reflects the quality of your work.** - Mandi Stanley
286. **Process the message.** Ask yourself, "What does this mean to me?" "How will I want to respond?" "What are the needs of the speaker?" "Is a response necessary?" "Are there any non-verbal cues or other signs of hidden meanings?" "Am I prepared to respond now or do I need further explanation/time/facts?" - Mike Monahan
287. **Speaking from your heart is usually more powerful than speaking from your head.**  
– Robert Stack
288. **New learning comes from conversations among smart people in safe places.** - Sid Ridgley
289. **Be sure that your body language is congruent with your message.** Otherwise you send mixed messages. - Greg Maciolek
290. **When making a presentation to one person or a roomful, start strong and end stronger.** Memorize your first and last sentences. - Mandi Stanley
291. **Quicken your wit with an arsenal of prepared one-liners that you've rehearsed but appear to be spontaneous.** - Mandi Stanley
292. **Whenever contact is made, communication occurs.** – David G. Lewis
293. **When your call is completed, thank the caller and hang up carefully not carelessly.**  
– DJ Harrington
294. **Let your energy and enthusiasm for your topic show.** Your voice tone is closer to revealing your true feelings for what you say than your words. – Cheryl Stock
295. **Reward candor.** When people are upfront with you, praise it. Let others know you value straight shooters because they make the business more idea-rich and cut costs by eliminating mind-numbing meetings and cover-your-butt reports. - Connie Dieken
296. **Be fair!** Inaccurate or inflated performance appraisals create credibility problems. – David G. Lewis



297. **Create a compelling vision that generates enthusiasm sufficient to attract others.** - Phoebe Bailey
298. **Aim for smooth, not slick.** Slick triggers automatic tune-out. People don't trust those who appear robotic and over-rehearsed. Think used car salesman and don't go there. - Connie Dieken
299. **Learn it, practice it, and then teach it.** Sure, knowledge is power, but your ability or share knowledge by teaching it to others is a true test of the effectiveness of your communication skills. - Kafi London
300. **You are fifty percent of every relationship.** You can never be more, although you can pretend to be less. Pretending to be less is not in your best interest. – Doug Smart
301. **Many take speech classes (I did, in college) but few take listening classes, although listening is equally powerful.** - Greg Maciolek
302. **Avoid trying to have the last word in every conversation.** - Donna Satchell
303. **At the conclusion of your presentation, summarize your main points and include a call to action (if appropriate)** – Linda Edgecombe

*Thanks. We hope you enjoyed reading this book and gained a lot of useful information that will help you communicate effectively and get the results you want.*

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Called the “Motivator of the Millennium,” Keith helps people move from living under supervision to manifesting a “SUPER-VISION.” His keynotes and workshops inspire and empower education, corporate, government, and faith-based organizations. Keith is the author of “CHITLINS [Creative, Helpful, Intuitive Thoughts Lifting Individuals Naturally Seeking] and co-author of *Conversation on Success*. He and his lovely wife, Wakea, are proud parents of one sensational son, Keon.

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Linda is an internationally known humorous speaker, trainer, and consultant. The Wall Street Journal has quoted her as an expert on shifting perspectives. Linda shows audiences how they can shift their perspectives on life, work, and themselves. Her message is as welcome as a deep belly laugh and as profound as an honest look in the mirror.

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**Greg Maciolek**

As a consultant and speaker, Greg helps organizations increase profits by increasing productivity and decreasing employee turnover. He does this through leadership development at the senior level and working with executive teams to be more effective. He uses employee assessments for hiring, promoting, and developing employees. He has served as a fighter pilot and flying commander responsible for 1,100 members.

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**Kafi London**

As a British expat now living in the US, Kafi has experienced leadership defined numerous ways over the years. With more than two decades of training, leadership coaching, speaking, consulting and more importantly, real-life in the trenches business experience, her view is radically different.

Kafi has served as a trainer, facilitator, coach and consulting manager with several fortune 500 companies including The Coca-Cola Company, Hewlett-Packard, Kimberly-Clark, Shell Chemical Company and some US state and federal agencies to name but a few.

Kafi is the founder and CEO of Smart Women on Fire, a global empowerment company helping women on the verge of burnout reclaim their mind, body and feminine superpower!

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Mike's expertise is in helping teams and individuals improve performance, with special focus on the human side of change. Mike conducts leader and manager competency sessions and has a series of customizable training interventions for all levels of supervisors and managers. He is a co-author of *Where There's Change There's Opportunity*, *Irresistible Leadership*, *Thriving in the Midst of Change* and all six volumes of the *Insight from Experts Series*.

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**Doug Smart, CSP<sup>1</sup>**

Doug leads programs on leadership, teambuilding and sales. He helps people identify and make the most of their natural talents. He is the author or co-author of 25 books, including *Sell Smarter Faster & Easier*, *Fantastic Customer Service Inside & Out*, and *303 Solutions for accomplishing More in Less Time*.

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**Robert Stack**

As a professional development coach, Robert is dedicated to improving the quality of life for others who face life's not so funny stuff. He specializes in personal reputation management and coaches individuals as well as organizations on how to transform adversity into opportunity. He is the co-author of *Success Is a Journey*.

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**Cheryl Stock**

Cheryl works with people who want more energy, direction and passion in their lives and results from their businesses. Her expertise is in communication and presentation skills, marketing, leadership, and achieving higher accomplishment levels. In 2003, Cheryl was named "Trainer of the Year" by the Non-Profit Resource Center. As one client says, "She'll rock you with her energy. She is contagious!"

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**Mandi Stanley, CSP<sup>1</sup>**

Mandi works with business leaders who want to boost their professional image and with people who want to be better speakers and writers. Her signature seminars are "*Hair on Fire!*" *Presentation Skills*, *7½ Ways to Wake Up Your Writing*, and *Proof It: How To Be a Better Proofreader*. All are designed to help participants get their messages across and achieve the results they want.

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<sup>1</sup> CSP is *Certified Speaking Professional*. It is the highest earned designation of the National Speakers Association in the United States. This honor is held by less than 10% of the 4,000 members.

*Take your communication skills to a higher level and instantly reap huge rewards. Be better heard, understood and respected. Experts agree: Your ability to express yourself well - in both one-on-one and group situations - is your number one skill for quickly improving the quality of your life. Learn from today's top trainers, consultants and speakers as they show you how to communicate more clearly, confidently and credibly.*

## Smart tips from inside:

**1.** "Relentless communication of key messages is vital."  
- Connie Dieken

**74.** "Words are far less important than you think. Actions are far more important than you imagine."  
- DJ Harrington

**96.** "Disagreement starts where understanding stops."  
- Sid Ridgley

**208.** "In every troubled organization, communication problems are the number one challenge."  
- Greg Maciolek

**256.** "When you open your mouth to speak, you either affect or infect others."  
- Keith L. Brown