

Crystal Clear Communication



WORKBOOK

Dr. Gary S. Goodman

Crystal Clear Communication

How to Explain Anything Clearly
in Speech or Writing

Dr. Gary S. Goodman

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Nightingale-Conant Corporation

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IMPORTANT

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Introduction

Welcome to Dr. Gary S. Goodman's *Crystal Clear Communication: How to Communicate Anything Clearly in Speech and Writing*. In this program, Dr. Goodman takes you on a journey into the world of powerful communication. Included in this guidebook are practical tools and applications that you can immediately implement in your communications, whether written or oral.

Dr. Goodman is a unique resource in the fields of customer service, sales, communication, management consulting, and individual achievement. He combines more than 20 years of leading-edge business and consulting experience with a communications Ph.D. from USC, a law degree from Loyola, and an MBA from the Peter F. Drucker School at Claremont Graduate University. Gary is a bestselling author whose insights and new techniques fill 12 books. His original ideas are published and quoted widely and appear in scores of prominent publications, including *Business Week* and *Time* magazine. He is also a popular guest on radio and television programs throughout the world. He is president of Customersatisfaction.com and The Goodman Organization.

Whatever condition your communication skills are in, the theories, practices, and experiential exercises within this program will assist you in creating more clarity and effectiveness in your communications, with a greater sense of ease and well-being. You can rid yourself of any fears or bad habits that may have put you in a place of inferiority, and you will be able to create new practices and methods that will put you in a place of personal empowerment, professional success, and beyond. Gary provides you with practices, theories, and tools that can virtually shift your life into one in which attracting more customers, developing stronger relationships, and creating continuing business opportunities become an ongoing occurrence.

To achieve the maximum benefits from this program and guidebook, listen to each audio session at least twice, ideally three times, and then work on the corresponding chapter below. Listening to the audio session several times allows it to sink into your subconscious mind as you make more and more discoveries each time that you listen. Be sure to keep a paper and pen in hand as you are listening to the program, and be prepared to pause it when you hear an idea or technique that particularly appeals to you. Think about that idea in connection with your situation, your work, and your lifestyle, and then prepare a plan to act upon it in the days ahead.

Start now! Do not procrastinate. We suggest that you simply take just five minutes to begin looking through your guidebook. Whenever possible, give yourself a deadline, and be committed to following through on that deadline. Without implementing any of the action steps that you have mapped out for yourself, this program simply becomes an exercise in listening. In order to gain the full benefits that this valuable program has to offer you, make the decision here and now to **work** through this guidebook, **act** upon your insights and strategies, and achieve the kind of results in your life that you've never thought possible.

CD 1: **Begin with a Crystal Clear Mind**

Clearing a Path to Communication Achievement

In this session, Gary shares information on the basics of effective communication. He shares valuable insights on conquering stage fright and writer's block. He ends this session discussing why people have writer's block, and, finally, gives some steps you can take to virtually clear communication paths in all areas of your life.

1. Gary opens this session sharing a story about Jim, a gentleman who did not want to fight in the Vietnam War. To support his beliefs as a conscientious objector, he wrote a short message that was clear and from the heart. This message ended up powerfully supporting his position, and he earned an honorable discharge from the war after 18 months of duty. Have you ever written an article or editorial to a newspaper? If so, what was the outcome? If not, why not? Are there any blocks that are preventing you from doing so? List them below.

Conquering Stage Fright

2. Do you suffer from stage fright? YES NO
3. There are three sources that Gary considers to be the most critical reasons for stage fright. These sources are listed below. Place an (X) beside any of the three listed sources of stage fright that you have suffered from.
 - (1) No significant experience speaking to groups.
 - (2) Without experience to recall, you imagine the worst possible outcomes: fainting dead away at a podium, moving your lips and nothing coming out, hearing your voice crack, speaking gibberish, and having people laugh, not at your jokes, but at you.
 - (3) Ego is a problem at both extremes of the continuum. If you lack a strong one, you'll suffer from low self-esteem, and you'll believe you haven't earned the right to speak, feeling that you're an imposter. If you think you're top gun in the speaking world, there is always a fear lurking that this time when you reach the sound barrier, you won't soar to warp speed but crash and burn.

4. If you do not have much experience in public speaking, what three action steps can you take that will assist you in gaining experience?

Step 1:

Step 2:

Step 3:

5. Some of the tips Gary provides to assist you in overcoming your fear are:

BREATHE IN ADVANCE,

SMILE,

REMEMBER THAT YOU WILL NEVER APPEAR AS NERVOUS TO OTHERS
AS YOU DO TO YOURSELF,

ADOPT AN "I'M DOING IT ALL FOR YOU" ATTITUDE WHEN YOU'RE SPEAKING,

RELAX UNTIL IT'S TOO LATE,

Practice speaking, even if it's just in front of your family. Be sure to go through each of the suggestions above. Did you remember to follow through on each? Did they help? Write about your experience.

6. Gary suggests that the following items can assist you in maintaining energy when you are speaking:
 - (1) Monitor your nerves. When they get too jittery,
 - (2) then encourage yourself to get nervous later (not now).

Practice this technique with the next several things that you find yourself nervous about in your life. Does making these commitments relax you in any way? If it doesn't work immediately, continue to practice it. Write about your findings as you practice this technique.

7. Gary also suggests that you use an audience grabber to start your talk. Two techniques he suggests are (1) The Startling Statistic, and (2) The Direction Question. Choose a subject that you would like to discuss (be sure that it's one that interests you). Write the subject matter down.

8. Now write a Startling Statistic that you can reference at the start of your talk.

9. Write a Direct Question that you would like to incorporate into your speech.

10. Take some time to write out (at least in point form) the remainder of your speech.

11. Recite your speech for at least one individual, using both the nervousness-reducing techniques and the structural techniques that have been discussed. Write about the outcome.

Why Do Writers Block Themselves?

18. Gary lists the five reasons we as writers block ourselves as being:

- (1) We have nothing to say.
- (2) We are timid about saying what we want to say.
- (3) We feel we've said it before, and said it better.
- (4) We've been shamed by someone who has less talent, yet the criticism is sticking to us like an egg on a car's fake chrome.
- (5) We're afraid to see how bad our writing really is.

Which of the above statements holds true for you? In the space provided, list those that pertain to your blocks. (Note: There may be more than one. List all of those that relate to your situation.)

19. Gary claims that having nothing to say isn't a problem, and he suggests that you get passionate about that fact. You will eventually find something to write about. Reflect on your life, and write a list of people, experiences, politics, religions, cultures, ethics, or events that you have been passionate about.

20. Gary states that "poor writing is a precursor to great writing. You can always revise, but getting something on the page NOW is your marching order." Is there a book that you have been eager to write, but you haven't yet started it? Write the first line of your book, knowing that it can always be revised.

23. The third suggestion is to realize that there are no great articles, books, or emails, just FINISHED ones and the other kind. Give yourself permission to simply finish a writing piece, abstaining from making any judgment about it. Really let yourself enjoy the experience of expressing yourself without criticism. Write about your feelings upon completing this exercise.

24. “Commit to writing at least one page every day” is the fourth suggestion. Gary encourages you to do so even if it is only keeping a daily journal in which you rant. Nobody should see this notebook but you. Before long, you’ll write more effortlessly, and then the quality will kick in. Then, by writing a page a day of REAL stuff, you’ll have finished a book manuscript in a year, or less. Start filling at least a page each day, and make note of any shifts that you make as you do this exercise. If you find that you are having blocks, then simply write about the blocks to fill the pages.

25. Gary’s final word of advice is, “Don’t critique your own work, and pay no heed to the gratuitous critiques of others. Taking criticism personally or too seriously will only slow you down.” Try this exercise. List each and every criticism that you have of your writing, whether it be your style, lack of discipline, lack of color, or whatever your inner critic deems as “imperfect.” After you have completed this list, sit quietly and ask your inner guide if you are willing to let the criticisms go. If the answer is “no,” then ask yourself how holding on to the judgments serves you. Keep working each day with releasing the judgments, and write about your findings as you continue this exercise.

26. Often starting your writing with a simple opening phrase like “Hello, Mr./Ms. Blank” can then open a floodgate of ideas. Taking that first step to getting something onto paper is key. If you haven’t already done so, write just one sentence as the opener to a novel, poem, presentation, script, or any other piece that you are interested in writing. Then allow ideas to flow.
27. One golden nugget of advice that Gary provides is, “The deal isn’t made until the money is paid!” Have you ever started a project before procuring a retainer or clearly arranging a financial agreement? If so, what was the outcome? What lesson(s) did you learn from the experience?
28. There were four points that Gary learned from the experience he had with a writing job that he was wary of. The first was, “To write clearly, you need to be ready.” He did not feel that he had all of the information necessary to effectively complete the task. Decide on an article that you would like to write that would require some research. Write the subject of the article below, and list any pertinent research items that effective communication would require.

29. Now complete your article, and show it to at least one individual. Write about your findings in completing this task.

30. Another learning point was that you are not ready until you are clear about the reasons you are reluctant to communicate. Is there a project that you are reluctant to start (or complete)?

YES NO

31. If you answered “yes,” write down any potential reasons why you are experiencing trepidation.

32. You can get under way only after you have identified your motivations and those of your recipients. Complete the following phrases:

My motivation for writing this piece is:

The recipient’s motivation for having me write this piece is:

33. The final learning point that Gary outlines is, “Playing-the-clock (as coaches do in sports) may be necessary to achieving the proper timing for your communication.” In other words, timing is everything, as they say. Trust your instincts when it comes to strategically making your moves. On a scale from 1 to 10 (1 being “very little,” and 10 being “very much”), how much do you listen to and trust your innate time clock? Put a check in front of the number that most reflects this.

1 2 3 4 5 6 7 8 9 10

Very little

Very much

34. Gary asserts that we suffer from an illusion of separateness and that fundamentally we are all one and the same. Do you believe in this ideology? If so, why? If not, why not?

35. He suggests that if you buy into the wisdom of this postulate when you communicate, you will find several positive and interesting things begin to happen to your writing and speaking projects. Do an experiment. Start a “writing” or “speaking” project after meditating or contemplating on this theory as truth. Then start writing and don’t stop until you feel complete. Now go through the checklist below, and make note of which of the four tenets held true for you:

- | | | |
|--|------|-------|
| (1) You tended to make your point, fast. | True | False |
| (2) You didn’t waste energy in talking around things, because you fostered the illusion that you’d gain an unfair advantage in doing so. | True | False |
| (3) You opened up and became transparent to others. | True | False |
| (4) They, in turn, became open and clear to you. | True | False |

36. Gary asserts that if you believe you are separate, you will most likely avoid self-disclosure or openly discussing your aims and motivations. Do you openly share your aims and motivations with supportive individuals? If so, who? If not, whom could you begin to share them with?

CD 2: The Art of Preparing Crystal Clear Messages

In this session, Gary focuses on how you can create the best messages in your communications. Effective messages are constructed in a sturdy manner and create credibility and clarity. He shares some valuable “tricks of the trade,” such as the Rule of Three, Authority, the PEP Format, the TCPs, the Brevity Experiment, the Rules of Repetitiveness, and the Benefits of Simplicity to further illustrate his points.

1. Gary opens this session by introducing the Rule of Three. He emphasizes that the maximum number of concepts one should relate in an effective communication is three. Review one of the previous pieces that you wrote. Were there three specific points that you communicated? If not, restructure the material so that only three concepts are discussed.

2. Write down a topic that you would like to communicate to an audience. Then proceed to list three main points on the subject.

Subject: _____

Point #1:

Point #2:

Point #3:

3. Authority is one of the elements that support the message that you are sharing. As an example, Gary lists three reasons why clients should hire him. Write three reasons why potential clients should hire you in your chosen field.

Reason #1:

Reason #2:

Reason #3:

4. Using the PEP (Point-Evidence-Point) format in your communications is a sure way to gain the confidence of others. This simple format involves:
- (1) Make a main point.
 - (2) Support your main point with three reasons.
 - (3) Restate your main point.

Using the PEP format, fully write out an introduction to the work that you do and why others should hire you.

5. Using TCPs, or Three Clear Points, is another trick that will assist you in becoming a highly effective communicator. Using the example of introducing a training unit to an audience:

- (1) You begin by previewing each learning unit that will be covered.
- (2) Cover the specifics of what you just previewed (provide the contents of the material).
- (3) End the training unit listing the TCPs (the Three Clear Points) that you hope the listeners will take away from the lecture or discussion.

Using this format, write a training session about something that you are an expert on. Be sure to include all three of the elements listed.

Topic of Instruction: _____

Preview: Before I begin, let me give you an overview of what I will be discussing:

Specifics of each unit:

TCPs: To conclude, it is my hope that you take the following points away with you:

Point #1:

Point #2:

Point #3:

6. In the Brevity Experiment that Gary shares, readers were able to greater understand the shorter letters than the longer, more detailed ones. This experiment revealed how many of us tend to overwrite. Doing so actually weakens our communications. Revisit the training communication #5, and delete anything that is unnecessary. What have you learned about your writing style? Are you short and to the point, or not?
-

7. Gary asserts that economy in writing is not always the best way to write. When reading a novel or play, for example, more descriptive details can be enjoyable and most often assist the reader in visualizing the scenes. Write a short, descriptive piece describing the weather outside. Allow yourself to use elaborate wording to create a very colorful scene.
-

8. When communicating, there is a difference between repetitive redundancy and intentionally repeating yourself. List times during your writing or speaking when you would intentionally repeat yourself. What effect would this have on the reader and/or listener?

9. Gary shares the story about the struggle that he had with the word *subcutaneous*. He struggled with his desire to “impress” others by using fancy words and shares how complicating your vocabulary may only muddle your message. Do you have a tendency to use more elaborate vocabulary to try to impress people? Yes No

10. Gary shares three points about clarity that he created in response to his linguistic adventure:

- (1) Smaller words are better than bigger ones, as a general rule. Providing they convey the same meaning, and it doesn't take forever to utter them, you'll be better off using them.
- (2) Language that is ostentatious brings undue attention to it and causes problems. Listeners end up paying too much attention to HOW you have expressed something instead of to the message you're trying to convey. Marshall McLuhan famously said, “The medium is the message”; however, this isn't so when your goal is to express something clearly.
- (3) Trying to seem smart, a cut above, or distinctive is rewarded in some circles, but not outside of them. Poet E.E. Cummings used an odd format consisting of placing words and phrases at unusual spots on the page. Also, he used lowercase initial letters, sometimes signing his name “e.e. cummings” instead of the more accepted uppercase letters. Bending and reshaping language are perfectly proper poetic tools, but they are probably out of place in the corporate boardroom or in a business memo.

Review each of these three points. Then write a sentence using the most complicated, ostentatious words that you can think of.

11. Now rewrite the sentence that you wrote in #10 using simple, clear vocabulary.

12. Read both of the sentences aloud (ideally to someone else). What do you notice about each as you read it?
-

CD 3: Secrets of Appealing to Any Listener or Reader

In this CD, Gary shares several secrets for how to appeal to your listeners and readers. To start, he discusses the art of questioning. He then discusses effective listening and provides you with characteristics of the various kinds of listeners and how you can best communicate with them. He then shares techniques for how to sell your product, service or ideas effectively, and provides you with a myriad of tips on text, tone, timing, grammar, pronunciation, and abbreviation. He ends the session discussing the “spirit” of effective communication and the importance of effective enunciation.

The Art of Asking Perfect Questions

1. Gary quotes Zen Buddhists and their famous saying: “The best way to communicate with another being is through ‘direct pointing.’” Do you agree with this statement? What does it mean to you?
-

2. Socrates, in all of his wisdom, was noted for asking superior questions in order to guide his listeners to certain principles. In general, what percent of conversations do you spend probing rather than speaking?
_____ %

3. Good questions are designed with the Three T's: The right text, tone, and timing. The first of these is right text. Keeping questions open-ended and positive can make a big difference in what you are conveying. Write out a question that you might ask a customer or colleague in your business. Try writing the text in a manner that is closed and negative.
-

4. Now rewrite the question above in a way that is textually correct. Keep it open-ended and upbeat.
-

5. The second of the Three T's is tone. The best tonal technique is called "Stair-step". This technique involves making each word sound as if it ascends to the next. This ascension or rising should also be replicated in the tone that you use. Read the question you created in #4 aloud. Did you use the stair-step technique in both writing and speaking? If not, rewrite or practice reciting it so that you incorporate excellent tonal technique.
-

6. The third T, timing, deals with the delivery of your question. The question should not be rushed when delivered and should reinforce the idea "Take your time when responding." Similarly, your body language should reflect this as well. For example, as a waitress, you would not briskly drop the check as you pose your closing question. Do you tend to rush when speaking, especially when you are nervous?

Yes

No

7. Sarcasm is often communicated when a statement or question is made in a descending tone. Speak aloud the question you wrote above using a downward and sarcastic tone. What do you notice in your communication style as you do this exercise? Do you find yourself using this tone very often? If you are unsure, you may wish to ask supportive friends or family for their input.
-

8. The three general rules in forming perfect questions are that generally they:
- (1) Should be brief
 - (2) Friendly
 - (3) Elicit a quality response.

Revisit the question you wrote above. Does it follow these three rules? If not, rewrite it in a manner that does follow these rules.

9. As an example of the three general rules being effectively implemented in the form of a question, Gary cited the example of a question he devised to persuade 40 universities to sponsor his seminars. The question was: "I was wondering how might we pursue the prospect of bringing it to your campus?" Write out a similar question that could elicit you more business in your chosen field.
-

10. To elicit new work, when Gary is asked, “Can you send me something?” he responds with, “I’ll be happy to, and if everything is in order and you like what you see, what will be the next step?” Implied within this question was “everything will be in order” and “you’ll like what you see.” This ultimately leads them into discussing the specifics of hiring him and avoids a great deal of peripheral conversations. Write a very short and specific pitch (similar to Gary’s) that you could give potential clients. Be sure to be articulate, clear, and sharp in your delivery.
-

11. In a perfect conversation with potential clients, you should be able to:
- (a) Establish that your prospects have a genuine need for your service or product
 - (b) Have them express their unmet need
 - (c) Motivate them to desire your help in addressing their need

Review your pitch in #10. Does it meet all of these requirements? If not, rewrite it so that it does. Then practice this pitch with a supportive friend or family member, and refine it as needed.

12. “Consultative selling” involves asking (rather than traditional selling, which involves telling). Write out at least three “consultative selling” questions that you could ask a potential client. Then practice asking them out loud.

Question 1:

Question 2:

Question 3:

13. As Gary states, “People hate to be sold, but love to buy!” There may be room to expand the products or services that your potential clients may choose to buy. If you could expand your business, and money, time, resources, etc., were not an issue, how would you do so? List some “expansive” ideas for your business.
-

14. One of the signs you receive once you’ve asked the perfect question is a smile, and a response, “That’s a good question!” For the next week, make note of the responses that you receive from clients (or potential clients). Are they smiling and complimentary in their responses, or do they appear awkward and uninterested? Be sure to write about any shifts you note in their behavior as you continue to apply this wisdom to your communications. Make a special note of those that are positive and encouraging.
-

The Importance of Listening

15. According to Gary, there are four problem listeners: Those who are selective, insulated, defensive, and ambushers. Selective listeners are interested only in comments that are of interest to them. One of the tricks to “hooking” them back into the conversation is to start with the phrase, “As you know,” “As you’d appreciate,” or “I’m sure this has happened to YOU.” Write a list of those selective listeners that you communicate with. Be sure to list people who are in both your personal and professional life.
-

16. Start using one of the three opening phrases when dealing with these selective listeners. Write about any changes that you note in the nature of the outcome of your communications with them.

17. Defensive listeners take practically everything said as a personal attack. There are six messages that you should avoid sending to defensive listeners. These are: Evaluation, Control, Strategy, Neutrality, Superiority, and Certainty. Instead, you should use the Supportive Six: Description, Problem & Solution Orientation, Spontaneity, Empathy, Equality, and Flexibility. Write a list of all of the individuals whom you know who tend to be defensive listeners.

18. Make a point of using the Supportive Six messages with the defensive listeners whom you know. Write about any changes that you note both in your communication exchanges and your relationship with them.

19. Ambushers are constantly waiting to attack your position when you communicate with them. List any ambushers that you find yourself in communication with.

23. Gary emphasizes that failing to communicate is a form of communication — it arouses meaning simply in its omission. Do you often make commitments to communicate, and then fail to follow through on them? Start to make a list of commitments that you make and do not follow through on (this includes commitments that you promise to do by a certain date, and then don't make that deadline). If you believe this is a problem for you, keep a weekly list of failed commitments, and then work on shrinking that list.
-

24. Gary makes a point of sending many messages in order to keep people enlightened (and feeling that they are important to him). To do this, you need not send lengthy or complex messages, but simple and short ones. With at least one person that you tend to neglect, commit to doing this task. Write about your findings.
-

Deliver a Short Explanation, but Not One That Is Too Short!

25. Gary asserts, “A shortcut can be defined as the longest path between two points!” In other words, abbreviations or jargon can often create confusion and convolute your message. Write a list of common abbreviations that you use:
-

Now make a point to avoid using these abbreviations when communicating with others.

Grammar and Pronunciation

26. Gary outlines three reasons why the use of correct grammar is important:

- (1) If we don't use it, we'll sound more ignorant than we probably are.
- (2) We'll instantly lose credibility.
- (3) Listeners will carom off into distraction, suddenly paying more attention to the mechanics of our sentence construction than to our content.

Do you use correct grammar? Write out any habits you have that reflect incorrect grammar. Make a point of correcting these habits.

Please Use Restraint in Fashioning Your Crystal Clear Communications!

27. The old adage "Say nice things or don't say anything at all" holds true when practicing effective communication. Have you ever spoken or written an email, letter, or flyer in a way that was negative and incriminating? If it didn't come back to haunt you, you are lucky! Reflect on your life, and write about at least one incident in which you communicated something negative, incriminating, or inflammatory. What was the outcome and what lesson did you learn from this experience?

28. When a former Detroit executive was questioned by reporters about defaulting on some personal loans, he effectively responded, “No comment. Thanks for your interest.” Doing so left the conversation on a high note. Sometimes responding in such an upbeat way (especially when someone is being accusatory or negative with you) can be difficult. Write about at least one such situation that you felt you handled in an effective and upbeat manner. If you don’t have one, then be sure to use this tool in future communications.

29. How much poise and grace do you have under pressure? On a scale from 1 to 10, rate your effectiveness (1 being “little,” and 10 being “a great amount”). Put a check in front of the number that most reflects your poise and grace under pressure.

1 2 3 4 5 6 7 8 9 10

Little

A great amount

30. It is important that you avoid harming anyone in your communications. For the next week, take some time to scan your emails, letters, speeches, and any other communication that you are preparing to see if there are any defensive messages.

Ask yourself the following questions:

- (1) Can I make this point and eliminate any potential for the person to feel I’m criticizing him?
- (2) Can I make my message sound just a bit friendlier and less clinical, detached, and bearing the potential to seem indifferent or neutral?
- (3) Am I using reason or threats in order to persuade?
- (4) Am I building up, or tearing down?

What realizations or lessons did you come up with after doing this exercise?

31. Gary asserts that clichés can be effective if they are not overused. What are your favorite clichés? List them, and then add at least three that you would like to incorporate into your arsenal of communication tools.

32. The most sustainable experiences and relationships we can create with our customers and companies are transcendental; they rise above the ordinary. Do you believe this describes the majority of your relationships? YES NO

33. In the world of spirituality, might doesn't make right. Right makes right. Do you tend to use your might in your relationships? Reflect on this question, and ask yourself how you can ease up on your might and focus more on the "right."

34. What is your response to the following question: "Do you believe you live in a friendly or hostile universe?" Why?

35. Gary has found that when he starts each of his communication encounters with a prayer, the feedback that he receives is that his communication is much more effective than when he does not. Do you do this? If not, try doing so, and make note of any shifts that you may find in response.

36. Next time you sense a tone of hesitancy in a client’s communication, try asking yourself the following questions: “What does my client crave? What is he or she asking for?” What did you learn from asking yourself these questions?

37. How might you feel each day if you filled it with prayers? Take a day, and make a point of praying throughout it. Write about any experiences, feelings, or insights you might have gained by incorporating this practice into your day.

38. Whenever Gary meets someone for the first time, he tries to find something to like in the other person. Try this with the next three people you meet. Write about any insights that you gain from adding this to your social interaction toolbox.

39. Gary suggests that you can help listeners listen better by articulating effectively. The definition of “articulation” is “fully forming your words so they are completely comprehensible to a listener of reasonable sensibilities.” On a scale from 1 to 10, rate how articulate you think you are (1 being “not very articulate,” and 10 being “exceptionally articulate.”) Put a check in front of the number that most reflects your ability to articulate effectively.

1 2 3 4 5 6 7 8 9 10

Not very articulate

Exceptionally articulate

40. Listed below are five tips for how to effectively articulate when communicating:

- (1) A speedy voice is the enemy of complete articulation, so please SLOW DOWN. You can always accelerate a little later on, after you have repaired this defect.
- (2) Go especially slowly with long and hard-to-pronounce terms and with foreign terms.
- (3) Breathe deeply. This will enable you to have the stamina and breath to carry all of the syllables to the very end, and you won't lose any because you're out of steam.
- (4) Practice reading into a tape recorder. This can provide a great instantaneous "before and after" proof of your specific challenges and progress.
- (5) Remember: Many people equate articulation with INTELLIGENCE. They rate us based on the expressed clarity of our diction. If we're sloppy, they deduct I.Q. points from their informal scoring of our smarts.

Go through the list above, and make notes on those areas that you feel you could improve upon.

41. Ask a friend to read the list, and then provide you with feedback on the areas that he or she feels you could use some improvement. List the friend's responses below.

CD 4: Mastering Unique Special Communication Challenges and Circumstances

Gary opens this session discussing the importance of effective communication in the areas of selling and customer service. While your business may not specifically be in sales or customer service, in any business, both sales and service come into play. He opens the session by providing you with the Four Elements of the Call Path, and then continues with the Four Simple Steps to Stunning Sales. He ends the session by sharing a powerful technique that he calls PEP.

1. Gary's first introduction to customer service came when he was trained as a retail clerk for a large grocery chain. They emphasized in his training that they guaranteed everything they sold. Reflect on your product(s) or service(s). Do you guarantee them all to your customers? If not, why not? If so, what do you believe the effects of such a guarantee have on your business.
-

2. Write a list of businesses from which you have received poor customer service.

3. For better treatment, you should send a crystal clear message of your dissatisfaction to the business management team. Go through your list of businesses in #2. Have you effectively communicated your dissatisfaction? If not, make a point to do so with each, and write about your experience.

4. Customer satisfaction is an event that is audible and measurable. When assisting a growing company, Gary listened to hundreds of its customer service calls, and he detected three things that satisfied customers did:
 - (1) They thanked representatives in a way that the magnitude of gratitude could be measured;
 - (2) They “sang” back to representatives late in the call, moving their voices into an upper register of joy; and
 - (3) They recommitted their business, vowing to come back again.

Make note of the responses that you currently receive from your customers. Do their responses meet these three criteria? Make note of your observations.

5. The Call Path’s Four Elements are these:
 - (1) A greeting
 - (2) A promise of help
 - (3) Volunteering of additional help
 - (4) A rep’s recommitment line

The example Gary provides is the following greeting, “Hello, Goodman Organization. This is Gary. How may I help you?” (the tone of the words ending in an upward inflection). Write out the contents of your business’s greeting.

6. Is your greeting positive, upbeat, and ending in an upward inflection? If not, what changes can you make so that it does?

7. The second element is a promise of help. After the client mentions the reason for his or her call, Gary's Call Path response is "Sure, I'll be happy to help you with that!" This statement relaxes and reassures the client. Have you incorporated such a "promise of help" into your client response Call Path? If so, what might you do to improve upon it? If not, write one below.

8. After the customer's question has been addressed, Gary's team volunteers, "And is there anything else I can help you with?" This elicits a "yes" or "no" response and brings a signal that the call is coming to a close. Do you have a "volunteering of additional help" response in your Call Path Response? If so, how might you improve upon it? If not, write one out below.

9. The fourth element is the rep's recommitment line. In his example, the rep states, "Well, thank you for doing business with us!" Do you have a similar closing? If so, how can you improve upon it? If not, go ahead and write one below.

10. The results of a properly deployed Call Path are:
- (1) Conversations tend to get shortened by 20%-30%, saving time, money, and personnel.
 - (2) Satisfaction scores on external measures soar.
 - (3) More customers than ever follow through on their promises that they're coming back. They buy again and again.

Practice using this new technique, or if you already have a similar Call Path, practice creating an enhanced version of it. Write about your findings.

Four Simple Steps to Stunning Sales

11. The elements to Gary's effective Four-Step Formula to Stunning Sales are:
- (1) Opener
 - (2) Description
 - (3) Close
 - (4) Confirmation

Do you have a formula to your sales initiatives? Yes No

12. The Opener is a stylized way to open a sales conversation. In this program, Gary lists three approaches: The SPECIAL-SALES Approach (touts a discount), the AFTER-MAILING Approach, and the BEFORE-MAILING Approach. Do you incorporate any of these approaches into your sales calls? If not, write out a script for each.

THE SPECIAL-SALES APPROACH:

THE AFTER-MAILING APPROACH:

THE BEFORE-MAILING APPROACH:

13. The second element is the Description. In this case, it is best that you keep it simple by introducing two to four benefits or features. Be careful not to over talk the description. If you currently have a description script written for your product or service, how might you improve upon it? If not, write one.

14. The third part of the sale is the Close. His favorite is the Assumptive Checkback Close. Three examples of this close are:

“So, let’s get under way, and I’m sure you’ll be pleased. Okay?”

“Well, the calendar indicates a good time for me to stop by and say hello will be on Tuesday between 2 and 3. Okay?”

“All we’ll need to get you into this apartment is the first month’s rent and an equal amount for the security deposit. Fair enough?”

You may have noticed they all sound the same, though they are aimed at slightly different purposes. Each is engineered to produce a quick YES, approval on the spot. We make an affirmative statement, a decision statement, assuming the YES, and then we check it back to elicit the express approval we need. The OKAY is a tie-down that evokes a nearly reflexive agreement, and it is very powerful, so don’t leave it, or its equivalent, out of your close.

Do you have a scripted Closing statement that you use in your sales calls? If so, based on this model, how might you improve upon it? If not, write one out.

15. The fourth and final part of the sale is the Confirmation (when you repeat the major terms of the understanding you have reached). An example is:

“Fine, just so I’m clear, I’ll be stopping by between 2 and 3 on Tuesday, and you’re located at 123 Peachtree in Atlanta, is that right? Okay, great. I’ll see you then!”

Have you created an effective Confirmation for the close of your sales call? If so, rewrite it based on the new model above. If not, write one out.

16. Gary ends this session with an example of how PEP (POINT-EVIDENCE-POINT) can be used as an astonishingly simple sales tool. All you need do is introduce two words into the formula to make it exceedingly persuasive, “should” and “okay.” As an example, let’s say you are explaining the appeal of your coaching services. You might say:

YOU SHOULD RETAIN OUR SERVICES FOR THREE REASONS:

First, we help you to create a change in your personal or professional lives;
second, you’ll find it easy to access our help; and
third, it will save you time, money, and hassles calling on a professional guide.

FOR THESE REASONS, YOU SHOULD RETAIN OUR SERVICES. Okay!

Write a similar PEP for your business, using this one as a model. Practice it out loud, and ask a supportive friend or family member for constructive feedback on its contents and on your delivery.

CD 5: Staying Positive in about the Communication Process

In this session, Gary shares a great deal of wisdom on how you can stay positive about the communication process. He opens with an emphasis on how admiring your own work can put you in a healthy, positive place. He then shares how important it is for you to surround yourself with the teachings of great individuals, the power of affirmations and visualizations, and the three types of people who succeed.

1. Gary shares the story of how he was able to witness a fan purchase one of his books at a bookstore, and how he uses that image often to encourage him when he's feeling down. Most likely you have a similar story, one in which you are appreciated and honored for the wonderful work that you do. Write your story down, and be sure to visit it when you need a positive energy boost.

2. Have you ever shared your written communications with anyone? If so, what was his or her feedback? If not, commit to showing at least one supportive friend or family member one of your pieces. List any words of encouragement that you have received from friends, family members, or colleagues about the great work that you do.

3. French pharmacist Emile Coue coined the phrase “Every day, in every way, I’m getting better and better!” He also encouraged people to visualize this statement coming true. Practice saying and visualizing this statement for at least 21 days. Write about any experiences or insights you gain in response to practicing this exercise.

Day 1:

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Day 20:

Day 21:

4. The phrase in #3 can be altered to suit your specific needs and desires. Some examples that Gary provided are:

“Every day, in every way, I’m more and more comfortable speaking before groups.”

“Every day, in every way, my writing becomes clearer and clearer.”

“Every day, in every way, my confidence grows in my communication abilities.”

“Every day, in every way, I am achieving understanding and cooperation with other people.”

Choose at least one of the above phrases, or write one that responds to something you desire to manifest in your life.

“Every day, in every way

5. Practice the phrase you created in #4, along with its corresponding visualization for at least 21 days, and make note of anything you notice in response to practicing it.

Day 1:

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Day 19:

Day 20:

Day 21:

Continue Your Education with Great People

6. Gary shares his story about the powerful energy he felt he received while studying under the tutelage of Peter Drucker. He shares his insights on how one can be greatly energetically influenced simply by being in the presence of someone who has high positive energy. He suggests that you find the best people in your chosen field, and then do what you must to meet them (ideally have them teach you). Write a list of individuals whom you admire and respect in your field.

7. Make a point to meet or be taught by each of the individuals you listed in #6. Write an action plan (including target dates).

8. Make a list of other individuals in the world whom you admire and respect, and would ultimately love to meet. Then do some research on how you might be able to turn this desire into reality.

Three Types of People Succeed: The Smart, the Lucky, and the Persistent

6. Gary asserts that so-called “lucky” people are actually intuitive. How intuitive are you? On a scale from 1 to 10 (1 being “not very,” and 10 being “extremely”), rate how intuitive you are. Put a check in front of the number that most reflects your intuitive ability.

1 2 3 4 5 6 7 8 9 10

Not very

Extremely

7. Intelligence is also a key factor in creating success. How intelligent are you? On a scale from 1 to 10 (1 being “not very,” and 10 being “extremely”), rate how intelligent you think you are. Put a check in front of the number that you feel rates your intelligence level.

1 2 3 4 5 6 7 8 9 10

Not very

Extremely

8. Persistence also plays an integral role in the success scenario. How persistent are you? On a scale from 1 to 10 (1 being “not very,” and 10 being “extremely”), rate how persistent you think you are. Put a check in front of the number that you feel rates your persistence level.

1 2 3 4 5 6 7 8 9 10

Not very

Extremely

12. Plodders (people who focus on the task at hand, and step-by-step work on completing it) often have great success in their endeavors. Are you a plodder? What action steps can you take to become more of an effective plodder? List them.

Being Sensitive to Criticism Isn't All Bad

13. Gary emphasizes that criticism can be valuable, if you choose to interpret it constructively. Write out an incident in which you received criticism and in response you were able to make some changes to your life for the better. If you don't have such an account, you may need to reflect on how well you are able to take criticism.

14. While reviews and evaluations of your work can be helpful, they can also be destructive. Few successful actors, for example, read reviews of their work. This saves them from getting an inflated or deflated ego based on the opinions of others. List any reviews or evaluations of your work that you would consider potentially destructive. Then make a point to steer clear of them.

15. Gary warns you not to pass up "good" opportunities because you are convinced a greater one is somewhere down the road. Reflect on your current situation. Are there any good opportunities that you are not pursuing in the hope that better ones are on the horizon? Make a list of any good opportunities that you could presently pursue.

16. Now that you've listed good opportunities in #15, write out an action plan (including target dates for starting and completion) for each of them, and commit to following through on them.

17. The thing that separates winners from losers is that they are impeccable (someone who is meticulous, who attends to detail, does things with care and precision, yet never completely stops in pursuit of a larger objective). Do you consider yourself impeccable? Rate yourself on a scale from 1 to 10 (1 being "not very," and 10 being "extremely"). Put a check in front of the number that you feel rates your attention to detail.

1 2 3 4 5 6 7 8 9 10

Not very

Extremely

18. Successful individuals also deftly apply the "Law of Large Numbers." They understand that through the application of repeated attempts, at nearly anything, they will ultimately succeed, no matter how long it takes or what flack they have to endure. They never give up. How persistent are you? Rate yourself on a scale from 1 to 10 (1 being "not very," and 10 being "extremely"). Put a check in front of the number that you feel rates how persistent you are in this area.

1 2 3 4 5 6 7 8 9 10

Not very

Extremely

19. A successful individual is a warrior. He or she is able to withstand failure after failure and still maintain enthusiasm. Are you a warrior? Write a list of aspects of yourself that you consider of the "warrior" spirit.

25. According to Martin Seligman, resilient people seem to be able to dissociate failures from themselves. Do you attack and blame yourself when you experience failure, or are you able to dissociate from it? Reflect on a situation in which you felt a failure. Write out some reasons beyond your personal responsibility that would have contributed to the difficulties you experienced.

26. Henry Ford saw failure as a chance to begin over again. Contemplate on times in your life when you felt you failed. Then reflect on your life's path since then. Did you start over or seek out other endeavors? Write about any opportunities that came your way after the apparent failure.

27. Procrastination and stalling can be ways of sabotaging your efforts so that you can avoid failure (or success for that matter). What do you do to sabotage your efforts? List your self-sabotaging tactics.

28. Now that you are conscious of some of the ways that you sabotage yourself, make every effort to avoid doing so. Write about your findings as you seek to move beyond these behaviors.

There Is a Cure for “Bad Speech” — It’s More Speech!

29. Gary encourages you to enter the marketplace of idea sharing. As you experience the give and take, you’ll inevitably improve. How might you extend yourself beyond your comfort zone as far as communicating your ideas more with others? Write out three action steps you can take to do so.
30. Gary suggests that if you study success, you’ll be able to emulate it. How many hours a week do you spend studying success?
- hours
31. What areas of success have you been curious to study, but have yet to do so? List at least three disciplines that you would like to further study. Then create an action plan (including target dates) to begin each endeavor of study.
32. Gary suggests that you study who is good at what, and then ask, “Why?” List three individuals whom you believe are good at one of the endeavors that you would like to improve upon. For each, list what exactly the person is good at, and then, to the best of your ability, answer why you think he or she is good at it.

39. Are you an effective multitasker? Can you handle several responsibilities at the same time?
To assist you in discerning if you are, list all the tasks that you complete within the next
24 waking hours.

40. We often complete required tasks on time but spend a great deal of time needlessly worrying
about the task. List three steps you can take to de-stress and lessen your worries when it comes
to completing your work.

CD 6: Your Action Plan for Creating Crystal Communication — Script Your Success Starting Now!

In this final session, Gary shares his final techniques and practices that will assist you in becoming an outstanding communicator. He opens the session by sharing the importance of having systems in place when communicating. He discusses the Transition Phase and how to create master scripts. He then delves deeper into the specifics of scripting and how to achieve guaranteed results. He ends the session emphasizing the importance of continuous study and practice, facing your fears, and breath control.

1. Are you a “systems” person? Rate the degree to which you believe you are a systems person from 1 to 10 (1 being “not very,” and 10 being “extremely” so). Put a check in front of the number that you feel rates you in this area.

1 2 3 4 5 6 7 8 9 10

Not very

Extremely

2. Are you an “intuitive” person? Rate the degree to which you believe you are intuitive from 1 to 10 (1 being “not very,” and 10 being “extremely”). Put a check in front of the number that you feel rates you in this area.

1 2 3 4 5 6 7 8 9 10

Not very

Extremely

3. In the world of customer service, the Transition Phrase usually consists of a conciliatory set of words, followed by vital information. When used in a timely and appropriate way, a Transition Phrase:

(1) Builds an emotional bridge to the client, almost as if we’re saying “I get you” or “I know where you’re coming from” or “I can relate.”

(2) Says, “You don’t have to continue explaining. I see the problem.”

(3) And tacitly says, “We’re in the same boat; you’re not abnormal to say what you have said.”

If you don't have a transition phone message in place for your business, write a transition phrase that customers who are awaiting service would hear on the phone. If you already have one, make some adjustments based on the guidelines that are listed.

4. In what areas of your business would it be wise to create a polished and policed "master script"? List any areas that you think could benefit from such a tool.

5. In order to produce an effective script and have your reps follow it, you need to be aware of the three challenges that many managers face in attempting to implement their use:
 - (1) Cognitive
 - (2) Affective
 - (3) Behavioral

The reps need to believe in these scripts in each of the three categories. A good script promises efficiency and effectiveness. You'll sell more, service better, and provide an even higher quality of tech support. Do you currently have scripts in place for your sales and customer service reps? If so, do they fully believe in them and follow them? What has the outcome been? If they do not, what do you believe is the block that they face?

6. It is important that your reps feel comfortable following scripts. To encourage them to at least attempt your scripts, you might suggest the following: “If you can write and stick to using a better script, show it to me. If I think it has a chance, I’ll let you test it, after we have established a baseline for using the master script. If yours beats the master, you get to keep using it, until your performance falls below room average. Who knows, if yours is effective enough, maybe it will become the new master, and there may even be a bonus in it for you!” If you run into difficulty, try the above suggestion. Write about any responses.

7. Gary asserts that direction is needed in bringing scripts to life. Vitality needs to be breathed into them. An example of how to get through call screening is the following script, “Hello, Gary Goodman, Customersatisfaction.com, for Bill Smith, please. Thank you.” Do you have an effective method to get through screenings? If so, how might you improve upon it? If not, based on this model, write a script.

8. Identify three circumstances in which you need a better script. Write a rough draft for each.

Script #1: Circumstance

Script #2: Circumstance

Script #3: Circumstance

9. Note three situations in your personal life in which you need to communicate with crystal clarity. Write each of these down, and compose a rough draft.

Script #1: Personal Situation

Script #2: Personal Situation

Script #3: Personal Situation

10. Review each of the six scripts you have written in #8 and #9.
 - a. Is your text too long?
 - b. Is your text too short?
 - c. Is your text confusing?
 - d. Does your text seem aimless?
 - e. Have you buried the lead? It needs to be up front in the headline of your script.
 - f. Is your tone friendly (do you use “we” and “you” words instead of “I” words)?
 - g. Does your script involve mutuality and equality?

11. Gary challenges you to a 30-day action plan. He suggests that you write something every day. It is important that you practice what you preach and that you commit to daily improvement. Do you currently write every day? If not, commit to writing at least five minutes each day. Write about your experience or findings each day.

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Day 24:

Day 25:

Day 26:

Day 27:

Day 28:

Day 29:

Day 30:

12. Gary suggests that you practice and continuously improve your public speaking skills. List three action steps you can take to enhance your abilities.

13. Gary lists several communications curriculums that may be available to you. Put an "X" by those areas of communication that you are interested in further investigating:

Fundamentals of Public Speaking

Intermediate Public Speaking

Advanced Public Speaking

Interpersonal Communication

Nonverbal Communication

Group Communication

Business Communication

Other:

14. Gary also suggests that you join a service organization such as Optimists, Lions Club, or Rotary International. Do you currently belong to such an organization? If not, list one or more that you are interested in learning more about, and perhaps joining.
15. “Your fears will change to cheers!” Three valuable insights on public speaking that were shared with Gary were:
- (1) You’ll never seem as nervous on the outside as you feel on the inside! When we’re waiting to be introduced or we’re going to do the honors ourselves, it’s easy to overreact to our bodily signals. After all, our hands may feel cold and clammy, we could be perspiring, and we could also feel a certain amount of shortness of breath. Don’t worry; the audience cannot feel what you’re feeling.
 - (2) These signals can do one of two things: (a) we can monitor them and start telling ourselves we’re losing control and soon we’ll be an utter, complete mess, or (b) we can punctuate these signals as EXCITEMENT, as exhilaration.
 - (3) Novices do the former, and professionals do the latter, and that makes all the difference! We learn to enjoy public speaking, and some of us build our careers on it, even if we started out being very shy.

Do you subscribe to each of these insights? Do you have any more that you can add to your repertoire of wise insights to follow? List them below.

16. Remember these three points:

- (1) Through systematic desensitization, you can overcome most, if not all, of your communication fears and concerns;
- (2) By using your imagination constructively, you will envision positive results and your unconscious will assist you in bringing about the visions you have postulated; and
- (3) Prayer helps!

Next time you are faced with something that you fear, make note of the three points above, and write about how you feel after reviewing them.

17. Incorporating the Law of Large Numbers and systematic conditioning into facing anything you fear will assist you in moving beyond that fear. Write a list of those things that you fear most. Then write an action plan for overcoming each of those fears, remembering that gradual exposure will ultimately desensitize you.

Now, Take a Deep Breath!

18. Singers, actors, and martial artists all depend on optimized breathing. By breathing slowly and deeply (intermittently with regular breathing) for at least two minutes prior to getting on stage, you will calm yourself down and oxygenate your brain and muscles.

19. Quintilian defined eloquence as “The good man speaking well.” Do you honor yourself as a “good” person? What traits and behaviors do you express that you are most proud of? List them and honor yourself for the individual that you are and the exceptional communicator that you are becoming.

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