

Advisor

THE Newsletter of Effective Communication

Oh No! I Have to Give a Speech!

Surveys show that what Americans fear most – more than snakes, heights, illness, financial problems, even death – is speaking before groups. About 85 percent of us feel anxious speaking in public. Even the famous aren't immune. Some of the most successful politicians, entertainers and businesspeople have suffered from stage fright or speech anxiety. Among them: Winston Churchill, Barbra Streisand, Carly Simon and Charles Schwab. Thomas Jefferson was so terrified of speaking in public that even though he was outraged by what he considered the Continental Congress' heavy-handed revision of his carefully written Declaration of Independence, he was unable to speak up to defend his work.

Although everyone experiences some degree of anxiety before delivering a speech, for some people, public speaking causes great distress. Some individuals make important decisions, such as avoiding certain careers (e.g., teaching, law, etc.) or turning down promotions, because of public-speaking fears.

The good news is that new research is helping us to better understand speech anxiety, and is showing us new ways to control it.

What causes speech anxiety?

Several factors can contribute to developing a fear of public speaking. Childhood experience is one. Many people can remember a specific moment that contributed to their fear. Perhaps other students laughed during "show and tell" period in elementary school. Or maybe a person was put "on the spot" in a class, or in a social or professional situation. (Remember when a teacher called on you to answer a question or go up to the board to solve a math problem?) What started out as a minor episode when someone was an impressionable child mushrooms into a situation that causes tension and anxiety attacks.

On a professional level, when people speak, they often put pressure on themselves to perform well and not

SEE OH NO! on page 2

"No Comment!"

As part of a news investigation of employee misconduct within the Tarrant County (Texas) District Attorney's Office, WFAA-TV in Dallas-Fort Worth observed chief investigator Don Moore during working hours over the course of ten days. On each of those days, the station's undercover cameras photographed Moore engaging in a predictable pattern of either leaving work early to head to a bar, or arriving

to work in the morning late – sometimes an hour or two late. And when he left work to go to a bar, he would always be in his county-owned Lincoln. Even on days when Moore didn't go to work, he would show up at the bar to join coworkers for a cocktail. On the tenth day, investigative reporter Brett Shipp decided to ask Moore a few questions as Moore got out of his car:

SEE NO COMMENT on page 4

IN THIS ISSUE

PAGE 1

Oh No! I Have to Give a Speech!

Surveys show that what Americans fear most is speaking before groups. The good news is that new research is helping us to better understand speech anxiety and is showing us new ways to control it.

"No Comment!"

Declining comment is common practice when media inquiries are unexpected or unwanted. It is also usually a mistake. Some better alternatives to saying, "No comment."

PAGE 6

In Brief

- Is Anybody Listening? Research shows that when it comes to business and other presentations, people are inefficient listeners.
- Smile! Few things can do more to facilitate effective communication than a smile.
- How Effective are PowerPoint Visuals? More than 90 percent of electronic slides are created in PowerPoint. A research study sheds new light on their effectiveness.
- Media Trends. Recent developments in traditional and new media.

PAGE 7

New Workshop Offering

Effective Investor Communications

PAGE 8

New Web Site

An invitation . . . to tour the premiere Web site of communication skills development . . . from the premiere communication skills development firm.

The Ammerman Experience Calendar

Schedule of public seminars for 2001

"screw up" in front of a client or supervisor. In addition, many people feel embarrassed because they think other business professionals don't share their fears.

Adopt the Boy Scout motto: "Be Prepared"

For most of us, the primary cause of speech anxiety is inadequate preparation. Your comfort level in making a presentation rises in proportion to your preparation. Finding the time and assigning the proper priority to preparation are difficult in today's fast-paced world. It's important to remember not to fall into the old and dangerous trap that says, "No problem, I'll just wing it." Your audience deserves (and expects) more than that, and you owe yourself more.

What constitutes good preparation? Ask and answer these two questions: "Who is my audience?" and "What is my message?" If you fail to answer either of these questions, or if you fail to tailor your message to the informational needs of your audience, your listeners will tune you out. You'll know it, and it will affect your performance and confidence.

Preparation also means building the presentation from beginning to end. You must have a powerful opening that gets your audience's attention. The body of your presentation must be substantive

10 Worst Human Fears in the U.S.

1. Speaking before a group
2. Heights
3. Insects and bugs
4. Financial problems
5. Deep water
6. Sickness
7. Death
8. Flying
9. Loneliness
10. Dogs

Source: *The People's Almanac Presents The Book of Lists*

Questionable Cures for Stage Fright

- Some doctors claim that the drugs that have helped people overcome anxiety or depression, including Prozac, Paxil and Zoloft, can ease stage fright. "It turns out to be a very treatable condition," says James W. Jefferson, senior scientist at the Dean Foundation for Health, Research and Education in Middleton, Wisconsin.

Some drug companies are conducting clinical trials to test their drugs for treating social phobia, a common anxiety disorder that causes everything from performance fears to shyness. The disorder may afflict as many as 20 million people at some time in their lives. Prozac and other antidepressants aren't approved for such treatment, but psychiatrists say they have used them for anxiety disorders for years with good results.

However, not everyone believes drugs should be used to enhance speaking performance. "For people who have public-speaking fears alone, I wouldn't treat them with antidepressants, because there isn't any evidence they work. And you have to take antidepressants chronically, every day, and most people don't need to speak publicly every day," says Murray Stein, a psychiatrist at the University of California in San Diego.

- Inventor Thomas David Kehoe says his new in-ear device may help with public-speaking fears. The device, with a small microphone and earphones much like those that news anchors use, allows speakers to push a button and hear their voices digitally altered to sound "confident and authoritative." Another button produces a "happy and enthusiastic" voice. No one else hears the auditory feedback, which is delayed by about one-tenth of a second to trick the brain.

Mr. Kehoe, a University of Chicago Business School grad, already markets similar devices he invented to aid stutterers. He says the idea came to him while he was trying to think of other uses. "I was playing with a toy voice changer, and I noticed that some of the programs changed my mood," he says.

Still, the best advice for the anxious is to prepare intensively and stick to familiar topics, says June A. West, a business professor at the University of Virginia.

and well organized. Finally, you need a strong close that reinforces your message and asks something from your audience (e.g., to learn something, change their view about something, buy something – a product, a service, an idea).

The number one protection against nervousness is knowing your subject cold. Be over-prepared and you'll automatically feel better about your presentation.

Here's another critical component of preparation: practice. Your confidence level will increase with practice. Often, the first time anyone (including the speaker) hears a presentation is when it is delivered to the audience. This is

unfortunate for speaker and audience alike. Without practice, you don't know how long your speech is. You don't know how well organized it is or whether you can actually say the words and phrases.

Want to know the best-kept secret to achieving confidence in public speaking? Practice your presentation three times, aloud, on your feet, into a tape recorder.

Before your presentation

- Get to the location in plenty of time. Check out the room. Then relax. Maybe walk around a bit to release nervous energy. If you've prepared and practiced, there should be no need to "cram." Don't tinker with your presentation, making

Tips for Controlling Nervousness

Nervousness makes your body act as if it were preparing for strenuous physical activity. The adrenaline that's released makes your heart beat faster, causing you to take in more oxygen. But more oxygen makes you feel more nervous, so your body releases more adrenaline. Even though you'll only be speaking, you now have enough energy to run a marathon. Somehow, you need to control this physical process. Here are three simple ways to help you do that:

- To relieve tension while waiting to speak, pull up on the bottom of your chair for five seconds. Repeat this exercise often.
- Pressing your palms together tightly also relieves tension. You can even do it during your presentation.
- Force yourself to breathe slowly and deeply. This slows a rapid heart rate caused by too much adrenaline.

OH NO! - Continued from page 2

last-minute changes. (Plan your work, then work your plan.)

- If you plan to use audiovisuals, test all equipment and know how to use it. Consider asking for backup equipment to be available. (Equipment failure is guaranteed to destroy your confidence.)
- Don't rely on drugs or alcohol to calm your nerves. The result may be slowed reaction time, slurred speech and hazy memory. Also avoid caffeine drinks and soda.
- Engage in positive "self talk." Most people approach a presentation thinking about all the things that will go wrong (e.g., "I'll probably fail" or "The audience won't like me.") Instead, tell yourself that you are there to share your knowledge, ideas and expertise with an audience that is eager to hear you and will benefit from listening. That's a powerfully different mindset. Just before you get up to speak, say to yourself, "I know what I'm going to say, and I'm happy about this opportunity to say it."
- Use positive visualization. Recall a past presentation that was successful.
- Know exactly what your opening line is going to be. Knowing your opening statement will reduce worry about getting started – the most bothersome time for most speakers.

During the presentation


- If you're nervous, don't announce it. If you do, your audience will start to worry about you. Presenters who cause worry don't inspire confidence.
- Talk to one person at a time. Literally, look directly into the eyes of one listener at a time, just as you normally do in one-on-one conversation. Contact eyes – not faces or tops of heads – for 5 to 10 seconds. You might think doing this will make you more nervous, but the opposite is actually true.
- Gesture naturally. One effect of gesturing is that it helps release anxiety (that nervous feeling in your stomach), channeling it out in the form of energy. Moving (but not pacing) during your presentation does this as well. Gesturing while you speak also can improve your brain's recall ability.
- Stand up straight. Correct posture will make it easier for you to breathe properly (take deep breaths) which, in turn, makes it easier to get your words out naturally.
- If you mispronounce a word, lose your place or train of thought, or realize you forgot to include something, don't draw attention to it by announcing it to your audience. Chances are, they didn't notice. Simply pause, then continue on. For material you omitted, near the end

of the presentation, say something like, "One final point worth mentioning . . ."

Some final points

Achieving a comfort level when speaking or presenting in public is a desirable objective. But remember, you don't want to eliminate all nervousness or anxiety. Doing so is likely to result in a flat delivery, devoid of energy and emotion. The goal is to control nervousness and use it to enhance your performance.

If you're serious about conquering your fear of public speaking, develop a game plan for yourself. It should include attending a workshop such as Effective Presentations Training conducted by The Ammerman Experience, and regular practice at low-risk venues (e.g., speaking at school, church, charitable or civic functions). You might even want to join your local chapter of Toastmasters International (www.toastmasters.org).

Finally, there are people with anxiety disorders so severe that they may not even be able to participate in workshops on public speaking. In such cases, professional intervention may be necessary. And it's an astute, compassionate, and enlightened supervisor who recommends that the individual consult a physician or therapist. 

Advisor is a quarterly newsletter of The Ammerman Experience. The mission of our firm is to help clients succeed in the communications arena. The mission of this publication is to provide you with thoughtful, useful, state-of-the-art information to help you do that. Your comments and content suggestions are welcome. Contact Ken Haseley at 1-800-866-2026 or by email at kenhaseley@compuserve.com.

NO COMMENT - Continued from page 1

Shipp: "I'm Brett Shipp with Channel 8 News. May I ask you a few questions?"

Moore: "No comment."

Shipp: "Did you cut out of work a little early today?"

Moore: "No comment."

Shipp: "How many hours a day do you work, sir?"

Moore: "No comment."

Shipp: "Is this a county-owned vehicle you're driving?"

Moore: "No comment."

Moore then got back into his car and drove off.

Regardless of whether Moore had engaged in professional misconduct, most viewers of the broadcast probably concluded that he had. According to a survey conducted by public relations firm Porter/Novelli, when people were asked if they agree that when a company spokesperson declines to comment, it almost always means the company is guilty of wrongdoing, 65 percent said yes.

Responses like Moore's are all too common, especially when media inquiries are unexpected or unwanted. They are also a serious mistake. Let's take a closer look at why, and explore some better alternatives to saying, "No comment."

When people were asked if they agree that when a company spokesperson declines to comment, it almost always means the company is guilty of wrongdoing, 65 percent said yes.

Why we run and hide

Companies choose not to talk to the media for many reasons:

- **Lack of preparation:** Being unprepared to discuss an issue causes confusion and a strong desire to remain silent.

- **Fear:** Talking to reporters, even under the best of circumstances, is tough, and talking on camera can be downright unnerving.

- **Fear of accountability:** When interviewed by the media, businesspeople are concerned about how their supervisors will judge them, and how their peers, families and friends will view them.

- **Fear of revealing sensitive information:** Reporters have a knack for getting people to share proprietary or other confidential information.

- **No designated spokesperson:** No one has been designated (or trained) to talk with reporters.

- **Legal concerns:** In today's litigious society, companies are concerned about saying something that could be used against them in court.

- **Incomplete information:** People often feel the need to wait to talk to the media until they have complete information or until they can carefully sort through all information.

The reporter's role

You may decide not to talk, but reporters are going to get the story with or without your help. Because news is a business – a very competitive business – they will seek out anyone who will talk – experts and non-experts alike – in order to put the story together and meet their deadlines. Reporters and news organizations search for, report and sell news every day. They are trained to have a healthy skepticism about the story they are covering and the people they are interviewing. They are paid to ask tough questions, and their questions will get tougher and their skepticism keener when they encounter evasive or reluctant communicators. If you are not accessible and do not participate in the

story, your company's perspective will be missing and an opportunity to correct inaccurate information and perceptions will be lost.

So should you talk? The answer is almost always, "Yes!" By speaking, not only do you provide the media with accurate information, you also preserve your company's right to speak. In the beginning, reporters need you because you have the information they're after. They will want to know: What are the facts? What's going on now? What's happened? What have you found out? You will tell them what you know, but there may come a time later when you need to say something to the media. Now you need to talk. You must talk. Why? Perhaps to correct misinformation.

There's good reason that a company's primary media contact is usually titled manager of media relations, not manager of **good** media relations. Effective media relations involves talking to the media in both good times and bad.

Your response

Here are some ideas to help you comment effectively:

- **Have a plan:** Designate the individual or individuals who have primary responsibility for dealing with the media.

- **Provide media training:** The only people who should talk to the media are those who have had media training. Never ask people, even though they are well educated and well trained in their fields, to interact with reporters unless they have been media trained. It's not fair to them, and it's not good for the company.

- **Be accessible:** Make certain that someone is available to talk with the media and to take care of their needs. In a crisis situation at smaller facilities where all personnel would be busy, someone must break away for short

NO COMMENT - Continued from page 4

periods – at least until other help arrives – to update the media. Make sure reporters know how to reach you (provide them with business phone, home phone and pager numbers). It's the best way to prevent news coverage that includes statements like, "Company officials could not be reached for comment." Likewise, know how to reach the key media in your community (keep updated lists of names and phone numbers for newspapers, radio and television).

- **Put a human face on your company:** Issuing a written statement or press release is preferable to saying nothing, but having a real person talking on camera, on tape or to a print reporter is the best way to make your communications personal.

- **Communicate as quickly as possible:** Reporters may seem hostile or overly demanding. It's not because they're out to get you. It's because they're operating under tight deadlines and need as much information as quickly as they can get it. Don't feel you must have complete information before you begin to communicate. Tell them what you know as soon as you know it. In today's world of 24-hour news, you have about 15 to 30 minutes to respond to media inquiries during crisis or other serious situations. Remember, he who speaks first often determines the initial nature of the news coverage.

- **Don't instruct employees not to talk to the media:** Be sure every employee knows the company's media policy (only those who are authorized will speak for the company). But do not tell employees they should not speak to a reporter who may call or approach them at home or off company property. Instead, tell them that the decision to speak to a reporter (on their own time) is theirs. Remind them that they are not obligated to speak, and offer them suggestions on how to politely decline an interview request (e.g., "I'm not the designated spokesperson for our company, and I prefer not to speak with

the media. I'm sure you can understand.").

- **Return media calls promptly:**

Even if you're unable to assist the media, call reporters back and say so. Responding promptly reduces the likelihood of news coverage that includes the statement "The company would not return our calls."

- **Know when to decline an interview:** Yes, there are times when it may be in your best interest to pass on an interview request. Here are a few: If you are not prepared or have no time to prepare, and the reporter needs an immediate response, politely decline. It's better not to be represented in the story than to say something damaging.

If you are asked to be interviewed for what appears to be a negative story and your company is not involved in the issue, stay away from it. There's nothing in it for your company, other than being associated with something negative.

In today's world of 24-hour news, you have 15-30 minutes to respond to media inquiries during a crisis.

If you are approached by the media and you are absolutely certain that you will be ambushed or treated unfairly, your best bet may be to decline. (Some companies choose not to go on *Sixty Minutes* because they feel they won't get a fair shake.) Similarly, if you have had serious and repeated problems with a particular reporter, you may want to pass.

In all cases, don't decline by having someone say you're in a meeting. (What if the reporter calls back a day or two later, saying his deadline was extended? Will you say you're still unavailable?) Be straight with the reporter and give a

polite, professional, confident explanation as to why you won't participate.

- **Don't automatically decline an interview because of a few concerns:** Some people turn down interview requests simply because they have one or two concerns (e.g., they fear a

There are times when it may be in your best interest to pass on an interview request.

specific question or issue, or they don't like doing "live" interviews). Recognize that you can and should exercise control: If there are some issues or questions you prefer not to discuss, say so. If your time is limited, establish a time limit for the interview. If you're not comfortable "going live," agree to do a taped interview.

And finally,

- **Don't say, "No comment."** This two-word phrase implies that you are evading the issue or hiding something that would be damaging. There are many ways to say you can't discuss something without implying that you are about to take the Fifth Amendment. For example:

"I'm sorry. That issue is in litigation and I cannot discuss it at this time."

"The question you've asked involves proprietary (or confidential/sensitive) information. I'm not able to share that. I'm sure you can understand."

"Our company's policy is that we don't respond to rumors, so I can neither confirm nor refute the accuracy of your statement." 

In Brief

Is Anybody Listening?

People are inefficient listeners. According to Dr. Lyman K. Steil of the University of Minnesota, tests indicate that right after listening to a 10-minute oral presentation, the average listener has heard, comprehended, accurately evaluated and retained about half of what was said. Within 48 hours, that 50 percent drops another half to a 25 percent effectiveness level. By the end of a week, that level goes down to about 10 percent or less.

Smile!

Few things can do more to facilitate effective communication than a smile. It reveals your inner state and propels your message with energy and emotional force. Smiles are such an important part of communication that we see them far more clearly than any other expression. We can pick up a smile at 300 feet – the length of a football field.

We tend to trust a smiling face implicitly. George Rotter, Ph.D., a psychology professor at Montclair University in New Jersey, cut out yearbook photos of college students and then asked people to rate the individuals pictured for trustworthiness. In almost every instance, people chose the students with smiling faces as the most honest.

When delivering a speech or presentation, "program" your audience with a smile. Make sure the first thing they see is a winning smile. Most of the audience will respond in kind, which, in turn, will generate additional energy and enthusiasm in you. Likewise in most media interviews, smile early and often. Doing so will keep the audience (and the reporter) engaged and eager to hear what you have to say.

Just remember, phony smiles don't work, and there are clues to insincerity. We tend to hold a simulated expression

longer than a real one. If we look carefully, a phony smile may have the slightly fixed expression that a child's face gets when setting a smile for a photograph. We also use different muscles for felt and fake expressions, and we are apt to blink more when we're lying.

How Effective Are PowerPoint Visuals?

In 1988, Microsoft released a color version of PowerPoint for the Macintosh, and the first version of PowerPoint for Windows arrived in 1990. Today, more than 90 percent of the electronic slides used in this country are created in PowerPoint, and the use of color, animation and multimedia is commonplace. But are animated PowerPoint slides really a more effective communications tool than overhead slides or plain text? And if so, are they as effective at communicating one type of information over another?

To find out, *Presentations* magazine, in partnership with 3M, funded an independent research study to assess the impact of enhanced multimedia presentations (those with animation, sound and video clips) compared with that of overhead slide presentations and text-only (a report or pamphlet) presentations. The goal was to learn whether there was anything inherently more persuasive or effective in one presentation medium over another, since the conventional wisdom about multimedia is that it is better.

The study focused on three types of presentations businesspeople generally encounter: 1) training situations, such as learning facts and following a procedure; 2) meeting situations, where people must process information and pass it on to someone else; and 3) selling or marketing situations, where perception and persuasion are important.

The study's results generally support

the contention that multimedia is better, but not in every case and not overwhelmingly so. In fact, the only area in which multimedia was dramatically more effective was in presentations involving perception and persuasion. Products or services presented with a multimedia component are more likely to be perceived as more credible, professional and reliable, whether it's actually true or not.

For a detailed account of the study, see the February 2000 issue of *Presentations* magazine (www.presentations.com).

Media Trends

Some recent developments in traditional and new media:

- Since the heyday of public reverence for the media after Watergate, the proportion of Americans who trust the media has fallen. Today, only about half have high confidence in the media and 38 percent believe it to be outright immoral. Source: *The Limits of Privacy*, by Amitai Etzioni.

- Consumers will devote significantly less time to newspapers and magazines. Nearly half of America's 118 million magazine readers are already on-line. In 1999, the average person spent more time on the Internet than with magazines: 97 hours versus 81 hours. The average adult cut his or her magazine reading time by about half an hour from 1998 to 1999. That trend will continue. In 2003, the average person will spend 192 hours a year on-line and 78 hours with consumer magazines. Sources: Barnesandnoble.com; Veronis, Suhler & Associates; Mediamark Research.

- Newspaper readership has been declining gradually for decades, particularly among women and the young. The number of people who say they read a newspaper "yesterday" dropped from 80 percent in 1961 to 59

percent in 1998. Source: *Fortune*.

- In the United States and Canada, 2,224 newspapers have sites on the World Wide Web, more than double the number two years ago. Another 1,500 overseas newspapers are on the Web. Source: *Editor & Publisher*.


- Radio listening has been declining steadily for a decade and is now at its lowest point in nearly 20 years.

(Listener surveys blame the increased number of commercials jamming the airwaves as well as distractions from elsewhere, including cell phones.) The percentage of the population listening to radio at anytime during the week has slipped to 94.6 percent from 96 percent in 1993. More significantly, the average listener is spending two hours a week less with the medium than in 1993, a drop of 9 percent. Sources: Arbitron, Duncan's American Radio.

- Broadcast television will continue to lose its audience, but cable and satellite TV will grow dramatically and become the dominant form of television viewing as early as 2001. Source: Veronis, Suhler & Associates.

- In the past decade, the number of newsmagazines such as *Sixty Minutes*, *20/20* and *Dateline* has doubled, but the glut has hurt content quality, which now looks more like video tabloid than serious news. Newsmagazines have traded social issues for human interest. Ratings for the genre are dropping as audiences are shrinking. Source: *Wall Street Journal*.

- By 2003, 6.8 million homes will get high-speed Internet access from cable modems, and 3.5 million will have telephone digital subscriber lines. Source: Veronis, Suhler & Associates.

- Nearly one in five American households already creates its own "convergence experiences" by simultaneously watching television and accessing the Internet. Source: ACTV, Inc. 

The Ammerman Experience Offers Workshop on Investor Communications

The Ammerman Experience is offering a new workshop. Effective Investor Communications is a highly customized, day-and-a-half session designed to provide executives and other senior management with an assessment of, and suggestions for improving, their effectiveness in communicating with analysts, shareholders and the financial community.

According to Teresa Saylor, president and chief operating officer of The Ammerman Experience, "In recent years, the primary role of investor relations – increasing shareholder wealth – has become more complex as competition for capital has increased. Today's public company operates in a world of new technologies; growing internationalism, and more public companies, institutional funds and financial instruments than ever before. To compete successfully for capital in this highly competitive marketplace requires effective marketing. And effective marketing involves consistent, credible and effective communications with investors and those who influence them."

There are numerous vehicles that management uses to communicate with the investment community:

- Security analyst meetings
- IPO road show
- Meetings with stockbrokers
- Meetings with money managers, institutional investors and portfolio managers
- Annual shareholders' meeting
- Electronic conferences (phone, video, Web cast)
- Interviews with the financial and other business media

Effective Investor Communications addresses the specialized training needs of those responsible for communicating with investors, analysts and the media through those vehicles.

Day one of the workshop is an intensive, interactive session during which executives deliver a presentation of their choice. Extensive feedback on both content and delivery of the presentation is provided. Through repeated practice, participants achieve a high level of confidence and competence in their investor presentations. Guidance and practice in fielding questions is also included, along with a critique of the firm's most recent analyst conference call. On day two, the focus shifts to media relations. Participants are given a review of the basics of dealing effectively with the media, and participate in several simulated media interviews, including a "remote" TV interview.

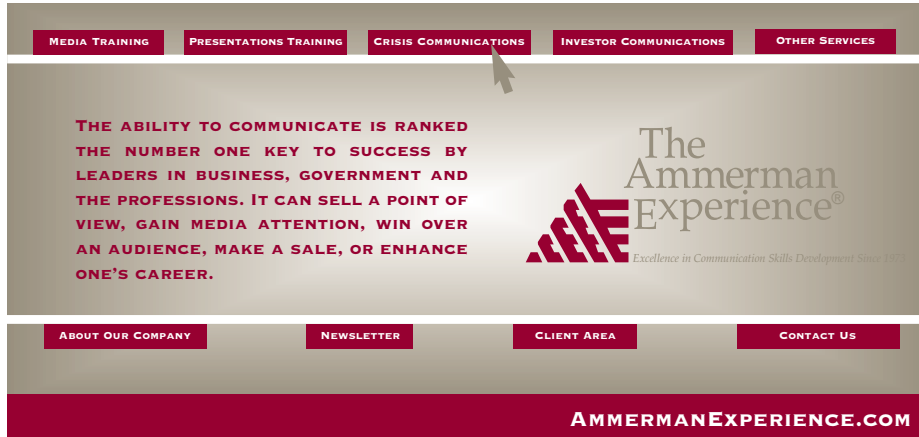
The workshop draws executives and other senior-level management involved in developing information for, or presenting it to, the investment and financial communities. The session typically attracts a combination of the following:

- Chairman
- CFO
- CEO
- Subsidiary or division presidents and VPs
- President
- Investor relations professionals
- COO
- PR/communications professionals

For detailed information about the workshop, visit our Web site, www.ammermanexperience.com, or call us at 1-800-866-2026. 

You're invited...

to tour the premiere Web site of
communication skills development . . .
from the premiere communication skills
development firm.



The Ammerman Experience is pleased to introduce its new Web site. Our new site explains everything from who we are as a company to why our workshops are among the most innovative and highly regarded in the communications training field. If you are in the market for 21st - century training, please accept our invitation to visit us on-line at www.AmmermanExperience.com.

- Get in-depth information on what we do, the benefits we deliver, our approach to meeting your needs, and our staff.
- Review detailed descriptions of the workshops and other training sessions we offer. And learn about our other services.
- Read case studies of some of the customized training projects we've handled for clients.
- Find out what questions to ask when evaluating and selecting a media training firm.
- Access our *Advisor* newsletter archive to read dozens of articles providing thoughtful, useful, state-of-the-art information to help you succeed in the communications arena.
- Take our quick quiz to see how much you really know about effective communication.

CALENDAR

Effective Media Communications. a one-day workshop that helps you acquire the confidence and competence needed for a successful encounter with the news media.

April 24	May 22
June 19	July 17
August 21	September 18
October 23	November 6
December 4	

Effective Media Communications (Refresher): a one-day workshop that will help you keep your media relations skills sharp. September 20.

Effective Media Communications for Marketing Professionals: a one-day workshop designed to prepare you to respond to, or seek out, media opportunities that will aid in your marketing or sales efforts. October 24.

Effective Presentations: a one-day workshop that will help you identify your strengths and weaknesses as a presenter – helping you build on your strengths, while diminishing or eliminating your weaknesses. June 20, September 19.

**For detailed information, or to enroll, contact
The Ammerman Experience at:
1-800-866-2026**

www.ammermanexperience.com



4800 Sugar Grove Blvd., Suite 400, Stafford, Texas 77477

Presorted
Standard
U.S. Postage
PAID
Houston, TX
Permit No. 553