

Advisor

THE Newsletter of Effective Communication

Tuesday, January 2, 2001

Very shortly – on Tuesday, January 2, 2001, to be exact – most of us will go to work for the first time in the twenty-first century. According to the U.S. Department of Labor and other experts who chart demographic trends, the face of the American workplace is looking very different. It is less male and more female, less white and more Hispanic, Asian and African American. Two-thirds of the new workforce entrants are women, minorities and immigrants.

The face of the American workplace is looking very different. It is less male and more female, less white and more Hispanic, Asian and African American.

Most workers are unaware that these changes are in progress, or don't realize what impact the changes will have on them, but the very fact that change is occurring will be unsettling to some. Add to that the highly personal nature of such change, and the potential exists for substantial resistance. The resurgence of racial tension in this country in recent years and concerns about quotas are

two examples of the obstacles to workforce diversity.

Yet, a company's ability to attract and retain employees with diverse backgrounds will be a contributing factor to its success. Employees and customers alike are taking greater note of a firm's diversity profile when making career and purchasing decisions.

Companies that want to promote workforce diversity must start by recognizing that they face a communications challenge. The goal of most communication is to provide information in order to change attitudes or behavior. To achieve workforce diversity, companies must influence a variety of employee and management attitudes, behaviors or actions. These include hiring and promotion decisions, salary actions, training policies and methods, communication strategies and motivational techniques.

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Ten Ideas for Better Investor Conference Calls

When Steve Wynn, former chairman and CEO of Mirage Resorts, held an investor conference call in July 1999, it didn't go well, and not just because Mirage predicted sub-par earnings.

At one point, he tried to hold a group discussion, creating dead air when the participants, who were on the line to listen, wouldn't respond. In subsequent conference calls, Wynn insulted and

chastised his investors, withheld key information and addressed a female analyst as "honey."

Mr. Wynn's lack of conference-call savvy may be unusual. But even polished professionals sometimes fail to capitalize on this important vehicle for bringing management and investment advisors together.

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If conference calls are part of your investor relations program, ask yourself whether you are generating the best possible return on your investment.

1 Know why you're holding the conference call. The key objective is this: to convince investors and analysts that money invested in your company will increase faster and more substantially than money invested elsewhere. Any conference call that fails to address this objective is a waste of time. If there is no learning, no better understanding, no persuasion, then you have achieved only a production objective (i.e., you conducted a conference call), not the more important communications objective.

2 Have a key message. Yes, the conference call provides you an opportunity to review the financials, discuss recent or upcoming developments and answer questions, but you should also have a singular message. State it clearly; don't expect your listeners to infer it. Ask yourself, "What do I want my audience to know, think or feel after the conference is over?"

3 Develop an "investible idea." Before investors will purchase, or analysts will recommend, a particular stock, they ask this question: What is it about this particular investment that is going to benefit me? What is the "investible idea" about this company that can help me prosper?

Your voice counts for as much as 84% of your emotional impact and believability when people can't see you - such as when you are talking on the phone.

Here's an example: Today more food is prepared outside the home than in the home. It's estimated that this year more than 20 billion take-out meals will be

Advice from the Analysts

Ken Sill, Vice President, Credit Suisse First Boston:

"With Regulation FD (for Fair Disclosure), you're better off saying more rather than less, because the SEC has indicated that discussing something on a conference call constitutes fair disclosure.

"You need to learn how to guide expectations. Some CEOs tend to be over-exuberant and talk only about how great things are. They're evangelists. They love their company; they love what they do. And that's great. But they need to temper that with what's really going on, so analysts don't model in expectations that can't be met. You don't want to disappoint people. The market punishes surprises severely."

Scott Gill, Director and co-head of Research, Simmons & Company International:

"The best conference calls are those where management gives you some substance behind the numbers. For example: 'Business in North America is up 15% year over year,' and then they tell you why. They walk you through all aspects of the business - the P&L, the balance sheet, what's changed - and they substantiate why those changes transpired.

"In one recent call, the company said, 'Here's what we think earnings are going to be: 60 cents a share; \$2.50 for the next fiscal year. Now let me give you our assumptions.' I like that. As an analyst, I can then develop my own numbers - based on my assumptions.

"What do I dislike? One company I follow always seems to be disorganized. There's no set order in which people speak. It's almost as if four guys come to the phone, and they haven't coordinated with one another what's going to be said. Then they throw out all kinds of data but never tie it all together or explain what it really means."

consumed in the United States, and each one requires packaging. Pactiv Corporation is an industry leader in sales of polystyrene products such as hinged-lid containers and foam plates and is racing to keep up with the increasing demand.

That's an investible idea, an idea that will get investors and analysts to look at Pactiv Corporation, and find out more about it.

4 Express your investible idea in a few sentences. Any salesperson will tell you that when he gets a customer on the phone, if he doesn't capture that customer's attention in the first few sentences, he won't make the sale. If someone asks you why you bought at Home Depot, you tell him why in a couple of sentences. The same is true about stocks.

5 Script your presentation. Put your ideas down in writing, but don't read from a complete-sentence text.

Instead, use bulleted points or notes so your delivery is conversational. Determine who says what.

6 Practice. Rehearse your presentation. Remember, it's a performance, and most good performances don't succeed by accident. Determine whether any of the speakers involved in the conference call need training.

7 Anticipate questions. Prior to every presidential news conference, the president's staff identifies (with incredible accuracy) the questions that will be asked. You can do likewise with the help of your colleagues. Ask, and practice answering, the questions you think will come up. Also, make a list of the questions you hope no one asks. Then answer them.


8 Give special attention to your delivery. A spoken message has three components: verbal (the words you use to express your ideas), vocal (how you sound) and visual (what people see). In teleconferences, that last component is missing. Research by UCLA Professor Albert Mehrabian shows that your voice - the intonation, resonance, or auditory delivery of your message - counts for as much as 84% of your emotional impact and believability when people can't see you, such as when you are talking on the phone. To increase your energy

and project more authority and enthusiasm, stand up while participating in the call.

9 **Tape the conference call.** You're already doing this if you're archiving it on your Web site. Listen to it and critique your performance.

10 **Get feedback from the analysts.** One of the best ways to ensure that your conference calls are hitting the mark is to ask several analysts a few questions of your own: Was it too long or too short? Was management candid enough? How

Before investors will purchase, or analysts will recommend, a particular stock, they ask: What is it about this particular investment that is going to benefit me?

can future conference calls be improved? Then a day or two later, have your IR or PR professional or some other appropriate individual call a few analysts and solicit some feedback. The information you'll get will be anecdotal, but it can be very valuable in planning future conference calls. 

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.

Aggressive communication works

Before you can change attitudes or behavior, you need to deal with awareness. Consider consumption of hard liquor and tobacco in this country. In general, we have seen a reduction in the use of these products. It's no coincidence that this trend has followed years of aggressive communication campaigns. In order to change behavior – whether you're persuading people to eat less red meat and more fish or helping employees come to terms with a changing workforce – communication plays a pivotal role.

Here are some recommendations that can help you communicate about the changing workforce:

- As a firm's most important strategic thinkers, senior management needs to be thoroughly familiar with the changes taking place in the makeup of its workforce. The following are recommended reading for executives or anyone else interested in a glimpse at the changing workplace:

Workplace Diversity: Issues and Perspectives, edited by Alfrieda Daly (National Association of Social Workers Press, Washington, D.C. 1998).

The Diversity Factor: Capturing the Competitive Advantage of a Changing Workforce, Elsie Y. Cross and Margaret Blackburn White, editors (Irwin Professional Publishing, Chicago, 1996).

The Diversity Machine: The Drive to Change the White Male Workplace, by Frederick R. Lynch (The Free Press, New York, 1997).

Society of Human Resource Management 1998 survey on diversity programs.

- Prepare a white paper on workforce

diversity. In it, include a concise but comprehensive background on the issue. This should discuss your firm's current diversity profile, providing data on employee demographics, salaries, training-program enrollments, promotions and turnover. It should also cover your short-range and long-range diversity goals, along with your strategy to achieve them. Provide this document to all supervisors and managers.

- Various government agencies and consulting firms are credible and cost-effective sources of information about the changing workforce. Many offer

resources such as videotapes and printed material. Supplement these educational materials with company-specific information for use in diversity training sessions or other employee presentations. Ensure consistency by

"scripting" these presentations for those who deliver them.

- Existing company training programs are an ideal way to introduce or reinforce the concept of workforce diversity. As appropriate, incorporate information about diversity into supervisor and management training programs and new-employee orientation sessions.

- Have executives talk about diversity at management, sales and other employee meetings. Also, find external forums where they can speak on the subject. Then reprint and distribute the speeches internally.

- Identify local professors, consultants and other experts on diversity who are dynamic speakers. Invite them to speak to groups of employees.

- In addition, don't overlook the value of quality employee publications and electronic communication vehicles. The good ones have evolved into effective tools that directly support management's

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objectives and recognize the increased sophistication of today's employees, along with the corresponding change in their information wants and needs. Use these vehicles for general background features on diversity and for news stories on related company developments.

Some words of caution

These recommendations constitute a practical communications strategy for a company of any size, but a few words of caution are in order.

First, assess your CEO's commitment to achieving diversity. If it's lukewarm, even the best communications strategy will fail.

Second, implement your communications program without fanfare. In fact, don't identify it as a "program" at all. Many employees view company programs as fads that will be abandoned when a newer fad captures management's attention. Often, a program's goals are more effectively achieved by not launching a program. As an issue, diversity lends itself to a "non-program" approach. Sell the message, not the program.

Third, remember that your company's top management most likely has already identified a number of issues as worthy of special attention, such as quality, customer service, global competition and reengineering. Employees, including management, may be approaching the saturation point. Make it easy for them to learn about ... and embrace ... diversity.

Fourth, communicating about diversity must be an ongoing effort. One-time or sporadic communications accomplish little and may be counterproductive. As with any communication, the key to success is repetition and reinforcement.

Fifth, recognize that employees need a balanced communications diet. Most employees prefer to get information from their immediate supervisors, senior

executives and small-group meetings, in that order. When communicating about diversity, make sure the tools you use go beyond the Intranet, newsletters or bulletin boards, and include personal and two-way forms of communication.

Finally, assess your progress by using quantifiable measurements. For most companies, that will mean tallying the number of employee presentations made or brochures produced, or identifying the amount of money spent on such efforts. Recognize that these measurements essentially gauge production objectives, not changes in attitude or behavior. Instead, use employee attitude surveys, and monitor employee demographics and related data to assess your real progress.

Communicating to employees about diversity requires commitment, consistency, skill and sensitivity, but the benefits of doing it, and doing it now, can be significant. 

I'm Sorry

"I'm sorry.
So sorry.
Please accept my apology."

I'm Sorry, words and music by Ronnie Self and Dub Allbritten, 1960. Recorded by Brenda Lee.

During a one-week period this past August, executives of three of America's largest and best-known companies offered public apologies in order to assuage public concern about service or product safety issues.

In a 30-second television ad, United Airlines Chairman James E. Goodwin apologized to passengers inconvenienced by the airline's record number of frequent delays and cancellations. The commercial followed a

series of similar print ads and the announcement of special rewards programs to soothe disgruntled United passengers, particularly its elite-status frequent fliers.

Similar apologies were offered by Bridgestone/Firestone for its shredding tires and by Ford Motor Company for using the tires on its Explorer sport-utility vehicles.

Perhaps the inspiration for these apologies was the indifference Coca-Cola seemed to convey during a 1999 contamination scare in Belgium and France, in which more than 200 people complained of nausea and other symptoms after drinking Coke products. Coke's then Chairman and CEO Douglas Ivester, who was in Paris when the first schoolchildren became ill, flew home to the U.S. In the first few days of the crisis, while Coke officials said the products didn't pose a health hazard, Ivester remained silent. It took him a week to apologize for the problem, but not before a number of European countries temporarily banned or placed restrictions on Coca-Cola products.

How much does it cost to mishandle a crisis?

The costs of mishandling a crisis can be significant. Susan Santos, a risk communication specialist, identifies the following as likely results:

- Lawsuits
- Increased liability (i.e., \$\$\$\$)
- Opportunity costs (resources such as money and staff time that could have been put to better use)
- Negative media coverage
- Citizen complaints
- Involvement of government officials (e.g., consider the involvement of Congressional committees in Bridgestone/Firestone's recent problem) and possible legislative or regulatory action
- Damage to your organization's reputation
- Employee morale

To avoid or minimize these costs, companies now see apologies as an accepted

and important response to faulty or unsafe products, poor service and other problems.

Companies now see apologies as an accepted and important response to faulty or unsafe products, poor service and other problems.

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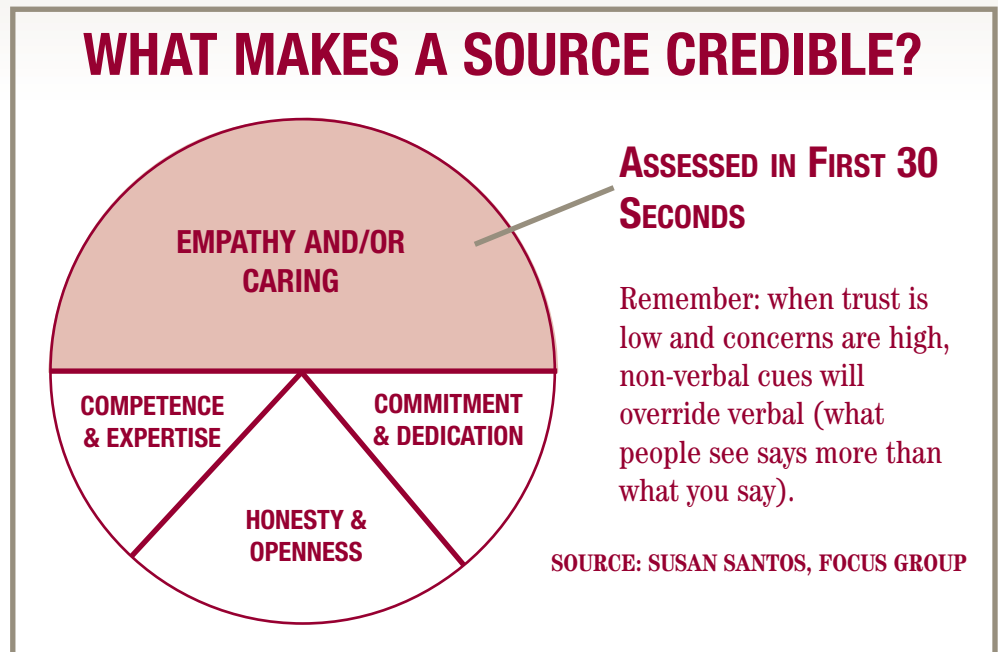
According to Santos, the overriding goal of any communication is to establish trust and credibility. If your audience does not see you as credible, you will not get your message across or be able to address their concerns. And empathy/caring (of which apologizing is an example) account for half of a person's credibility, and are assessed in the first 30 seconds. (Competence/expertise, honesty/openness, and commitment/dedication contribute equally to the remaining 50 percent.)

It's worth noting that male communication patterns in particular generally don't exhibit much empathy or caring. Ask a woman what is the first thing her husband asks when he comes home from work, and she'll likely tell you, "What's for dinner?" And if he first asks how her day was, and she responds by telling him that it didn't go well because the kids were acting up or the refrigerator quit working, he's likely to reply, "If you think your day was bad, wait until I tell you about my day." One-upsmanship. The lesson here is that men should be especially mindful of the need to communicate concern. (Women, in general, are perceived as naturally empathetic communicators.) Likewise, technical training seems to drive out empathy and caring. Hence, all the jokes about engineers and computer nerds.

How to obtain public support when a damaging event occurs

James Lukaszewski, a specialist in reputation management, concurs that sincere apologies make sense as a damage-control strategy. He suggests a commonsense, seven-step process to obtain public support when a damaging event occurs. Apologizing (Lukaszewski calls it candor and contrition) is prominent on his list. Here's the entire list:

Step 1. Candor: Outright recognition, through promptly verbalized public acknowledgment (or outright apology), that a problem exists; that people or groups of people, the environment, or public trust is affected; and that something will be done to remediate the situation.



Step 2. Explanation (no matter how silly, stupid or embarrassing the problem-causing error was): Promptly and briefly explain why the problem occurred and the known underlying reasons or behaviors which led to the situation (even if you have only partial early information). Also talk about what you learned from the situation and how it will influence your future behavior. Unconditionally commit to regularly report additional information until it is all out, or until no public interest remains.

Step 3. Declaration: A public commitment and discussion of specific, positive steps to be taken to conclusively address the issues and resolve the situation.

Step 4. Contrition: The continuing verbalization of regret, empathy, sympathy, even embarrassment. Take appropriate responsibility for having allowed the situation to occur in the first place, whether by omission, commission, accident or negligence.

Step 5. Consultation: Promptly ask for help and counsel from "victims," from government and from the community of origin – even from your opponents. Directly involve and request the participation of those most directly affected to help develop

more permanent solutions, more acceptable behaviors, and to design principles and approaches which will preclude similar problems from recurring.

Step 6. Commitment: Publicly set your goals at zero – zero errors, zero defects, zero dumb decisions, zero problems. Publicly promise that to the best of your ability, situations like this will never happen again.

Step 7. Restitution: Find a way to quickly pay the price. Make or require restitution. Go beyond community and victim expectations, and what would be required under normal circumstances to remediate the problem. Adverse situations remediated quickly cost a lot less and are controversial for much shorter periods of time.

Who should apologize?

One of the most challenging decisions a company faces when an apology is in order is to determine who issues the apology. In the past, standard procedure was for a mid- or senior-level official – perhaps someone in administration or operations – to face the public. The idea was to avoid linking the chairman to the problem.

There's much merit to not trotting out your chairman as the initial voice of your

In Brief

Announcing a Merger, But Not a Name, Is a Costly Mistake

Companies lose millions of dollars in advertising value by not unveiling their new name during a merger announcement, according to a study by branding and corporate identity firm Lippincott & Margulies.

The study analyzed U.S. print publications' coverage of the 100 biggest international mergers and acquisitions in the past 10 years. Twenty five percent of the deals didn't unveil the new company's name at the time of the merger announcement, missing millions of dollars in advertising equivalency in initial press coverage, the study found.

The problem with delaying the announcement of the new name, the study says, is that deal announcements typically land high-profile media coverage but post-announcement names don't.

The announcement of a deal is "when the hottest white light is actually cast" on the combined company, says John Allen, senior partner at Lippincott & Margulies, which advises companies on name-choosing, among other things. "It's when the brand itself has the most opportunity to be announced."

America Online Inc. and Time Warner Inc., for example, received \$121 million in advertising equivalency in initial press coverage, the study found. UAL Corp. and US Airways Group Inc. received \$5.5 million. And Pfizer Inc.'s takeover of Warner-Lambert Co. landed initial coverage valued at \$12.5 million.

The firm recommends that companies reveal their new name during the merger announcement – regardless of whether the new company is adopting the name of the acquirer, using a combined name, or coming up with a completely new name.

The Incredible Shrinking Sound Bite

When John F. Kennedy ran for president in 1960, his sound bites on the network news averaged 45 seconds. According to Stephen Hess, a political and media expert at the Washington-based Brookings Institution, sound bites in the most recent presidential race were down to 7.2 seconds. "Journalists now tell the story instead of letting the candidates speak for themselves," says Robert Lichter, director of the Center for Media and Public Affairs.

Today, sound bites for all spokespersons – not just presidential candidates – are shorter. Broadcast reporters are always conscious of time. They look for sound bites that grab them and are tight. The sound bite range they prefer is 6 to 15 seconds, and rarely over 20 seconds.

Even newspaper reporters think that way. A managing editor at one of the country's leading dailies said one-word answers are great. His example: The reporter asked, "Who do you think killed your husband?" The answer, "Mother."

Remember, your quotes should be memorable (a memorable line will force the reporter to use it), your explanations easy to understand, and your answers as short and complete as possible.

"Journalists now tell the story instead of letting the candidate speak for themselves"

Everyone's a Comedian

The use of humor is one of several ways you can connect with your audience during business and other presentations. But misusing humor can produce disastrous results. Malcolm Kushner, humor consultant and author of *Public Speaking for Dummies* (IDG Books Worldwide), reveals the two biggest mistakes in business humor:


Mistake #1: Announcing you're about to say something funny or tell a joke. That just raises your audience's resistance. Suddenly, everyone thinks, "Go ahead, make me laugh."

Mistake #2: Trying for humor without making a point. If people realize you're making a point, they may not laugh, but you're not out in left field. But if nobody laughs and you're not even making a point, you've bombed. Even if people laugh, in a business context you're just wasting time.

Looking for a joke or humorous quote for a presentation? Kushner offers a variety of tools for speakers and writers. Among them: Funny Quotations (includes quotes from Dave Barry, Steven Wright and others), One-Liner and Proverb Database, and David Letterman Top 10 Lists. www.kushnergrouper.com.

Effective Communicators: Born or Made?

Many people who are less than effective speaking in public or with reporters say they just aren't good communicators, and that good communicators are born not made. Not so, according to Dr. Maxwell Maltz, author of *Psycho-Cybernetics*. Says Maltz, "Skilled learning of any kind is accomplished by trial and error, mentally correcting aim after error, until a successful motion, movement or performance has been achieved. After that, further learning and continued success are accomplished by forgetting the past errors and remembering the successful responses, so they can be imitated."

In every Ammerman Experience seminar, we ask people to change the way they think about communicating, and show them how to eliminate comfortable but outdated and self-defeating communication patterns. 

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See our Web site, www.ammermanexperience.com, to read the following articles that appeared in issues of Advisor during 2000:

Winter 2000

Who Speaks for Your Industry?

Declining a media interview is common practice. It may also be a mistake. Some reasons to reconsider the next time a business reporter calls.

Mastering the Remote (Interview).

Remote TV interviews are now routine, but the challenges they present are not. How to succeed.

Communicating Sensitive Information to the Public.

How one leading electric utility met the challenge of communicating its Toxics Release Inventory data to the public.

What's Your CQ (Communications Quotient)?

How much do you really know about effective communication? Take our quick quiz to find out.

Fall 2000

Communicating during Layoffs and Expansions.

Layoffs and expansions can have significant internal and external communications implications. Some guidelines for developing and implementing a comprehensive communications plan.

We've Got to Stop Meetings like

These. Many business presentations fail to achieve their desired result: getting people to listen to, hear, understand, and act on what is said. Six of the most common problems, along with some suggestions on how to correct them.

Helping School PR Pros Graduate to Greater Influence.

Like their counterparts in corporations and other organizations, school PR professionals are facing newer and tougher communications challenges. What one professional organization is doing to prepare its members to meet those challenges. 

firm. For one thing, the problem may not be serious enough to warrant using your highest-ranking official. To paraphrase a commercial, when the chairman speaks, people listen. And they infer that something big is happening. Moreover, holding your chairman in reserve pays dividends if the situation worsens or if mistakes or misstatements are made by company officials who are dealing with the problem. In that situation, the chairman becomes "the big eraser" – the person who assures the public that henceforth, the company's actions will be correct and its information accurate.

In certain situations, however, the chairman must be the primary face and voice of the company – and he or she must appear and speak promptly.

In March 1999, a Bridgestone Corp. employee called upon the company's chief executive Yoichiro Kaizaki to complain about being demoted in a cost-cutting effort. The worker then killed himself by plunging a long knife into his stomach. Some Japanese media drew the inevitable parallel to the old samurai practice of ritual suicide, and portrayed Mr. Kaizaki as a symbol of a cold new cost-cutting ethic sweeping Japan. Mr. Kaizaki's response? Silence. Only four months later did he speak about the tragedy in public, and he was defiant.

During the more recent Bridgestone/Firestone tire recall, the same Mr. Kaizaki again remained silent as public outrage mounted in the U.S. and the company's value in the Japanese stock market dropped by half. Nearly a month after the tire-related crisis surfaced, Mr. Kaizaki finally spoke publicly.

Similarly, during the Kursk submarine tragedy, Russian President Vladimir Putin remained on vacation throughout much of the event, and appeared on television days after news of the disaster was made public.

Having the CEO speak publicly is not the same as having the CEO conduct the press briefing. One very effective strategy is to have the CEO express empathy and concern, leaving someone else to provide details to the media. Ford Chairman William Clay Ford Jr. used this strategy effectively several years ago following a fatal explosion at a

Ford plant in Michigan. Ford showed up unannounced at the scene of the accident to do nothing more than acknowledge the tragedy (he rightfully characterized the accident as a "tragedy") and express his sorrow. It was a carefully orchestrated move that assured the company a critical sound bite on the evening news.

Establishing trust and credibility

Remember, effective communication involves more than merely transferring information from speaker to listener. If you want your message to be heard, understood and acted upon, first you must "connect" with the listener – he or she must perceive you as trustworthy, credible or believable.


Unfortunately, studies indicate that the public considers industry officials to be among the least credible sources regarding health, safety and environmental issues. That's the bad news. The good news is that communicating trust and credibility is a skill you can learn. Here are some additional ways to establish trust and credibility during a crisis:

- Acknowledge problems when they are real. (Doing so also enhances your credibility in situations where you have to convince the public that a problem does not exist.) Keep in mind that forgiveness requires an apology and sometimes restitution.

- Avoid secrecy. Withholding even harmless information can cause problems.

- Put a human face on your company. The public frequently sees corporations as impersonal, uncaring entities. Issuing a press release is preferable to saying nothing, but having a real person talking on camera is the best way to make your communications personal.

- Recognize that some of the fears, beliefs and opinions the public may have – however irrational – are real. Respond to those fears, beliefs and opinions with respect and understanding.

- Address the public's real concerns. In the final analysis, the public wants to know what safety, health, environmental or other risks they face personally. 


Ammerman Experience Offers Flagship Seminar in One-Day Format and in Spanish

The Ammerman Experience's flagship seminar, Effective Media Communications, is now being offered in a one-day format, as well as in Spanish. The seminar, open to the public and held monthly in Houston, previously was structured as a two-day session for up to 12 people. It will now accommodate up to six participants, and is being offered monthly, or more frequently, depending on demand.

"Effective Media Communications is our oldest and most popular offering, but many of our clients expressed a preference for a one-day version. This format change recognizes the time constraints placed on today's busy professionals," said Teresa Saylor, president and chief operating officer of The Ammerman Experience. "It will also reduce their travel expenses, and the smaller group will create a more comfortable learning environment."

Saylor also noted that because of increasing numbers of Spanish-speaking participants in the seminar, Effective Media Communications will now be offered in Spanish, both in private sessions and twice yearly in public sessions.

Over the years, this flagship seminar has evolved in response to a changing news media. However, its mission remains the same: to provide participants with the confidence and competence needed to have a successful encounter with the media. Attendees participate in three television interviews, two crisis news conferences with multiple reporters, a crisis telephone interview for radio, and an interactive exercise in fielding tough questions. Each interview is taped and critiqued in an open forum by the instructor.

For the schedule of upcoming sessions, please consult Calendar to the right. 

CALENDAR

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

January 23	July 17
February 13	August 21
March 6	September 18
April 24	October 23
May 22	November 6
June 19	December 4

Effective Media Communications (Same as above, but conducted in Spanish).
March 8, June 21.

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

Effective Media Communications for Marketing Professionals. A one-day seminar designed to prepare you to respond to, or seek out, media opportunities that will aid in your marketing or sales efforts. April 25, October 24.

Effective Presentations. A one-day seminar that will help you identify your strengths and weaknesses as a presenter – helping you build on your strengths, while diminishing or eliminating your weaknesses. March 7, June 20, September 19.

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

www.ammermanexperience.com



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