

LEADERSHIP & SUCCESS

Series Excerpts

For capstone seminar

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Series
Excerpts for Capstone Seminar

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COMMUNICATION

Thought
*People do business with people
they like and respect.*
MOD

What is it _____

How do you get your message across? What is the best vehicle?
What is the difference in communicating, telling, and selling?

Communication is presenting your idea in the most effective way
and getting feedback. It is more about listening than about speaking.

Communication is perhaps the weakest link for technical
professionals who aspire to management and leadership.
Communication is more important than technical information. If
you cannot communicate your knowledge, then you do not have
knowledge. You only have personal information. If you can
communicate effectively, you can overcome many challenges.

Numerous vehicles are used to transmit a message. These include
books, papers, articles, reports, memos, emails, letters, lectures,
presentations, phone calls, audio recordings, video recordings,
handshake, backslap, and other forms of touch.

Messages come to us through the eye gate, ear gate, and touch
sensors. In personal relations, touch is very powerful. Because of
that, it must be used with caution in a business environment. The
method of handshake and other forms of body language will be
discussed in another chapter.

Written communication is strictly through the eye gate. Audio recordings and phone calls are strictly through the ear gate. Presentations use predominantly the eye and ear, with some touch. Since a presentation addresses all issues, it will be covered first. Then specific applications are applied to the other methods.

Listening is a magnetic and strange thing, a creative force. The friends who listen to us are the ones we move toward. When we are listened to, it creates us, makes us unfold and expand.

- Dr. Karl Menninger (1893-1990)

Communication cues _____

A presentation involves much more than the words. Dr. Albert Mehrabian developed the classic statistics about effective communications [Mehrabian]. Interestingly, he has his undergraduate and graduate degrees in engineering and his doctorate in psychology. He did his teaching and research at U.C.L.A. His research shows the relative importance of the cues used in communication.

Cue	%
Verbal	7%
Vocal	38%
Visual	55%

Verbal is the words you use. It is the data, information and content. It is the least important mode. It is *what* you say.

Vocal is the voice inflections, expression, resonance, tempo and volume. It is *how* you say it.

Visual is the body language. It is eye placement, posture, gestures, facial expressions, and visual aids. It is how you look, what you wear, and what is seen. It is *who* says it.

"I hear and I forget, I see and I remember, I do and I understand."

- Confucius

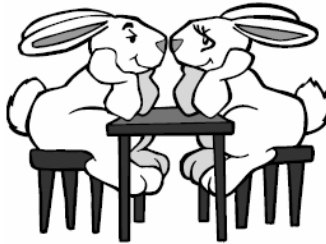
Obviously these cues apply to visual presentations. The cues also apply to telephone and electronic mail. Who has not spoken on the phone and could detect anger or joy coming across the line?

I place a mirror beside my phone to remind me to answer the phone with a smile. That comes across to the other party. It sets a tone for the relationship.

The same clues apply to electronic mail, which is typically written quickly without a great deal of review and analysis. Therefore, it carries more of the emotional message.

Dr. Layne A. Longfellow, an experimental psychologist, wrote a very interesting treatise on “Body Talk: The Game of Feeling and Expression” [Longfellow]. This adopted Mehrabian’s work into a board game that is played by expressing emotions with defined parts of the body. It is an effective tool used by actors and professional speakers.

What is communicated by this sketch? Are any words necessary? What vocalization may be heard? Are they in the dictionary?



Educated and professional men and women, who are trained to use words and logic, often lack the skill of natural interaction with others. In effect, they may appear to be culturally deprived.

Everyone uses body language. The language is more easily spoken than explained. How is it learned? Children adopt it by watching and repeating. As we become more educated, the words are

emphasized. Non-verbal may be repressed or not further developed past that childhood level. In *If I Ran the Zoo*, Dr. Seuss described such a comically unpleasant humanoid as a ‘n e r d’ [Seuss].

It is crucial to understand the non-verbal communication, if you expect to be an effective presenter. It is equally important in developing relationships.

An exercise is presented in the chapter on presentation. This is beneficial in opening up the clues to effective communication.

Keep it positive _____

Earlier discussion addressed the cues to communication. Notice that verbal is only 7% of the equation. The fact that this is a small value has a huge impact on what people hear and do.

Edgar Dale illustrated the retentions process. He found that after two weeks, people tend to remember 10% of what they read, 20% of what they hear, 30% of what they see, 50% of what they see and hear, 70% of what they say, and 90% of what they say and do [Dale].

Other research has different percentages because of variations in the methodology. Research conducted by Szuprowicz has shown that people retain only 20% of what they see, from 20% to 30% of what they hear, and about 40% to 50% of what they both see and hear. And they can retain up to 80% of what they see, hear, and do at the same time [Szuprowicz].

With those very low retention statistics, it is crucial to give only positive instructions. For some reason the negative part of the command is not heard or not translated.

Have you ever told a child, “Do not do that?” What is the next thing he will do? Yes. The very thing you direct against. Many think that is simply rebellion, part of the learning, or injecting an idea to experiment.

That does not appear to be the case. After extensive research, we have found that adults respond the same way. It appears that the negative does not always get translated in the brain. As a result, they do exactly the opposite of what you and they desire.

It is as if a person's wiring wants to respond positively to any information. The negatives are very small, short words. They are part of the filtering that happens with the words in the communication process.

If you want a person to avoid doing something, give them a positive alternative to implement. The success rate is much higher.

Gentleman with class _____

Communication involves numerous media and vehicles. It can be written, oral or visual. Communication success can most consistently be obtained by following the character traits of a leader.

The essence of all the character traits is to be calm, in control, with class. That describes a gentleman or lady.

- MOD

Many things are summarized in the term gentleman or lady. That is the image you want to project. It says everything about your look, your expression, and your dress. It says everything about your confidence and relationships. It says everything about your knowledge of the topic.

It is about respect for you, other people, and higher authority.

Crudeness or brashness will get attention and some humor, but misses on the respect and authority. In some circles, it may even drive money. However, it is not acceptable in a professional context.

A gentleman or lady has a consistent format in all communication. It is the sandwich technique.

1. *Give sincere thanks* or positive affirmation. This is not perfunctory, but entails real value.
2. *Address your topic.* Use clarity, brevity, and simplicity.
3. *Close with appreciation for an act.* This is not to the person, but what he did or does.

Realizing the relationship aspect of communication will drive you a long way to overcoming any apprehension and having a successful outcome.

Business is about relationships.

People do business with people they like and respect.

- MOD

Conversation _____

How can someone start a conversation or keep one going? It is about asking open-ended questions, and then listening. There are only a few responses that can make someone a great conversationalist.

1. *Tell me about ...your FORM* (family, occupation, recreation, or monetary interests). Select one of these topics as an icebreaker. This is a way to get the conversation started. It lets the other party talk about what they want.
2. *Keywords.* Listen for key words that the person says. Then ask them to comment on that particular thought. It is appropriate to occasionally give a thought, but conversation is about helping the other person to communicate. Actually attorneys are skilled at this technique when questioning a party or getting an opponent to tell what they know. Avoid the attorney attack, but use the tool to keep the conversation flowing.

3. *Insert.* After their comments, insert short phrases like right, yes, that's good, humm, or interesting. These interjections are like saying "sic 'em!" to a dog. They encourage the person to continue. They also illustrate that you are listening. Agree where you can, be silent where you cannot.
4. *Pause.* Wait before responding to any statement or question. It signifies that you are thinking about the thought. Furthermore, it precludes your having to come up with a comment while the other party is talking, so it allows better listening. An extended pause will often get the other party to talking. Very few people can tolerate silence or "dead air." Therefore, they will usually make some comment. Remember, the first person to speak after a long pause has conceded control of the conversation to the other person.
5. *So what you are saying is ...* Summarize your perception of the other person's position. It provides an opportunity for clarification. It also puts them in a position to be the one who responds. This can be very effective to get them to re-evaluate their thoughts, if they are having difficulty in coming to your way of thinking.

By using these tools, the other person is talking about their favorite topic, himself. Fascinatingly, by saying very little, you will be regarded as a great conversationalist.

Telephone _____

The telephone has become one of the most intrusive instruments into our lives. Because of historical reasons, it dominates whatever is happening. People will answer the phone regardless of what else is occurring.

Businesses will answer the phone when a customer is standing there. Is that rude or good business? Someone has made the effort to

come to your location. Give them the courtesy of your time. Make other arrangements for the phone. If you are the only one there, ask their permission to answer the phone. This gets them as part of the team. Then make the call short or arrange a call back.

Have you ever detected an irritated tone in someone's voice over the phone? You can sense their feelings, can't you?

As an aid in helping set the right tone, place a mirror near the phone. Look into it before you answer. Smile! It comes across on the line. It sets an attitude for the call. It establishes a relationship with the other person.

Answer crisply, "Hello, this is ----." Alternately smile and answer, "Hello, may I help you?"

For safety and security reasons, do not ever, never, ever, give your last name on a residential phone. Even in a business environment use only 1 name. If it is the last name, precede it with a title such as Doctor, Professor, and Captain. However, do not use a position such as Vice-President. If you prefer the formality of Mister or even President, use it with the office, even if you are answering the phone yourself. Consider "This is Mr. Smith's office." When Mr. Smith or Fred is asked for, respond with "This is he."

Similarly when calling someone, give your name. Immediately follow with an affirmation, and then begin your request. If you know them, begin with sincere thanks about something. If you do not know them, you might try "I understand you are the person that knows everything about the topic." It is disarming.

During the conversation, if the person cannot solve the problem ask "who *do you think* is the best person for me to chat with?" If there is difficulty, affirm, "Please transfer me to your supervisor, who did you say that was?" Be persistent, but in all else, be polite. It works.

After you have finished the conversation, close with appreciation. Even if they have not resolved the problem, appreciate their referral to the next person, or their efforts to help.

Electronic mail _____

Electronic mail (email) can be a boon or bust depending on how it is used. It has the distinct advantage of permitting you to use it on your time schedule. It is powerful in that it provides a documented response around the world. It can be used in a near real-time exchange of information.

It has one major drawback. There is so much junk mail that it can eat up excessive time just processing the trash. Filtering between the good and bad is important since it is not always possible to tell who is mailing or what the content is. Clearly state in the subject so the other person will not trash it.

Since the basic philosophy of email is speed, it is simply a note. Keep it concise. Restrict each missal to one topic. Unless there is an ongoing exchange, restrict the number of messages.

If more than one topic needs to be discussed or the topic needs to be addressed in substantial detail, write a more formal letter. The letter can be dispatched via electronics, preferably as an attachment. It should be recognizable as a letter and not a long note. I use letterhead when creating this communications.

The Subject line should clearly state the topic. Make it specific to aid the recipient in sorting from trash and spam.

The note should be a sandwich of three paragraphs. First, like other communications, give thanks or positive affirmation. The next paragraph should present your request or case. The final paragraph should be appreciation for an act.

Grammar

Communication is critical to success. Proper writing will determine whether you are regarded as educated or a buffoon. Entire texts are

written on the topic. It is discussed for many years in school. Therefore, this will just be points to consider. It addresses common areas of less than proper writing.

Style is the first thing to identify.

1. *Formal* tends to be stilted, but is proper in every way. It is seldom used in professional communications.
2. *Standard* is proper but may have an occasional transgression such as ending a sentence with an infinitive. It is the preferred style.
3. *Technical* includes jargon and other nuances. It is not comprehensible by non-techs or even many of the tech types. Avoid jargon. The first time an acronym is used, describe it. Reduce the technical jazz to standard style for better communication.
4. *Casual* is conversational and may contain dialect specific and colloquialisms. It is appropriate for familiar correspondence, but never for professional. Because electronic mail is quick and personal, many adopt this style. That reduces the effectiveness of the message in a professional environment.
5. *Event* style is specific for the circumstance. It is inappropriate for professional.

Punctuation is used to clarify the association between phrases and ideas. Other than the normal end of sentences, two items are common areas of discussion.

1. Commas separate a list. The last item in the list is typically preceded by and or other terms. A comma before the and is frequently regarded as redundant. If and is used to associate other terms in the sequence, a comma must be used before the last term. In addition, with the broad cultural communication, the comma is preferred to absolutely identify the association.

2. Punctuation is typically applied inside quotes. An exception is when quotation marks are used to identify a written article.

Grammar is the structure of the sentence. There are many practices and rules in this area. The following items will be simply listed as things to check.

Grammar	
Capitalization	Possessives and plurals
Commonly confused words	Punctuation
Hyphenated & compound words	Relative clauses
Misused words	Sentence structure
Negation	Subject-verb agreement
Passive	Verb and noun phrases
Complete sentences	

Expressions vary with style, region, and education. The following challenges should be avoided.

1. *Cliché* is a trite or overused expression or idea. So it is casual.
2. *Colloquialism* is a local or regional dialect intended to duplicate informal speech. So, it is casual.
3. *Contraction* is shortening of a word by eliminating a letter or sound. The omission is shown by an apostrophe. It is casual.
4. *Jargon* is specialized or technical language of a trade, profession, or similar group. It is technical or casual.
5. *Sentence length* should be restricted to less than 50 words for clarity and brevity.
6. *Sentences* should not begin with conjunctions such as and, but or hopefully.

7. *Contrasting terms* such as however and nevertheless in formal language are used after a semicolon and before a comma. However, in standard communication the terms may begin the sentence, but it is still followed by a comma.
8. *More than three* successive nouns are confusing.
9. *More than three* successive prepositional phrases are also confusing.
10. *Unclear* phrases and association can be corrected by rearrangement and punctuation.
11. *Use of the first person* is highly conflicting. Formal conversation does not permit it. The alternative is the royal we. We is simply substituted for I.
12. *One alternative* used in standard style is to rearrange the sentence and use the passive voice. However, clear communication avoids passive voice in favor of active. That brings back the first person.
13. *The best alternative* is to craft the sentence in active voice while reducing the use of first person.
14. *Wordiness* clutters the message. Say what you mean. Keep the sentence short. Clarity, brevity, and simplicity is the best policy.
15. *A split infinitive* has a modifier between the to and the verbal. An example is “to really start”. More than one modifier muddles the message.

Parlor games _____

The parlor game gossip is an excellent illustration of communication noise and loss of information. A message is whispered in the ear of one person. She then whispers “the

message” to the next person. The process continues around the group. The final person announces “the message” aloud.

Each person in the group contemplates how it compared to what they heard. The initiator then declares the original message.

The result is not just garbled information. It is also influenced since people try to make sense from what they heard. The translation results in new data.

Assume that 80 percent of the information is transferred accurately. Then the result of 10 people is (0.8) to the power of 10.

$$\text{Data} = (0.8)^{10} = 0.107$$

The final result is only about 10% of the original information.

The process was tested with two different groups. The original message was “The airplane loses its power and glides to a rest.” One result was “The airplane lost its engine and crashed.” Although part of the idea was correct, the results were totally different.

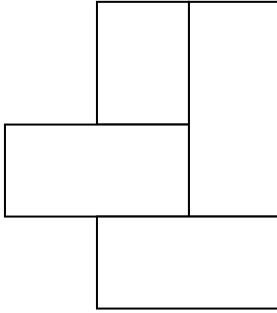
The same message was given to another group. The result was an astounding “There is no pants in business.” There is not a single word or concept that is transferred.

The importance of the illustration is that communication is distorted if it is not direct. That is a very important principle for organizational communication.

What did you say _____

Another demonstration reveals the value of asking questions. Two people are selected from the class. A simple geometric diagram is given to the spokesman. The illustrator draws the figure as it is described.

The first time, the spokesman gives direction. The illustrator makes the drawing. There can be no questions and no feedback. In other words the spokesman cannot see what is happening.



For the second phase use a different diagram. This time, the spokesman watches the drawing, can make suggestions for corrections, and the illustrator can ask questions. Which is more effective?

A very similar demonstration can be done with something as simple as putting on a coat. First the spokesman cannot see what is happening. In the second trial, he can see and questions can be asked.

The spokesman tells the actor each step in the process. The actor can do only what is stated. Each step must be described in detail. Begin with picking up the coat from the chair. Continue with how to turn the coat, which hand to hold it, which arm to use and so on.

If the actor is listening properly, he will likely never get the coat on his back in a reasonable time.

Communication is a key to successful relationships.

Review _____

Communication is presenting your idea in the most effective way and getting feedback. It is more about listening than about speaking. The words expressed are about 7% of the message. Vocalization is about 38%, while the visual component is about 55%. Therefore, written communication loses some of the impact over voice or face to face. Use the sandwich technique with communications, particularly those that are not face to face. All messages must be stated in a positive way. Negative statements do not translate in the brain. In all else, maintain a genteel manner.

Application _____

1. What is communication?
2. What is the sandwich technique?
3. Why is communication more important than technical information?
4. In an organization, why is direct communication better than indirect?
5. When you have a guest in your office and the phone rings, what do you do?

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PRESENTATIONS

Thought
Worries seldom are realized.
Expectations are.
 MOD

What is it _____

What is a presentation? What is the major obstacle to a successful presentation? Is there a pattern to successful presentations?

A presentation is a planned sharing of ideas in a one-way exchange that may be followed by questions.

Apprehension _____

What is the first thing that must be tackled when preparing for a presentation? Fear is the greatest obstacle to a successful presentation.

A survey of 3000 people reported that the most prevalent anxiety was speaking before a group. *The Book of Lists* enumerates the following worst human fears [Wallechinsky]. The percentage reflects how many of the survey group had experienced apprehension related to the topic.

Rank	Fear	%
1	Speaking before a group	41%
2	Heights	32%

3	Insects and Bugs	22%
4	Financial Problems	22%
5	Deep Water	22%
6	Sickness	19%
7	Death	19%
8	Flying	18%
9	Loneliness	14%
10	Dogs	11%

It is interesting to note that, to the observer, the apprehensions are unlikely to harm you, but to the actor, the fear is real. The basis of fear is discussed in the chapter on personality.

To illustrate the illogic of apprehensions, consider my actions. One of my fears has been height. I enjoy the view, but do not trust the builders of the protective barriers. Nevertheless, I am a commercial pilot and enjoy flying several miles above the ground. Is that rational? It appears to be an issue of being in control.

Why is there such consistent anxiety about speaking before a group? Herman Golder reports a survey by Motivational Systems [Golder].

Rank	Fear of	%
1	Embarrassing mistakes	81%
2	Damaging one's career	77%
3	Freezing up	63%
4	Being dull or boring	58%
5	Appearing nervous	52%

That list just about covers the waterfront. All these ultimately relate to a person's perception of who they are, and how they perceive their value. It is all about confidence. Recognizing what makes up a challenge provides the starting point for solution.

Confidence is the mental assurance that something is true. Confidence is one of the character traits of a leader. Several factors enter into developing confidence. As a character trait, it is built on a system of values. The values have their basis in religious teaching.

The affirmation of a higher power gives recognition that there is a source of support for you. This is not a crutch, but a filling of a logical need.

Since fear is such a strong emotion, it must be overcome with equally strong positive feedback. The feedback in this case is obtained simply by doing something over and over until the desired results happen routinely and automatically. The more you practice something, the easier it becomes, and the less fear there is in the doing of it.

Simply telling yourself that the fear is not valid is not the solution. This is negative feedback and is counter productive. On the positive side, it is necessary to affirm to yourself that you can do it.

In addition to addressing the fear, there are other things that you can do, and some that you should eschew, that help to create comfort with doing a presentation. We have used these procedures with a broad spectrum of students over the years, including professionals in business, engineering, psychology, ministry, and the arts. They have worked with high school students through retirees. The process has been proven with persons from both US and international cultures.

Kinesis demonstration _____

Frequently, the fear emotion is so strong that a mental, logical process of rejecting the fear is not adequate. In these cases, it is beneficial to have an illustration for the student to experience. For many, experience has a stronger value than mental logic or emotional feeling.

Responses of the body to stimuli can be measured with tools such as an electroencephalogram (EEG) for brain patterns, an electrocardiogram (EKG) for heart patterns, an electromyogram (EMG) for muscular effects, and a galvanometer for skin resistance. Physicians can also use other techniques that do not depend on electronic instruments. For my flying physical, the doctor tests a

variety of things, including reflexes, balance, hand-eye coordination, and muscle control. Each of these is measured by the physician gauging the response visually or through touch, without the aid of electronics.

Bio-kinesis is the process of using muscle strength and control as a measurement vehicle. It is a well-established science in the medical community.

A particularly interesting demonstration of the feedback process involves the change in muscular strength of an arm. In order to test the bio-kinesitic response of an individual to stimuli, place the subject either standing or sitting erect. Place either arm of the subject horizontal with the floor at shoulder height. It is easier to use the arm opposite to the one used for writing. The observer will attempt to push the arm down while the subject tries to hold the arm up. Only small forces are necessary. Therefore, the observer may use no more than two fingers placed on the wrist of the subject.

This is a three input process to establish the effect of the feedback. First, check the control or baseline strength with no other input or feedback. Next, have the subject continually say aloud, 'Yes, I can' and evaluate the effect on the arm strength. Then, have the subject repeatedly say, 'No, I cannot' and check the effect on arm control.

What is the result of the feedback test on muscular strength and control? If properly performed, there will be an increase in strength with the positive affirmation and a decrease in strength with the negative declaration. This is an excellent demonstration that you can train your mind to overcome an obstacle.

Ten steps for overcoming _____

In addition to the feedback technique and relationship aspects, it helps most people to initially have a checklist. These ten steps assist you in overcoming an obstacle. This is an excellent format for lists.

1. *You must believe you can do it.* People no more intelligent or knowledgeable than you speak to groups routinely. If they can do it, so can you. Get the butterflies in your stomach to fly in formation. Then you will all be going in the same direction.
2. *Begin with humor if possible.* It relaxes you and your audience. They perceive that you are a “good guy”. Note that humor is a twist on an event. Other cultures may not grasp the subtlety. Also, be careful that the comments are not offensive in today’s overly cautious, politically correct environment.
3. *Know your topic.* Perfection is neither required, nor expected. Regardless of the audience, you are the most knowledgeable person on your presentation. No one will know if you made a mistake.
4. *Have only three points.* Limit your number of points. Professionals typically have three. You cannot educate the audience about everything you know in a single presentation.
5. *What is the purpose of your talk?* Tell the audience what you are going to tell them in the introduction. Tell them in detail in the body. Tell them what you told them in the conclusion.
6. *You can control yourself.* You cannot control the audience and their reaction. Humor and humility can go a long way to bringing them around.
7. *Be prepared.* But do not have the material memorized or all written out. Few people can deliver a memorable written talk. Use notes or your visuals as cues. Other than in some legal and political situations, read statements are seldom used.
8. *The audience wants to hear what you have to say.* Otherwise they would not be there.
9. *Be yourself.* Do not try to be a public speaker. Speak loud enough to hear, but otherwise use natural speech and actions.

10. *What is the best thing that can happen from your presentation?*
Think on that.

Worries seldom are realized. Expectations are.
- MOD

No one ever died from giving a talk, but if you happen to be the first, think about the results. You would no longer be afraid of speaking, and your dramatic exodus sure would give everyone something to talk about.

Your topics _____

Perhaps one of the biggest obstacles to a successful presentation is determining your subject. This is closely followed by determining the area of your focus. Finally, you must decide what you have to contribute. Is it original work? Is it a report? Is it a different take on a well-known topic?

The ancient wise man, Solomon, declared that there is nothing new under the sun. Perhaps that is a little pessimistic, but it does illustrate that what we do is built on those that came before us. Now is your place and your time to make your contribution or interpretation.

There are shortcuts that are occasionally used in the development of a paper or presentation. If you have apprehension, however, it is often helpful to go through the entire process in a detailed manner. This will give you the best opportunity of expressing yourself the way you desire. The following steps have been used extensively over the years to create consistently effective presentations.

1. *Write down the key item.* This is what you want the audience to remember or what you want to communicate.
2. *Expand the idea to three main points* that broadly address the topic.

3. *Prepare a rough outline.* Include the additional things you want to say under each point. This is often just idea fragments.
4. *Write a paper.* It should cover these points. It should use proper grammar and sentence structure. The process of writing forces you to think through your ideas.
5. *Reduce the paper to an outline for visuals.* One visual for each topic or point. Add supporting details as required.
6. *Prepare the visuals.* In addition to data, use illustrations and figures.
7. *Use the visuals for your notes during the presentation.* If it is important it is on the visual. Otherwise leave it out.
8. *Practice with the visuals seven times or so.* If it is your first time to use the presentation it is toward the upper end. Too much practice makes you stale. Too little weakens your confidence.
9. *Get your timing down.* Know where you can cut or expand to fit the clock. Remember, some of your time is used for introductions. Leave time for questions and discussion. Nothing frustrates an audience like hearing a one-way lecture. Seldom does anyone complain if you are short. The same cannot be said if you are long.
10. *The day before the presentation, run over the outline or the visuals three times or so.* If it is a presentation you have made before, or if you have prepared, one time is adequate to keep you fresh.
11. *Go look at the room set-up.* Doing this ahead of time will give you additional confidence. If possible go sit or stand in the place from where you will present.
12. *Relax until your time.* Do not procrastinate. Leave time to switch gears. Listen to someone else.

The paper _____

This section will address the structure of writing a paper. If you are preparing the paper for a particular organization, use their format. Otherwise, find one that looks good to you. Make it look professional.

Remember the comment of the scientist and religious writer Blaise Pascal. His life was extremely short (1623-1662) but his contributions to logic and understanding are immeasurable.

“I have made this letter longer than usual, because I lack the time to make it short.”

- Blaise Pascal, “Lettres provinciales”, letter 16, 1657

Clarity, brevity, and simplicity should be your tools of the trade. Nothing is free. The trade-off is more time. My grandfather frequently quoted the following.

Anything worth doing, is worth doing right.

- adage

The list below can guide you in the process of creating a successful paper. It is not a set of rules, but information to use as a reference. It is a proven formula.

1. *Prepare your outline* using items 1, 2 & 3 of “**Your topics**”.
2. *There are seven sections* to a proper paper. Each will be addressed.
 - a. Title
 - b. Abstract or executive summary
 - c. Introduction
 - d. Body
 - e. Conclusion
 - f. References / Bibliography
 - g. Appendix or Additions

3. *The Title* should be concise, fully describe the topic, and be an attention grabber.
4. *The Abstract* is what you are going to tell them. It should be a complete overview of what is discussed in the paper. It is one paragraph.
1. *If an Executive Summary* is used, it can be simply the abstract and conclusions combined.
5. *The Introduction* gives the background including what others have done on the topic. It is an overview of the significant contributions that you have built on. It is short, representing less than 5% of the paper.
6. *The Body* is what you tell them. It is separated into the three points. Information is added to each point based on your earlier idea fragments. Expand and develop these to create a coherent message. As you write, more ideas will come. Continue to enhance your topics with these new ideas.
2. *Be careful* to use proper grammar. It forces you to think through the topic. Keep sentences short, with a simple structure and perhaps one or at most two clauses. Active voice is preferred.
7. *The Conclusion* is what you told them. It is a concise summary of what you covered and the results. It is often numbered. It should be only a paragraph or two.
8. *The References* lists the sources where you gathered ideas. Make it complete enough that someone can find the information. Give other people credit for what they did; you would want the same thing. Plagiarism is unethical and may violate some copyrights.
9. *The Appendix* includes more detail for further study. It is not a part of the main theme.

10. *Control the length.* Keep it just long enough to convey your message. You are not trying to write an encyclopedia. Shorter is better. Seldom does anyone ever complain about a paper being too short, but if it too long, they may not read or finish it.

Visuals

Visuals are a necessary part of any presentation. In all my years of research, I have only met one person who was good enough to keep the audience interest for an extended time without visuals. He was able to create word pictures and hang them on the wall to look at. I am not he. He is no longer around.

Many professional speakers start to believe their own press releases. They think they are special or their position is such that they do not need visuals. Unfortunately, they are mistaken. They would be much more effective speakers with backup support material.

Remember the percentage of information that is provided with words, only 7%. More information, 55%, is transmitted by visuals.

The reason most people do not use visuals is they are unprepared. That is not tongue in cheek. They will get up and speak expecting their experience and “the spirit” to move them. That kind of spirit does not show up, and they are left winging it. The audience may stay, but it is out of respect, not based on the quality of information or that their interest had been grabbed.

It takes a substantial amount of time to prepare all the steps for an effective presentation. Most people just do not think it is worth all this time. If a presenter has this attitude, the audience tends to think the same thing about their talk.

What are the ingredients of successful visuals? For a small group of less than 7, mock-ups and demonstrations are very effective. However, a larger group cannot see these and will be distracted from the message.

Visuals are items that can be projected in larger than life on a display or screen. The following information can be adapted to any medium.

1. Follow “***Your topic***” items 1, 2, 3, 4, & 5 for developing your paper.
2. Reduce the paper to an *outline for visuals*. One visual for each item you want to express.
3. Although it may seem desirable, *avoid obvious commercialism* such as logos on every slide. This keeps the presentation more professional and credible.
4. The *title should be dramatic*. It will have the same basic color scheme and theme, but may be very different. Include the title in a large font. Include your name and affiliation in a smaller font.
5. The *background* for the visuals should be interesting.
 - a. White is too bright in most rooms that are darkened. It is difficult to read dark letters on a white background in a lighted room. It can be used as an occasional interest to break up monotony.
 - b. Black is a dramatic background. It can become mundane if used without interesting figures.
 - c. Dark blue projects well and it is the best all around base color. Texture and shades improve its interest.
 - d. Photographs can also make excellent, dramatic backgrounds.
6. The *lettering* on the visuals should be compatible with the background.
 - a. Use contrasting or compatible colors. Avoid colors that fight. Colors with blue undertones are called cool. Those with red are called warm. Do not mix cool and warm on the same slide.
 - b. Blue backgrounds work exceptionally well with the right shade of yellow.

7. *Each slide* should include a title at the top. It can be centered or off to one side for dramatic effect. The font should typically be three or four sizes larger than the text. All titles on the same topic should look similar.
8. A *subtitle* is often used on the second line. Its font size is one size smaller than the title. It is often the same color as the title. A contrasting color can be used for occasional interest.
9. The *text* section of the slide should be in a different color from the title.
 - a. With a blue or black background and yellow title, white text is exceptional. Alternately, the title may be white and the text yellow.
 - b. A white or light background works well with a blue shade text.
 - c. If text is overlaid on a photograph, arrange a color that can be read across all the shades on the photograph. It is often a shade of gray. The next popular choice is almost iridescent.
 - d. A maximum of seven lines of text should be used, to keep down the clutter.
 - e. Each line should be a short phrase. Typically about seven words should be adequate. Complete sentences are not required.
10. In addition to text, use *illustrations and figures*.
 - a. These may be on separate slides.
 - b. A very effective tool is to add the illustration on the slide with the text. It can be in the background, at the bottom, or in one corner.
 - c. Like the text, the figures should be simple. Detailed drawings are not readable and are distracting.
11. Determine the *number of visuals needed*. A visual should remain on the screen from at least 30 seconds to less than 2 minutes.

Slides and overhead projectors are older technology that is still used by some. It is not nearly as effective as electronic forms. Presently,

PowerPoint ®, part of the Microsoft Office package, is the most prevalent tool. In many circles, if you are not using the latest technology, your presentation will be somewhat discredited.

Presentation _____

The actual presentation before the group is the culmination of a lot of work. The presentation requires the least time and effort, but it is the climax. If you have effectively prepared the other items, the presentation will be a piece of cake.

1. *Dress appropriately for the position you want to project.* Dress one level better than the audience. In most cases, it will involve at least a jacket, and often a tie, or the equivalent for female speakers. Be well groomed. This will be covered in detail in another chapter.
2. *Arrive at the location in plenty of time.* Visit the restroom, adjust your attire, and get a drink of water.
3. *When you are introduced, approach your place sprightly, with energy and a smile.* Maintain the gentlemanly (or ladylike) demeanor at all times.
4. *Have your visuals as prepared to project as possible.* Fumbling to get things up to speed can be disconcerting for you and the audience. If you are one of a series of speakers, calm the audience with pleasant conversation while you get the visuals prepared. This can often take a couple of minutes. Otherwise, you may lose the entire presentation in the slack period. Have all links on your computer desktop to minimize clicks.
5. *When you are at your place of starting, turn to the introducer and thank him or her.* Say it like you mean it, because you do.
6. *Stand erectly.* Use your hands for gestures. Look predominantly at the audience.

- a. A comfortable position is to place the unused hand in front of your belt buckle. Cup your fingers in a loose number 1 similar to pointing.
 - b. Minimize placing hands in you pockets. If it is necessary to do something use one hand only in a pocket. Insert it so that the thumb remains outside and pointing up.
 - c. Look around the audience in a normal pattern. Only glance at visuals for cues.
7. *Begin your presentation with humor, wit, and a smile.* It does not have to be a joke. It is very effective, if it is a twist on the topic or play on words. This helps you to relax. It also gets the audience on your side.
8. *After the first two minutes, you will be on a roll.* Relax and do your stuff.
9. *When you get to your conclusion visual, change the pace slightly.* This is an additional cue that you are concluding in the next 1 to 2 minutes. Make it so.
10. *Give sincere appreciation to the audience.* Say it like you mean it.
11. *Ask if there are any questions.* It may be something as simple as “I appreciate your time and attention. Are there any questions?”
 - a. If there are no questions, that is time for humor to relieve the pregnant pause. It may be something like, “Well, now that everyone understands that topic....”
 - b. If there are questions, look at the questioner. Respond directly to him. If you did not understand clearly, ask him to repeat. Smile when beginning your answer. Be careful to not make your response personal or to embarrass the asker.
 - c. Be sure to end on time.
12. Stay around for a short time afterward. Allow people to come to you and discuss more personal issues. Often they are intimidated to get up before the group. Go figure.

It is now anti-climatic. Relax. Contemplate on what you did well.

Presentation humor _____

Humor is often one of the best tools to gain a rapport with the audience. Since the topic is leadership and management, that is a reasonable subject for wit.

A parable is a story with a meaning. The following are common stories that have been around for some time. These are twisted, but who has not experienced someone like this?

An effective speaker will not use more than three quips at a time. If the quip is a story as long as these stories, use only one at a time. So, I just eliminated parable 1.

After telling the quip, have one line that relates it to the topic. The lesson in these provides an excellent transition. Everything you say should have a relatable purpose.

Parable Number 1:

A crow was sitting on a tree, doing nothing all day. A small rabbit saw the crow, and asked him, "Can I also sit like you and do nothing all day long? The crow answered: "Sure, why not. So, the rabbit sat on the ground below the crow, and rested. All of a sudden, a fox appeared, jumped on the rabbit and ate it.

Lesson: To be sitting and doing nothing, you must be sitting very, very high up.

Parable Number 2:

A turkey was chatting with a bull. "I would love to be able to get to the top of that tree" sighed the turkey, "but I haven't got the energy."

"Well, why don't you nibble on some of my droppings?" replied the bull. "They're packed with nutrients."

The turkey pecked at a lump of fertilizer and found that it actually gave him enough strength to reach the first branch of the tree. The next day, after eating some more droppings, he reached the second branch. Finally after a fourth night, there he was proudly perched at the top of the tree. Soon, he was spotted by a farmer, who promptly shot the turkey out of the tree.

Lesson: BS might get you up the tree, but it won't keep you there.

Parable Number 3:

A little bird was flying south for the winter. It was so cold, that the bird froze and fell to the ground in a large field. While it was lying there, a cow came by and dropped some fertilizer on it. As the frozen bird lay there in the pile of cow droppings, it began to realize how warm it was. The leavings were actually thawing him out! He lay there all warm and happy, and soon began to sing for joy. A passing cat heard the bird singing and came to investigate. Following the sound, the cat discovered the bird under the pile of cow droppings, and promptly dug him out and ate him!

Lesson:

1. Not everyone who drops stuff on you is your enemy.
2. Not everyone who gets you out of the stuff is your friend.
3. And when you're in deep stuff, keep your mouth shut!

Parable Number 4:

The boy rode on the donkey and the old man walked. As they went along, they passed some people who remarked, "it was a shame the old man was walking and the boy was riding". The man and boy thought maybe the critics were right, so they changed positions. Later, they passed some people that remarked, "What a shame, he makes that little boy walk." They decided they both would walk!

Soon they passed some more people who thought they were stupid to walk when they had a decent donkey to ride. So they both rode the donkey! Now they passed some people that shamed them by saying "how awful to put such a load on a poor donkey".

The boy and man said they were probably right so they decided to carry the donkey. As they crossed a bridge, they lost their grip on the animal and he fell into the river and drowned.

Lesson: If you try to please everyone, you will eventually lose your donkey.

Practice presentation _____

A skit can be used to illustrate the power of non-verbal communication.

1. Ask one member of the audience to volunteer as the first presenter.
2. Direct the presenter to select a strong feeling, but do not tell the audience. In the interest of time, it may be beneficial to have a list of emotions for the presenter and audience to choose.
3. Direct the audience to quietly watch the presenter's body and facial expression to determine the feeling or emotion.
4. Do not call out the observation.
5. The presenter is to pantomime. Put that feeling into his body and walk across the room. Continue until there is enough time for the audience to discern the action.
6. Ask several of the audience what was their impression of the emotion. It should not be about the story, as in Charades, but about the feeling.

7. Several different answers should be expected. But most should be a variation on the emotion that was being conveyed.
8. Ask the presenter what feeling he was trying to project.
9. Discuss what was observed and what could be different.

Assessment _____

To this point, we have been addressing stress and being comfortable when you present, as well as the details of preparing and giving an effective presentation. Consider the following assessment. It will provide you with the expectations for a good oration.

Use this with students who are presenting. Both their peers and the instructor fill out a form. There is one requirement for the evaluators. There can be no negative comments. Everyone gets enough of that, elsewhere. This is intended to help the individual in his presentations.

Everyone looks forward to the written comments more than the checks. That is the personal touch.

If there is a particular challenge, word your observation positively. The point is demonstrated by absurdity. For example, if the person you are evaluating happens to pick his nose, how do you tell him that positively? Simply state, you pick your nose with a certain flair.

After these training sessions, I have often gotten feedback years later. Many of the students changed the direction of their profession because of their confidence gained from comments on the evaluations. Can you imagine? One engineer got so excited that he became a talented motivational speaker. That is rewarding, don't you think?

EVALUATION – PRESENTATION**MATERIAL**

1. Did you understand the topic? Y() Could Improve ()
2. Material quality? Y() Could Improve ()
3. Material length? Outstanding () Too short () Too Long ()
4. Was it interesting? Y() Could Improve ()

POISE

1. Stand erect on both feet? Y() Could Improve ()
2. Use adequate hand gestures? Y() Could Improve ()
3. Speak loudly and clearly? Y() Could Improve ()
4. Look at audience? Y() Could Improve ()
5. Smile? Y() Could Improve ()
6. Attire professional? Y() Could Improve ()

TOOLS

1. Use visuals or equipment? Y() Could Improve ()
2. Visuals good quality? Y() Could Improve ()
3. Rank the presentation: 1() 2() 3() 4() 5()
1=go back to freshman 5= graduate
4. Comments for improvement must be stated positively _____

Team or individual name being evaluated _____

Your name _____

Review _____

A presentation is a planned sharing of ideas in a one-way exchange. Fear is the greatest obstacle. This can be overcome by proper planning and preparation. Clarity, brevity, and simplicity should be the tools of the trade for presentations. Visuals are an important component of a successful presentation, since they project a major part of the communication cues. The right medium improves the acceptance. Humor and relatability improve the message. Appropriate attire and attitude improve credibility.

Application _____

Assume you are using one of the chapters of this book for a presentation.

1. Prepare an outline for the titles of each visual.
2. How many visuals will be required?
3. Prepare one slide in detail.
4. Prepare a title slide.
5. What is humor or a joke, other than those in the chapter, that can be used at the beginning of the presentation?
6. Now prepare your own topic for a very brief paper.
7. Complete items 1 – 3 under the “**Your topics**” section.
8. Write a one-half page paper using your topic.
9. This will be a complete presentation.
10. Prepare a complete presentation on a topic. Choose the topic. Write the paper. Make the slides. Make the presentation at the scheduled time. The time should be a minimum of 3 to a maximum of 5 minutes.

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NON-VERBAL COMMUNICATION

Thought
Clothes make the man
Naked people have little
or no influence on society.
Mark Twain

What you see _____

What is non-verbal communication? Why is it important? If my information is so good, who cares how I dress? Isn't being comfortable more important than dress? I want to be laid back, why do I have to stand a certain way?

Have you ever heard or thought these type questions? That is typical. It goes back to the 80/20 rule. Is your objective to have influence, be believable, or be a leader? If so, you are part of the 20% and will do the things necessary to achieve and maintain that status.

Non-verbal communication is the major component of the first impression you make. Your first impression is often made even before you open your mouth.

A first impression is established in the first 20 seconds of meeting.
It is changed or reaffirmed in the next four minutes.
- Conventional wisdom

This information is somewhat non-traditional in a leadership book and it is totally foreign to a technical audience. Some technical

students over the years have questioned the necessity or validity of information in this chapter. That in itself shows the need.

Lack of information or experience often causes us to get in an embarrassing situation. The information in this chapter can mitigate some of that risk.

First impression _____

First impressions are decided quickly. When meeting someone, develop eye contact and smile. Your mother told you to have good posture. Stand tall and erect. Hold your center.

Your impression and credibility fits in with the same cues that we observed in communications. Therefore your words are less than 7% of the message about who you are. What is the one word that describes an excellent impression? Gentleman or Lady.

You never have a second chance for a first impression.

You need a strong introduction to establish who you are.

It is amazing what a smile will do. It is a switch that causes a reflex action in other people. If you catch their eye and smile, the large majority of people will automatically return a smile. They cannot help it. It is part of the wiring. It is the best way to meet people. In the few cases they do not smile, avoid any further contact if possible. That is not the type of person you want to be around.

The topics in this section will include appropriate dress, photography, facial care, grooming, and handshake. Facial expressions, eye expressions, body language, and handwriting are discussed in subsequent chapters.

Attire _____

Would you wear a business suit to a swimming party? Neither should you wear play clothes in a professional setting. There are traditions and styles that are generally acceptable. Fads and “latest styles” normally are inappropriate.

Clothes make the man. Naked people have little or no influence on society.

- Mark Twain

Business is the process of developing relationships with people. This process should be conducted in a communicative environment rather than a lecture situation. The attire and demeanor for all meetings should be friendly, but professional.

You only have one chance to make a first impression. Make it a good one. Knowing that you are correctly dressed lets you get your focus off yourself and on to business and the other person.

In addition to making a good impression, proper attire also has the effect of making you more comfortable and confident. Knowing that you are dressed at least as well as your audience or coworkers allows you to feel as if you belong, and that you occupy a position of power.

Each organization and workplace has its own corporate culture. In today's marketplace there are a wide variety of attitudes about appropriate business practices. One thing is universal. Good taste is always respected. It is preferred to be dressed one step better than the client or colleague. Styles and acceptable practices change with time. The following information tends to be enduring.

1. Attire for interviews and unknown or formal business meetings is dressy – suit and tie.
2. Attire for presentations in the work place is often business dress casual.
3. Attire for many professional work places is business casual.

Professional consultants are available to assist in achieving maximum effectiveness. The very small investment is well worth the knowledge to move you to your level of success.

Dressy attire is typically the upscale professional look.

1. For gentlemen, dressy means a suit, dress shirt, and tie.
2. The preferred colors of suit are appropriate shades of navy blue or medium to dark gray.
3. The shirt should be pressed cotton or cotton blend.
4. The dressiest shirt is white.
5. Medium blue is generally acceptable and is friendlier. Other muted, professional colors can work.
6. The tie should have some red for most influence.
7. Shoes should be shiny leather and polished. Soles of shoes should be leather or leather with inserts.

Dressy attire for ladies is very similar.

1. For ladies, a dress or skirt with matching jacket is most appropriate. An appropriate pant suit is a good second choice.
2. The preferred colors of suit are appropriate darker shades of blue or gray.
3. The dressiest blouse is white.
4. Blue is generally acceptable and is friendlier. Other muted colors can work.
5. Hose should be a color to blend the skirt and shoes.
6. Shoes should be a medium heels in a color darker than your skirt or pants.
7. Use discreet earrings with a necklace and/or a pin.
8. Discreet make-up is imperative.

Business dress casual is upscale casual. In simplest terms it is basically a sport coat without a tie.

1. For gentlemen that means wool blend dress slacks with a crease and a sport coat or blazer.
2. The shirt is closed collar golf or sport shirt or a dress shirt with an open collar.
3. If you only have one blazer, make it an appropriate shade of navy and have metal buttons. Gold or silver are selected to complement your hair and face.
4. That blazer fabric should be wrinkle and crush resistant. Avoid linens.

5. Shoes are dress or dress casual. Sports, sneakers, and play shoes are inappropriate.

Business dress casual is upscale casual for ladies and is influenced by the blouse.

1. For ladies that translates to skirt or slacks and nice blouse. Jackets are optional.
2. Alternately, a pantsuit is very acceptable.
3. If you are limited to one, the skirt or pants should be a blue toward a navy.
4. The skirt, jacket or pantsuit fabric should be wrinkle and crush resistant. Avoid linens.
5. No denim is acceptable.
6. Shoes are dress or dress casual. Sports, sneakers, and play shoes are inappropriate.
7. For slacks, the heel should be low to medium, and the top should be higher on the foot. Pumps are out with slacks.

Business casual is the most common attire outside of downtown offices, at this time. It is comfortable, but still has class.

1. For gentlemen, this is slacks or twill pants.
2. The shirt may be golf or sport with an open collar. Buttons may be lighter color.
3. Shoes can be more casual such as deck shoes. Sports shoes are inappropriate.

Business casual for ladies is softer.

1. For ladies this translates to skirts, slacks, or more casual pantsuits.
2. The top may be softer, like golf, and more fun.
3. Shoes can be more casual. Sports shoes are inappropriate.

Outdoor, field, & labor is the work clothes for outside the office. It looks more like labor, so it is less professional.

1. For gentlemen, business casual is still preferred, but perhaps a less expensive version.
2. If the environment is dirty, coveralls or a lab coat can be used.
3. Jeans and flannel shirts are only for manual labor or play.
4. Shirts can be denim or twill in addition to the golf or sport.

5. Jackets should be appropriate for the environment.
6. Shoes should be appropriate foot protection for the activity involved.

Outdoor, field, & labor is the work clothes for ladies outside the office.

1. For ladies the look is very similar to business casual but heavier materials.
2. If the environment is dirty, a smock or lab coat can be used.
3. Jeans and flannel shirts are only for manual labor or play.
4. Jackets should be appropriate for the environment.
5. Shoes should be appropriate foot protection for the activity involved.

Color is a very significant part of non-verbal communications. There are four color palettes used to select shades or hues [Crowning].

The cool colors are winter and summer. These have blue undertones. Winter is the strong, deeper, true colors. Summer is softer and muted.

The warm colors are fall and spring. These have yellow undertones. Fall is the deeper shades. Spring is brighter and lighter.

Most people fit in the cool color spectrum. In general, people in the warm spectrum naturally have a henna or gold tint to their hair. A brief professional analysis will determine your natural color direction.

There is an appropriate shade of red, blue, and white in both warm and cool varieties. If you wear the correct shade near your face, you will appear vibrant and sharp. If you use a shade from the other palettes, you will appear pale and sickly.

Photography _____

In the business, professional, and personal world there are times and opportunity for photographs or television interviews. Photography captures images and items of dress that often are not issues in person. Therefore, it is appropriate to be aware of guidelines that will yield the best look for you. Although these are more conservative than normal dress, they will always be appropriate.

The goal of any interview or photo is to direct the attention to the face. Your clothing, accessories, and hairstyle should complement that goal.

Color takes on a little different emphasis for photography.

Darker shades of color are more flattering and slimming. Medium to darker tones of blue, green, burgundy, and brown rust photograph well against a dark background. Medium shades work best in an outdoor setting.

Bright colors overpower the face. So, skip red and orange.

Light colors are distracting. Avoid colors similar to skin tones, such as beige, tan, peach, pink, white, and yellow.

Stripes, plaids, checkered, and floral patterns do not work well since they will not align and will cause interference.

Style also has different considerations for photography. Very simple is the best. Have proper fit, without being too tight or baggy. Wrinkles will show, so have fabrics that minimize wrinkles and have other materials pressed.

Long sleeves are more elegant. Because of the quantity of skin, bare arms call attention away from the face.

Turtlenecks and V-necks draw attention toward the face. Be careful that extremes do not distract because too bulky neck sweaters cover the neck and too deep V show too much.

Be careful with styles that are fads or that are out of date. Classy, traditional styles last a long time. Remember that your children may see these pictures in twenty years and question your choice of attire.

Women have unique needs. Long skirts, pants, and stockings that match the skirt are most appropriate. These styles keep focus toward the face and away from the legs. If legs are emphasized, you will be regarded less as a professional and more as a sexual object to be pursued.

Discrete jewelry is preferred. Large jewelry can overwhelm many women.

Hair should be trimmed, and maintained.

Nail polish works best in light to medium shades. Bright and dark draw attention to the hands and away from the face.

Makeup should be simple and natural. Medium shades of lipstick works best. Lip gloss should be minimal since it can reflect the lights of the camera.

Men have different needs. Ties and handkerchiefs should complement the suit. Socks should not be lighter than the pants.

Shirt, jacket, and pant length makes a great visual impact. Have the appropriate length without too short or too long.

Belts, shoes, and all leather should be of the same color.

Hair should be trimmed a week before the photo session.

Group coordination is critical. Select the same tonal range so that no one stands out compared to the rest of the group.

Basic wardrobe _____

There are myriad variations on your look and style. With training and assistance, you can have the style most appropriate for you. This includes your shape, color, tendencies, and status. The following basic guides provide a beginning to your basic wardrobe.

You do not have to spend a fortune to look like a million. Have quality over quantity.

A female professional or entrepreneur should have the basics.

1. a jacket
2. pants
3. one short skirt
4. one long skirt
5. a sweater
6. a shirt
7. one elegant evening accessory such as a beaded scarf or top.

A male professional or entrepreneur currently primarily dresses in business dress casual. This obviously changes during different periods of time. The basic wardrobe includes the following

1. a sport coat
2. dress slacks
3. sport shirt or golf shirt
4. twill pants for more casual time.
5. a soft suit without excessive shoulder pads for more dressy occasions
6. a dress shirt
7. a classy silk tie for special occasions.
8. Accessories include a great belt and tie with other items of interest.

Have three color combinations that can mix and match. Navy blue, gray, and tan are a good basic combination. Remember the actual hue depends on your skin undertones.

Separate your suits, sports jackets, slacks, pants, shirts, and ties in your closet. This will help identify good combinations and will allow you to choose with a minimum of effort.

Comfort with class should be the primary focus of your wardrobe. It is the total person that walks into a room.

Stand out but fit in. Leave novelty ties and accessories in the closet.

Business cards should clearly state your name, title, and focus of your company. Keep it self-explanatory without political or religious slogans or symbols.

Your personal style should be affordable, appropriate, assured, and attractive.

Facial care and grooming _____

If your skin and hair look weathered or older than your age, then your credibility is reduced. The impression is that you do not take care of yourself, so how can you lead in anything else.

Men have skin as well as women. Therefore, both should follow the same basic process.

1. Wash your face in the morning and before going to bed. Regardless of what commercials tell you, do not use soap. Use a quality cleanser specifically for the face.
2. After cleansing, treat your face with a toner. This is an astringent specifically designed for the purpose. Most shaving lotions do not fit this need since they are primarily alcohol which dries the skin.
3. Treat special needs areas with the appropriate cream. This is typically laugh lines, crow's feet, and other places the skin has stretched.

4. Apply a finishing solution to protect the pores.
5. If you will be out of doors for a substantial part of the day, apply a moisturizer. It can have a sun protectant, if you are not allergic.

There are different types of skin, such as dry, normal, or oily. Select the appropriate chemical design for the items discussed above.

Shave. That is an instruction for both men and women.

For women, any hair other than on your head is a turn-off.

For men, facial hair carries the general impression that you are hiding something. Although the impression is you are hiding secrets, you are hiding your face. The face is one of the cues used to give a positive impression.

A very few successful people can be effective with facial hair. They are generally more mature. In most situations, it will hold you from reaching your potential. It may not be fair, but that is reality. Although at various times, I have had a beard or mustache, I now realize the limitations.

Keep your beard from showing. For some of you, that may mean removing the 5 o'clock shadow before late afternoon or evening activities.

Hair styles can be virtually anything at this time, except unnatural shapes and colors. Hairstyle is a fad and is subject to change before you even read this. In general, shorter hair is more acceptable in professional circles.

For men, long hair is very negative. It may have some acceptability in the arts, but not in a professional position. Longer hair is generally associated with women. If men have it, culture tends to

infer feminine traits. That is not helpful and not worth the costs to your success.

Handshake _____

Communication uses three inputs to the body – the eye gate, the ear gate, and the touch sensors. Touch stimulates very powerful emotions. Therefore, touch should be used with discretion.

The first impression often involves a handshake. Use the whole hand with a solid grip. Firm and businesslike is the key. If a woman offers her hand, shake it the same way [Pease].



There is nothing worse than the noncommittal “dead fish”. At the other extreme is the rearrangement of your fingers that can actually hurt. If your grip is half-hearted or overly aggressive, your impression will be damaged.

Since many people do not know how their shake feels, practice with a close, honest friend or relative. Practice different strengths until the feedback is excellent.

In an introduction, the handshake typically goes with the first words you will exchange. Smile and address the other person by title, Mr., or Ms. and their last name. Continue to use the formal name until they suggest an alternative. Use your first and last name. The exchange may be something like, “Hello, Mr. Jones. My name is Marcus Durham.” Maybe you should substitute your name.

Exercise _____

Exercise is the lubrication for your body. It is crucial for the continued performance of your machine. Many aches and pains are resolved simply by activity. Just staying physically active will preclude the need for a separate exercise time.

If your physical activity is limited a specific program for exercising your body is wise. Select a qualified trainer, if possible. The instructor should be certified with a nationally recognized organization.

Plan a workout schedule according to your needs and limits. Three to four times a week will free your mind and heal your body. Get 20 minutes of aerobic exercise in each session. Make no excuses. Do not skip a workout because of limited time. If you can spare only 15 minutes, exercise 15 minutes.

Warm up before exercise to help you burn calories efficiently and prevent injuries by increasing the elasticity of your muscles.

When jumping, don't hunch over. Jump only a few inches from the ground to minimize impact on your knees and ankles.

All work and no play makes Jack a dull boy. You can increase routine physical activity by minor changes.

1. Take the stairs instead of the elevator.
2. Walk instead of riding.
3. While sitting at your desk, do calf raises to tone your legs.
4. Do ab tuck-ins to suck in your stomach for 30 seconds to cinch your waist.

Universal toning is something everyone can benefit from daily. Simply use squats and upper shoulder push.

1. From a standing position, bend your knees and squat. While going down, completely exhale all breath through your mouth.

When rising, inhale through your nose. Repeat the squats 20 times.

2. Stand erect in a corner or doorway. Feet should be about 18 - 24" from the wall. Place palm of hands against wall at shoulder height. Lean forward until your head is past your hands. This stretches upper shoulders, back, and legs. Hold position for 30 seconds. Repeat 2 times.

Review _____

Non-verbal communication is the major component of your first impression. The first impression is conveyed even before you open your mouth. As we saw in communications, non-verbal is the major component. It is amazing what a smile will do. It is a switch that causes a reflex action in other people. Topics discussed in this chapter include appropriate dress, photography, facial care, grooming, and handshake. There are traditions and styles of attire that are generally acceptable for different circumstances. The basic circumstances are dressy, business dress casual, business casual, and outdoor or field. Facial care and grooming are the necessary extension of attire for the body surfaces that are not covered. A firm, positive handshake establishes that you are not a fish or brute. Basic exercise lubricates the body.

Application _____

1. What is the one thing you can do that always helps with the first impression?
2. As you go about, make eye contact and smile at 10 people. No other words are necessary. How many returned the smile?
3. Do you have a second chance to make a first impression?
4. What are 3 communications inputs into the body?
5. What are four words, each starting with the letter 'A', that relate to your personality and communications type.
6. What can you do that always helps with the first impression?
7. How would you describe a good first impression?

8. On what occasions is dressy attire appropriate?
9. When is business casual appropriate?
10. What is the basic difference in the look of business dress casual and business casual?
11. When dressing for photographs or business, the purpose is to direct attention where?

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KINESICS

Thought
Just because you do not know
Does not mean it is not true.
Mom

What do you know _____

Does your body involuntarily show your emotions? Can you consciously control your body action, and use that to control your emotions? What is the significance of the eyes in terms of feelings? Does your writing reflect anything about you?

Just because you do not know, does not mean it is not true.
- Mom

Body language _____

People have many indicators of who they are and what they are thinking. Facial expressions, body language, speech patterns, and handwriting all reveal insights into an individual's emotions and personality.

How we communicate is much more important than the words we say. As was previously noted in the communications chapter, many studies and reports have shown that communication is approximately 7% verbal, 38% vocal, and 55% visual. [Mehrabian]

It has been shown that you have 20 seconds to make a good first impression. You then have 4 minutes to prove yourself. After that you may be tuned out and lose an opportunity.

Kinesics is the science of body language. By careful observation of how someone presents herself, you can understand whether your communication is being effective.

By controlling your body actions, you can exercise control over the conversation. Although body language is generally an autonomic response to a situation, you can determine to change your language and as a result change your message and acceptability.

As we have seen, the brain operates as a feedback control system. The brain controls neuromuscular action based first on an individual's temperament tendencies and second on their perceptions of a situation. Temperament tendencies include specific personality traits such as optimism, goal setting, and tenacity.

There is a one to one correspondence between body language and personality traits. In addition, perceptions modify the body language. When a perception is changed, then the body language will adjust.

Conversely, you can decide to change your body language. If you adjust your body language, then the trait associated with that language will be modified. The mental paths are drawn whether the traits are a reaction or are a trained, conscious decision. For example, joy causes a smile to be displayed. Conversely, if someone decides to smile, then joy will follow.

The practice of kinesics is as old as mankind. We have all used it, even if not trained in its nuances. Who cannot recognize when another person raises an eyebrow or shrugs a shoulder indicating a question of a speaker's credibility?

This science of kinesics is important in personal relationships as well as in professional ventures. We are all selling something - an

idea, a product, or ourselves. An understanding of how your client or relation perceives you is then crucial to your success.

Body temperament profile _____

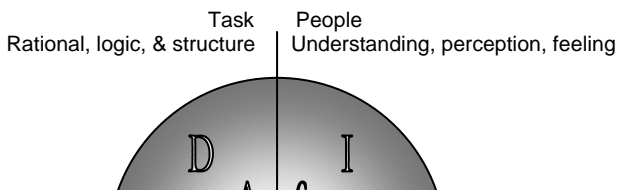
Since there are many indicators that can reflect who a person is and what they are thinking, we have developed a systematic approach to identification and analysis. The procedures and structures that are commonly taught are primarily based on correlations to a personality trait. The trait is identified, and then the appropriate language is described. Although this is an effective way to describe the trait, it is inconvenient for a structured, mechanical examination of the expression.

Because of my background and frequent research into mathematical structure of physical sciences, it became apparent there is a very consistent arrangement of all psychological and physiological symbols. These characteristics are three-dimensional.

However, for simplification in only one plane of analysis, consider a circle. Then, the discussion breaks the study into the quadrants of a circle. If the circle includes all possible body language points, then the language can reasonably be segregated into sections. As would be expected, this is very similar to the analysis of personality tendencies.

The two basic indicators of body language are leaning forward or leaning backward and having an open or closed position. Leaning forward is active or expressive involvement. Leaning back is passive or controlled participation. An open posture is sensitive or feeling. A closed posture portrays a methodical logic.

There are numerous muscles and attitudes that can be reflected in infinite number of points within the circle of body language expressions. Nevertheless, the basic expressions can be identified by the quadrants created from these two indicators.

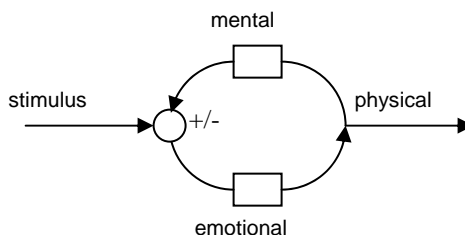


The figure correlates directly with the DISC personality traits and the corresponding ACTS leadership styles in relation to their functional ability within a group or organization. The symbols A-C-T-S with D-I-S-C represent the *Authoritative Determined, Communicative Involved, Supportive* and *Task oriented Constrained*. Discussion of the significance and physical characteristics of each term are listed below in a table of traits.

At its base level, body language is a physical expression of an *emotional* response. Therefore, every person will express all these positions depending on the situation, external stimulus, and individual comfort level.

At the second level, the *mental* process can make a decision to express a certain attitude that results in a physical expression.

At the third level, the body language can represent a mechanical response to an environmental or *physical* situation. This is a circular process that is illustrated in the control model.



A simple example illustrates the three levels. When a person is caught off guard, the first *emotional* reaction is to pull back and close up. Because of a previous unpleasant experience, a person may not like someone or the way the person looks, and makes a *mental* choice to pull back and close up. When the temperature in a room is *physically* cold, a person will pull back and close up.

Whether the body position is a result of emotional, mental, or physical circumstances, the expression is similar and the mental responsiveness is the same. A person that is cold from the temperature will be cold to your ideas and discussions.

Each of the body language quadrants is also the home response for one of the personality temperaments. It is the expression that the personality will go to without further stimulus. Regardless, every person can control his or her body language & style to achieve a particular response.

By observing body language when you are talking to someone, you can improve the influence of your message. Ask the right questions to move them from the negative side to the 'S' and finally to the 'I' language. Attempt to close the transaction only after they are moved to the involved quadrant.

Similarly, by controlling your body language when talking, you will present a particular image. A person that is Involved during his discussion is much more believable than a person that is constrained.

A Table of Traits defines in more detail how anatomy is used to express emotions and attitudes.

Facial expressions _____

Facial expressions in women and to a lesser extent in men, reveal emotions, attitudes, and anticipated action. In English speaking societies, it is generally unprofessional and considered unacceptable for a man to show emotions and feelings during business negotiations and dealings. As a result men may not notice the small subtle nuances of expression. For this reason, women often think men are insensitive.

Facial expressions are derived from the eyes, mouth, and tilt of the head. Since it is such an important issue, eyes will be dealt with in a separate section. [Pease]

There are numerous nuances. The following figures dramatize the expressions in cartoon form. These illustrations are from a cartoon which does not bear an indication of the author. Although these are taken to an extreme, they do present an accurate overview of facial motions.



EXHAUSTED



CONFUSED



ECSTATIC



GUILTY



SUSPICIOUS



ANGRY



HYSTERICAL



FRUSTRATED



SAD



CONFIDENT



EMBARRASSED



HAPPY



MISCHIEVOUS



DISGUSTED



FRIGHTENED



ENRAGED



ASHAMED



CAUTIOUS



SMUG



DEPRESSED



OVERWHELMED



HOPEFUL



LONELY



LOVESTRUCK



JEALOUS



BORED



SURPRISED



ANXIOUS



SHOCKED



SHY

Eye expressions _____

The eyes have been called the window to the soul. Through this opening, you can look into the very essence of a person's feeling. The eyes reveal more about the emotions than any other physical expression.

Facial expressions are derived from the eyes, mouth, and tilt of the head. The three elements of eye expressions are brows, lids, and gaze.

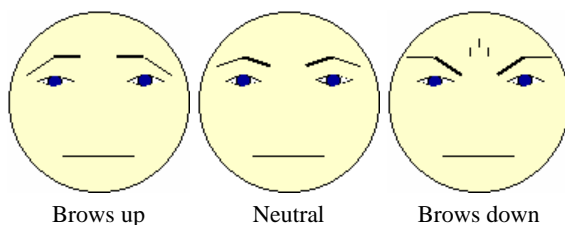
Each eye element has separate, independent motion that is controlled by specific muscles. Muscles are the linkage that operates the physical response. Emotions can cause an involuntary muscle action. In contrast, mental faculties can voluntarily determine to create a particular attitude and expression.

The mouth and head tilt are more easily controlled by mental attitude. However, the eyes will tend to subtly reveal the emotions, even when control is attempted.

The eyes are such a major part of who a person is that our language has common expressions that relate to this feature. The eyes observe and can be observed to reveal the emotions and attitudes of an individual.

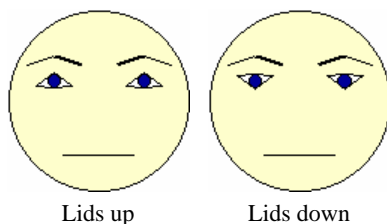
Each of the observing elements is separately identified with the common vernacular and the psychological representation. The positive and negative signs illustrate whether the person is receptive to you. The eye images illustrate the expression in a visual format. These show only the eye changes.

BROWS	Appearance	Vernacular	Expression	
Up	raised	raise a question	question?	+
Mid	neutral			
Down	furrowed	cutting deep	exclamation!	-

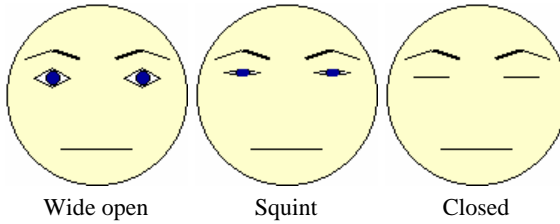


As an interesting observation, the shoulders generally move the same as the eyelids. If the lids are predominantly up, then the shoulders tend to be raised. Conversely, if the lids are predominantly down, then the shoulders droop. It is as if the same control signal goes to two different sets of muscles.

LIDS	Appearance	Vernacular	Expression	
Up	lifting	top of world	confident	+
Mid	neutral			
Down	droopy	down in dumps	not confident	-



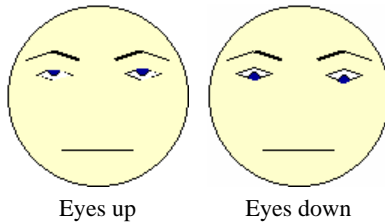
LIDS OPEN	Appearance	Vernacular	Expression	
Wide	whites	wide eyed & bushy tail	alert	+
Mid	neutral			
Squint	half	dim view	restrained	-
Closed	shut	nobody home	sleep	-



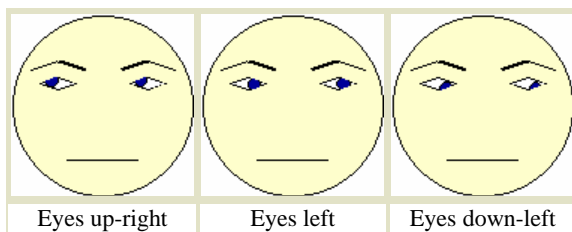
The position of the gaze corresponds directly to the quadrants of the body language diagram. Up is positive, down is negative, left is active (I am right of you), right is passive. Hence, the personality tendencies can be identified by the eye patterns: I = up-left, S = up-right, D = down-left, and C = down-right.

When the left and right eyes have different expressions, this indicates a mixed signal between both sides: it shows doubt.

<u>GAZE</u>	Appearance	Vernacular	Expression	
Up	pleading	look up to	positive	+
Mid	neutral			
Down	digging in	look down on	negative	-



<u>SIDE</u>	Appearance	Vernacular	Expression	
Left	slice	I am right	active	
Right	salute	you may be right	passive	
Up-Left	I	mooning	desire	+
Up-Right	S	in outer space	thinking	+
Down-Left	D	down & dirty	disbelief	-
Down-Right	C	down right hard	critical	-
Roll	in circles	here we go again	not again	-



Combinations of the eye expressions explain a great variety of intense emotions. For example brows up, lids up, and wide open indicates surprise.

Hand expression _____

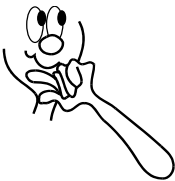
Hand motions among men are the strongest indicator of attitude and emotions. Women use these to a lesser extent in deference to facial expression. Although hand action is very descriptive, it should not be used as a lone indicator of body language. [IMSI]

Consideration must be given to the other indicators such as leaning, face, arms, legs, and feet. It is the combination that describes the kinesics. However, for men, hand expression remains the predominant clue.

Hands are presented in 3 ways - a single hand, two hands, and a serving hand. A serving hand is presented toward the listener in the form of a handshake, pointer, or exclamation. The description will be given, followed by the vernacular definition, and the value.

Single Hand Motions

Action	Meaning	Type
up and open	here it is	I
pointer at temple	put in mind	I
stroke chin	wait for whiskers	S
Hand folded under	support you	S
Suck on pen, glasses	pacified	S
Over mouth	say no evil	D
rubbing eye	see no evil	D
pulling ear	hear no evil	D
touching nose	Pinocchio (sensitive)	D
finger under collar	hot under collar	D
rub back of neck	pain in the neck	D
fingers through hair	pulling hair out	D
scratching neck	itching to talk	D
tapping finger	beating the drum	D
pointer up, thumb under, middle near mouth	critical evaluation	C
fiddling with gadgets	other more important	C
doodling	going around in circles	C
supporting head	head rest	C



S



D



D



D



D



C



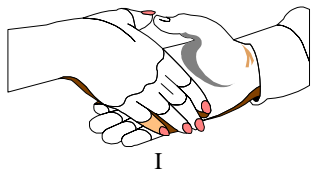
Other figures are illustrated below as body images.

Two Hand Motions

Action	Meaning	Type
steeple	authority of God	S
protruding thumbs from pocket	I am thumbs up	S
fast hand rub	get warm together	S
behind head	passive comfort	S
behind back	attention	S
on hip	barricade	D
slow hand rubbing	greedy	D
handshake	pick pocket	D
in fig leaf	embarrassed	C
behind neck	passive indifferent	C

Presented Hand Motions

Action	Meaning	Type
up	submissive	I
vertical	equality	S
down	dominant	D
point	club to beat you	D
clenched	holding anger	D



Body images _____

The body images are grouped by sitting and standing. The seated is more likely to be encountered in traditional negotiations.

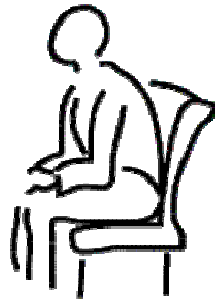
The first set of images illustrates someone who is involved. They are ready to close the deal. Do it before they change their mind.



Intent



Intent



Interested

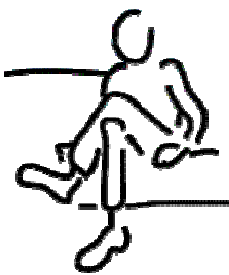


Interested

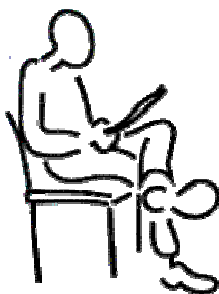
These images show someone who is gathering information. They are supportive, but are not quite ready. You must answer their need for additional information before they are convinced.



Supportive



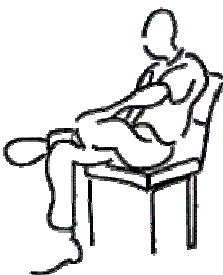
Supportive



Supportive



Soaking up



Soaking up

This image wants to take control. Be cautious to avoid conflict. Address his needs to get him to move to a supportive position.



Dominant

The images below are analytical. They are not going to do anything, but procrastinate.



Cavalier



Cavalier



Critical



Critical



Critical



Critical

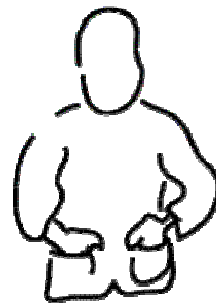
Standing images may also be encountered. The first images are intent or curious about what is going on. They can be brought to close the deal.



Intent



Soaking up



Soaking up

The first image below is in control. The second cannot believe the events or he has prevaricated.



Dominant



Disbelief

These images are totally reserved and are isolated.



Cavalier



Cavalier



Critical

What do you do _____

Each language position reflects what a person is feeling. To address those emotions, there are specific directions you should head. In conjunction, there are questions that may move the emotions and affect the attitude to the direction you desire.

Type	Name	What next	Questions
I	involved	complete presentation	Does that make sense? Do you agree?
	intent	close the deal	Let's run your name across here.

S	supporting	give more facts / listen	I can see you know something about this, would you care to share your opinion?
	searching soaking up	incentives / keep quiet	
D	determined	avoid contradiction	How do you feel about this? (very carefully)
	disbelief	move to evaluating	I see you have a question, would you mind telling me what it is?
C	constrained cavalier	spark interest even irrelevant	I can see you have a question. What do you think?
	critical		What's your opinion?

Review _____

People have many indicators of whom and what they are. Facial expressions, body language, speech patterns, and handwriting all reveal insights into an individual's emotions and personality. This is 93% of communications. Body language is the science called kinesics. By controlling your body actions, you can control the conversation.

The brain operates as a feedback control system. It controls neuromuscular action based on an individual's personality characteristics and perceptions. A person can express outgoing or reserved and open or closed simply by their body language. Facial expressions in women and to a lesser extent in men, reveal emotions, attitudes, and anticipated action. The eyes have been called the window to the soul. The body images are grouped by sitting and standing. Each language position reflects what a person is feeling.

Application _____

1. What is the one thing you can do that always helps with the first impression?
2. What is kinesics?

3. What are the two basic indicators of body language?
4. How do these indicators relate to personality temperaments?
5. How can a person control his body language to achieve a particular response?
6. What mechanism causes facial expressions?
7. What is the strongest attitude indicator for men? Women?
8. Why do women think men are insensitive?
9. What is the “window to the soul?” What does that mean?
10. When should you try to close a contract or deal?
11. Look in a mirror and see how you feel with the following body language.
 - a. Hands on hips and shoulders straight.
 - b. Cross arms in resting position on your chest.
 - c. Place one hand in pocket.
 - d. Place hand in pocket, but leave thumb outside.
12. In your normal routine, smile at 10 people. How many smile back?

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GRAPHOLOGY

Thought
Writing reflects emotions.
Understand writing,
understand emotions.
 MOD

Handwriting _____

Have you noticed that some handwriting is easy to read and others are illegible? Is there a reason that some people are precise and some seem to be in a hurry? Does a person who has a very quick thought process tend to write very precisely or more “sloppy”?

Each person has many indicators of who they are, and what they are thinking. Facial expressions, body language, speech patterns, and handwriting all reveal insights into an individual's emotions and personality. Handwriting analysis, or graphology, is the science of examining the neuromuscular response of the hands. Each action in handwriting is controlled by a particular segment of the brain. Hence the physical responses tend to be consistent with an individual's emotional and mental traits.

Graphology is the study of handwriting to reveal the character or personality traits of the writer. As we saw in earlier chapters, people share certain character and personality traits. They also exhibit similar shapes and forms in their handwriting.

Since writing reflects emotions that are present at the time of the writing, a person's script will change somewhat between samples. The basic trends and tendencies, however, will still be evident.

As observed previously, the brain operates as a feedback control system. The brain controls neuromuscular action based first on an individual's temperament tendencies and second on their perceptions of a situation. Temperament tendencies include specific personality traits such as optimism, goal setting, and tenacity.

Each personality trait causes a neuromuscular action which determines the characteristics of handwriting. Conversely, if a characteristic of a person's handwriting is changed, then the associated personality trait will be modified. The mental paths are drawn whether the traits are a reaction or are a trained, conscious decision.

History

The practice of graphology has been around for millennia. It has been a common university course in Europe for centuries. Many major corporations use this technique for researching candidates for senior management and sensitive positions. Despite this widespread use, graphology has only recently become a readily available tool for personal evaluation.

A variation is used in forensic analysis. The forensic technique compares an unknown writing to an exemplar. The objective is to determine if the two samples were written by the same author.

Jacques Derrida provides a record of the first analysis of writing in *Of Grammatology* Corrected Edition, translated by Gayatri Chakrovorty Spivak [Derrida]. Derrida states that Aristotle believed "Spoken words are the symbols of mental experience, and written words are the symbols of spoken words. Just as men have not the same speech sounds, so all men have not the same writing."

Another ancient record of application of graphology involved the Roman Emperor Nero. He reportedly judged the abilities of his associates by a study of their handwriting.

The Italian scholar Camillo Baldi authored the first known work on graphology in 1625. The approximate translated title was "How to know the nature and qualities of a person by looking at a letter he has written."

A French monk, Abby Michon, wrote about the relationship between handwriting and personality. He was the first to use the term "graphologie."

In 1910, Milton Bunker, a shorthand teacher, noted "stroke" differences in handwriting that he correlated with personality traits [Backman]. Bunker theorized that handwriting was directed by brain impulses, which reflected personality. He and his colleagues began research into the associations between impulsive brain activity and handwriting. As with any scientific research, he accumulated and analyzed thousands of specimens. Bunker then developed the basis of the modern standardized procedures for examining the character traits reflected in handwriting. These procedures are based on scientific analysis and do not rely on intuition or the personal beliefs of the analyst.

Procedure

The procedures and structures of graphology that are commonly taught are primarily based on correlations to a personality trait. The trait is identified, then the appropriate script is described. Although this is an effective method to describe the trait, it is inconvenient for a structured, mechanical examination of the writing.

Because of my background and frequent research into mathematical structure of physical sciences, it became apparent there is a very systematic arrangement of all handwriting symbols. The discussion that follows breaks the analysis into seven unique *shapes*. Each shape has two *orientations* of interest in analysis. The third, null orientation is the middle of the road that is typical or average. Each orientation will have several unique personality *indicators*.

In any sample, the indicators may change. It is also expected that some of the indicators will be different at the beginning, in the middle, or at the end of a word. In these cases, look at the prevalence of indicators of a particular letter. Correlate the information of the prevalent pattern with the indications of other letters.

The information on graphology is provided as an introduction into the insights provided by the technique. Before making major corrections in writing to compensate for a perceived problem, be sure to verify the effect of the proposed changes. Serious challenges can arise with arbitrary modifications to your emotional process.

Graphology is a very valid, credible, scientific tool. Like most sciences, advanced training and skill is necessary for a comprehensive analysis. Before making critical judgments, always refer to a certified expert.

Three zones _____

Writing is segregated into three zones, the upper, middle, and lower regions. These zones correlate directly to the model of human behavior.

upper	
middle	<u>h d a c p y</u>
lower	

The upper zone is the portion of the letter that extends above the line. The upper zone contains the mental aspect. It represents our imagination, our rationale for the spirit world, our capacity to think, our daydreams, and where we solve problems.

The middle zone is the region that contains the predominant portion of all letters. The middle zone is the emotional aspect. It illustrates our capacity to live "in the moment."

The lower zone is the region that extends below the line. The lower zone is the physical aspect. It demonstrates our material world, our

need for physical activity, our sexual world and the measurement of internal strength "to get the job done."

The differences in shapes of the portion of the letters in each of the three zones demonstrate which aspect is dominant or controlling.

An exaggeration in one area is often compensation, denial, or a perceived lack of something in another area of the writer's life.

Three figures _____

A quick analysis is determined by the three figures – sharp angles, curves, and straight lines. These are easiest to see at the beginning and end of words.

Writing with sharp angles indicates a sharp, penetrating mind and may be quite brilliant in some area. However, the negative side is cool, severe, ambitious, critical, fault finding, makes unfavorable comparisons, and is hard to please. These tend to isolate from sensitive relationships. As the angle becomes tighter, the characteristics become more severe. The temperament tendency is to be more task-oriented.

Writing with a single curve indicates a warm, compassionate, agreeable, pleasant, feeling, and sensitive person. These personalities will work toward the greater good of others even at the expense of what others may think of them. The negative side is they may not be as creative. As the curve becomes longer, the characteristics become more emphasized. The temperament tendency is to be more people-oriented.

A style with straighter lines and no angles strikes a balance. This is as unusual as someone in the middle of the temperament tendencies.

Seven shapes _____

The seven shapes are size, angle, terminus, stem, crossing, hump, and circle. The segregation of these shapes illustrates the contrasting orientations. Each orientation is further separated by indicators, which are described later.

Shape, orientation, and indicator identify each trait. A series of tables give a description of what to look for. The table is followed by illustrations. The tables and categorization by shapes are original items for this book. These are correlated to the extensive sample illustrations developed by Bart Baggett [Baggett].

SHAPE	ORIENTATION
SIZE	height
	space
ANGLE	slant
	slope
TERMINAL	start
	end
STEM	up
	down
CROSSING	dot
	horizontal
HUMP	top
	base
CIRCLE	sharp
	extras

Size _____

Size is affiliated with the height of the letters. It also includes any space between letters. Of particular interest is the letter k.

Shape	Orientation	Indicator	Letter	Trait
SIZE	Height	extremely small	-	concentration
		capitals size	-	proportional to ego size
		large lower case	k	defiance
		ostentatious	-	extravagant
	Space	between letters	-	intuition

Concentration

*it is very small writing that means
good concentration ability*

Ego

Eric D. J. D. *Peter Piper*
It's How

Defiant

coke quick crack

Extravagant

Love always

Intuition

break in words

Angle _____

The angle has two aspects. The slant is the pitch of individual letters. The slope is the change in position of the last letter compared to the first.

Shape	Orientation	Indicator	Letter	Trait
ANGLE	Slant	hard right	-	emotional
		forward	-	balanced emotion & logic
		slightly forward	-	logic w/ some sympathy
		vertical	-	logical
		backward	-	emotionally withdrawn
		both back & forward	-	dual personality
	Slope	straight, even bottom	-	perfectionist
		up right	-	optimism
		down right	-	pessimism

Emotional

hard rightward slant

Emotionally withdrawn

leftward slant

Perfectionist

*I came in to the a
early this morning so ran***Termination** _____

Termination identifies the characteristic of the starting stroke of the first letter and the ending stroke of the last letter. The starting letters are W, M, and S. The end is the final stroke of any letter.

Shape	Orientation	Indicator	Letter	Trait
TERMINAL	Start	large round	W,M,S	desire responsibility
		tight circle	-	jealousy
		hook middle	-	acquire material
		hook upper	-	acquire ideas
		inflexible upstroke	-	resentment
		wavy	-	humor
	End	long final or dash	-	cautious
		hook upper	-	tenacity ideas
		hook middle	-	tenacity material
		long 45 angle, spacing	-	generosity
		high in air	-	desire attention
		underline signature	-	leadership

Jealousy

h T W Y

Acquisition of material things

in the way they

Tenacity

tenacity

Humps _____

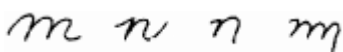
Humps are associated with the letters that are rounded on the top. The analysis is how the direction changes. Only one perspective correlates to the base of the letters. The remainder are linked to the top of the rounded portion. The letters are h, m, n, and r.

Shape	Orientation	Indicator	Letter	Trait
HUMPS	base	V shape	m,n	analytical thinker
	top	round	m,n	cumulative think, slower
		needle point	m,n,h,i	comprehensive think, fast
		sharp into upper zone	m,n,h,r	curious & investigative
		wedge shape	m,n	surface thinker
		downslope to right	m	diplomacy
		increasing height	m	self-conscious
		square	h,r	manual dexterity


Analytical thinker



Cumulative thinker



Diplomacy



Circular _____

Circular letters are those that are predominantly round. The analysis looks at the change of direction and how the letters are closed. The letters are a, c, d, e, and o.

Shape	Orientation	Indicator	Letter	Trait
CIRCULAR	sharp	middle hook	a,c,d	needs challenge
	loop	wide	a,o	frankness
		narrow, retraced	e,a,o	selective listener
		open	a,o	talkative
		extra before	a,o	self-deceit
		extra after	a,o	secretive
		extra before & after	a,o	lying

Needs challenge



Selective listener

retracted "i's" and "r's"

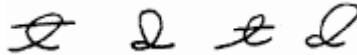
Lying



Stems _____

Stems are the part of the letter that extends above or below the line. Since all these involve a direction change, that is the crucial part of the analysis. The space between the return paths is the key element. The letters with above the line stems are d, f, h, t, and capital E. The letters with below the line extensions are g, j, p, and y.

Sensitive to criticism



Directness

get to the point

Live for moment

nice guy and a
would be glad

Physical



Shape	Orientation	Indicator	Letter	Trait
STEMS	Up	large loop	h	philosophical imagination
		large loop	d,t	sensitive to criticism
		retraced & taller	d,t	pride & dignity
		tepee	d,t	stubborn
		short, no loop	d,t	independent thinker
		no height	d,t	live for moment
		down stroke & to right	t	directness
		unclosed, sigma	d, E	desire culture
		balance w/ lower	f	organizational ability
	Down	average loop	p,y	physical desire
		large, wide	g,j,y	physical imagination
		very long, big	p,g,y	physical experimental
		deep in next row, wide	g,y	physical variety
		long, narrow low	g,y	socially selective
		long in next row	g,y	too many irons in fire
		incomplete	g,y	physical frustration
		downward turn	g,y	fear of success
		figure eight	g	fluid thought
		retraced	g,j,y	anti-social
		breakaway top	p	argumentative
		hard right up	g,j,y	aggressiveness
		not normal shape	g,y	perversion

Crossing _____

Crossing involves letters that have separate strokes above the line. The stroke can be the dot above the i and j. Perhaps one of the easiest to analyze is the bar across the t. It is very distinguishable from all other strokes and therefore tells more than perhaps any other component.

Shape	Orientation	Indicator	Letter	Trait
CROSSING	dots	close	i,j	detailed
		perfect	i,j	loyalty
		circle	i	individualistic, artistic
		slash	i	irritability
	line	height level	t	goal level
		high w/ large I	t	self esteem hi
		very low	t	self esteem lo
		above	t	goals unrealistic
		double back	t	persistent
		unusually long	t	enthusiasm
		wavy	t	humor
		concave	t	self-control
		crossed backward	t	self-castigation
		heavy	t	will power
		blunt	t	definite, positiveness
		sharp	t	sarcasm
		up	t	optimism
		down, blunt	t	dominant
		down, sharp	t	domineering
		mostly right	t	temper
		mostly left	t	procrastination

Detailed

i j i j j

Self control

t t t t

Esteem

low t, practical t, high t

Review _____

Writing reflects emotions. Understanding writing will unlock emotions. The brain operates as a feedback control system. It

controls the neuromuscular action based on a personality characteristic. If the handwriting is changed, then that trait will be modified. The mental paths are drawn whether the traits are trained or untrained. As far back as Aristotle, there has been the study of writing.

Letters consists of three zones- the upper relates to the mental, the middle illustrates the emotional, and lower shows physical aspects. The beginning and end of words have three figures- sharp for task orientation, round for people orientation, and the infrequent straight. Graphology contains seven shapes called size, angle, terminus, stem, crossing, hump, and circle. Perhaps one of the easiest to analyze is the bar across the 't'. It is very distinguishable from all other strokes and therefore tells more than perhaps any other component.

Application _____

1. Check your signature. Are the letters open or closed? Are letters crossed high or low? When letters change direction, are they pointed or rounded?
2. What are the seven basic shapes of graphology?
3. What does crossing a 't' tell you about a person?
4. What does the termination tell about a person?
5. How do shape, orientation, and indicator identify each trait?
6. Explain how a change in handwriting can lead to a modification of personality style.

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ETHICS AND PROFESSIONALISM

Thought
Do unto others
As you would have them do unto you
The Golden Rule

Ethics _____

What is ethics? What does it have to do with leadership and success? How do ethics relate to morality? How is ethics different from character? Are there absolutes? Is ethics cultural?

The first book in this series addressed character traits through a restatement of traditional values recorded by the ancient scholar Paul of Tarsus. The terms and concepts were identical to what he defined as fruit of the spirit, but were translated into the current vernacular.

One of the character traits was morality, which was defined as conforming to right and wrong human conduct. Sir Francis Bacon (1561–1626) was an English philosopher and politician during the time of James I. One of his works *The Advancement of Learning* addressed the subject of morality.

For the end of logic is to teach a form of argument to secure reason, and not to entrap it; the end of morality is to procure the affections to obey reason, and not to invade it...

-Sir Francis Bacon

Bacon contended that the result of morality was to cause the emotions to follow reason. He asserted that it was reasonable and logical to pursue morality. It makes sense to follow a moral course.

The word ethics comes to English by Old French from the Greek. It is defined as the study of the general nature of morals and of the specific moral choices to be made by a person; moral philosophy. [American]

Ethics is the philosophical study of morality. Ethics form a belief system.

The founding fathers unequivocally had a philosophy of ethics. The first President, George Washington wrote about these concepts in his First Inaugural Address.

There is no truth more thoroughly established than that there exists in the economy and course of nature an indissoluble union between virtue and happiness.

- President George Washington, First Inaugural Address

President Washington continued his advocacy of morality in his farewell address.

Of all the dispositions and habits, which lead to political prosperity, religion and morality are indispensable supports.

- President George Washington, Farewell Address

He further wrote about guidance from higher authority as enlightenment.

It will be worthy of a free, enlightened, and at no distant period, a great nation, to give to mankind the magnanimous and too novel example of a people always guided by an exalted justice and benevolence. Who can doubt that, in the course of time and things, the fruits of such a plan would richly repay any temporary advantages which might be lost by a steady adherence to it? Can it be that Providence has not connected the permanent felicity of a nation with its virtue ? The experiment, at least, is recommended by every sentiment which ennobles human nature.

- President George Washington

Dr. Huston Smith is a former professor of religion and psychology at MIT. He is the Thomas J. Watson Professor of Religion and Distinguished Adjunct Professor of Philosophy, Emeritus, Syracuse University. Dr. Smith is the author of, *Religions of Man*, which has sold over two million copies. One of his books is *Beyond the Post-Modern Mind*. On October 26, 2000, he gave a lecture at Kenan Institute for Ethics, Duke University, entitled "Why Religion Matters, The Future of Faith in an Age of Disbelief." The essence of Dr. Smith's presentation is that values matter, even if some in the culture dismiss them.

Ethics are absolute. They do not change with time or society.

Although they may not be uniformly appreciated and applied, ethics still exist. The principles of ethics are summarized in the last six of the Ten Commandments.

What if there are conflicting ethical principles in a situation? Then follow the rule of the greater good, i.e. which action, if all seem equally ethical, should be chosen? The dominant one is that which creates the most good, or the least evil. For example the protection of life supersedes the principles against theft of property. In the common law, self-defense or the protection of others is always a defense to a charge of assault or wrongful death. Protection of property is not.

The practice of ethical behavior is clearly stated in the Golden Rule. [Matthew]

Do unto others, as you would have them do unto you.
- Matthew 7:12

The Roman and Jewish politician, Matthew, recorded this particular model about 40 AD. The Golden Rule is recognized in one form or the other by all the great world religions and cultures. Confucius (Kongfuzi) called it reciprocity. [Confucius]

Ethics are a fundamental tenet in traditional Western religious training. There is a US Office of Government Ethics. Each of the

major professional societies has a Code of Ethics. [IEEE] Ethics are about how we behave and relate to others.

Ethics vs law

Ethics are not law. There may be no corresponding legal requirement to an ethical issue. There may be no law requiring you to report a fellow employee that is stealing or falsifying reports, but would it be ethical to suppress this information? Regardless of the legal requirements, ethical character traits are excellent guidelines in dealing with any situation.

A question that is occasionally raised is whether it is possible to teach ethics or morality. The contention is that morality is the product of familial and cultural development and cannot be taught. That thought process really begs the question. What are the family and culture doing to instill this sense of morality other than teaching?

The Congress that adopted the First Amendment and passed the Northwest Ordinance, the first law governing the western territories, contended that morality could be taught. One of the purposes of public schools was to teach morality. [Northwest]

Religion, morality, and knowledge, being necessary to good government and the happiness of mankind, schools and the means of education shall forever be encouraged.

- U. S. Congress, Northwest Ordinance.

Ethics and morality are philosophy with principles. Each course that is taught with an objective of creating understanding simply goes back to the principles or fundamentals, regardless of the topic. Can mathematics be taught? Obviously. How is it taught? Teaching is by relating mathematical principles and philosophy.

Any topic which can be categorized as philosophy can be taught. Therefore, ethics can be taught in the context of philosophy and religion. There is a rational explanation for morality, as was noted above about Sir Francis Bacon over 400 years ago. [Bacon]

Perception _____

A Gallup poll evaluated the professions in terms of their perceived values. [Gallup] The top ten list of professions with very high or high honesty and ethics are cataloged.

1. Nurses
2. Druggists, pharmacists
3. Veterinarians
4. Medical doctors
5. Grade & high school teachers
6. Clergy
7. College teachers
8. Dentists
9. Engineers
10. Policemen

Equally telling is the group at the bottom of perceived ethical value. The percentages shown indicate the proportion of people surveyed who thought that these professions ranked very high or high in ethics and honesty.

- Business executives (18%)
- Congressmen (17%)
- Lawyers (16%)
- Stockbrokers (15%)
- Advertising practitioners (12%)
- Insurance salesmen (12%)
- HMO managers (11%)
- Car salesmen (7%)

The professions that fare well are those that are seen to help people. The ones that did not do so well are the ones that are associated with the pursuit of money. The people surveyed do not seem to understand the give and take that is involved in those professions is a necessary and important part of society and its lifestyle.

George Zinckgraf is a California member of the National Society of Professional Engineers. In a professional paper, “Ethics and Engineering” he identifies a survey of 1000 corporate executives. [Zinckgraf] A list of professions was given and the respondents were to rank them by selection of which profession was most ethical. The total response was 100%. In contrast to the Gallup poll, rather than being the public at large, the respondents in this survey were people that actually deal with the professions.

Profession	Percentage
Engineers	34
CPAs	24
Doctors	17
Lawyers	8
Dentists	7
Others/don't know	10

The issues and principles that we have addressed throughout this series are equally applicable in all the professions. If exercised properly and consistently, individuals within the professions would stand out among their peers and the public.

Who is on first _____

Relationships, as was identified earlier, have three dimensions: internal, horizontal, and vertical. Ethical dealings, then, must relate to those three areas. Specifically, there is a societal or cultural perspective (internal), a client or employer relationship (vertical), and a peer relationship within the profession (horizontal).

Is there conflict in the ethical relationship between these? If so, who gets preference? If ethics are absolute then there is a correct response to a given situation, at least one. If there appears to be a conflict of principles, follow the rule of the greater good.

A smattering of ethical challenges ____

There are some big deals and numerous smaller matters where ethics may be an issue. On a popular radio talk show, *Dr. Laura*, every caller has a question for the counselor. [Schlesinger] Virtually all of these are framed in the context of a moral dilemma. In fact, the host often begins the discussion by asking the caller “What is your moral dilemma?” As the doctor frequently explains, most problems are not a moral issue, but an issue of facts that the caller does not want to face.

The next several paragraphs delineate a number of ethical issues that I have seen over the years. These are far from exhaustive and some of the issues are obviously related. All of these have been positively resolved. No names will be given to protect all parties.

Conflict of interest arises when an employee performs a task that is in conflict with the employer’s best interest. One that came up more than once was an employee selling used, idle equipment that belonged to the employer. This is obviously theft. How does that correlate to things that happen with office supplies?

Another example arises when an employee selects a supplier of equipment based on what the employee gets out of the deal, rather than what is the best deal for the company. Often this situation arises when there are familiar connections with an outside vendor. Obviously, we want to do business with people we know and like, but when is the line drawn between corporate and personal responsibility?

Confidentiality arises when protecting proprietary information. Most material work product has a stamp that says this is confidential information for the sole use of the client. This circumstance arose when an employee provided consulting services to a competitor. That could be called theft of trade secrets besides being very poor judgment.

Another case on which I worked involved former employees that had started a competing enterprise. There is nothing illegal about that. However, their product was virtually identical. When their documents were subpoenaed, they could be analyzed. I found that

they were copies of the original to the point that they copied the errors. The case was decided for the owner of the technology.

Kickback is a strong negative description of contributions that some think borders on bribery. In many jobs and bidding, there may be very little major difference in the bid response. How is one vendor selected? He may be given additional information or consideration in return for a contribution. A project manager had a number of large jobs in progress. In order to stay on his preferred list, the suppliers were required to equip his farm with various large items.

Another that is subtler, and may be approved within the organization policy involves trips. A vendor may invite his better clients on a short vacation, hunting, or entertainment trip. He may pick up the tab for the entire venture. This can be considered as appreciation for a continued beneficial relationship, but in some circumstances it can be considered otherwise. When in doubt, spell it out, and get clarification. Many organizations limit the size of gifts that may be given by vendors for this reason.

In contrast, there is nothing improper about paying a legitimate *finder's fee*. This is compensation for advertising, sales, promotion, or legwork that leads to obtaining a job. It is no different than paying a commission to a sales or brokerage firm. Because there is no formal organization to perform some of these tasks, payment of a fee may happen in a variety of ways with consulting firms.

Whistle blowing is the reciprocal of the other acts. This involves an employee or contractor “blowing the whistle”, or reporting wrongdoing involving an employer or client. The employer may be doing something illegal or unethical that the professional becomes aware of. One of the first major legal cases I worked on came about because of a whistleblower. A young journeyman electrician became aware of a numerous serious violations of the *National Electrical Code* by the contractor. [NEC] When he addressed these to the supervisor, it was explained those were outside his area and were for someone else to handle. He compiled a record and gave it to the plant manager. The litigation lasted for almost 10 years. Although not complicit in the action, the architectural and

engineering (A&E) firm was charged because they hired the contractor.

There is a price to pay for being a whistleblower. Bertrand G. Berube was a regional administrator with the US General Services Administration. He blew the whistle on unsafe workplaces. For his service, he was fired. He wrote about his experience in "A Whistleblowers' Perspective of Ethics in Engineering." [Berube] He identifies the areas of retaliation that may come from the organization.

1. Make the dissenter the issue, rather than the practice.
2. Isolate the dissenter so that he does not have access to information.
3. Appoint him to solve the problem, then make a solution impossible.
4. When the problem is not solved, fire him for incompetence.

There are other costs to the dissenter in loss of work, legal fees, and rejection by friends. The dissenter, by speaking out, has risked his future. The one vindication for Berube was that the Congress six years later unanimously passed *The Whistleblowers Protection Act*. [Whistleblower] Years later, Bertrand Berube received a financial settlement from the government.

Professor Stephen H. Unger of Columbia University, New York, helped develop the IEEE *Guidelines for Engineers Dissenting on Ethical Grounds* [IEEE] and has written *Controlling Technology: Ethics and the Responsible Engineer* [Unger]. His counsel is "make sure you are right." Do not exaggerate at all. Even if you are 1% off, that will be the point of focus.

Professor Brian Martin of the University of Wollongog, Australia, has written *The Whistleblower's Handbook* [Martin]. He has significant advice.

1. Do not trust too much.
2. Collect enough evidence for the problem that is to be exposed.
3. Build support among colleagues and others.

4. Wait for the right opportunity to come forward.
5. Prepare an escape route.
6. Weigh your options.

Dina Rasor is principal investigator for the Military Money Project [Kumagai]. She asserts whistle-blowers tend to have a real strong sense of right and wrong. She has two words of advice: Stay anonymous. The preferred path is to leak the information through a nonprofit, trusted reporter or friend, without identifying yourself. Then the fraud becomes the issue rather than the person.

Professional conduct concerns issues that are regulated by a professional board. An acquaintance was hired to design the foundation for a structure. Without his knowledge, the client used the same design for multiple structures at different locations. Although he had no knowledge of this activity, the designer was reprimanded by the professional board for not reviewing the drawings for each location. Although the fine was minimal, he challenged the board in order to protect his reputation. After several years and substantial legal expense, the board finally agreed with his contention and the fine was overturned.

When in Rome _____

International culture is different than the cultural norms in the US. The philosophy of government, enterprise, and relationship transactions may be unlike anything we know. When we go into another culture, it is not our option or responsibility to try to change the world.

When in Rome, do as the Romans do.
- Ancient proverb

Gregory Y. Titelman in *Random House Dictionary of Popular Proverbs and Sayings* credits the proverb to Saint Ambrose (c.340-397). [St. Ambrose] It was advice to Saint Augustine. The Latin and English translation read: Si fueris Romae, Romano vivito more; si

fueris alibi, vivito sicut ibi (“When you are in Rome live in the Roman style; when you are elsewhere live as they live elsewhere”).

Some people want to change the structure of the world. They do not want to buy products from certain countries because the countries do not treat their employees the same as we do in the United States.

We have traveled to a number of countries and seen very different cultures. My wife and I made a visit to an Asian country a few years ago. After visiting with our hosts in the front office, we were invited to tour the plant. It was a dark place with dirt floors and all the labor was performed manually, and not by machines. After visiting several plants of different types, I asked my wife why the working conditions in these plants did not disturb my senses more. Her response showed great wisdom and insight. It was because the people employed at the plants have it much better than those outside. It may not have matched plants at home, but it was a positive contribution to their society.

Another circumstance occurred at a large industrial plant in Latin America. The work conditions did not match U.S. Occupational Safety and Health Standards (OSHA) in many areas. The biggest concern that I had was for the eight and nine year old kids that were working at various chores in the plant. Although they were not abused and were treated kindly, this was disconcerting. I asked my client about the children. He was very matter of fact. We give them hope. If they were not there, he said, then they would be on the streets as beggars. Here, they were protected and were receiving a semblance of education. Again, I could not argue with the circumstances.

A final example may be enlightening. Certain large companies regularly hire professionals to perform work on long-term contracts overseas. In one circumstance, professionals were rotated in and out of a Middle Eastern company on a five-week basis. One group of professionals was from a highly developed western country. Their associates were from an underdeveloped Asian country. Although each group of professionals did identical work for identical time periods, the group from Asia was paid about one-quarter of the

salary that their western counterparts received. Is there an ethical dilemma here? There is not. No one was forced to work at this location, or travel to get there. Each individual agreed to work for the wages that they were paid. Each person was paid an equivalent wage better than what that professional could make performing the same work in his country. Although, for those from the Asian country, it was much less than we are accustomed to, it was still a fair wage.

So what is our responsibility? If we do not trade with these countries, then conditions there become even worse. We cannot change all the conditions at once. However, we can share our experience and value system and help them to begin the process of enhancing the conditions of their people. The most effective manner of instituting change is not by punishment or preaching, but by showing a consistent example of a better way to do things.

Review _____

Ethics is the philosophical study of morality. It has its roots in right versus wrong. The Ten Commandments are the basis of Western and Middle Eastern ethics. The Golden Rule illustrates the behavior in practice with others. Ethics can be taught in the context of philosophy and religion. Professions that deal with people are perceived as more ethical than those that deal with money. In the process of dealing with people there will be ethical challenges. When there is conflict go with the principle of the higher good.

Application _____

What is the difference in ethics and character?

Write a personal code of ethics. It should be approximately one paragraph. Short and succinct will keep you focused.

Describe a circumstance, beside the one in the chapter, that does not appear to be ethical, but it is not illegal.

Discuss some pros and cons of whistle blowing.

What is a positive ethical contribution that a professional can make when in another culture? It cannot have a negative impact on anyone in the society.

In some countries, contributions are a standard practice. Should you pay a percentage of a contract that is awarded? Why?

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