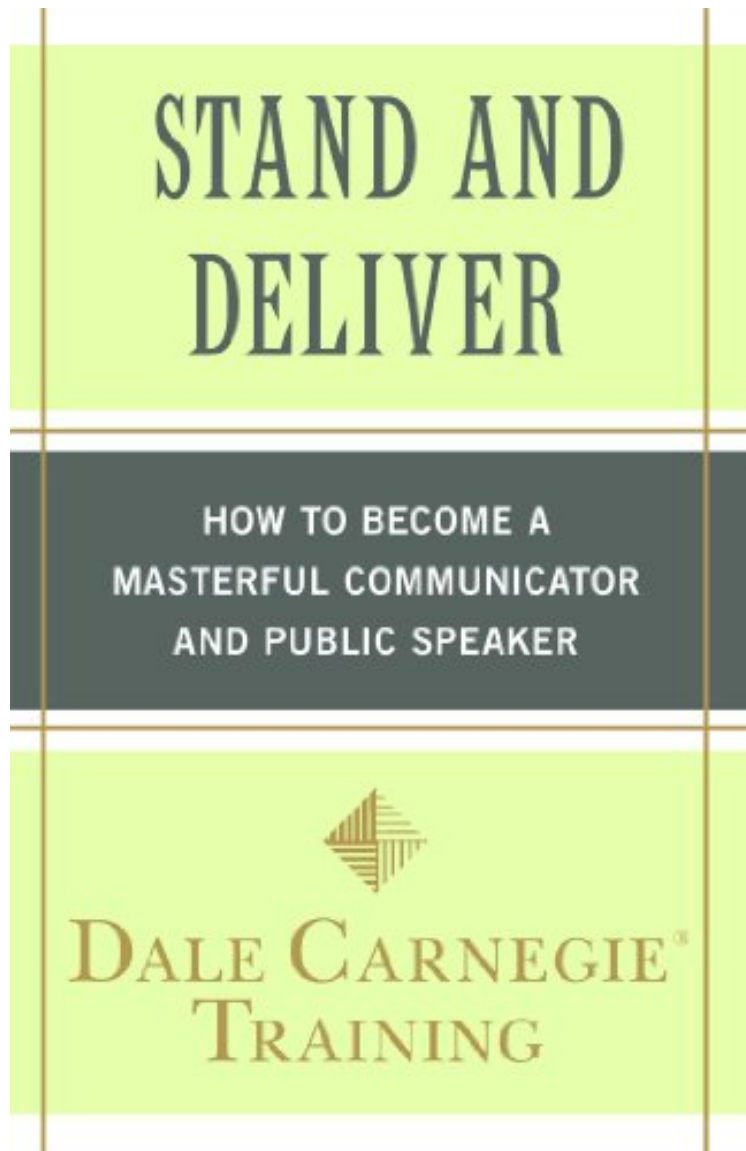


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From the esteemed author of the international bestseller *How to Win Friends and Influence People* comes a book to help you become the great communicator that you've always wanted to be! We all know a great public speaker when we see one. He or she seems to possess qualities—confidence, charisma, eloquence, learning—that the rest of us lack. But the ability to speak well in front of others is a skill, not a gift. That means anyone can learn how to do it with the right guidance. *Stand and Deliver* gives you everything you need to know to become a poised, polished, and masterful communicator. It reveals the techniques that have worked for countless great speakers throughout history. In this book you will learn how to prepare properly for a presentation, develop and project your own unique style, overcome stage fright, and win any audience in one minute. Packed with tips, strategies, and real-life examples, including case studies of some of the world's great orators, *Stand and Deliver* is the definitive guidebook for public speaking. The essential techniques that you learn from this book will benefit you for years to come.

About the Author Dale Carnegie was born in 1888 in Missouri. He wrote his now-renowned book *How to Win Friends and Influence People* in 1936. This milestone cemented the rapid spread of his core values across the United States. During the 1950s, the foundations of Dale Carnegie Training, as it exists today began to take form. Dale Carnegie himself passed away soon after in 1955, leaving his legacy and set of core principles to be disseminated for decades to come. Today, the Dale Carnegie Training programs are available in more than 30 languages throughout the entire United States and in more than 85 countries. Dale Carnegie includes as its clients 400 of the Fortune 500 companies. Approximately 7 million people have experienced Dale Carnegie Training. Excerpt. copy; Reprinted by permission. All rights reserved. Chapter 1 Keys to High Impact Delivery The Dale Carnegie organization is the world's leading resource for public speaking mastery, and this has been true for almost a century. Just as certainly, the Nightingale-Conant Corporation is the world leader in audio learning technology. Now, Dale Carnegie and Nightingale-Conant are proud to bring you this definitive book on speaking in public. So whether you're just starting out, or if you already have extensive experience with oral presentations, *Stand and Deliver* will take you to the next level of mastery. Literally since the dawn of civilization, speaking well in front of others has been an ongoing human challenge. This was especially true for the classical civilizations of Greece and Rome, but public speaking ability was also highly esteemed in biblical times, and by Native American tribes, and by the cultures of India and China. Fascinating as it might be, however, our purpose here is not a history lesson. So right at the outset, we're going to introduce three key tools for creating a high impact presentation. These are timeless principles upon which all great speakers have relied—though each has done so in his or her own way. By blending your unique identity with the universal principles we're about to discuss, you can transform yourself into an effective public speaker almost instantly. So please read carefully. What you're about to learn will have a dramatic effect not only on how you communicate to others, but on how you see yourself as well. Human beings are talking beings. We start talking when we wake up in the morning and we keep at it until we go to sleep—and some people don't even stop then. Good conversation is one of the great joys of human commerce. Good conversation should be like the game of tennis, in which the ball is struck back and forth, with each player participating equally. Bored people are like golfers who just keep hitting their own ball, over and over and over. Good conversationalists make good speakers. They're sensitive to the presence of others. Their antennae are forever alert, picking up signals from their audience and responding to those signals in the presentation. Good speakers achieve a marvelous give-and-take with listeners, just as good conversationalists do in a social setting. More specifically, both speakers and conversationalists recognize that people desire recognition more than any other factor. They frequently ask questions such as "Do you agree with that?" Then they'll pause and read the response that's forthcoming. It might be silence, rapt attention, nods, laughter, or concern. If listeners are bored, they will always find ways of showing that, despite their polite efforts to hide their feelings. If they're interested, they'll show that too. As speakers, we have a duty to be interesting or we shouldn't stand before an audience in the first place. Creating interest is the task of the speaker, whether you're the manager of the sales force in a car dealership, an insurance agency, a real estate office, or a large international organization. When interest leaves, the sell goes out of our message. Our responsibility is not only to create a speech that will lead an audience to a believable conclusion. We must also make the building blocks of that conclusion as fascinating as we can. In this way we can hold the attention of our audience until we get to that all-important final point. In addition, if we can develop techniques that make our audience feel that we are conversing with them, we will convey that we care what they are thinking, and that will create the emotional climate for them to accept us as favorably as possible. Along with understanding the similarities between speaking in conversation and speaking in public, you should also understand certain important differences. You need to master certain key skills that create the illusion that your presentation is as personal as a one-on-one conversation—but that illusion is only possible when you've professionalized yourself as a speaker. David Letterman has the ability

to speak with virtually anybody while 10 million viewers are looking in. Yet he's able to make this seem as casual as a break at the office watercooler. Now, you may not think of David Letterman as a great public speaker, but he draws on the same principles that virtually every accomplished speaker has used since ancient times. What are these principles? The first is actually quite obvious, and maybe that's why so many speakers seem to forget it. It can be stated in a single, short sentence: know what you're talking about. Learn the material so well that you own it. Don't just have some expertise in your topic—master it. Be able to fill every second of your presentation with solid content. Once you're able to do that, 90 percent of your work will be done before you even get up in front of the audience. To make this point, Dale Carnegie liked to invoke the example of Luther Burbank, a great scientist by any measure and probably the greatest botanist of all time. Burbank once said, "I have often produced a million plants in order to find one or two really good ones—and then I destroyed all the inferior specimens." A presentation ought to be prepared in that same lavish and discriminating spirit. Assemble a hundred thoughts and discard ninety—or even ninety-nine. Collect more material, more information, than there is any possibility of employing. Gather it for the additional confidence it will give you, and for the sureness of touch. Gather it for the effect it will have on your mind and heart and whole manner of speaking. This is a basic factor in preparation. Yet speakers constantly ignore it. Mr. Carnegie actually believed that speakers should know forty times more about their topic than they share in a presentation! Knowing one topic supremely well is obviously much more practical than trying to master a larger number. Professional salespeople, marketing experts, and leaders in the advertising profession know the importance of selling one thing at a time. Only catalogs can successfully handle a multitude of items. In a five-minute speech or even a long speech, it's important to have a single theme, and like a good salesperson, you pose the problem and then give your solution. At the end, the problem is restated and the solution quickly summarized. Your opening statement should be an attention getter. For example, you might say, "Scientists all over the world are agreed that the world's oceans are dying." A sobering thought indeed. It captures immediate interest, and everyone is thinking, "Why, that would presage the end of the world. What are we doing about it?" By invoking an internationally recognized authority as your reference—someone such as the late Jacques Cousteau, for instance—you provide supporting evidence that your opening remark is true, then you outline the possible ways that the disaster might be averted. At the end, you might say, "Yes, the oceans of the world are dying today, but if we can marshal the combined efforts of the world's peoples, if we can influence every maritime country to pass laws governing the pollution of the seas by oil tankers . . ." So you end on a note of hope and at the same time enlist the sympathy of every one of your listeners in your cause. Not all talks are about social problems, of course. You might be talking about a recent fishing trip, in which case you find something of special interest in the story and open with that. You might say, "Ounce for ounce, the rainbow trout is one of the gamest fish on earth." It's a much better attention getter and interest stimulator than saying, "I want to tell you about my recent fishing trip." After a few words about the fish you were after, you can work in the rest. "Two weeks ago, John Cooper and I decided to try our luck on the White River near Carter, Arkansas. It's one of the most naturally beautiful spots in the country . . ." Stay with the trip and that rainbow trout, the hero of your story, and how good it tasted cooked over an open fire on the bank of the river. Then at the close, to more closely link your listeners to the subject, you might say, "If you've never been trout fishing, let me recommend it as one of the world's best ways to forget your problems, clear your brain, and gain a new perspective. And when you hook a rainbow trout, you're in for one of the greatest thrills of a lifetime." Watch your personal pronouns. Keep yourself out of your conversation as much as possible. In the fishing story, talk about the fish, the beautiful scenery, your companions, other people you met, a humorous incident or two perhaps, but don't keep saying, "I did this" and "I did that." The purpose of the speech is not to talk about you but rather the subject matter. An old saying is that small minds talk about things, average minds talk about people, and great minds talk about ideas. What you're selling is almost always an idea, even if it's painting the house. The idea is the good appearance or the protection of the house. The fishing-trip story is about the idea of getting away and going after exciting game fish. One idea, well developed, is the key. A beautiful painting is put together by a thousand brushstrokes, each stroke making a contribution to the ma...