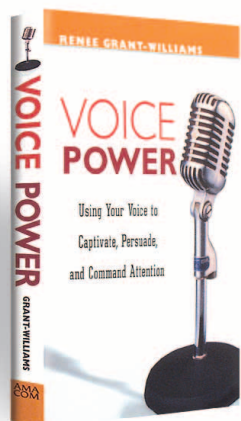


SOUNDVIEW Executive Book Summaries®

FILE: SUCCESS/CAREER
TECHNIQUES

By Renee Grant-Williams

Using Your Voice to Captivate, Persuade, and Command Attention

VOICE POWER

THE SUMMARY IN BRIEF

While everyone has a voice, not every voice is one that gets attention — a personal weakness often overlooked. The concept of “dressing for success” — creating the right appearance — is second nature by now. However, most people are unaware that their voices account for one-third of the total impression they make on others (the other factors are appearance and message).

Throughout your working life, you will be constantly using your voice — either to your advantage or disadvantage.

In this summary, Renee Grant-Williams, who has worked with U.S. senators, business executives and sales professionals, as well as numerous pop recording stars, shares her techniques for improving the quality of your voice. These techniques will help you train your voice to maximize your effectiveness in any form of speaking — speeches, sales presentations, and even telephone and voice mail messages. You can learn to improve the tone and resonance of your own voice to make your presentations more dynamic and powerful — and successful.

Your voice is one of your most important assets. Make sure your voice is one that people want to listen to — a voice that commands respect and gets attention.

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What You'll Learn In This Summary

- ✓ **Learning to Breathe — Correctly.** Paying attention to how you're breathing is the first step to improving your voice's impact on others. It's simple but not always easy.
- ✓ **Full Body Support.** Proper posture is essential for building a rich healthy voice to project confidence and assurance.
- ✓ **Voice Delivery Techniques.** Learn how professional singers and actors mold their words for the most impact.
- ✓ **Writing and Delivering Your Speech.** Gain practical advice for writing, rehearsing and delivering your next speech — whether it's to one person or to an audience of 100.

VOICE POWER

by Renee Grant-Williams

— THE COMPLETE SUMMARY

HOW TO MAKE THE MOST OF YOUR NATURAL VOICE

The First Step: Learning to Breathe

The path to a rich, full and commanding voice begins with the most basic of skills: breathing. This article examines the mechanics of our breathing, and the major impact of breathing on the quality of our voice.

The Goal: Passive Breathing

Athletes and opera singers have used various breathing techniques to get the most out of their performances. These techniques have had many names over the years — reverse breathing or breath play, for example — but common to all of them is a natural, unlabored or passive breathing. This naturalness or passiveness is what you are trying to achieve.

Producing a Tone

With each intake of breath, the diaphragm, the large, thin muscle that rests beneath our lungs, relaxes and flattens, creating a vacuum. Air flows into our lungs, thus filling the space.

When we speak, we use the diaphragm to push the air back out of our lungs. It passes over the vocal cords, causing them to vibrate and produce a tone. (Think of whistling through two blades of grass.) All of our speech comes from these tones.

It sounds simple. However, listen to your own breathing and that of others around you — you'll hear shallow breathers, chest-heavers, gaspers, and so forth.

With a full-length mirror, a chair and a tape recorder, you can take a simple test to see what kind of a breather you are.

Standing in front of the mirror, take a deep breath. As you do so, notice what happens to your mouth, shoulders and chest. Do this a few times and then answer the following questions:

1. Did you breathe through your mouth or nose?
2. Where did you “stash” the air you breathed in?
3. Did your chest expand or your shoulders rise?
4. Can you describe how the air got from the outside of your body to the inside?

Some voice instructors will tell you to breathe only

through your nose or only through your mouth, but the important thing is to do what is most comfortable or natural for you.

The second question — where did you stash the air you breathed in — is key.

Most often, people find that they breathe into their chests so that their shoulders get filled up. But remember the diaphragm — that's below the lungs (and therefore below the shoulders and chest!). If you saw your midsection expand as you inhaled, good; but you need to bring that breath even lower. Aim for right below your waist. Find your belly button and then walk two fingers down from there. That's where your air needs to go for the most passive breathing.

The bottom line: Don't gasp, draw, suck or pull the air into your body. Just relax, open your mouth and let the air fall in.

The Benefits of Passive Breathing

Passive breathing gives you a richer, fuller voice. Breathing into the lower body allows the vocal cords to relax. Shallow breathing, on the other hand, makes you sound breathy and weak and adds to tension around the neck. Concentrating in the throat, shallow breathing also cuts off resonance and makes your pitch rise. ■

To learn about the health benefits of passive breathing, go to:
<http://my.summary.com>

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Use Your Entire Body To Support Your Voice

Speaking involves an interrelated group of muscles. Taken collectively, the system of muscles that help create the voice is called *support*.

Resonance is the way the sound vibrates in the body.

Support and resonance work together. Energy is needed to create tone, but the trick is finding the right source of energy that does not compromise the resonance.

Most people use their throats to create sound, but this damages the body's resonance. Instead of relying on the throat alone, you need to draw the energy for sound from your entire body. This is called *full body support*.

Below is a step-by-step method to help you develop full body support for your voice.

The Buzz on Full Body Support

- 1. Locate with your fist again the spot two fingers below your navel where you take the air you breathe in.** Exhale and relax the lower abdominals to let the air out. At the same time relax your jaw and open up your throat to let in a new supply of air.
- 2. Press in with your fist, contracting the lower abdominal muscles around the air while making a short buzzing sound.** The buzzing sound should start in your lower abdominals, not your throat. Stay relaxed above the waist.
- 3. To stop the buzzing sound, relax your abdominal muscles, open your jaw and throat and let a new puff of air fall back in.**
- 4. Ideally your chest should be relaxed (as well as your throat and jaw) and your hips should be tucked under you, as if you were lifting something heavy.** In a sense you are lifting something — your voice.

The point of this exercise is to illustrate the concept of supporting your voice with good posture and to keep the jaw and throat area relaxed.

Focus on the Midsection

After you've mastered the buzzing "Z" sound, do this exercise with some other sounds. The idea is to keep your energy centered in the middle of your body.

Balance on the balls of your feet and press into the floor with your legs and lower body. Try the EEE sound in this posture. Try NN, AH, MM. If your voice begins to sound thin, it's because you're putting too much pressure on your jaw. Focus your strength into the center of your body, into the legs and feet.

Try also the OH and VV sounds. If you are dropping back correctly on your hips and keeping your chest loose, your legs and lower body will almost automatically compensate by tightening underneath you.

Rate Your Voice Power

Score yourself on the following six statements to rate your voice power:

- 1. Others let you finish talking without interrupting.** Always (4) Usually (3) Sometimes (2) Seldom (1) Never (0)
- 2. You speak without being asked to repeat yourself.** Always (4) Usually (3) Sometimes (2) Seldom (1) Never (0)
- 3. People seem to remember what you say.** Always (4) Usually (3) Sometimes (2) Seldom (1) Never (0)
- 4. Others are quick to act on your suggestions and commands.** Always (4) Usually (3) Sometimes (2) Seldom (1) Never (0)
- 5. You find it easy to change people's minds.** Always (4) Usually (3) Sometimes (2) Seldom (1) Never (0)
- 6. At the end of the day your voice still sounds fresh.** Always (4) Usually (3) Sometimes (2) Seldom (1) Never (0)

How Did You Do?

If you scored:

20-24 — Have you considered running for office?

15-19 — Your voice is clearly an asset.

10-14 — There is hope, but the competition isn't worried.

5-9 — Ever wonder whether you're invisible?

0-4 — Good luck! You're going to need it.

Keep Your Head Forward

Try this exercise: From a normal position, whistle. Then, tilt your head back to look at the ceiling and whistle again. This time the sound loses resonance. While most people don't stare at the ceiling when they're giving a speech, it is a reminder to not "lead with the chin." Rather, arch your entire head slightly forward so that the sound can resonate freely.

Engage Your Mind

Once you're comfortable with these breathing support and resonance exercises, it's time to get your mind engaged as well. Visualize ahead of time how you want your voice to sound and then use these techniques to create it. This gives you a pallet of voices to use in different situations.

Once you have mastered these techniques you can manipulate your voice to give it either a rich tone, or one that is mellow and soothing, or a tone that is commanding and precise. When you control your voice, you are better able to keep people focused on what you are saying. ■

To learn how Elvis Presley's lip curl enriched his voice, go to:
<http://my.summary.com>

VOICE DELIVERY TECHNIQUES

How to Create Drama, Command Attention And Make an Impact

In the first part of this summary, you learned the secrets of breathing, resonance and support to make your voice an asset, rather than a liability. Depending on what you are trying to achieve, your voice can be rich and full, mellow and soothing, warm and sincere, clear and precise, commanding, and in control.

In this section, you will learn about delivery techniques that will further increase the power of your voice. You will learn how to use consonants, pauses, volume, tone, speed and pitch to your advantage.

Consonants

Just as a singer holds our attention by the way he or she holds onto and drags out the sound of consonants, we can make consonants work for us when we speak. Consonants highlight the emotion of our message.

Here's how: Rather than simply speak louder when we want to emphasize something, we should lengthen the consonant sound at the beginning of the word we want to emphasize. Just think of Tony the Tiger telling us how

“great” Frosted Flakes are and you get the picture. The long R creates suspense, making us want to know more. Or think of Sinatra's “Start sprrr—eading the news...”

In speaking we do not pronounce every syllable. In fact, we unconsciously tend to “speed listen” and skip to only the important words or sounds. As with reading, we gauge where we think the sentence is heading and mentally fill in the blanks.

Therefore, as speakers, we need to decide which are the important words we want to stand out for our listeners. Those are the words we need to elongate. You can double your impact by emphasizing the consonants at both the beginnings and ends of the high-value words. Want to drive home that “Sales must be up next quarter”? Try saying it, “Sales mmm-u-sssttt be up next quarter.”

Rhythm

Speech, like music, has a natural cadence or rhythm. Look at the word “me.” At first glance you might think it only has one syllable. But it has two distinct sounds — M and E. The problem is you can only emphasize one sound within each beat. The way we naturally speak, we place the emphasis on the vowel — the E. This means that the M goes before the beat. But to highlight the consonant M (that is to emphasize the word “me”) means that you have to give up something to keep the beat. The preposition “to” gets shortened, and we say, “This is important t'MMM-ee.”

Pauses

Like the elongated consonant sound, you can also create power pauses to build suspense and grab attention. The key is in placement of such pauses. Use pauses when you want to give your listener(s) time to think — particularly when what you are about to say is unexpected, unusual or possibly shocking. Pausing before a word gets listeners ready for something unexpected; pausing after a certain word gives them time to let the new idea sink in. Such pauses can also be used to express powerful emotions.

Think of Henny Youngman's delivery of his famous line, “Take my wife // please.” Without the well-placed pause it has a totally different meaning. Likewise, think of speech without any spaces as “the fine print,” such as the taglines you hear at the end of most car commercials, “Pricedoesnotincludedealerprepchargestaxes...”

Variations on a Theme: Volume, Tone and Speed

The goal in speaking is to get people to listen, keep them listening, and eventually get them motivated to take

Rx for a Healthy Voice

Once you've learned what your voice can do for you, find out what you can do for your voice — to keep it healthy:

Get plenty of rest. Think of the four R's of a good night's rest—revive, recover, replenish and relax.

Drink plenty of water. The tissues of the throat and its mucous membranes need adequate moisture to stay resilient and flexible. By drinking enough water the cells in your mouth and throat can flush out impurities. We need two-and-a-half quarts of water a day, some of which we get from food. Ideally, we should be drinking eight glasses a day, more if we have a cold or fever.

Use a humidifier. It is essential that you keep the water fresh — clean and disinfect it once a week.

Watch what you eat. Be aware that some foods and beverages (i.e., caffeine and alcohol) can dehydrate you. Also, alcohol and sugar can give you unpredictable changes in your energy levels throughout the day. Greasy and fatty foods can cause gastroesophageal reflux disease (GERD) or heartburn. This backup of stomach acids into the throat can literally burn the sensitive membranes of the throat.

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Delivery Techniques: How to Create Drama, Command Attention and Make an Impact

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action. To make your speech as compelling, dynamic and meaningful as possible, learn to adjust your volume, pitch and rhythm to create your own style.

Volume. First of all, maybe your volume is too low. If an audience has to struggle to hear you, eventually they will give up trying. Tape yourself speaking to gauge if you need to speak louder. There are times when varying the volume can be used. Dropping your voice commands attention almost as much as if you suddenly began to shout. Beware, though, that shouting's effect wears off quickly. Be careful, also, not to let your sentences drop off into a silent abyss as they near their conclusion.

Tone. The choice of tone affects how what we say influences others. Warm tones are calming; use this tone to diffuse tense situations. Even when you are tense use the passive breathing techniques outlined here to avoid shallow breathing. Your listeners will be able to read your body language, and passive breathing techniques will help you remain calm and centered.

Speed. By varying the speed (or tempo) of your speaking, you can apply a conflict-resolution structure to your voice's rhythmic pattern. Use different tempos for different situations. For your major points, slow down — by using silent pauses and long consonants. This allows your main points to resonate with your audience. To set your audience up for a major point, speed up your introduction.

Become familiar with your natural speaking pattern. Don't overuse one pace or pattern, because listeners will become bored and can tune out. Vary the length of your phrases. In most cases, you want to avoid a strict monotone voice.

Pitch

Pitch is defined as “the difference in the relative vibration frequency of the human voice that contributes to the total meaning of speech” (with thanks to Webster's

Avoid the Valley Girl Syndrome

Beware of the Valley Girl Syndrome. This occurs when you lift your pitch at the end of every sentence, like you know?

Also, be careful when you need to drop your voice a pitch. That can signal the most irritating of all human sounds — the whine. The dissonant arrangement of notes that are never resolved is what makes whining so annoying.

The Sound of Silence

English is not the primary language spoken by most of the business world. When you are speaking to others who do not know your language as well, use of silence can help. These pauses give listeners time to translate, so be sure to place appropriate pauses before and after the most important information. Don't hurry. Avoid flowery language. Make sure to get confirmation from your listener that they understand.

In some cultures, people find silence uncomfortable. As a reaction, people tend to fill in any silent pauses with chatter or a string of annoying “ums.” Especially in negotiating sessions, silence can be a powerful tool. In Asia, use of silence has long been recognized as an effective tactic at the negotiating table. During your next conversation, try waiting a few beats after the other person has stopped talking before responding. This will convey the impression that you're thinking carefully to what they've been saying. Not only is that a complement to the other person (their ideas are so deep and insightful), but it also buys you some time to gather your response.

Conversely, have you ever seen a movie where a powerful person is portrayed as being “chatty?” If you want to be taken seriously, stop and count to three before giving a response. Use silence as a way to help you gain control in a conversation.

Dictionary). A voice like Lauren Bacall's or Kathleen Turner's, low and rich, gives the impression of authority. A higher pitched voice, in contrast, implies youth and inexperience. When you need to convey wisdom and authority, lower your pitch — but stay within your own natural limits. You don't want to sound phony. Using the technique of support will keep your body resonant. Especially when lowering pitch it's important to keep your jaw loose. Raising your pitch can help highlight certain words when you need to convey energy and enthusiasm.

Getting an Edge

You can use all of the techniques discussed above to make your voice more distinctive to your listeners. In today's media-saturated world, people are inundated with more messages (visual, auditory and tactile) than they can absorb. Creative use of tone, pitch, pauses and elongated consonants can give you an edge in getting people's attention. ■

For more on elongated consonants, go to:
<http://my.summary.com>

APPLICATIONS OF VOICE POWER

Preparing Speeches That Make People Listen

No one enjoys giving a speech. In fact, it's the top-rated phobia in America. Fear of giving a speech ranks higher than fear of dying in some studies. In this section, we will examine the process of writing and giving a speech, using the voice techniques already described. The steps are:

- **Writing the speech — phrasing decisions and constructing a phrasing schematic**
- **Developing your own physical presence**
- **Neutralizing stage fright**
- **Rehearsing**

Writing Your Speech

As you write your speech, keep in mind what kind of pace you want to use when delivering it. In general, long sentences slow down your pace while short ones pick up the tempo. A slow increase in pitch, volume and tempo gives you forward energy. When well constructed, this pattern can help make your point more compelling as you build to your conclusion. Or you can start out with normal-length sentences, and then make them shorter and punchier as you come to your conclusion.

The Schematic

To help remind you of the pacing and tempo you want to use, incorporate marks to indicate phrase breaks and accents into your text. Even if you don't plan to read from the pages while delivering the speech, it will help during your rehearsals. Be sure to double space.

First, read your entire speech aloud to find out which information you'll need to highlight. These are the words you'll want to emphasize with long consonants, or changes in volume, pitch or tone. Experiment out loud until you feel comfortable that your delivery method matches the intensity you want the information to convey.

One system of phrase notation is to use double forward slashes // to indicate a pause, CAPITALIZATION to indicate a rising in pitch or volume and **boldface** to indicate a long consonant. Read the following quotes using the schematic:

“Work is the meat // in the hamburger of life.”

“Work is the MEAT // in the hamburger of life.”

“WORK // is the meat // in the hamburger of life.”

As the composer of your speech, you decide how to emphasize which words. Take your time when building your speech's schematic. It can be a powerful way to give your listeners new ways to think about your ideas as well as direct them to the points that are most important to

you. This exercise will also help you learn your speech.

Personal Presence

Before you utter the first word of your speech, your audience has already started making up its mind about you. Your first impression on them is visual. How you carry yourself sets the tone. To create a powerful impression, here are some suggestions on how to carry yourself:

- **Balance on the balls of your feet**
- **Tuck under slightly for support**
- **Keep your shoulders down**
- **Arch up with the back of your neck**
- **Keep your chin down**
- **Look up from below**

It's no coincidence that these same positions for creating a powerful presence are the same ones used for building support and resonance.

Rehearsals and Neutralizing Stage Fright

Having several run-throughs of your speech can help ease any nagging fears. One suggestion is to think of all the mistakes you could make when delivering your speech — then act them out. Practice giving the worst speech of your life. Some people find it's actually quite difficult to make mistakes. In any case, practice, while perhaps not making perfect, can at least relax you. If possible, videotape yourself giving a rehearsal. Then review, several times, paying attention to visual and verbal gestures and stances. Don't clasp your hands behind your back (this throws your body out of alignment); you

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Show Time!

As you step up to the podium, you will not be relaxed — but you must appear relaxed. Let passive breathing keep anxiety from taking over your voice. Take 10 low relaxed breaths to center yourself.

Once you've relaxed, you can begin your speech. Be sure to avoid a tone of voice that alienates your audience by talking at them instead of to them. Use a conversational style of speaking. Speak as if you were talking intimately into the ear of one person. During the speech, focus on individuals, talking directly to that person.

Remember the techniques you've learned, such as pacing, variety, timing, consonants and moments of silence. But don't focus so much on technique that you forget why you're speaking and what you're saying. You want to be polished, but not mechanical.

Preparing Speeches that Make People Listen

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can't use support in this position. Keep your arms and shoulders loose and free.

Some practical tips for preparing for the day of the speech:

- **Avoid caffeine (it dries out the throat).**
- **Eat something light at least two hours before the speech — but skip dairy products (they are mucus-producing and will make you sound as if you need to clear your throat).**
- **Drink plenty of water.**
- **Visualize yourself making the speech.**
- **Practice voice warm-up techniques. ■**

When Your Speech Is a Sales Call

Even if your job title doesn't include the word sales, all business comes down to selling yourself and your ideas. You're trying to motivate others to follow your actions or recommendations. Just as you prepare to give a speech, use these same voice preparation techniques when planning for a one-on-one or group meeting. If the business speech is your solo, consider the sales call your duet. The only catch is that you're not exactly sure of the words or music. For this reason, sales calls are much more volatile and improvisational. You're not the only one in control.

But there are tools you can use. Just as you learn as much as you can about your client before the meeting, you can go through the voice preparation, resonance and full body support techniques. Your voice is the most powerful tool you have to project confidence and assurance.

Establishing the Relationship

If people like the sound of your voice they will want to listen to you. Creating resonance in your voice helps you establish a good relationship with your client.

Once you've researched your client's issues and needs, write these out in schematic form, using the money-word consonants and power pauses to bring attention to what you want your client to remember the most. Tape record yourself to make sure you've covered everything.

A Friendly Opening

The opening is crucial in any sales call, particularly the cold call. People make up their minds within the first three notes, or beats, of your message. Your objective at this stage is to create a friendly atmosphere, using an upbeat tone. Listen to the tempo of the client's

How to Use Voice Mail Effectively

Voice mail is a fact of life in business today. You can use the voice techniques discussed here to make your voice mail messages really count.

Preparation is the key. When the call is an important one, try these six steps to make sure you leave a voice message that will get you the results you want:

- 1. Write down what you want to accomplish with this call or message — what is it you want to see accomplished, changed, put into action or concluded by this message.**
- 2. Have the information you'll need during the call or message (notes from your last meeting, product information, etc.).**
- 3. Organize your message into a sequence of topics in order of importance.** With different voice mail systems, you have different amounts of time to leave your message.
- 4. Ask for a specific action.** Be clear by using voice color, consonants and rhythm to highlight your most important issues.
- 5. Be prepared to wait for a response.** You may even need to leave one or more messages. Have notes ready so you remember what you said in the first message. You may even mention that you will try calling them back at a certain day and time.
- 6. Finally, decide when to stop playing phone tag.** You can leave a message that is very direct, suggesting a meeting time and place, or a number for them to call you to confirm that they received your message. Be brief. Nobody likes long voice mail messages.

response. It will tell you what they expect from the encounter. Listen also for the client's pace and style, and respond in kind. This will help you build trust.

Don't let the friendly chatter stage go on too long. Lower your tone to indicate you're getting down to business. Bring out the consonants for clarity and the power pauses for impact. Your client, like most people, will tend to respond in the same tone you are using. Remember to leave time for the client to respond. You should be doing more listening than talking at this stage.

Asking for the Sale

When it's time to ask for the sale, be concise and specific. It may be appropriate to raise your pitch and volume slightly. Some people even move physically closer to the client when asking for the sale. Make sure you don't over-do it, though. If you're moving into some-

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When Your Speech Is a Sales Call

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one's physical space, make sure you lower your volume so you're not invading on two fronts. Once you've asked for the sale, use the power of silence to give the client room — and time — to say “yes.”

Soft sales are more relationship-based. You may have a longstanding history with certain clients, but not every visit or call results in a sale. The focus of your visits or presentations is to give a positive view of your company and its products or services. Naturally, you'll want to make sure your voice is one they look forward to hearing. ■

For tips on making the sound equipment support your voice, go to: <http://my.summary.com>

Using Your Voice on the Job

Whether or not you are in a voice-intensive job, such as radio broadcasting, your way of speaking has a significant impact on how you are perceived and on the opportunities for any advancement. Whatever your profession, good speaking skills are essential; unfortunately, there is not much formal training in this area. This article looks at a few areas where your voice plays a crucial role on the job.

Voice Power for the Rising Executive

Executives need a voice that commands respect and projects authority. Your voice needs to convey the sense of being in control; in difficult situations, it must be able to show dissatisfaction without reflecting anger and be able to calm the emotions of others. It is important to

Voice Skills for the Job Interview

Everyone knows the importance of researching a company they will be interviewing with, developing a clear idea of why they are the right candidate for the position, anticipating likely questions, and preparing appropriate responses.

Don't stop there. Your voice represents a third of the total first impression you will make with the interviewer. Put enthusiasm in your tone that shows you want to learn more about the company, the position and opportunities for advancement. Ask a lot of questions and practice good listening skills.

Silence is indeed golden. Don't offer any unnecessary information.

Consonants can be used to highlight the positive aspects of your qualifications and work history. Pacing is important; you need to communicate personal credibility while bonding with your interviewer.

In Small Groups, Concentrate on Intimacy

When presenting to a group of less than 10, use a technique that professional singers use: concentrate on intimacy. Act as if you were singing/speaking into the ear of one person. Become a part of the group. Use inflection in your voice to allow frequent questions from everyone. This will help you identify the key decision makers within the group. Watch the interactions among the group.

When presenting to more than 10 people at a time, you can't count on conveying intimacy, but rather you need to use more of the techniques for giving a speech: full-body support and a resonant, committed tone. If you need to be seated during such a presentation, you can practice support by sitting forward in your chair, placing yourself in the three o'clock/twelve o'clock quadrant, with one leg in front and the other off to the side (and a little behind you). Press into the floor, balancing with the balls of your feet.

use the same tone when talking with subordinates as with superiors. Strike a balance between sounding condescending while showing concern and sympathy when appropriate. Some people have a distinctive sound or accent to their speech that can work in their favor. Barbara Walters' slight lisp is her unique trademark. Perhaps because of it, she is always careful to speak slowly and clearly.

Managers and executives are also often called upon to motivate employees for less-than-enviable tasks. For anyone who wants to advance in a corporation, such skills are essential. To be a great motivator, your speech needs to not only touch the hearts and minds of others, but also literally stir them to action. Even if you are not motivated yourself, as a business leader, you will need to sound that way. The tone of your voice must be able to convey how anything negative (i.e., working weekends) can be turned into something positive (i.e., meeting new company goals and gaining more market share). Having your pitch rise at the end of your sentences will indicate increasing energy and enthusiasm.

Telephone Etiquette

When your only means of communicating is via the telephone, you have no visual clues to help assess the other person's moods or responses. Use listening skills to help you set the pace of the conversation. Speak clearly and use frequent pauses to invite responses. Visualize the person you are speaking to and project your voice through the mouthpiece. ■