

The Voice of Leadership

A practical guide to developing
a speaking style that gets results

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Chapter 1

For would-be leaders

The late John Denver wrote a song called Follow Me, in which he sang,

*Follow me where I go, what I do, who I know,
Make it a part of you to be a part of me.*

It could have been an anthem for leadership. And yet, leaders seldom say Follow Me. They lead by example, and by the power of their words. Their words reach into the hearts of their hearers and make them want to make a change, be someone better, do something great.

Winston Churchill said, *"The difference between leadership and mere management is communication."* Indeed, good communication lies at the heart of leadership, and it's a two-way process: it enhances leadership, and it also helps to develop the leader.

And that's good news for all of you who want to be leaders. In simple terms, to be an effective leader, you must have good communication skills. And if you are not yet a leader, but develop good communication skills, you have a very good chance of being accepted as a leader.

This e-Book will consider what Leadership is, and the part played by communication skills. It will analyse some speeches by world leaders, past and present, to help you understand what you can do to enhance your own leadership style, through the spoken word. Finally, it will offer you some tips on speech making and improving the way you sound.

So let's start with the words of a recent military leader:

	<p>“We go to liberate, not to conquer. We will not fly our flags in their country. Iraq is steeped in history. It is the site of the Garden of Eden, of the Great Flood and the birthplace of Abraham. Tread lightly there.”</p> <p>Those were the words of Lt. Colonel Tim Collins during the Gulf War in 2003. He was the 42-year old commander of the Royal Irish Rangers, and he gave a stirring speech to his troops just hours before the battle to liberate Kuwait.</p> <p>There were two dramatic results. First, the Royal Irish Rangers were inspired to fight with valour and distinction. Second, Tim Collins became an internationally acclaimed hero and celebrity.</p> <p>He was immediately promoted to full Colonel and later offered command of the SAS and SBS, a promotion which carried the rank of general.</p> <p>All because of that one speech. His was the voice of leadership.</p> <p>When the British Conservative Party last looked for a leader, the betting favourite was David Davis. David Cameron was running second. Then Davis made a poor speech, and Cameron made a good one. Cameron became leader of the Tories. <u>That’s the power of a good speech.</u></p>
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Chapter 2

What is Leadership?

Good leaders are made not born. If you have the desire and willpower, you can become an effective leader. Good leaders develop through a never-ending process of self-study, education, training, and experience. This guide will help you through that process.

To inspire your people into higher levels of teamwork, there are certain things you must be, know, and, do. These do not come naturally, but are acquired through continual work and study. The best leaders are continually working and studying to improve their leadership skills.

Defining Leadership:

So let's define leadership. Is it being the boss? Is it being a manager? No it's not. Bosses get people to do things because they have to. **Leaders get people to do things because they want to.**

How? By example and the power of speech. A leader must have a clear message, deliver it in plain language, and make sure it is understood and acted upon.

Bass's theory of leadership says there are three basic ways to explain how people become leaders. These theories are:

1. Some personality traits may lead people naturally into leadership roles. You'd say they were 'born leaders'. This is the **Trait Theory**.
2. A crisis or important event may cause a person to rise to the occasion, which brings out extraordinary leadership qualities in an ordinary person. This is the **Great Events Theory**.
3. People can choose to become leaders. People

	<p>can learn leadership skills. This is the Transformational Leadership Theory. It is the most widely accepted theory today.</p> <p>Of course, there are leaders in our day to day lives, when there is no crisis or great event. Politicians and company directors, for example. Such leaders make decisions, provide guidance on procedures, on the law, on social behaviour, and they formulate policies. I would call them Transactional leaders, because they deal in the everyday transactions of a society.</p> <p>I shall not be concerning myself with them today. Instead I shall focus on Transformational leaders, because they are the people concerned with bringing about change. Theirs is the Voice of Leadership.</p> <p>Leadership can be developed, but it is not simply a technique that you can acquire, like learning to play the piano. It's about who you are, what you know and what you do. Who you are means your beliefs and character. It's about the essential you. Can you inspire trust and respect? I don't think you can fake it. Anyone can bluff their way to admiration, but integrity has to be real.</p> <p>You need to understand what leadership is, and how it affects those who are led. You need to recognise that the most important tool in a leader's pack is the right communication skill.</p> <p>You need to understand the two-way process of that communication – how to reach your listeners, how they hear and react to you, how to meet and even exceed their expectations. You need to deliver your message through an open door, not try to push it through a brick wall, and that means knowing how to persuade.</p> <p>You can be taught that process. You can be helped to gain the understanding it requires. And you need to discover the message that you were born to impart.</p>
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JFK	<p>Leadership is not just about fancy speeches and attractive soundbites. But consider the power in the thoughts expressed in some of the well-known quotations from leaders in our time.</p> <p>You all know the story of Kennedy's speech in Berlin, don't you? Remember how he declared, "Ich bin ein Berliner!" The Germans cheered him when he said:</p> <p>"I know of no town, no city, that has been besieged for 18 years that still lives with the vitality and the force, and the hope and the determination of the city of West Berlin.</p> <p>Freedom is indivisible, and when one man is enslaved, all are not free. All free men, wherever they may live, are citizens of Berlin and, therefore, as a free man, I take pride in the words "Ich bin ein Berliner."</p> <p>That speech had a message that was specific to the people of Berlin. He was saying to them "I understand your situation, I am on your side, and together we can change things." It was inclusive.</p> <p>We all remember his words when he was inaugurated – <u>Ask not what your country can do for you, ask what you can do for your country.</u> It's a powerful sentiment, framed in the classic structure of not-this-but-that.</p> <p>In those two short sentences he not only gave us a quotable quote, but he delivered a powerful message. He urged his fellow citizens to aspire to greater things, to set aside self-interest and unite for a better society. It was a powerful message expressed in a memorable way.</p> <p><u>It was the voice of leadership.</u></p> <p>Let me now go back a generation and consider the impact of an older leader with a more classic style of</p>
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CHURCHILL	<p>oratory. I'm talking about another leader who made mistakes in a foreign language: Winston Churchill. He spoke bad French <i>to the French!</i></p> <p>On one occasion he was talking about his own background, and he used the wrong word to describe it. What he said translated as, <i>"When I look at my backside, I see that it is divided into two parts."</i></p> <p>But when things were looking bleak during the second world war, after the fall of France, and before the Americans joined in, he went on radio and told the nation:</p> <p>"We shall go on to the end, we shall fight in France, we shall fight on the seas and oceans, we shall fight with growing confidence and growing strength in the air, we shall defend our Island, whatever the cost may be, we shall fight on the beaches, we shall fight on the landing grounds, we shall fight in the fields and in the streets, we shall fight in the hills; we shall never surrender."</p> <p>What a stirring message! It's what the nation needed to hear.</p> <p>Remember, this was a 65-year old man who had been in politics most of his life, a man who had made enemies and attracted much derision as he twice changed political parties. He was a man who had been a minister before, but who was never considered right for the top job.</p> <p>Now Britain was at war and things were not going well. Parliament turned to him, and this is what he said in his first speech as Prime Minister:</p> <p>I would say to the House, as I said to those who have joined this government: "I have nothing to offer but blood, toil, tears and sweat."</p>
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	<p>You ask, what is our policy? I can say: <u>It is to wage war</u>, by sea, land and air, with all our might and with all the strength that God can give us. That is our policy.</p> <p>You ask, what is our aim? I can answer in one word: <u>victory</u>, victory at all costs, victory in spite of all terror, victory, however long and hard the road may be; for without victory, there is no survival.</p> <p>What made it the voice of leadership? It was his Vision, the grandeur of his language, the rhetorical devices.</p> <p>A nation in crisis needs someone to tell them there is hope, someone to tell them how to believe in themselves, someone to urge them to fight the oppressor with daring, with dignity, with determination. Churchill did that.</p> <p>His was the voice of leadership.</p>
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Chapter 4

Understanding Leadership

Churchill used a technique called **shared possibilities**. It's an alternative to the Success Game. When we look at life as a competition, all we see is obstacles to overcome. Churchill pointed out the obstacles, then invited the nation to share in the possibilities.

Barack Obama did that too, in his election speeches. When he said, "They said this day would never come", he meant, "All of us here are of one mind – those who are of a different mind, those who opposed us, they are on the outside. But we can work together to reclaim the government of this country."

He was inclusive, and he offered his vision.

Need for Leaders

There are many issues requiring leaders of vision and of principle. In our increasingly selfish and uncaring world, there is an urgent need for leadership – leadership to restore a civilized culture of caring and sharing, especially in these tough times. As more people lose their jobs and their hope, in the darkness of their despair they look for leaders to make it all right.

And in that darkness a leader is like a candle. When the darkness is deep, a single candle can make a difference. If we were to turn off all the lights and light a single candle, we would all be able to see it.

But if we each lit a candle, we would see much better because of the light from one another's candles. There would be a feeling of mutual support throughout the room, a feeling that grows out of the act of providing light for others as well as for ourselves.

And so we all need to be leaders, to act like leaders, to offer solutions and hope. Because then we shall all be like candles in the darkness, and that shared light will show us the way.

Ben Zander	<p style="text-align: center;"><u>Three keys</u></p> <p>The three keys to leadership are</p> <ul style="list-style-type: none">• who you are,• what you know, and• what you do. <p>They will determine whether people will do as you ask or not. Because --</p> <ul style="list-style-type: none">• Who you are is about your belief system and values.• What you know is about the job you do, the skills you have, the strategies you devise.• What you do is about your leadership in action. <p>I gained a great insight into leadership from the celebrated orchestral conductor, Ben Zander.</p> <p>Zander said that one day he had a flash of understanding. He realised that although conductors deal in producing sound, they themselves do not make any sound. He realised that a conductor's power depends on his ability to make others perform well. That insight changed everything for him. He shifted away from "Make music the way I want it to be" to "Make music as well as you can".</p> <p>He said that when he conducts, he is aware that every musician in front of him is listening to two voices: one is how to interpret the music they are playing, but the other is a voice that says, "Do you know how many other people can play this better than you? Here comes that difficult passage that you missed last time. And you're going to miss it again this time!"</p> <p>He says his job as leader is to silence that second voice, so that the players can be the best performers that they can be in delivering what the composer intended. Most of the time, we have an inner voice telling us that it can't be done or that we aren't good enough to do it. He says his</p>
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job is to awaken possibilities.

But Ben Zander encourages his players to say to themselves, "It doesn't matter how well someone else can play, I'm going to play as well as I can possibly play. I understand and accept what the composer wanted, and I can do it."

It's a view I echo in the work I do in self-development. I tell people that not everyone can be the best in the world. But everyone CAN be the best version of themselves.

3 Ms

So what does the Voice of Leadership consist of? In simple terms, it consists of the 3 Ms:

- **Message**
- **Messenger**
- **Method.**

There has to be a **Message**, a clarion call for change. It must resonate with the will of your public, echoing their own needs and wishes. If there is injustice, it must be a call to put that right. If there is a social breakdown, it must be a call for unity and a contribution from all. If there is stagnation, it must be a call for new initiatives. If there is fear and anxiety, it must be a message of hope.

What about the **Messenger**? In every case, the leader must have a vision of something better, the courage to pursue it, the energy and commitment to rouse others to take action. The Message must burst from the heart of the Messenger.

If you are the Messenger, if you are the leader, you must feel compelled to tell people your Message. It must be something that comes from within you, that belongs to you, that drives you to urge others to share with you and take action for change.

The third M stands for **Method**. You may have a compelling Message, you may have all the qualities of a Leader, but you need to develop the skill to get your

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	<p>message across. You need to work on the skills of oratory, and you may need help.</p> <p>You can find a suitable course at www.mindassociates.com.</p>
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**Changing
voice**

However, what he brought to the speech, what belonged

to him alone, was his tone of voice.

Play his **Nomination Acceptance speech** and then his **Victory Speech** and you will immediately hear that the latter was delivered a couple of notes lower. His earlier speeches were pitched higher because he was still looking for approval. Once his victory had been assured, his innate sense of authority gave greater depth to his voice, and lowered its pitch. Confidence does that to our voices.

We all have a 'ceiling note' when we speak, especially when we make a speech. It's the top note we strike and it becomes noticeable as we go on. Because Obama has a wide range, his ceiling note was pitched sufficiently far from his lower register to give him scope for a lot of vocal variety. Yet, he occasionally broke through that ceiling note in thrilling passages of passion.

He changed his voice when he applauded his opponent, Senator McCain. His voice changed again when he honoured his "best friend for the past sixteen years" – the rock of his family, the love of his life, the nation's next First Lady, Michelle Obama.

Confidence without hubris

Barack Obama spoke with a cadence that drove home his important messages. He varied the pace to create the building blocks of his constituency, and above all his voice carried confidence and approachability without hubris.

In his speech at the Alfred E. Smith memorial dinner, addressed by both candidates, Obama was quick witted and lively, perhaps dependent on his written text but able to poke fun at himself and counter John McCain's good-natured barbs. He coped well with the ambush McCain had set for him, telling Obama he had a duty to deliver 'the funniest 15 minutes' in the life of his listeners.

Poor coaching	<p>criticised ... but I don't answer to them. I answer to you." Awkward, jerky finger point, started a fraction late.</p> <p>I think it is fair to assume that John McCain was coached. But it was poorly done. His advisors caused him to come across as someone standing on tip toe, leaning into his audience, anxious to be loved. In fact, he is an honourable man with great personal dignity and a powerful personal story to tell. If he had been encouraged to stay grounded in himself, he would have been hard to resist.</p> <p>Palin comparison</p> <p>Returning now to Sarah Palin, I was impressed against my will. Her command of international matters is limited, and she sounds distinctly unintellectual. She says things like, "Without pre-conditions being met first." In her interviews with CNN's Drew Griffin and also with Katie Couric, she waffled and struggled for important things to say. She spoke of national leaders in "good guy ... bad guy" terms, which seems to be her level of conversation.</p> <p>However, in accepting the nomination for Vice Presidential candidate, she was very good. Speaking at length and not appearing to refer to her notes, she embraced every member of her extended family and campaign team, and she did that well. She had good vocal variety and timing, and her voice carried confidence and authority.</p> <p>I reflected that she could not have become Mayor of her hometown and Governor of her State if she did not have something. Take her out of her depth, on international matters, and she flounders. But on topics within her range she was fluent and easy on the ears.</p> <p>Did she cost McCain?</p> <p>The question that's been asked repeatedly since the election is, did Sarah Palin cost John McCain the White House? My own answer would be No. I believe she attracted some and alienated others, and may even have cost McCain more than she gained.</p>
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	<p>But Barack Obama grew in stature throughout the campaign and out-performed John McCain in all the important ways, especially in the way he sounded.</p> <p>He is a man who came to prominence with a single speech in 2004. He became a Presidential candidate because of his oratory, and he got elected because people liked the way he sounded. Others may have had equally worthwhile messages, but he was the best orator.</p> <p>His was the voice of leadership.</p>
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Chapter 6

The language You Use

Every once in a while I come across a phrase that says exactly what I have in mind, with all the economy and beauty of poetry, and if it comes from someone else, I borrow it -- but acknowledge the source. Just as I was about to start on this chapter, I read one of those phrases, and I'd like to share it with you. It came from **Peggy Noonan**, speechwriter to US Presidents. She said,

"You must be able to say the sentences you write."

So simple, yet so profound. If you remember that sentence every time you sit down to write a speech or presentation, you'll make a big improvement.

Joan Detz is another speechwriter, and she says, "Speeches are meant to be heard, not read. Write for the ear not the eye."

My own advice on the subject goes like this: "The text that's written to be said is different from the text that's written to be read."

In this chapter, therefore, I shall focus on

- **Language**
- **Rhythm**

Language

Let's consider how you can couch your speech in the right kind of language. It must have these characteristics, if it is to work as the vehicle for your thoughts and ideas:

- 1. It must be your own**
- 2. It must be easy to speak**
- 3. It must be easy to understand**

4. It must make mental pictures

5. It must have energy

6. It must contain memorable phrases

7. It must have rhythm

I shall deal with the last item separately, but let's tackle each of the other points as they fall.

1. Make it your own

Your speech must be as close as possible to your normal conversational style, minus the verbal crutches, slang and swearing that might pepper your conversation with mates in the pub. Otherwise it will sound unnatural and you will not be comfortable. Not only that, if you use unexpected vocabulary, your audience will stop listening to you and start thinking about how incongruous it sounds.

2. Make it easy to speak

Think about Peggy Noonan's statement that you must be able to say the sentences you write. Try saying this sentence out loud:

If you are faced with a potentially hostile audience, and if appropriate, ask the person who invited you to indicate the audience's opinion of you and your topic, as well as the names of any especially troublesome participants.

The individual words are not unusual, but the way they are grouped together makes the sentence unwieldy. Also, the meaning is unclear. Is the person who invited you supposed to indicate something, or have you been invited to do the indicating? When there is the possibility of a double meaning, it may cause you to hesitate in your delivery.

Now try these sentences:

A. The accumulation of material evidence is the primary requirement in advance of the promulgation of the conclusions that derived inductively from the initial

revelations.

B. Cost is a large reason for feeling a reluctance to train people despite the increased awareness of the need for training and the agreement in principle that it must be implemented.

Example A is full of cumbersome words that amount to jargon, and there are too many abstract ideas contained in the sentence. It is an outpouring of vocabulary, rather than a piece of communication.

Example B has simpler words but is not much clearer. It is also hard to speak the sentence because it contains several “backtracking” words such as reluctance / despite / need / agreement / must. Each of those words forces you to backtrack and check the position of the parties concerned. It is therefore likely to cause the speaker a hesitation or two, and the listener a few more. That makes it poor communication.

3. Make it easy to understand

Remember, you will be speaking at 150 words a minute, or so, having thought out what you want to say. Your audience will hear your words just once. At 150 words a minute. Every minute. On and on. Until you stop. 20-30 minutes later. In that time, they need to hear, understand and retain what you have said, linking all the bits together and deciding if they agree with your reasoning first, and then with your point of view. It's hard work being an audience! So why not meet them halfway and make it easy to understand what you are driving at?

4, Make mental pictures

Avoid negative phrasing and abstract terms. They do not make pictures in the minds of your listeners.

Close your eyes and do not think of chocolate! What did you think of? Chocolate, of course. There is no picture for “Do not”, so you get the opposite result if you use negative phrasing. Similarly, abstract terms are harder to take in because they cannot easily be visualised.

Consider the difference between these two:

He was always busy, persistently acquiring knowledge and modifying his behaviour according to the mores of each new discipline, and benefiting from them in the process.

and

Like a tireless bumble bee sipping nectar from flower after flower, he soaked up knowledge from every possible source, growing and developing as he did so.

5. Give it energy

Since the purpose of your speech must be to bring about change in the thinking, attitude or behaviour of your listeners, you must be persuasive, and that can only be achieved if you speak with energy. Your choice of words must reflect that energy. You cannot expect to achieve your purpose if your words imply, "Take it or leave it."

Peter Legge is a man who speaks from the platform with considerable energy, and his books are written as he speaks. Writing about Rubin "Hurricane" Carter, who spent 20 years behind bars for murders he didn't commit, Peter writes: "The message I got from Hurricane Carter is that we have an obligation to seize opportunity, even if the rules change ... even if the ladder of success is sometimes up against the wrong wall, obstacles make us stronger. Lost dreams need not be lost forever. Dare to dream, he said. And by daring, win."

That is the language of a true motivational speaker, a man who doesn't depend on fine words or polished grammar, but rather on the propulsion provided by his purpose.

6. Deliver memorable phrases

We live in the age of the sound bite: a 12-second statement that summarises or encapsulates a major statement. Demand for instant news and pressure on TV airtime has forced interviewers and commentators to

seek the sound bite and leave the details to the printed media. This in turn has educated the listening public to expect pithy, memorable phrases that work almost like slogans. Advertising copywriters have recognised this trend, and they create brand awareness through memorable (if sometimes meaningless) slogans.

- **A Mars a day helps you work, rest and play**
- **The tingle tongue taste that's true to the flavour**
- **Go to work on an egg**
- **It's good to talk**
- **Beware of Jeep imitations**

Politicians' speechwriters are strong on memorable catchphrases such as:

- **The pound in your pocket**
- **You've never had it so good**
- **This lady's not for turning**
- **Ask not what your country can do for you. Ask what you can do for your country.**
- **An iron curtain has descended across the continent.**

What makes these phrases work is the fact that they all express an idea in a form that the public can understand. They are not merely clever ways with language. They are clever ideas. Find clever ideas and the phrases will take care of themselves.

7. Rhythm

One of the best known examples of rhythm in a speech is Martin Luther King's "I have a dream" speech. Here's a snatch:

I have a dream that one day this nation will rise up and live out the true meaning of the creed: "We hold these truths to be self-evident, that all men

	<p>are created equal.”</p> <p>I have a dream that one day on the red hills of Georgia the sons of former slaves and the sons of former slave owners will be able to sit down together at the table of brotherhood.</p> <p>I have a dream that even the state of Mississippi, a desert sweltering with the heat of injustice and oppression, will be transformed into an oasis of freedom and justice.</p> <p>I have a dream that one day my four little children will one day live in a nation where they will not be judged by the colour of their skin but by the content of their character.</p> <p>I have a dream today.</p> <p>You can see and hear the rhythm in the structure of contrasts, “colour of their skin ---> content of their character”, and in the soaring and swooping of individual words like “rise up and live out” and “oasis of freedom”.</p>
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Chapter 7

Oratorical devices & Transitions

The same speech by Martin Luther King deploys another effective device: **repetition**. The passage above has “I have a dream”, which is passive, but the speech goes on with this passage in the **active voice**:

Let freedom ring from the snow-capped Rockies of Colorado!

Let freedom ring from the curvaceous peaks of California!

But not only that; let freedom ring from the Stone Mountain of Georgia!

Let freedom ring from Lookout Mountain of Tennessee!

Let freedom ring from every hill and molehill of Mississippi.

From every mountainside, let freedom ring.

As well as repetition and the active voice, there is **alliteration**. Listen for the “k” sound in the first two lines. Notice the **mental pictures** created by the adjectives, “snow-capped” and “curvaceous”, and the use of Mountains as reference points for the states of Tennessee and Georgia.

Note also the reversal in the final sentence. It not only closes off this section of repetition, keeping it down to a manageable size, but leads on to a new section that starts with “When we let freedom ring”. It keeps interest high, whereas a longer list of “Let freedom ring” cries would lose its impact.

In addition, there is a logical progression from the demand, “Let freedom ring” to stating the consequences with, “When we let freedom ring”. It drives home the

point more strongly.

Language rhythm is of considerable importance in speech making. It raises the quality and effectiveness of a speech above the ordinary, making it memorable as well as enjoyable. The rhythm can be obvious, as in the examples above and the first one that follows, but it can also be more subtle, as the second example below demonstrates:

A. From Neil Kinnock, 1983:

If Margaret Thatcher is re-elected Prime Minister, I warn you ... I warn you that if you have a pain ...

When healing and relief depend upon payment ...

I warn you that you will have ignorance ...

When talents are untended and wits are wasted, when learning is a privilege and not a right ...

I warn you that you will borrow less --

When credit, land, mortgages and easy payments are refused to people on your melting income.

If Margaret Thatcher wins --

I warn you not to be ordinary.

I warn you not to be young.

I warn you not to fall ill.

I warn you not to get old.

B. From Gideon Hausner, Jerusalem 1961

When I stand before you, O Judges of Israel, to lead the prosecution of Adolf Eichmann, I do not stand alone. With me here are six million accusers. But they cannot rise to their feet and point their finger at the man in the dock with the cry "*J'accuse!*" on their lips. For they are now only ashes -- ashes piled high on the hills of Auschwitz and the fields of the Treblinka and strewn in the forests of Poland. Their graves are scattered throughout Europe. Their blood cries out but their voices are stilled. Therefore will I be their

spokesman. In their name will I unfold this terrible indictment ...

And here's a snatch from **President Obama's Election Victory speech**. Note how he relates America's progress to the story of one woman who lived through the changes, and how he repeatedly drives home his campaign slogan, *Yes we can* (my italics).

This election had many firsts and many stories that will be told for generations. But one that's on my mind tonight is about a woman who cast her ballot in Atlanta. She's a lot like the millions of others who stood in line to make their voice heard in this election except for one thing - Ann Nixon Cooper is 106 years old.

She was born just a generation past slavery; a time when there were no cars on the road or planes in the sky; when someone like her couldn't vote for two reasons - because she was a woman and because of the color of her skin.

And tonight, I think about all that she's seen throughout her century in America - the heartache and the hope; the struggle and the progress; the times we were told that we can't, and the people who pressed on with that American creed: *Yes we can*.

At a time when women's voices were silenced and their hopes dismissed, she lived to see them stand up and speak out and reach for the ballot. *Yes we can*.

When there was despair in the dust bowl and depression across the land, she saw a nation conquer fear itself with a New Deal, new jobs and a new sense of common purpose. *Yes we can*.

When the bombs fell on our harbor and tyranny threatened the world, she was there to witness a generation rise to greatness and a democracy was

saved. *Yes we can.*

She was there for the buses in Montgomery, the hoses in Birmingham, a bridge in Selma, and a preacher from Atlanta who told a people that "We Shall Overcome." *Yes we can.*

A man touched down on the moon, a wall came down in Berlin, a world was connected by our own science and imagination. And this year, in this election, she touched her finger to a screen, and cast her vote, because after 106 years in America, through the best of times and the darkest of hours, she knows how America can change. *Yes we can.*

Transitions

Finally, let's consider transitions. These are the linking passages that tell your listeners you have finished with one section or topic and are moving on to the next one. They are vital. When people are reading a text, they can go back and check the previous passage and see how it leads to the present one. They cannot do that when they are listening to a speech.

You must therefore make it easy for them. Always include regular transitions in your speech and your audience will stay with you to the end. A transition says, "I've just been talking about such and such, and now it's time to move on to the next point, which is this and this." Here's an example:

So much for history. The historical background to our public transport system makes it clear why it has been used as a pawn by successive governments, and left it bereft of investment and under-funded. Let's now consider how that approach has created the problems we see in our ramshackle trains, our atmosphere-polluting buses and our overcrowded roads. It is only by looking back over the past fifty years that we can understand why we have problems in our transport system, and what we need to do about them.

That paragraph adds nothing material to the information in the speech, and it could easily be left out, but it does close off the "Past" section of the speech and introduce the "Present". More importantly, it enables your audience to "park" what you said about the Past and get ready for what you will be saying about the Present. It helps them to stay on track with you -- Track 150.

What I mean by that is that people can think at 500 words a minute or more, but you will be speaking at about 150 words a minute. That leaves a surplus capacity in their brains of 350 words a minute. When they are not listening to you, they are on Track 350. You need to keep them with you, on Track 150.

The road to great leadership, common to successful leaders:

- **Challenge the process** - First, find a process that you believe needs to be improved the most.
- **Inspire a shared vision** - Next, share your vision in words that can be understood by your followers.
- **Enable others to act** - Give them the tools and methods to solve the problem.
- **Model the way** - When the process gets tough, get your hands dirty. A boss tells others what to do...a leader shows it can be done.
- **Encourage the heart** - Share the glory with your followers' heart, keep the pains in your heart.

Chapter 8

Principles of Leadership

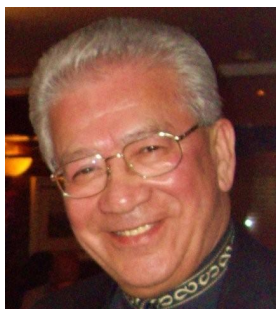
To help you develop as a leader, follow these 11 principles:

1. Continuously seek self-improvement. Keep strengthening your personal attributes, through reading, attending courses and seminars, etc.
2. Be good at what you do. As a leader, you must be good at your own job and understand those of your team.
3. Take responsibility for your actions. Keep looking for new and better ways to do things, and when things go wrong (as they sometimes will) do not blame others. A leader takes both the credit and the blame.
4. Be decisive. Use the best tools for decision making and for implementing your plans.
5. Set the example. Be a good role model for your employees. They will want to do as you do, rather than do as you say.
6. Look after your people. Few things matter more than caring sincerely about them, their families and their situations. You need them as much as they need you.
7. Be open. Keep your senior people informed. It's the way to build trust.
8. Give responsibility. Treat your people as adults with pride and professional skills, and let them take responsibility for their work.
9. Communicate well. Ensure that tasks are understood, monitored, and carried out.
10. Build a team. A team is more than a collection of individuals. Make use of the potential synergy that

	<p>arises when people co-operate as a team.</p> <p>11. <u>Maximise the potential</u> of your team, of the organisation, and even of the mavericks who may have special things to contribute. Don't waste any of that potential.</p> <p>Finally, let's remember the vital role of powerful communication skills.</p> <p>The leaders whose speeches we have considered have three things in common. Each had a compelling message, each was a credible and charismatic messenger, and each had outstanding oratorical skills.</p> <p>If you have a message burning up inside you, if there is a change you want to bring about, don't just sit and dream. Make it happen. Talk to me, and let me help you light the fire in you and in the hearts of those who listen to you. If you wish, you could start with my book, Getting Your Point Across, which will guide you in developing some of the skills you need.</p> <p>You need those skills because we need leaders. We need people with daring and determination to lift our society and our world out of complacency. We need people of vision to lead us to put right the things that are wrong, instead of shrugging our shoulders and walking around them.</p> <p>We need leaders to speak out against the obscenities of poverty, of homelessness, and the abuse of children and the elderly. We need men and women with vision, with passion with the power of decision in every walk of life to stand up and say, "If something is wrong, we can change it. We <u>will</u> change it. We will no longer leave it to someone else to make the change. <u>We</u> care and <u>we</u> will make the change."</p> <p>You could be those leaders. Start now. Find your passion, develop your message, make it your way of life to speak out for change. Never settle for 'good enough', refuse the comfort of mediocrity, don't get used to standing in line. Tennyson wrote, "<i>How dull it is to</i></p>
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The Voice of Leadership

	<p><i>pause, to make an end, to rust unburnish'd, not to shine in use, as though to breathe were life."</i></p> <p>I urge you to get good at getting your point across. Develop the Voice of Leadership.</p>
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ABOUT THE AUTHOR

Phillip Khan-Panni is a professional speaker and the author of seven books on communication skills. Co-founder of The Professional Speakers Association, he has been running training programs in salesmanship, public speaking, marketing, media and communication skills since 1994.

His business background is in sales management, direct marketing and advertising, and on one newspaper group he tripled classified ad revenue in his first year.

He has been Managing Director of a magazine publisher and of a creative agency specialising in Direct Marketing, with blue chip clients.

He has probably won more public speaking contests than most, and is the UK's only World No.2 in Public Speaking. He is in demand for such speeches as *Boring Doesn't Sell* and also for *The Voice of Leadership*.

This e-book captures much of his flair and enthusiasm, with practical tips for developing the mindset and the behaviours of a leader.



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