



Harlem Children's
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Growing up in a tough neighborhood in the South Bronx, Geoffrey Canada had no intention of becoming a public speaker. A good student, he went to college at Bowdoin and then to graduate school at Harvard, where he earned a master's degree in education. After teaching in New Hampshire and Boston, he returned to New York City, where in 1990 he founded the Harlem Children's Zone.

Called "one of the biggest social experiments of our time" by the *New York Times Magazine*, the Harlem Children's Zone seeks not just to educate children, but to develop a community system that addresses issues such as health care, violence, substance abuse, and job training. Over the years, Canada has raised more than \$100 million for the project, and he has helped change the lives of thousands of kids and families.

How has Canada achieved all this? Partly through his education, his commitment to children, and his seemingly limitless energy. But just as important is his ability to communicate with people through public speaking, which has been a primary vehicle for spreading his message. He has been described as a "charismatic, passionate, eloquent" speaker who leaves his audiences "awed."

If you had asked Geoffrey Canada early in his life, “Do you see yourself as a major public speaker?” he probably would have laughed at the idea. Yet today he gives more than 100 presentations a year. Along the way, he has spoken at the White House, has lectured at Harvard and Princeton, and has addressed the Aspen Institute and the Google International Zeitgeist. He has also appeared on *60 Minutes* and is featured in the film *Waiting for Superman*.

The Power of Public Speaking

Throughout history people have used public speaking as a vital means of communication. What the Greek leader Pericles said more than 2,500 years ago is still true today: “One who forms a judgment on any point but cannot explain” it clearly “might as well never have thought at all on the subject.”¹ Public speaking, as its name implies, is a way of making your ideas public—of sharing them with other people and of influencing other people.

During modern times, many women and men around the globe have spread their ideas and influence through public speaking. In the United States, the list includes Franklin Roosevelt, Billy Graham, Cesar Chavez, Barbara Jordan, Ronald Reagan, Martin Luther King, Hillary Clinton, and Barack Obama. In other countries, we see the power of public speaking employed by such people as former British Prime Minister Margaret Thatcher, South African leader Nelson Mandela, Burmese democracy champion Aung San Suu Kyi, and Kenyan environmentalist and Nobel Prize winner Wangari Maathai.

As you read these names, you may think to yourself, “That’s fine. Good for them. But what does that have to do with me? I don’t plan to be a president or a preacher or a crusader for any cause.” Nevertheless, the need for public speaking will almost certainly touch you sometime in your life—maybe tomorrow, maybe not for five years. Can you imagine yourself in any of these situations?

You are one of seven management trainees in a large corporation. One of you will get the lower-management job that has just opened. There is to be a large staff meeting at which each of the trainees will discuss the project he or she has been developing. One by one your colleagues make their presentations. They have no experience in public speaking and are intimidated by the higher-ranking managers present. Their speeches are stumbling and awkward. You, however, call upon all the skills you learned in your public speaking course. You deliver an informative talk that is clear, well reasoned, and articulate. You get the job.

One of your children has a learning disability. You hear that your local school board has decided, for budget reasons, to eliminate the special teacher who has been helping your child. At an open meeting of the school board, you stand up and deliver a thoughtful, compelling speech on the necessity for keeping the special teacher. The school board changes its mind.

You are the assistant manager in a branch office of a national company. Your immediate superior, the branch manager, is about to retire, and there will be a retirement dinner. All the executives from the home office will attend. As his close working associate, you are asked to give a farewell toast at the party. You prepare and deliver a speech that is both witty and touching—a perfect tribute to your

connect

View John F. Kennedy, Martin Luther King, Ronald Reagan, Barbara Jordan, and other speakers in the online Media Library for this chapter (Video 1.1)

boss. After the speech, everyone applauds enthusiastically, and a few people have tears in their eyes. The following week you are named branch manager.

Fantasies? Not really. Any of these situations could occur. In a recent survey of more than 300 business leaders, the ability to communicate effectively—including public speaking—was ranked first among the skills of college graduates sought by employers. In another survey, the American Management Association asked 2,000 managers and executives to rank the skills most essential in today's workplace. What was at the top of their list? Communication skills.²

The importance of such skills is true across the board—for accountants and architects, teachers and technicians, scientists and stockbrokers. Even in highly specialized fields such as civil and mechanical engineering, employers consistently rank the ability to communicate above technical knowledge when deciding whom to hire and whom to promote.

Businesses are also asking people to give more speeches in the early stages of their careers, and many young professionals are using public speaking as a way to stand out in today's highly competitive job market.³ In fact, the ability to speak effectively is so prized that college graduates are increasingly being asked to give a presentation as part of their job interview.

Nor has the growth of the Internet and other new technologies reduced the need for public speaking. In this age of e-mail and Twitter, businesses are concerned that college graduates are losing the ability to talk in a professional way. As career expert Lindsey Pollak states, "It's so rare to find somebody who has that combination of really good technical skills and really good verbal communication skills. You will be head and shoulders above your colleagues if you can combine those two."⁴

The same is true in community life. Public speaking is a vital means of civic engagement. It is a way to express your ideas and to have an impact on issues that matter in society. As a form of empowerment, it can—and often does—make a difference in things people care about very much. The key phrase here is "make a difference." This is what most of us want to do in life—to make a difference, to change the world in some small way. Public speaking offers you an opportunity to make a difference in something you care about very much.

The Tradition of Public Speaking

Given the importance of public speaking, it's not surprising that it has been taught and studied around the globe for thousands of years. Almost all cultures have an equivalent of the English word "orator" to designate someone with special skills in public speaking. The oldest known handbook on effective speech was written on papyrus in Egypt some 4,500 years ago. Eloquence was highly prized in ancient India, Africa, and China, as well as among the Aztecs and other pre-European cultures of North and South America.⁵

In classical Greece and Rome, public speaking played a central role in education and civic life. It was also studied extensively. Aristotle's *Rhetoric*, composed during the third century B.C., is still considered the most important work on its subject, and many of its principles are followed by speakers (and

writers) today. The great Roman leader Cicero used his speeches to defend liberty and wrote several works about oratory in general.

Over the centuries, many other notable thinkers have dealt with issues of rhetoric, speech, and language—including the Roman educator Quintilian, the Christian preacher St. Augustine, the medieval writer Christine de Pizan, the British philosopher Francis Bacon, and the American critic Kenneth Burke. In recent years, communication researchers have provided an increasingly scientific basis for understanding the methods and strategies of effective speech.

Your immediate objective is to apply those methods and strategies in your classroom speeches. What you learn, however, will be applicable long after you leave college. The principles of public speaking are derived from a long tradition and have been confirmed by a substantial body of research. The more you know about those principles, the more effective you will be in your own speeches—and the more effective you will be in listening to the speeches of other people.

Similarities Between Public Speaking and Conversation

How much time do you spend each day talking to other people? The average adult spends about 30 percent of her or his waking hours in conversation. By the time you read this book, you will have spent much of your life perfecting the art of conversation. You may not realize it, but you already employ a wide range of skills when talking to people. These skills include the following:

1. *Organizing your thoughts logically.* Suppose you were giving someone directions to get to your house. You wouldn't do it this way:

When you turn off the highway, you'll see a big diner on the left. But before that, stay on the highway to Exit 67. Usually a couple of the neighbors' dogs are in the street, so go slow after you turn at the blinking light. Coming from your house you get on the highway through Maple Street. If you pass the taco stand, you've gone too far. The house is blue.

Instead, you would take your listener systematically, step by step, from his or her house to your house. You would organize your message.

2. *Tailoring your message to your audience.* You are a geology major. Two people ask you how pearls are formed. One is your roommate; the other is your nine-year-old niece. You answer as follows:

To your roommate: "When any irritant, say a grain of sand, gets inside the oyster's shell, the oyster automatically secretes a substance called nacre, which is principally calcium carbonate and is the same material that lines the oyster's shell. The nacre accumulates in layers around the irritant core to form the pearl."

To your niece: "Imagine you're an oyster on the ocean floor. A grain of sand gets inside your shell and makes you uncomfortable. So you decide to cover it up. You cover it with a material called mother-of-pearl. The covering builds up around the grain of sand to make a pearl."



Many skills used in conversation also apply in public speaking. As you learn to speak more effectively, you may also learn to communicate more effectively in other situations.

3. *Telling a story for maximum impact.* Suppose you are telling a friend about a funny incident at last week's football game. You don't begin with the punch line ("Keisha fell out of the stands right onto the field. Here's how it started. . ."). Instead, you carefully build up your story, adjusting your words and tone of voice to get the best effect.

4. *Adapting to listener feedback.* Whenever you talk with someone, you are aware of that person's verbal, facial, and physical reactions. For example:

You are explaining an interesting point that came up in biology class. Your listener begins to look confused, puts up a hand as though to stop you, and says "Huh?" You go back and explain more clearly.

A friend has asked you to listen while she practices a speech. At the end you tell her, "There's just one part I really don't like—that quotation from the attorney general." Your friend looks very hurt and says, "That was my favorite part!" So you say, "But if you just worked the quotation in a little differently, it would be wonderful."

Each day, in casual conversation, you do all these things many times without thinking about them. You already possess these communication skills. And these are among the most important skills you will need for public speaking.

To illustrate, let's return briefly to one of the hypothetical situations at the beginning of this chapter. When addressing the school board about the need for a special teacher:

- You *organize* your ideas to present them in the most persuasive manner. You steadily build up a compelling case about how the teacher benefits the school.
- You *tailor your message* to your audience. This is no time to launch an impassioned defense of special education in the United States. You must show how the issue is important to the people in that very room—to their children and to the school.

- You *tell your story* for maximum impact. Perhaps you relate an anecdote to demonstrate how much your child has improved. You also have statistics to show how many other children have been helped.
- You *adapt to listener feedback*. When you mention the cost of the special teacher, you notice sour looks on the faces of the school board members. So you patiently explain how small that cost is in relation to the overall school budget.

In many ways, then, public speaking requires the same skills used in ordinary conversation. Most people who communicate well in daily talk can learn to communicate just as well in public speaking. By the same token, training in public speaking can make you a more adept communicator in a variety of situations, such as conversations, classroom discussions, business meetings, and interviews.

Differences Between Public Speaking and Conversation

Despite their similarities, public speaking and everyday conversation are not identical. Imagine that you are telling a story to a friend. Then imagine yourself telling the story to a group of seven or eight friends. Now imagine telling the same story to 20 or 30 people. As the size of your audience grows, you will find yourself adapting to three major differences between conversation and public speaking:

1. *Public speaking is more highly structured.* It usually imposes strict time limitations on the speaker. In most cases, the situation does not allow listeners to interrupt with questions or commentary. The speaker must accomplish her or his purpose in the speech itself. In preparing the speech, the speaker must anticipate questions that might arise in the minds of listeners and answer them. Consequently, public speaking demands much more detailed planning and preparation than ordinary conversation.

2. *Public speaking requires more formal language.* Slang, jargon, and bad grammar have little place in public speeches. As committed as he is to improving the quality of education in urban schools, when Geoffrey Canada speaks to a legislative committee, he doesn't say, "We've got to get every damn incompetent teacher out of the classroom!" Listeners usually react negatively to speakers who do not elevate and polish their language when addressing an audience. A speech should be "special."

3. *Public speaking requires a different method of delivery.* When conversing informally, most people talk quietly, interject stock phrases such as "like" and "you know," adopt a casual posture, and use what are called vocalized pauses ("uh," "er," "um"). Effective public speakers, however, adjust their voices to be heard clearly throughout the audience. They assume a more erect posture. They avoid distracting mannerisms and verbal habits.

With study and practice, you will be able to master these differences and expand your conversational skills into speechmaking. Your speech class will provide the opportunity for this study and practice.

Developing Confidence: Your Speech Class

One of the major concerns of students in any speech class is stage fright. We may as well face the issue squarely. Many people who converse easily in all kinds of everyday situations become frightened at the idea of standing up before a group to make a speech.

If you are worried about stage fright, you may feel better knowing that you are not alone. A 2001 Gallup Poll asked Americans to list their greatest fears. Forty percent identified speaking before a group as their top fear, exceeded only by the 51 percent who said they were afraid of snakes. A 2005 survey produced similar results, with 42 percent of respondents being terrified by the prospect of speaking in public. In comparison, only 28 percent said they were afraid of dying.⁶

In a different study, researchers concentrated on social situations and, again, asked their subjects to list their greatest fears. More than 9,000 people were interviewed. Here is the ranking of their answers:⁷

Greatest Fear

Public speaking

Speaking up in a meeting or class

Meeting new people

Talking to people in authority

Important examination or interview

Going to parties

Talking with strangers

Again, speechmaking is at the top in provoking anxiety.

NERVOUSNESS IS NORMAL

If you feel nervous about giving a speech, you are in very good company. Some of the greatest public speakers in history have suffered from stage fright, including Abraham Lincoln, Margaret Sanger, and Winston Churchill. The famous Roman orator Cicero said, “I turn pale at the outset of a speech and quake in every limb and in my soul.”⁸

Oprah Winfrey, Conan O’Brien, and Jay Leno all report being anxious about speaking in public. Early in his career, Leonardo DiCaprio was so nervous about giving an acceptance speech that he hoped he would not win the Academy Award for which he had been nominated. Eighty-one percent of business executives say public speaking is the most nerve-wracking experience they face.⁹ What comedian Jerry Seinfeld said in jest sometimes seems literally true: “Given a choice, at a funeral most of us would rather be the one in the coffin than the one giving the eulogy.”

Actually, most people tend to be anxious before doing something important in public. Actors are nervous before a play, politicians are nervous before a campaign speech, athletes are nervous before a big game. The ones who succeed have learned to use their nervousness to their advantage. Listen to

stage fright

Anxiety over the prospect of giving a speech in front of an audience.

tennis star Rafael Nadal speaking after his 2010 Wimbledon title match against Tomas Berdych. “I was a little bit more nervous than usual,” he admitted. “But if you are not nervous in the finals of Wimbledon, you are not human!” Putting his butterflies to good use, Nadal beat Berdych in straight sets to claim his second Wimbledon championship.

Much the same thing happens in speechmaking. Most experienced speakers have stage fright before taking the floor, but their nervousness is a healthy sign that they are getting “psyched up” for a good effort. Novelist and lecturer I. A. R. Wylie once said: “After many years of practice I am, I suppose, really a ‘practiced speaker.’ But I rarely rise to my feet without a throat constricted with terror and a furiously thumping heart. When, for some reason, I *am* cool and self-assured, the speech is always a failure.”

In other words, it is perfectly normal—even desirable—to be nervous at the start of a speech. Your body is responding as it would to any stressful situation—by producing extra *adrenaline*.

This sudden shot of adrenaline is what makes your heart race, your hands shake, your knees knock, and your skin perspire. Every public speaker experiences all these reactions to some extent. The question is: How can you control your nervousness and make it work for you rather than against you?

adrenaline

A hormone released into the bloodstream in response to physical or mental stress.

DEALING WITH NERVOUSNESS

Rather than trying to eliminate every trace of stage fright, you should aim at transforming it from a negative force into what one expert calls *positive nervousness*—“a zesty, enthusiastic, lively feeling with a slight edge to it. . . . It’s still nervousness, but it feels different. You’re no longer victimized by it; instead, you’re vitalized by it. You’re in control of it.”¹⁰

Don’t think of yourself as having stage fright. Instead, think of it as “stage excitement” or “stage enthusiasm.”¹¹ It can help you get focused and energized in the same way that it helps athletes, musicians, and others get primed for a game or a concert. Actress Jane Lynch, talking about her gig hosting *Saturday Night Live*, said that she got through it with “that perfect cocktail of nervousness and excitement.” Think of that cocktail as a normal part of giving a successful speech.

Here are six time-tested ways you can turn your nervousness from a negative force into a positive one.

Acquire Speaking Experience

You have already taken the first step. You are enrolled in a public speaking course, where you will learn about speechmaking and gain speaking experience. Think back to your first day at kindergarten, your first date, your first day at a new job. You were probably nervous in each situation because you were facing something new and unknown. Once you became accustomed to the situation, it was no longer threatening. So it is with public speaking. For most students, the biggest part of stage fright is fear of the unknown. The more you learn about public speaking and the more speeches you give, the less threatening speechmaking will become.

Of course, the road to confidence will sometimes be bumpy. Learning to give a speech is not much different from learning any other skill—it proceeds by trial and error. The purpose of your speech class is to shorten the process, to minimize the errors, to give you a nonthreatening arena—a sort of laboratory—in which to undertake the “trial.”

positive nervousness

Controlled nervousness that helps energize a speaker for her or his presentation.



The need for public speaking arises in many situations. Here Dr. John Holcomb updates the media on the condition of U.S. Representative Gabrielle Giffords after she was shot at a meeting in Tucson, Arizona.

Your teacher recognizes that you are a novice and is trained to give the kind of guidance you need to get started. In your fellow students you have a highly sympathetic audience who will provide valuable feedback to help you improve your speaking skills. As the class goes on, your fears about public speaking will gradually recede until they are replaced by only a healthy nervousness before you rise to speak.¹²

Prepare, Prepare, Prepare

Another key to gaining confidence is to pick speech topics you truly care about—and then to prepare your speeches so thoroughly that you cannot help but be successful. Here’s how one student combined enthusiasm for his topic with thorough preparation to score a triumph in speech class:

Jesse Young was concerned about taking a speech class. Not having any experience as a public speaker, he got butterflies in his stomach just thinking about talking in front of an audience. But when the time came for Jesse’s first speech, he was determined to make it a success.

Jesse chose Habitat for Humanity as the topic for his speech. He had been a volunteer for three years, and he believed deeply in the organization and its mission. The purpose of his speech was to explain the origins, philosophy, and activities of Habitat for Humanity.

As Jesse spoke, it became clear that he was enthusiastic about his subject and genuinely wanted his classmates to share his enthusiasm. Because he was intent on communicating with his audience, he forgot to be nervous. He spoke clearly, fluently, and dynamically. Soon the entire class was engrossed in his speech.

Afterward, Jesse admitted that he had surprised even himself. “It was amazing,” he said. “Once I passed the first minute or so, all I thought about were those people out there listening. I could tell that I was really getting through to them.”

How much time should you devote to preparing your speeches? A standard rule of thumb is that each minute of speaking time requires one to two hours of preparation time—perhaps more, depending on the amount of research needed for the speech. This may seem like a lot of time, but the rewards are well worth it. One professional speech consultant estimates that proper preparation can reduce stage fright by up to 75 percent.¹³

If you follow the techniques suggested by your teacher and in the rest of this book, you will stand up for every speech fully prepared. Imagine that the day for your first speech has arrived. You have studied your audience and selected a topic you know will interest them. You have researched the speech thoroughly and practiced it several times until it feels absolutely comfortable. You have even tried it out before two or three trusted friends. How can you help but be confident of success?

Think Positively

Confidence is mostly the well-known power of positive thinking. If you think you can do it, you usually can. On the other hand, if you predict disaster and doom, that is almost always what you will get. This is especially true when it comes to public speaking. Speakers who think negatively about themselves and the speech experience are much more likely to be overcome by stage fright than are speakers who think positively. Here are some ways you can transform negative thoughts into positive ones as you work on your speeches:

Negative Thought

I wish I didn't have to give this speech.

I'm not a great public speaker.

I'm always nervous when I give a speech.

No one will be interested in what I have to say.

Positive Thought

This speech is a chance for me to share my ideas and gain experience as a speaker.

No one's perfect, but I'm getting better with each speech I give.

Everyone's nervous. If other people can handle it, I can too.

I have a good topic and I'm fully prepared. Of course they'll be interested.

Many psychologists believe that the ratio of positive to negative thoughts in regard to stressful activities such as speechmaking should be at least five to one. That is, for each negative thought, you should counter with a minimum of five positive ones. Doing so will not make your nerves go away completely, but it will help keep them under control so you can concentrate on communicating your ideas rather than on brooding about your fears and anxieties.

Use the Power of Visualization

Visualization is closely related to positive thinking. It is used by athletes, musicians, actors, speakers, and others to enhance their performance in stressful situations. How does it work? Listen to long-distance runner Vicki Huber:

Right before a big race, I'll picture myself running, and I will try and put all of the other competitors in the race into my mind. Then I will try and imagine

every possible situation I might find myself in . . . behind someone, being boxed in, pushed, shoved or cajoled, different positions on the track, laps to go, and, of course, the final stretch. And I always picture myself winning the race, no matter what happens during the event.

Of course, Huber doesn't win every race she runs, but research has shown that the kind of mental imaging she describes can significantly increase athletic performance.¹⁴ It has also shown that visualization can help speakers control their stage fright.¹⁵

The key to visualization is creating a vivid mental blueprint in which you see yourself succeeding in your speech. Picture yourself in your classroom rising to speak. See yourself at the lectern, poised and self-assured, making eye contact with your audience and delivering your introduction in a firm, clear voice. Feel your confidence growing as your listeners get more and more caught up in what you are saying. Imagine your sense of achievement as you conclude the speech knowing you have done your very best.

As you create these images in your mind's eye, be realistic but stay focused on the positive aspects of your speech. Don't allow negative images to eclipse the positive ones. Acknowledge your nervousness, but picture yourself overcoming it to give a vibrant, articulate presentation. If one part of the speech always seems to give you trouble, visualize yourself getting through it without any hitches. And be specific. The more lucid your mental pictures, the more successful you are likely to be.

As with your physical rehearsal of the speech, this kind of mental rehearsal should be repeated several times in the days before you speak. It doesn't guarantee that every speech will turn out exactly the way you envision it—and it certainly is no substitute for thorough preparation. But used in conjunction with the other methods of combating stage fright, it is a proven way to help control your nerves and to craft a successful presentation.

Know That Most Nervousness Is Not Visible

Many novice speakers are worried about appearing nervous to the audience. It's hard to speak with poise and assurance if you think you look tense and insecure. One of the most valuable lessons you will learn as your speech class proceeds is that only a fraction of the turmoil you feel inside is visible on the outside. "Your nervous system may be giving you a thousand shocks," says one experienced speaker, "but the viewer can see only a few of them."¹⁶

Even though your palms are sweating and your heart is pounding, your listeners probably won't realize how tense you are—especially if you do your best to act cool and confident on the outside. Most of the time when students confess after a speech, "I was so nervous I thought I was going to die," their classmates are surprised. To them the speaker looked calm and assured.

Knowing this should make it easier for you to face your listeners with confidence. As one student stated after watching a videotape of her first classroom speech, "I was amazed at how calm I looked. I assumed everyone would be able to see how scared I was, but now that I know they can't, I won't be nearly so nervous in the future. It really helps to know that you look in control even though you may not feel that way."

Don't Expect Perfection

It may also help to know that there is no such thing as a perfect speech. At some point in every presentation, every speaker says or does something that

visualization

Mental imaging in which a speaker vividly pictures himself or herself giving a successful presentation.

Like many well-known public figures, Conan O'Brien often experiences stage fright before a speech. Most speakers report that their nervousness drops significantly after the first 30 to 60 seconds of a presentation.



does not come across exactly as he or she had planned. Fortunately, such moments are usually not evident to the audience. Why? Because the audience does not know what the speaker *plans* to say. It hears only what the speaker *does* say. If you momentarily lose your place, reverse the order of a couple statements, or forget to pause at a certain spot, no one need be the wiser. When such moments occur, just proceed as if nothing happened.

Even if you do make an obvious mistake during a speech, that is no catastrophe. If you have ever listened to Martin Luther King's "I Have a Dream," you may recall that he stumbles twice during the speech. Most likely, however, you don't remember. Why? Because you were focusing on King's message, rather than on the fine points of his delivery.

One of the biggest reasons people are concerned about making a mistake in a speech is that they view speechmaking as a performance rather than an act of communication. They feel the audience is judging them against a scale of absolute perfection in which every misstated word or awkward gesture will count against them. But speech audiences are not like judges in a violin recital or an ice-skating contest. They are not looking for a virtuoso performance, but for a well-thought-out address that communicates the speaker's ideas clearly and directly. Sometimes an error or two can actually enhance a speaker's appeal by making her or him seem more human.¹⁷

As you work on your speeches, make sure you prepare thoroughly and do all you can to get your message across to your listeners. But don't panic about being perfect or about what will happen if you make a mistake. Once you free your mind of these burdens, you will find it much easier to approach your speeches with confidence and even with enthusiasm.

Besides stressing the six points just discussed, your teacher will probably give you several tips for dealing with nervousness in your first speeches. They may include:

- Be at your best physically and mentally. It's not a good idea to stay up until 3:00 A.M. partying with friends or cramming for an exam the night before your speech. A good night's sleep will serve you better.
- As you are waiting to speak, quietly tighten and relax your leg muscles, or squeeze your hands together and then release them. Such actions help reduce tension by providing an outlet for your extra adrenaline.
- Take a couple slow, deep breaths before you start to speak. When they are tense, most people take short, shallow breaths, which only reinforces their anxiety. Deep breathing breaks this cycle of tension and helps calm your nerves.
- Work especially hard on your introduction. Research has shown that a speaker's anxiety level begins to drop significantly after the first 30 to 60 seconds of a presentation.¹⁸ Once you get through the introduction, you should find smoother sailing the rest of the way.
- Make eye contact with members of your audience. Remember that they are individual people, not a blur of faces. And they are your friends.
- Concentrate on communicating with your audience rather than on worrying about your stage fright. If you get caught up in your speech, your audience will too.
- Use visual aids. They create interest, draw attention away from you, and make you feel less self-conscious.



checklist

Speaking with Confidence

YES	NO	
<input type="checkbox"/>	<input type="checkbox"/>	1. Am I enthusiastic about my speech topic?
<input type="checkbox"/>	<input type="checkbox"/>	2. Have I thoroughly developed the content of my speech?
<input type="checkbox"/>	<input type="checkbox"/>	3. Have I worked on the introduction so my speech will get off to a good start?
<input type="checkbox"/>	<input type="checkbox"/>	4. Have I worked on the conclusion so my speech will end on a strong note?
<input type="checkbox"/>	<input type="checkbox"/>	5. Have I rehearsed my speech orally until I am confident about its delivery?
<input type="checkbox"/>	<input type="checkbox"/>	6. Have I worked on turning negative thoughts about my speech into positive ones?
<input type="checkbox"/>	<input type="checkbox"/>	7. Do I realize that nervousness is normal, even among experienced speakers?
<input type="checkbox"/>	<input type="checkbox"/>	8. Do I understand that most nervousness is not visible to the audience?
<input type="checkbox"/>	<input type="checkbox"/>	9. Am I focused on communicating with my audience, rather than on worrying about my nerves?
<input type="checkbox"/>	<input type="checkbox"/>	10. Have I visualized myself speaking confidently and getting a positive response from the audience?

If you are like most students, you will find your speech class to be a very positive experience. As one student wrote on her course evaluation at the end of the class:

I was really dreading this class. The idea of giving all those speeches scared me half to death. But I'm glad now that I stuck with it. It's a small class, and I got to know a lot of the students. Besides, this is one class in which I got to express *my* ideas, instead of spending the whole time listening to the teacher talk. I even came to enjoy giving the speeches. I could tell at times that the audience was really with me, and that's a great feeling.

Over the years, thousands of students have developed confidence in their speechmaking abilities. As your confidence grows, you will be better able to stand before other people and tell them what you think and feel and know—and to make them think and feel and know those same things. The best part about confidence is that it nurtures itself. After you score your first triumph, you will be that much more confident the next time. And as you become a more confident public speaker, you will likely become more confident in other areas of your life as well.

Public Speaking and Critical Thinking

That guy at the party last night really owned me when we were talking about the economy. I know my information is right, and I'm sure his argument didn't make sense, but I can't put my finger on the problem.

I worked really hard on my term paper, but it's just not right. It doesn't seem to hang together, and I can't figure out what's wrong.

Political speeches are so one-sided. The candidates sound good, but they all talk in slogans and generalities. It's really hard to decide who has the best stands on the issues.

critical thinking

Focused, organized thinking about such things as the logical relationships among ideas, the soundness of evidence, and the differences between fact and opinion.

Have you ever found yourself in similar situations? If so, you may find help in your speech class. Besides building confidence, a course in public speaking can develop your skills as a critical thinker. Those skills can make the difference between the articulate debater and the pushover, the A student and the C student, the thoughtful voter and the coin tosser.

What is critical thinking? To some extent, it's a matter of logic—of being able to spot weaknesses in other people's arguments and to avoid them in your own. It also involves related skills such as distinguishing fact from opinion, judging the credibility of statements, and assessing the soundness of evidence. In the broadest sense, critical thinking is focused, organized thinking—the ability to see clearly the relationships among ideas.¹⁹

If you are wondering what this has to do with your public speaking class, the answer is quite a lot. As the class proceeds, you will probably spend a good deal of time organizing your speeches. While this may seem like a purely mechanical exercise, it is closely interwoven with critical thinking. If the structure of your speech is disjointed and confused, odds are that your thinking is also disjointed and confused. If, on the other hand, the structure is

clear and cohesive, there is a good chance your thinking is too. Organizing a speech is not just a matter of arranging the ideas you already have. Rather, it is an important part of shaping the ideas themselves.

What is true of organization is true of many aspects of public speaking. The skills you learn in your speech class can help you become a more effective thinker in a number of ways. As you work on expressing your ideas in clear, accurate language, you will enhance your ability to think clearly and accurately. As you study the role of evidence and reasoning in speechmaking, you will see how they can be used in other forms of communication as well. As you learn to listen critically to speeches in class, you will be better able to assess the ideas of speakers (and writers) in a variety of situations.

To return to the examples at the beginning of this section:

The guy at the party last night—would well-honed critical thinking skills help you find the holes in his argument?

The term paper—would better organization and a clear outline help pull it together?

Political speeches—once you get past the slogans, are the candidates drawing valid conclusions from sound evidence?

If you take full advantage of your speech class, you will be able to enhance your skills as a critical thinker in many circumstances. This is one reason public speaking has been regarded as a vital part of education since the days of ancient Greece.

Using public speaking in your **CAREER**

It's been three years since you graduated from college. After gaining experience as an administrative assistant at a major office equipment manufacturer, you've just been promoted to marketing manager for office copiers. Though you have occasionally given brief reports to other members of your work team, you're now facing your first speech to a large audience. At your company's annual sales meeting, you will address the sales force about the company's new multifunction printer/copiers, and how to sell them to dealers such as Office Depot and OfficeMax.



You're pleased to have this opportunity and you know it shows the company's faith in your abilities. Yet the closer you get to the day of the speech, the harder it is to control the butterflies in your stomach. There will be 200 people in your audience, including all the sales managers and regional managers, in addition to the sales force. All eyes will be on you. It's important that you come across as confident and well-informed, but you're afraid your stage fright will send the opposite message. What strategies will you use to control your nerves and make them work for you?

The Speech Communication Process

As you begin your first speeches, you may find it helpful to understand what goes on when one person talks to another. Regardless of the kind of speech communication involved, there are seven elements—speaker, message, channel, listener, feedback, interference, and situation. Here we focus on how these elements interact when a public speaker addresses an audience.

SPEAKER

speaker

The person who is presenting an oral message to a listener.

Speech communication begins with a speaker. If you pick up the telephone and call a friend, you are acting as a speaker. (Of course, you will also act as a listener when your friend is talking.) In public speaking, you will usually present your entire speech without interruption.

Your success as a speaker depends on *you*—on your personal credibility, your knowledge of the subject, your preparation of the speech, your manner of speaking, your sensitivity to the audience and the occasion. But successful speaking also requires enthusiasm.

You can't expect people to be interested in what you say unless you are interested yourself. If you are truly excited about your subject, your audience is almost sure to get excited along with you. You can learn all the techniques of effective speechmaking, but before they can be of much use, you must first have something to say—something that sparks your own enthusiasm.

MESSAGE

message

Whatever a speaker communicates to someone else.

The message is whatever a speaker communicates to someone else. If you are calling a friend, you might say, "I'll be a little late picking you up tonight." That is the message. But it may not be the only message. Perhaps there is a certain tone in your voice that suggests reluctance, hesitation. The underlying message might be "I really don't want to go to that party. You talked me into it, but I'm going to put it off as long as I can."

Your goal in public speaking is to have your *intended* message be the message that is *actually* communicated. Achieving this depends both on what you say (the verbal message) and on how you say it (the nonverbal message).

Getting the verbal message just right requires work. You must narrow your topic down to something you can discuss adequately in the time allowed for the speech. You must do research and choose supporting details to make your ideas clear and convincing. You must organize your ideas so listeners can follow them without getting lost. And you must express your message in words that are accurate, clear, vivid, and appropriate.

Besides the message you send with words, you send a message with your tone of voice, appearance, gestures, facial expression, and eye contact. Imagine that one of your classmates gets up to speak about student loans. Throughout her speech she slumps behind the lectern, takes long pauses to remember what she wants to say, stares at the ceiling, and fumbles with her visual aids.

Her intended message is "We must make more money available for student loans." But the message she actually communicates is "I haven't prepared very well for this speech." One of your jobs as a speaker is to make sure your nonverbal message does not distract from your verbal message.



The powers of critical thinking you develop in researching and organizing your speeches can be applied in many forms of communication, including meetings and group projects.

CHANNEL

The channel is the means by which a message is communicated. When you pick up the phone to call a friend, the telephone is the channel. Public speakers may use one or more of several channels, each of which will affect the message received by the audience.

Consider a speech to Congress by the President of the United States. The speech is carried to the nation by the channels of radio and television. For the radio audience the message is conveyed entirely by the President's voice. For the television audience the message is conveyed by both the President's voice and the televised image. The people in Congress have a more direct channel. They not only hear the President's voice as amplified through a microphone, but they also see him and the setting firsthand.

In a public speaking class, your channel is the most direct of all. Your classmates will see you and hear you without any electronic intervention.

channel

The means by which a message is communicated.

LISTENER

The listener is the person who receives the communicated message. Without a listener, there is no communication. When you talk to a friend on the phone, you have one listener. In public speaking you will have many listeners.

Everything a speaker says is filtered through a listener's *frame of reference*—the total of his or her knowledge, experience, goals, values, and attitudes. Because a speaker and a listener are different people, they can never have exactly the same frame of reference. And because a listener's frame of reference can never be exactly the same as a speaker's, the meaning of a message will never be exactly the same to a listener as to a speaker.

You can easily test the impact of different frames of reference. Ask each of your classmates to describe a chair. If you have 20 classmates, you'll probably get 20 different descriptions. One student might picture a large, overstuffed

listener

The person who receives the speaker's message.

frame of reference

The sum of a person's knowledge, experience, goals, values, and attitudes. No two people can have exactly the same frame of reference.

easy chair, another an elegant straight-backed chair, yet another an office chair, a fourth a rocking chair, and so on.

Even if two or more envision the same general type—say, a rocking chair—their mental images of the chair could still be different. One might be thinking of an early American rocker, another of a modern Scandinavian rocker—the possibilities are unlimited. And “chair” is a fairly simple concept. What about “patriotism” or “freedom”?

Because people have different frames of reference, a public speaker must take great care to adapt the message to the particular audience being addressed. To be an effective speaker, you must be *audience-centered*. You will quickly lose your listeners’ attention if your presentation is either too basic or too sophisticated. You will also lose your audience if you do not relate to their experience, interests, knowledge, and values. When you make a speech that causes listeners to say “That is important to *me*,” you will almost always be successful.

FEEDBACK

feedback

The messages, usually nonverbal, sent from a listener to a speaker.

When the President addresses the nation on television, he is engaged in one-way communication. You can talk back to the television set, but the President won’t hear you. Most situations, however, involve *two-way* communication. Your listeners don’t simply absorb your message like human sponges. They send back messages of their own. These messages are called feedback.

In public speaking there is plenty of feedback to let you know how your message is being received. Do your listeners lean forward in their seats, as if paying close attention? Do they have quizzical looks on their faces? Do they shuffle their feet and gaze at the clock? The message sent by these reactions could be “I am fascinated,” “I am bored,” “I agree with you,” “I don’t agree with you,” or any number of others. As a speaker, you need to be alert to these reactions and adjust your message accordingly.

Like any kind of communication, feedback is affected by one’s frame of reference. How would you feel if, immediately after your speech, all your classmates started to rap their knuckles on the desks? Would you run out of the room in despair? Not if you were in a European university. In many parts of Europe, students rap their knuckles on their desks to show admiration for a classroom lecture. You must understand the feedback to be able to deal with it.

INTERFERENCE

interference

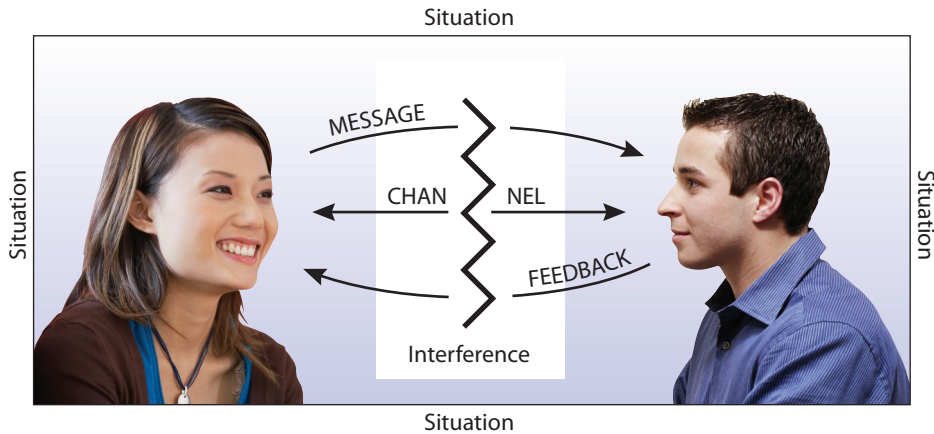
Anything that impedes the communication of a message. Interference can be external or internal to listeners.

Interference is anything that impedes the communication of a message. When you talk on the telephone, sometimes there is static, or wires get crossed so that two different conversations are going on at once. That is a kind of interference.

In public speaking there are two kinds of interference. One, like the static or crossed wires in a phone conversation, is *external* to the audience. Many classrooms are subject to this kind of interference—from traffic outside the building, the clatter of a radiator, students conversing in the hall, a room that is stifling hot or freezing cold. Any of these can distract listeners from what you are saying.

A second kind of interference is *internal* and comes from within your audience. Perhaps one of your listeners has a toothache. She may be so distracted by the pain that she doesn’t pay attention to your speech. Another listener could be worrying about a test in the next class period. Yet another could be brooding about an argument with his girlfriend.

FIGURE 1.1



As a speaker, you must try to hold your listeners' attention despite these various kinds of interference. In the chapters that follow you will find many ways to do this.

SITUATION

The situation is the time and place in which speech communication occurs. Conversation always takes place in a certain situation. Sometimes the situation helps—as when you propose marriage over an intimate candlelight dinner. Other times it may hurt—as when you try to speak words of love in competition with a blaring stereo. When you have to talk with someone about a touchy issue, you usually wait until the situation is just right.

Public speakers must also be alert to the situation. Certain occasions—funerals, church services, graduation ceremonies—require certain kinds of speeches. Physical setting is also important. It makes a great deal of difference whether a speech is presented indoors or out, in a small classroom or in a gymnasium, to a densely packed crowd or to a handful of scattered souls. When you adjust to the situation of a public speech, you are only doing on a larger scale what you do every day in conversation.

(For a complete model of the speech communication process, see Figure 1.1 above.²⁰)

THE SPEECH COMMUNICATION PROCESS: EXAMPLE WITH COMMENTARY

The following example shows how the various components of the speech communication process interact:

Situation It was 5:15 p.m., and the fall sales conference of OmniBrands, Inc., had been going on all day. A series of new-product presentations to buyers from the company's largest customers had taken much longer than expected.

Speaker Alyson Kaufman was worried. As a marketing manager for fragrances, she was the last speaker of the day. When Alyson rose to address

situation

The time and place in which speech communication occurs.

the audience, she knew she faced a difficult situation. She had been allotted 45 minutes to introduce her products, and the meeting was scheduled to end in 15 minutes. What's more, holiday sales of her entire product line depended in large part on this presentation.

- Channel* Alyson stepped to the microphone and began to speak. She could see members of the audience looking at their watches, and she knew they were eager to get to dinner after a long day of presentations.
- Interference*
- Adapting to Interference* “Good afternoon,” Alyson said, “thanks for your attention. I know everyone is ready for dinner—I certainly am. I was given 45 minutes for my presentation—okay, everybody groan—but with your kind cooperation, I’ll do my best to finish in under half an hour. I think you’ll find the time well worth your while, because the products I am going to tell you about will seriously boost your holiday sales.” Alyson was relieved to see several people smiling as they settled back in their seats.
- Message* Now that she had the audience’s attention, Alyson presented each new product as briefly as she could. She streamlined her planned presentation to emphasize the features that would be most appealing to the buyers and the ones they would be most likely to remember. She ended by handing out samples of the products and promising to contact anyone who needed more information. She quickly added her e-mail address to her PowerPoint slides and was encouraged to see people writing it down.
- Feedback* As promised, Alyson finished in under half an hour. “And that wraps it up!” she concluded. “Let’s eat!” Later, the marketing director complimented Alyson on dealing so well with a tough situation. “You did a great job,” the marketing director said. “Next year, we’ll try to make all the presentations as concise and efficient as yours.”

Public Speaking in a Multicultural World

CULTURAL DIVERSITY IN THE MODERN WORLD

The United States has always been a diverse society. By the middle of the 19th century, it contained so many people from so many lands that novelist Herman Melville exclaimed, “You cannot spill a drop of American blood without spilling the blood of the whole world.”²¹

One can only imagine what Melville would say today! The United States is the most diverse society on earth. That diversity can be seen in cities and towns, schools and businesses, community groups, and houses of worship all across the land. Consider the following:

- There are 195 nations in the world, and every one of them has someone living in the United States.
- Nearly 50 percent of the people in Miami were born outside the United States.
- More than 55 million people in the United States speak a language other than English at home.

These kinds of developments are not limited to the United States. We live in an age of international multiculturalism. The Internet allows for instant communication around the world. CNN is broadcast to more than 1 billion people globally. Social media connect people across ancient boundaries. Despite political, social, and religious differences, all nations are becoming part of a vast global network. For example:

- There are 82,000 transnational corporations around the world, and they account for one-third of the world's economic output.
- McDonald's sells twice as many hamburgers and French fries abroad than it does in the United States; Nike makes 63 percent of its sales through exports.
- France has as many Muslims as practicing Catholics; radio CHIN in Toronto, Canada, broadcasts in 31 languages.

CULTURAL DIVERSITY AND PUBLIC SPEAKING

Speechmaking becomes more complex as cultural diversity increases. Part of the complexity stems from the differences in language from culture to culture. Nothing separates one culture from another more than language. Language and culture are so closely bound that “we communicate the way we do because we are raised in a particular culture and learn its language, rules, and norms.”²²

The meanings attached to gestures, facial expressions, and other nonverbal signals also vary from culture to culture. Even the gestures for such basic messages as “hello” and “goodbye” are culturally based. The North American “goodbye” wave is interpreted in many parts of Europe and South America as the motion for “no,” while the Italian and Greek gesture for “goodbye” is the same as the U.S. signal for “come here.”²³



Public speaking is a vital mode of communication in most cultures around the world. Here journalist Roxana Saberi, who was imprisoned in Iran for more than 100 days, speaks at a forum on media freedom held in Doha, Qatar.

Many stories have been told about the fate of public speakers who fail to take into account cultural differences between themselves and their audiences. Consider the following scenario:²⁴

The sales manager of a U.S. electronics firm is in Brazil to negotiate a large purchase of computers by a South American corporation. After three days of negotiations, the sales manager holds a gala reception for all the major executives to build goodwill between the companies.

As is the custom on such occasions, time is set aside during the reception for an exchange of toasts. When it is the sales manager's turn to speak, he praises the Brazilian firm for its many achievements and talks eloquently of his respect for its president and other executives. The words are perfect, and the sales manager can see his audience smiling in approval.

And then—disaster. As the sales manager closes his speech, he raises his hand and flashes the classic U.S. “OK” sign to signal his pleasure at the progress of the negotiations. Instantly the festive mood is replaced with stony silence; smiles turn to icy stares. The sales manager has given his Brazilian audience a gesture with roughly the same meaning as an extended middle finger in the United States.

The next day, the Brazilian firm announces that it will buy its computers from another company.

As this story illustrates, public speakers can ill afford to overlook their listeners' cultural values and customs. The methods of effective speech explained throughout this book will be helpful to you when addressing culturally diverse audiences. Here we need to stress the importance of avoiding the ethnocentrism that often blocks communication between speakers and listeners of different cultural backgrounds.

AVOIDING ETHNOCENTRISM

ethnocentrism

The belief that one's own group or culture is superior to all other groups or cultures.

Ethnocentrism is the belief that our own group or culture—whatever it may be—is superior to all other groups or cultures. Because of ethnocentrism, we identify with our group or culture and see its values, beliefs, and customs as “right” or “natural”—in comparison to the values, beliefs, and customs of other groups or cultures, which we tend to think of as “wrong” or “unnatural.”²⁵

Ethnocentrism is part of every culture, and it can play a positive role in creating group pride and loyalty. But it can also lead to prejudice and hostility toward different racial, ethnic, religious, or cultural groups. To be an effective public speaker in a multicultural world, you need to keep in mind that all people have their special beliefs and customs.

Avoiding ethnocentrism does not mean that you must agree with the values and practices of all groups and cultures. At times you might try to convince people of different cultures to change their traditional ways of doing things—as speakers from the United Nations seek to persuade farmers in Africa to adopt more productive methods of agriculture, or as delegates from the United States and China attempt to influence the other country's trade policies.

If such speakers are to be successful, however, they must show respect for the cultures of the people they address. They need to adapt their messages to the values and expectations of their listeners.

When you work on your speeches, be alert to how cultural factors might affect how listeners respond. As we shall see in Chapter 6, for classroom

speeches you can use audience-analysis questionnaires to learn about the backgrounds and opinions of your classmates. For speeches outside the classroom, the person who invites you to speak can usually provide information about the audience.

Once you know about any cultural factors that might affect your listeners' response, try to put yourself in their place and to hear your message through their ears. If there is a language difference, avoid words or phrases that might cause misunderstanding. When researching the speech, keep an eye out for visual aids and other materials that will relate to a wide range of listeners. When delivering the speech, be alert to feedback that might indicate the audience is having trouble grasping your ideas.

It is also important to avoid ethnocentrism when listening to speeches. When you listen to a speaker from a different cultural background, be on guard against the temptation to judge the speaker on the basis of his or her appearance or manner of delivery. No matter what the cultural background of the speaker, you should listen to her or him as attentively as you would want your audience to listen to you.²⁶

Summary

Public speaking has been a vital means of personal empowerment and civic engagement throughout history. The need for effective public speaking will almost certainly touch you sometime in your life. Your speech class will give you training in researching topics, organizing your ideas, and presenting yourself skillfully. This training is invaluable for every type of communication.

There are many similarities between public speaking and daily conversation, but public speaking is also different from conversation. First, it usually imposes strict time limitations and requires more detailed preparation than does ordinary conversation. Second, it requires more formal language. Listeners react negatively to speeches loaded with slang, jargon, and bad grammar. Third, public speaking demands a different method of delivery. Effective speakers adjust their voices to the larger audience and work at avoiding distracting physical mannerisms and verbal habits.

One of the major concerns of students in any speech class is stage fright. Your class will give you an opportunity to gain confidence and make your nervousness work for you rather than against you. You will take a big step toward overcoming stage fright if you think positively, prepare thoroughly, visualize yourself giving a successful speech, keep in mind that most nervousness is not visible to the audience, and think of your speech as communication rather than as a performance in which you must do everything perfectly.

A course in public speaking can also help develop your skills as a critical thinker. Critical thinking helps you organize your ideas, spot weaknesses in other people's reasoning, and avoid them in your own.

The speech communication process includes seven elements—speaker, message, channel, listener, feedback, interference, and situation. The speaker is the person who initiates a speech transaction. Whatever the speaker communicates is the message, which is sent by means of a particular channel. The listener receives the communicated message and provides feedback to the speaker. Interference is anything that impedes the communication of a message, and the situation is the



time and place in which speech communication occurs. The interaction of these seven elements determines the outcome in any instance of speech communication.

Because of the diversity of modern life, many—perhaps most—of the audiences you address will include people of different cultural backgrounds. When you work on your speeches, be alert to how such factors might affect the responses of your listeners and adapt your message accordingly. Above all, avoid the ethnocentric belief that your own culture or group is superior to all others. Also keep in mind the importance of avoiding ethnocentrism when listening to speeches. Accord every speaker the same courtesy and attentiveness you would want from your listeners.

Key Terms

stage fright (9)	channel (19)
adrenaline (10)	listener (19)
positive nervousness (10)	frame of reference (19)
visualization (13)	feedback (20)
critical thinking (16)	interference (20)
speaker (18)	situation (21)
message (18)	ethnocentrism (24)

Review Questions

After reading this chapter, you should be able to answer the following questions:

1. In what ways is public speaking likely to make a difference in your life?
2. How is public speaking similar to everyday conversation?
3. How is public speaking different from everyday conversation?
4. Why is it normal—even desirable—to be nervous at the start of a speech?
5. How can you control your nervousness and make it work for you in your speeches?
6. What are the seven elements of the speech communication process? How do they interact to determine the success or failure of a speech?
7. What is ethnocentrism? Why do public speakers need to avoid ethnocentrism when addressing audiences with diverse cultural, racial, or ethnic backgrounds?

Exercises for Critical Thinking

1. Think back on an important conversation you had recently in which you wanted to achieve a particular result. (*Examples:* asking your employer to change your work schedule; explaining to a friend how to change the oil and filter in a car; attempting to talk your spouse or partner into buying the computer you like rather than the one he or she prefers.) Work up a brief analysis of the conversation.

connect

For further review, go to the LearnSmart study module for this chapter.

In your analysis, explain the following: (1) your purpose in the conversation and the message strategy you chose to achieve your purpose; (2) the communication channels used during the conversation and how they affected the outcome; (3) the interference—internal or external—you encountered during the conversation; (4) the steps you took to adjust to feedback; (5) the strategic changes you would make in preparing for and carrying out the conversation if you had it to do over again.

2. Divide a sheet of paper into two columns. Label one column “Characteristics of an Effective Public Speaker.” Label the other column “Characteristics of an Ineffective Public Speaker.” In the columns, list and briefly explain what you believe to be the five most important characteristics of effective and ineffective speakers. Be prepared to discuss your ideas in class.
3. On the basis of the lists you developed for Exercise 2, candidly evaluate your own strengths and weaknesses as a speaker. Identify the three primary aspects of speechmaking you most want to improve.