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The Art of Communicating

500 quotes on how to communicate with others

Eric Garner



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The Art of Communicating: 500 quotes on how to communicate with others
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Preface

Introduction to “The Art of Communicating”.

We all love a good quote. A good quote can do many things. It can sum up in just a few words what it takes a whole day to learn. It can deliver something that has taken someone a lifetime of experience to discover. It can make us smile with its accuracy and wisdom. It can delight us with its turn of phrase. And it can hit the spot in encapsulating something we’ve come to understand ourselves. When asked for their favourite quotations, ones that mean something to them or ones that they were given and have used throughout their lives to help them gain some insight, most people can usually quote a quote.

In this collection, you’ll find around 500 quotes on the theme of Communications. They range from quotes by Lao Tzu in around 500 BC and Cicero in 100 BC to Henry Ford and Walt Disney in the 20th century. Some of the oldest quotes are some of the most relevant today. You’ll discover insights into how to get on better with others, whether at work or not. You’ll learn how to give advice to someone who needs your help. You’ll learn some excellent tips on how to influence, persuade, and negotiate. You’ll get a primer on presentation skills. And you’ll learn some of the secrets of successfully working with your clients and customers. This book is a delightful way to learn. When your training is finished, you’ll still be leafing through these gems for the sheer pleasure of reading them.

Profile of Editor Eric Garner

Eric Garner is an experienced management trainer with a knack for bringing the best out of individuals and teams. Eric founded ManageTrainLearn in 1995 as a corporate training company in the UK specialising in the 20 skills that people need for professional and personal success today. Since 2002, as part of KSA Training Ltd, ManageTrainLearn has been a major player in the e-learning market. Eric has a simple mission: to turn ManageTrainLearn into the best company in the world for producing and delivering quality online management products.

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1 Communications

“Words are but pictures of our thoughts.”

(John Dryden 1631 - 1700)

“The most basic of all human needs is the need to understand and be understood. The best way to understand people is to listen to them.”

(Ralph Nichols)

“An act of communication is a temporary contract between two people.”

(Sheila Hirst)

“Much talking is the cause of danger. Silence is the means of avoiding misfortune. The talkative parrot is shut up in a cage; other birds, without speech, fly freely about.”

(Saskya Pandita 1182 - 1251)

“Weigh the meaning and look not at the words.”

(Ben Johnson 1572 - 1637)

“Language is the picture and counterpart of thought.”

(Mark Hopkins 1802 - 87)

“Language is a city to the building of which every human being brought a stone.”

(Ralph Waldo Emerson 1803 - 82)

“The same words conceal and declare the thoughts of men.”

(Dionysius Cato 300)

“No man is an island.”

(John Donne 1572 - 1631)

“Without credible communication, and a lot of it, employee hearts and minds are never captured.”

(John Kotter)

“Think like a wise man but communicate in the language of the people.”

(William Butler Yeats 1865 – 1939)

“I’m just not a memo writer. I like to look someone in the eye and say: “Let’s talk””

(Peter C. Scott)

“If you can’t say it in 30 seconds, you probably can’t say it at all. If you know, you can make any point very well in 30 seconds.”

(Terry Mayo)

“I see better now as a blind man than I did as a sighted man. I discovered we don’t see with our eyes. We only really see when we are willing to look at the truth about us, life and other people. You don’t need eyes to see that.”

(Virgil Adamson in the movie “At First Sight”)

“They never taste who always drink; they always talk who never think.”

(Matthew Prior 1664 - 1721)

“It’s alright to hold a conversation, but you should let go of it now and again.”

(Richard Armour)

“For good or ill, your conversation is your advertisement. Every time you open your mouth you let men look into your mind. Do they see it well-clothed, neat, businesslike?”

(Bruce Barton)

“Being vulnerable doesn’t have to be threatening. Just have the courage to be sincere, open and honest. This opens the door to deeper communication all around. It creates self-empowerment and the kind of connections with others we all want in life.”

(Sarah Paddison)

“Conversations are the way knowledge workers discover what they know, share it with colleagues, and in the process create new knowledge for the organisation.”

(Alan Webber)

“I know that you believe that you understood what you think I said, but I am not sure you realise that what you heard is not what I meant.”

(Robert McCloskey)

“We shall never understand one another until we reduce the language to seven words.”

(Kahlil Gibran 1883 - 1931)

“Communication is really all anyone ever gets paid for ultimately...and if you cannot effectively communicate...you will PAY...not get paid.”

(Doug Firebaugh)

“Men suppose their reason has command over their words; still it happens that words in return exercise authority over reason.”

(Francis Bacon 1561 - 1626)

“The essence of good management is the art of making difficult things simple, not simple things difficult.”

(Source Unknown)

“The first and most difficult task of dialogue involves parking the ego and listening with an open spirit. From this receptivity can come questions which lead to understanding.”

(Ann McGee-Cooper)

“Words, like eyeglasses, blur everything that they do not make more clear.”

(Joseph Joubert 1754 - 1824)

“If A equals success, then the formula is: $A = X + Y + Z$, where X is work, Y is play and Z is keep your mouth shut.”

(Albert Einstein 1879 - 1955)

“Coherent communication is based on four key principles: 1. Achieve understanding first 2. Listen non-judgmentally 3. Listen for the essence 4. Be authentic.”

(Doc Childre and Bruce Cryer)

“The word is half his that speaks and half his that hears it.”

(Michel de Montaigne 1533 - 92)

“It is very important to work hard and not talk about it. We are often criticised for being too discrete. But in the military, you never say anything unless it is to mislead the enemy.”

(Alfred Schindler)

“Inform all the troops that communications have completely broken down.”

(Ashleigh Brilliant)

“Put a bridle on thy tongue; set a guard before thy lips, lest the words of thine own mouth destroy thy peace. On much speaking cometh repentance, but in silence is safety.”

(Akhenaton 1375 BC)

“Words are both better and worse than thoughts, they express them and add to them; they give them power for good or evil; they start them on an endless flight, for instruction and comfort and blessing, or for injury and sorrow and ruin.”

(Tryon Edwards 1809 - 94)

“After all, when you come right down to it, how many people speak the same language even when they speak the same language?”

(Russell Hoban)

“Some words are like rays of sunshine, others like barbed arrows or the bite of a serpent. And if hard words cut so deep, how much pleasure can kind ones give?”

(Sir John Lubbock 1834 - 1913)

“Proper words in proper places make the true definition of style.”

(Jonathan Swift 1667 - 1745)

“There is no such thing as conversation. It is an illusion. There are intersecting monologues, that is all.”

(Rebecca West)

“Ideas in the mind are the transcript of the world; words are the transcript of ideas; and writing and printing are the transcript of words.”

(Joseph Addison 1672 - 1719)

“True ease in writing comes from art, not chance; as those move easiest who have learn'd to dance.”

(Alexander Pope 1688 - 1744)

“The pen is the tongue of the mind.”

(Miguel de Cervantes 1547 - 1616)

“True interactivity is not about clicking on icons or downloading files, it's about encouraging communication.”

(Edwin Schlossberg)

“One great use of words is to hide our thoughts.”

(Voltaire 1694 - 1778)

“Language is not only the vehicle of thought; it is a great and efficient instrument in thinking.”

(Sir Humphrey Davy 1778 - 1829)

“Words are the only things that last for ever.”

(William Hazlitt 1778 - 1830)

“There are words which are worth as much as the best actions, for they contain the germ of them all.”

(Anne Swetchine 1782 - 1857)

“A moment of thinking is an hour of words.”

(Thomas Hood 1798 - 1845)

“Listening, not imitation, may be the sincerest form of flattery.”

(Joyce Brothers)

“By poetry we mean the art of employing words in such a manner as to produce an illusion on the imagination; the art of doing by means of words, what the painter does by colours.”

(Thomas B. Macaulay 1800 - 1859)

“Good words do more than hard speeches, as the sunbeams without any noise will make the traveller cast off his cloak, which all the blustering winds could not do, but only make him bind it closer to him.”

(Robert Leighton 1611 - 84)

“Words are the most powerful drug used by mankind.”

(Rudyard Kipling 1865 - 1936)

“Most people are body language under-educated. There are no skills taught in elementary, junior high or high school anywhere. Most people have no idea why they “just get a feeling about someone.” You probably have no idea what cues and signals you are sending.”

(Kevin Hogan)

“A speech should be like a woman’s skirt: long enough to cover the topic yet short enough to be interesting.”

(Winston Churchill)

“The most effective way to achieve right relations with any living thing is to look for the best in it, and then help that best into the fullest expression.”

(Allen J. Boone)

“If I went back to college again, I’d concentrate on two areas: learning to write and to speak before an audience. Nothing in life is more important than the ability to communicate effectively.”

(Gerald Ford)

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“That writer does the most, who gives his reader the most knowledge, and takes from him the least time.”

(Caleb Charles Colton 1780 - 1832)

“With words we govern men.”

(Benjamin Disraeli 1804 - 81)

“A powerful agent is the right word. Whenever we come upon one of those intensely right words in a book or a newspaper, the resulting effect is physical as well as spiritual.”

(Mark Twain 1835 - 1910)

“But for all their inadequacy and their radical unlikeness to the facts to which they refer, words remain the most reliable and accurate of our symbols. Whenever we want to have a precise report of facts or ideas, we must resort to words.”

(Aldous Huxley 1894 - 1963)

“Words are one of our chief means of adjusting to all the situations of life. The better control we have over words, the more successful our adjustment is likely to be.”

(Bergen Evans)

“Talking is like playing on a harp: there is as much in laying the hands on the strings to stop their vibrations as in twanging them to bring out the music.”

(Oliver Wendell Holmes 1809 - 94)

“When the eyes say one thing, and the tongue another, a practiced man relies on the language of the first.”

(Ralph Waldo Emerson)

“Words spoken may fly away; the writing-brush leaves its mark.”

(Chinese proverb)

“If names are not correct, language will not be in accordance with the truth of things.”

(Confucius 551 - 479 BC)

“The chief virtue that language can have is clearness, and nothing detracts from it so much as the use of unfamiliar words.”

(Hippocrates 460 - 370BC)

“Communication is the real work of leadership.”

(Nitin Nohria)

“Words are used to express meaning; when you understand the meaning, you can forget the words.”

(Chuang-Tzu 350 BC)

“It is as easy to draw back a stone thrown with force from the hand, as to recall a word once spoken.”

(Menander 342 -291BC)

“Men of few words are the best men.”

(William Shakespeare 1564 - 1616)

“Obscurity in writing is commonly an argument of darkness in the mind. The greatest learning is to be seen in the greatest plainness.”

(John Wilkins 1614 - 72)

“A single word often betrays a great design.”

(Racine 1639 - 99)

“In those instances where two or three individuals of similar skills interview for the same job, it’s been shown that the individual who is often extended the offer is the one who communicates the best. In fact, there are times that an individual with a lesser skill set will get the job simply because of his or her communication abilities.”

(Kathy Maixner)

“A very great part of the mischiefs that vex this world arises from words.”

(Edmund Burke 1729 - 97)

“It’s not what you tell them...it’s what they hear.”

(Red Auerbach)

“The 8 key words that will move practically anyone to your side of the issue: ‘If you can’t do it, I’ll definitely understand.’”

(Bob Burg)

“Bureaucrats write memoranda both because they appear to be busy when they are writing and because the memos, once written, immediately become proof that they were busy.”

(Charles Peters)

“Volatility of words is carelessness in action; words are the wings of action.”

(Sir John Lavater 1741 - 1801)

“Years ago when I was an ugly, skinny, pimple ridden and introverted teenager, my mother taught me this lesson: ‘It doesn’t matter what you look like. People don’t judge you by what you appear to be or your outward self. They want to know how you think about them as people. Always turn it over to the other person and you will always be in a winning position.’”

(Dick Clark)

“How many people make themselves abstract to appear profound. The great part of abstract terms are shadows that hide a vacuum.”

(Joseph Joubert 1754 - 1824)

“A word too much always defeats its purpose.”

(Arthur Schopenhauer 1788 - 1860)

“We live on our own solitary islands of reality, absorbed in and fascinated by our own points of view. Frequently we reach out to one another seeking to understand or be understood. The bridge between our separate realities is communication . . . To communicate is to relate.”

(Layne and Paul Cutright)

“The way we communicate with others and with ourselves ultimately determines the quality of our lives.”

(Anthony Robbins)

“A good head and good heart are always a formidable combination. But when you add to that a literate tongue or pen, then you have something special.”

(Nelson Mandela)

“A thousand words will not leave so deep an impression as one deed.”

(Henrik Ibsen 1828 - 1906)

“Having a good conversation starts with good intentions. It’s not about the topic, I’ve found, so much as the energy and good feelings you put into the conversation. A good conversation is heartfelt and brave. You know that already. Challenge yourself.”

(Michael Masterson)

“When you speak, ask questions. Don’t lecture.”

(Denis Waitley)

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“The real art of conversation is not only to say the right thing at the right place but to leave unsaid the wrong thing at the tempting moment.”

(Dorothy Nevill)

“At best, ‘communication’ is the name for those practices that compensate for the fact that we can never be each other.”

(John Durham Peters)

“You can communicate without motivating, but it impossible to motivate without communicating.”

(John Thompson)

“If you communicate well, you have the competition beat by a mile. The question then is whether or not you’re fostering good communication in everything you do.”

(Kathy Maixner)

“‘What is it you see that I don’t?’; ‘How do you see this differently and why?’; ‘Please help me understand from your perspective.’

To ask these questions requires that one no longer need to have the best or last answer. Expanding one’s understanding becomes more important than being right or getting one’s point across.”

(Ann McGee-Cooper)

“In words, as fashions, the same rule will hold; alike fantastic, if too new or old: be not the first by whom the new are tried, nor yet the last to lay the old aside.”

(Alexander Pope 1688 -1744)

“The measurement of your communication is the response you get.”

(Source Unknown)

“I’ve noticed two things about men who get big salaries. They are almost invariably men who, in conversation or in conference, are adaptable. They quickly get the other fellow’s view. They are more eager to do this than to express their own ideas. They also state their own point of view convincingly.”

(John Hallock)

“If you would be with a great mind, leave him with a favourable impression of you; if with a little mind, leave him with a favourable impression of himself.”

(Samuel Coleridge 1772 - 1834)

“It is the things in common that make relationships enjoyable, but it is the little differences that make them interesting.”

(Todd Ruthman)

“Feelings of worth can flourish only in an atmosphere where individual differences are appreciated, mistakes are tolerated, communication is open, and rules are flexible - the kind of atmosphere that is found in a nurturing family.”

(Virginia Satir)

“The genius of communication is the ability to be both totally honest and totally kind at the same time.”

(John Powell)

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2 Counselling Skills

“Counselling is a process of my wanting to lead you back to yourself.”

(Leo Buscaglia)

“Nobody can give you wiser advice than yourself.”

(Cicero 106 – 43 BC)

“Note how good you feel after you have encouraged someone else. No other argument is necessary to suggest that one never miss the opportunity to give encouragement.”

(George Adams)

“The true secret of giving advice is, after you have honestly given it, to be perfectly indifferent whether it is taken or not and never persist in trying to set people right.”

(Hannah Whitall Smith)

“Advice is seldom welcome and those who want it the most always like it the least.”

(Earl of Chesterfield)

“The task of counselling is to give the client an opportunity to explore, discover and clarify ways of living more resourcefully and towards greater well-being.”

(British Association of Counselling)

“Nobody, as long as he moves about among the chaotic currents of life, is without trouble.”

(Carl Jung)

“One of the most valuable things we can do to heal one another is to listen to each others’ stories.”

(Rebecca Falls)

“Never lose the chance of saying a kind word.”

(William Makepeace Thackeray)

“Listening is a strange and magnetic thing, a creative force. When we really listen to people, there is an alternating current, and this recharges us so that we never get tired of each other. We are constantly being re-created.”

(Brenda Ueland)

“We all admire the wisdom of people who come to us for advice.”

(Jack Herbert)

“The glory of friendship is not the outstretched hand, nor the kindly smile. It’s the spiritual inspiration that comes to one

when he discovers that someone else believes in him and is willing to trust him with his friendship.”

(Ralph Waldo Emerson 1803 - 82)

“One kind word can warm three winter months.”

(Japanese proverb)

“People are unreasonable, illogical and self-centred. Love them anyway. People really need help, but may attack you if you help them. Help people anyway. Give the world the best you have and you will get kicked in the teeth. Give your best anyway.”

(Mother Teresa of Calcutta)

“Advice is what we ask for when we know the answer but wish we didn’t.”

(Erica Jong)

“Too often we underestimate the power of a touch, a smile, a kind word, a listening ear, an honest compliment, or the smallest act of courage, all of which have the potential to turn a life around.”

(Leo Buscaglia)

“To give counsel as well as take it is a feature of true friendship.”

(Cicero 106 - 43 BC)

“Men are born with two eyes and one tongue, in order that they should see twice as much as they say.”

(Charles Caleb Colton 1780 - 1832)

“There is a subterranean emotional economy that passes amongst all of us. In every interaction, we can make people feel better or worse.”

(Daniel Coleman)

“All life comes back to the question of our speech, the medium through which we communicate with each other. For all life comes back to the question of our relations with one another.”

(William James 1842 - 1910)

“Give neither counsel or salt till you are asked for it.”

(Old Proverb)

“When you talk, you repeat what you already know; when you listen, you often learn something new.”

(Jared Sparks 1789 - 1866)

“It is the client who knows what hurts, what directions to go, what problems are crucial, what experiences have been deeply buried.”

(Carl Rogers)

“Only when the clamour of the outside world is silenced will you be able to hear the deeper vibration. Listen carefully.”
(Sarah Ban Breathnach)

“Don’t find fault, find a remedy.”
(Henry Ford 1863 - 1947)

“If you approach each person you meet in a spirit of adventure, you will find yourself endlessly fascinated by the new channels of thought and experience and personality that you encounter.”
(Eleanor Roosevelt 1884 - 1962)

“When a wise man is advised of his errors, he will reflect on and improve his conduct. When his misconduct is pointed out, a foolish man will not only disregard the advice but rather repeat the same error.”
(The Buddha 568 - 488 BC)

“Advice is seldom welcome and those who want it the most always like it the least.”
(Lord Chesterfield 1694 - 1773)

“Beginning today, treat everyone you meet as if they were going to be dead by midnight. Extend to them all the care, kindness and understanding you can muster, and do it with no thought of any reward. Your life will never be the same again.”
(Augustine Mandino 1923 - 96)

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“Speak clearly if you speak at all; carve every word before you let it fall.”

(Oliver Wendell Holmes 1809 - 94)

“When we honestly ask ourselves which persons in our lives mean the most to us, we often find that it is those who, instead of giving advice, solutions, or cures, have chosen to share our pain and touch our wounds with a warm and tender hand.”

(Henri Nouwen)

“A good deed is one that brings a smile to the face of another.”

(Mohammed 571 - 632)

“Confidence placed in another often compels confidence in return.”

(Livy 59 BC - 17 AD)

“If a person constantly criticises themselves and runs themselves down, then it is difficult for that person not to be critical and emotionally punishing to other people. Put in another way, we need to see the jewel in ourselves before we can see it in other people.”

(Ray Woolfe)

“It is an equal failing to trust everybody and to trust nobody.”

(18th century proverb)

“When you counsel someone, you should appear to be reminding him of something he had forgotten, not of the light he was unable to see.”

(Baltasar Gracian)

“All of us, at certain moments of our lives, need to take advice and to receive help from other people.”

(Alexis Carrel, Reflections on Li)

“Most people do not listen with the intent to understand, rather they listen with the intent to reply. They are busy filtering everything through their own perspectives rather than trying to understand another’s frame of reference.”

(Stephen Covey)

“If there is any one secret of success, it lies in the ability to get the other person’s point of view and see things from his angle as well as your own.”

(Henry Ford)

“Be trustworthy. Be the person who can keep a secret, isn’t a gossip, and can be counted on in all situations.”

(Larry Winget)

“To be persuasive we must be believable; to be believable we must be credible; to be credible we must be truthful.”

(Edward Murrow)

“The greatest good you can do for another is not just share your riches but to reveal to him his own.”

(Benjamin Disraeli)

“Henceforth will I shed only tears of sweat, for those of sadness or frustration are of no value in the market place whilst each smile can be exchanged for gold and each kind word, spoken from my heart, can build a castle.”

(Og Mandino)

“How far you go in life depends on you being tender with the young, compassionate with the aged, sympathetic with the striving and tolerant of the weak and the strong. Because someday in life you will have been all of these.”

(George Washington Carver)

“There is only one thing that will really train the human mind and that is the voluntary use of the mind by the man himself. You may aid him, you may guide him, you may suggest to him, and, above all else, you may inspire him. But the only thing worth having is that which he gets by his own exertions, and what he gets is in direct proportion to what he puts into it.”

(Albert Lowell)

“To hear, one must be silent.”

(Old proverb)

“When I am disturbed, it is because I find some person, place, thing, or situation - some fact of my life - unacceptable to me, and I can find no serenity until I accept that person, place, thing, or situation as being exactly the way it is supposed to be at this moment.”

(Alcoholics Anonymous)

“We cannot hold a torch to light another’s path, without brightening our own.”

(Ben Sweetland)

“The trouble with the man who goes to see a doctor is that he wishes to be cured in a day of ills it has taken him years to acquire.”

(Source Unknown)

“Effective counsellors remember that words have no meaning, only people have meaning. The assignment of meaning to a term is an internal process; meaning comes from inside us. And although our experiences differ, we often misinterpret each others’ messages while under the illusion that common understanding has been achieved.”

(Larry Barker)

“A single conversation across the table with a wise man is worth a month’s study of books.”

(Chinese proverb)

“If we eliminated all errors, we would also eliminate much discovery, art, insight, learning, and creativity that results

from facing errors.”

(Kevin Everett FitzMaurice)

“Recovery is the process of recovering who we are.”

(Source Unknown)

“When you are dealing with another person, your success rate in getting them to talk is directly related to whether you are liked as a person. This is directly related to your ability to ask questions about their number one subject – themselves. There is no such thing as a natural counsellor. In almost every case, these are people who have learned how to ask questions.”

(Allan Pease)

“Flow with whatever may happen and let your mind be free. Stay centered by accepting whatever you are doing.”

(Chuang-Tzu)

“To find out what others are feeling, don’t prod or poke. If you want to play with a turtle, you can’t get it to come out of its shell by prodding and poking it with a stick, you might kill it. Be gentle, not harsh, hard or forceful.”

(Source Unknown)

“Speak gently to everyone and they will respond accordingly. Harsh words hurt, and you will get them thrown back in your face.”

(The Dhammapada)

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“Of all the things you wear, your expression is the most important.”

(Janet Lane)

“Every evening I turn my worries over to God. He’s going to be up all night anyway.”

(Mary C. Crowley)

“Listening for and identifying the tone in others and adapting appropriately, as well as being conscious of the tone of your own messages, will determine communication effectiveness. Being tone-conscious will prevent you from sending and receiving messages that fall on deaf ears.”

(Source Unknown)

“Fear less, hope more; eat less, chew more; whine less, breathe more; talk less, say more; hate less, love more; and all good things are yours.”

(Swedish Proverb)

“Take your life in your own hands, and what happens? A terrible thing: no one to blame.”

(Erica Jong)

“We must embrace pain and burn it as fuel for our journey.”

(Kenji Miyazawa)

“One day in retrospect the years of struggle will strike you as the most beautiful.”

(Sigmund Freud)

“Spacetime view of disease tells us that a vital part of the goal of every therapist is to help the sick person (and we are all somewhat diseased) towards a re-ordering of his world view. We must help him to realise that he is not an isolated entity who is fragmented from the world of the healthy. To the extent we accomplish this task, we are a healer.”

(Larry Dossey)

“To insist on knowing “why” before you accept help is like falling in the ocean and refusing to swim to shore until you know “why” you fell in.”

(Kevin Everett FitzMaurice)

“Tact is the art of convincing people that they know more than you do.”

(Raymond Mortimer)

“The contrast between hearing and really listening can be as different as night and day. And in a business environment, not listening effectively to customers, employees and peers can mean the difference between success and failure.”

(Ken Johnson)

“Sympathy sees, and says, ‘I’m sorry.’ Compassion feels, and whispers, ‘I’ll help.’”

(Source Unknown)

“A little-recognized value of listening and inquiring relates to the realization that in human relationships, it is frequently not what the facts are, but what people think the facts are, which is truly important. There is benefit in learning what someone else’s concept of reality is, no matter how wrong it might be.”

(Bryan Bell)

“Empathy feels these thoughts; your hurt is in my heart, your loss is in my prayers, your sorrow is in my soul, and your tears are in my eyes.”

(William Ward)

“Advice is like snow; the softer it falls the longer it dwells upon, and the deeper it sinks into the mind.”

(Samuel Taylor Coleridge)

“Talk that does not end in any kind of action is better suppressed altogether.”

(Thomas Carlyle)

“The best advisers, helpers and friends are not always those who tell us how to act in special cases, but who give us, out of themselves, the ardent spirit and desire to act right, and leave us then, even through many blunders, to find out what our own form of right action is.”

(Phillips Brooks)

“Remember, you can listen another person’s soul into existence.”

(Sign over a campus crisis hotline)

“He that gives good advice builds with one hand. He that gives good counsel and example builds with both. But he that gives good admonition and bad example builds with one hand and pulls down with the other.”

(Francis Bacon)

“All the advice in the world will never help you until you help yourself.”

(Fred van Amburgh)

“Sometimes the most revealing part of a message isn’t found in the words themselves but in the subtle messages wrapped around those words. Failure to pick up on these secret messages may leave you blind to what is really being said.”

(Dianne Booher)

“It is easy when we are in prosperity to give advice to the afflicted.”

(Aeschylus)

“If you do not ask the right questions, you do not get the right answers. A question asked in the right way often points to its own answer. Asking questions is the A-B-C of diagnosis. Only the inquiring mind solves problems.”

(Edward Hodnett)

“The secret of man’s success resides in his insight into the moods of people, and his tact in dealing with them.”

(Joshua Gilbert Holland)

“Errors, like straws, upon the surface flow; He who would search for pearls must dive below.”

(John Dryden)

“To be able to help another person, I must understand what he understands. If I do not, then my superior knowledge does not help him at all. All true help begins with an act of humility; the helper must first humble himself, and therewith understand that to help is not to command but to serve.”

(Soren Kierkegaard)

“Tact is the art of making a point without making an enemy.”

(Source Unknown)

“There is no man so low that the cure for his condition does not lie strictly within himself.”

(Thomas L. Masson)

“Ears operate at the speed of sound, which is far slower than the speed of light the eyes take in. Generative listening is the art of developing deeper silences in yourself, so you can slow your mind’s hearing to your ears’ natural speed and hear beneath the words to the meaning.”

(Peter Senge)

“The willingness to accept responsibility for one’s own life is the source from which self-respect springs.”

(Joan Didion)

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“I feel like a terribly slow learner in acknowledging that only in recent years have I come to learn that listening is a primary way by which I can become a significant person in my own eyes and in the eyes of others. I must continually re-learn it.”
(Earl Koile)

“Knowing ‘what’ allows you to define the problem. Knowing ‘how’ allows you to solve the problem. Knowing ‘why’ allows you to prevent the problem.”
(Source Unknown)

“Complete healing depends upon our ability to stop struggling.”
(Deepak Chopra)

“The word question is derived from the Latin *quarrier* (to seek) which is the same root as the word for quest. A creative life is a continued quest, and good questions can be very useful guides. Most useful are open-ended questions; they allow for fresh unanticipated answers to reveal themselves.”
(Source Unknown)

“Sometimes the best helping hand you can get is a good, firm push.”
(Joann Thomas)

“My best friend is the one who brings out the best in me.”
(Henry Ford)

“In my early professional years, I was asking the question: How can I treat, or cure, or change this person? Now I would phrase the question in this way: How can I provide a relationship which this person may use for his own personal growth?”
(Carl Rogers)

“One friend, one person who is truly understanding, who takes the trouble to listen to us as we consider a problem, can change our whole outlook on the world.”
(Elton Mayo)

“Whatever I do not accept, rules me.”
(Kevin Everett FitzMaurice)

“The friend who can be silent with us in a moment of despair or confusion, who can stay with us in an hour of grief and bereavement, who can tolerate not knowing, not curing, not healing, and face with us the reality of our powerlessness, that is a friend who cares.”
(Henri Nouwen)

“One of the most satisfying experiences I know is fully to appreciate an individual in the same way I appreciate a sunset. When I look at a sunset, I don’t find myself saying, ‘Soften the orange a little more on the right hand corner, and put a bit more purple along the base, and use a little more pink in the cloud.’ I don’t try to control a sunset. I watch it with awe as it unfolds.”
(Carl Rogers)

3 Customer Care

“The customer is the most important part of the production line.”

(W. Edwards Deming 1900 - 93)

“In the age of the e-mail, supercomputer power on the desktop, the Internet, and the raucous global village, attentiveness - a token of human kindness - is the greatest gift we can give someone.”

(Tom Peters)

“Companies can't give job security, only customers can.”

(Jack Welch)

“If you do build a great experience, customers tell each other about that. Word of mouth is very powerful.”

(Jeff Bezos)

“Service is the rent we pay for the privilege of living on this earth.”

(N. Eldon Tanner)

“We see our customers as invited guests to a party, and we are the hosts. It's our job every day to make every important aspect of the customer experience a little bit better.”

(Jeff Bezos)

“It is not your client's or prospect's job to remember you. It is your responsibility to make sure they do not have the chance to forget you.”

(Patricia Fripp)

“I am still looking for the modern equivalent of those Quakers who ran successful businesses, made money because they offered honest products and treated people decently, worked hard, spent honestly, saved honestly, gave honest value for money, put back more than they took out and told no lies. This business creed, sadly, seems long forgotten.”

(Anita Roddick)

“In communities where men build ships for their own sons to fish or fight from, quality is never a problem.”

(J. Deville)

“Always concentrate on the service or product you provide first and the financial rewards second. Money is a by-product of excellence. Always make doing what is right your main priority and the financial rewards will follow.”

(Larry Harmon)

“Profit in business comes from repeat customers, customers that boast about your project or service, and that bring their friends with them.”

(W. Edwards Deming 1900 - 93)

“The simplest and shortest ethical precept is to be served as little as possible - and to serve others as much as possible.”

(Leo Tolstoy 1828 - 1910)

“A sale is not something you pursue, it is something that happens to you while you are immersed in serving your customer.”

(Source Unknown)

“Be everywhere, do everything, and never fail to astonish the customer.”

(Macy’s Motto)

“Dealing with people is probably the biggest problem you face, especially if you are in business. Yes, and that is also true if you are a housewife, architect or engineer.”

(Dale Carnegie)

“Being on par in terms of price and quality only gets you into the game. Service wins the game.”

(Tony Alessandra)

“Customers don’t expect you to be perfect. They do expect you to fix things when they go wrong.”

(Donald Porter V.P., British Airways)

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“Customer service is training people how to serve clients in an outstanding fashion.”

(Source Unknown)

“Don’t try to tell the customer what he wants. If you want to be smart, be smart in the shower. Then get out, go to work and serve the customer!”

(Gene Buckley, Sikorsky Aircraft)

“Every great business is built on friendship.”

(JC Penney)

“When people talk about successful retailers and those that are not so successful, the customer determines at the end of the day who is successful and for what reason.”

(Gerry Harvey)

“Give the public everything you can give them, keep the place as clean as you can keep it, keep it friendly.”

(Walt Disney)

“Forget about the sales you hope to make and concentrate on the service you want to render.”

(Harry Bullis)

“A customer is the most important visitor on our premises, he is not dependent on us. We are dependent on him. He is not an interruption in our work. He is the purpose of it. He is not an outsider in our business. He is part of it. We are not doing him a favour by serving him. He is doing us a favour by giving us an opportunity to do so.”

(Mahatma Gandhi)

“Rule 1: The customer is always right.

Rule 2: If the customer is ever wrong, re-read Rule 1.”

(Stew Leonard)

“Do what you do so well that they will want to see it again and bring their friends.”

(Walt Disney)

“It’s much harder to provide a great customer service than I would have ever realised. It’s much more art than science in some of these other areas and not just about the facts but about how you are conveying them.”

(David Yu, CEO, Betfair)

“Here is a simple but powerful rule: always give people more than what they expect to get.”

(Nelson Boswell)

“Customer service is just a day-in, day-out ongoing, never-ending, unremitting, persevering, compassionate, type of activity.”

(Leon Gorman, CEO L.L.Bean)

“I won’t complain. I just won’t come back.”

(Brown & Williamson Tobacco Ad)

“If you get everybody in the company involved in customer service, not only are they ‘feeling the customer’ but they’re also getting a feeling for what’s not working. That’s the key - listening to make sure that you understand the customers and that you make them feel that you understand. When a customer calls up with a complaint, we obviously can’t change the past. But we have to deal with the problem.”

(Penny Handscomb)

“If the shopper feels like it was poor service, then it was poor service. We are in the customer perception business.”

(Mark Perrault, Rally Stores)

“If you want to be creative in your company, your career, your life, all it takes is one easy step... the extra one. When you encounter a familiar plan, you just ask one question: What ELSE could we do?”

(Dale Dauten)

“Your needs will be met once you can find a way of projecting energy and fulfilling someone else’s need.”

(Stuart Wilde)

“In business you get what you want by giving other people what they want.”

(Alice MacDougall)

“It starts with respect. If you respect the customer as a human being, and truly honour their right to be treated fairly and honestly, everything else is much easier.”

(Doug Smith)

“People don’t want to communicate with an organization or a computer. They want to talk to a real, live, responsive, responsible person who will listen and help them get satisfaction.”

(Theo Michelson, State Farm Insurance)

“People perform best and deliver the best customer service when they like what they do.”

(Source Unknown)

“Quality in a service or product is not what you put into it. It is what the client or customer gets out of it.”

(Peter Drucker)

“This may seem simple, but you need to give customers what they want, not what you think they want. And, if you do this, people will keep coming back.”

(John Ilhan)

“The purpose of a business is to create a mutually beneficial relationship between itself and those that it serves. When it

does that well, it will be around tomorrow to do it some more.”

(John Woods)

“The single most important thing to remember about any enterprise is that there are no results inside its walls. The result of a business is a satisfied customer.”

(Peter Drucker)

“The true leader serves. Serves people. Serves their best interests, and in doing so will not always be popular, may not always impress. But because true leaders are motivated by loving concern rather than a desire for personal glory, they are willing to pay the price.”

(Eugene B. Habecker)

“There are no traffic jams along the extra mile.”

(Roger Staubach)

“There is only one boss. The customer. And he can fire everybody in the company from the chairman on down, simply by spending his money somewhere else.”

(Sam Walton)

“To my customer. I may not have the answer, but I’ll find it. I may not have the time, but I’ll make it.”

(Source Unknown)

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“When you serve the customer better, there’s always a return on your investment.”

(Kara Parlin)

“You’ll never have a product or price advantage again. They can be easily duplicated, but a strong customer service culture can’t be copied.”

(Jerry Fritz)

“Without great employees you can never have great customer service.”

(Richard F. Gerson)

“Whatever your business is, talk to your customers and provide them with what they want. It makes sense.”

(Robert Bowman, CEO Major League Baseball Advanced Media)

“Washrooms will always tell if your company cares about its customers.”

(Source Unknown)

“Customers may forget what you said but they’ll never forget how you made them feel.”

(Source Unknown)

“If you can’t measure it, you can’t manage it.”

(Source Unknown)

“Today’s customers call the shots. They no longer have expectations - they have demands. And if you don’t meet their demands, they will find another supplier that does.”

(Larry Hochman)

“Unless you have 100% customer satisfaction ... you must improve.”

(Horst Schulz)

“Treat every customer as if they sign your paycheck ... because they do.”

(Source Unknown)

“Whether you are big or small, you cannot give good customer service if your employees don’t feel good about coming to work.”

(Martin Oliver, MD Kwik-Fit Financial Services)

“Your most unhappy customers are your greatest source of learning.”

(Bill Gates)

“What gets measured, gets done. And what gets recognised gets done again, and even better.”

(Robert Crawford, Director, ICS)

“Your customers expect your entire operation to revolve around them.”

(SAP Ad)

“Good customer service costs less than bad customer service.”

(Sally Gronow, Welsh Water)

“Honest criticism is hard to take, particularly from a relative, a friend, an acquaintance, or a stranger.”

(Franklin P. Jones)

“Follow the customer, if they change... we change.”

(Sir Terry Leahy, Chief Executive, Tesco plc)

“There is an urban myth that customer service is unique to specific sectors - utter balderdash! The skills needed are the same whether you work in a hotel, an exhaust fitters, the town hall or a hair salon. Anyone who says otherwise shouldn't be allowed sharp pencils.”

(Robert Crawford, Director, ICS)

“You cannot improve one thing by 1000% but you can improve 1000 little things by 1%.”

(Jan Carlzon)

“Think special, feel special and act special for all your customers.”

(Source Unknown)

“In our way of working, we attach a great deal of importance to humility and honesty. With respect for human values, we promise to serve our customers with integrity.”

(Azim Premji, Wipro)

“Deep down, we believe that the problem put simply, is THEM. They, of course, believe WE are the problem.”

(Source Unknown)

“The problem is not that there are problems. The problem is expecting otherwise and thinking that having problems is a problem.”

(Theodore Rubin)

“If you work just for money, you'll never make it, but if you love what you're doing and you always put the customer first, success will be yours.”

(Ray Kroc)

“Our mission statement about treating people with respect and dignity is not just words but a creed we live by every day. You can't expect your employees to exceed the expectations of your customers if you don't exceed the employees' expectations of management.”

(Howard Schultz, Starbucks)

“Spend a lot of time talking to customers face to face. You’d be amazed how many companies don’t listen to their customers.”
(Ross Perot)

“Don’t bring your need to the marketplace, bring your skill. If you don’t feel well, tell your doctor, but not the marketplace. If you need money, go to the bank, but not the marketplace.”
(Jim Rohn)

“I think it’s very important that whatever you’re trying to make or sell, or teach has to be basically good. A bad product and you know what? You won’t be here in ten years.”
(Martha Stewart)

“The most important adage and the only adage is, the customer comes first, whatever the business, the customer comes first.”
(Kerry Stokes, Chairman, Seven Network)

“Your earning ability today is largely dependent upon your knowledge, skill and your ability to combine that knowledge and skill in such a way that you contribute value for which customers are going to pay.”
(Brian Tracy)

“Each Wal-Mart store should reflect the values of its customers and support the vision they hold for their community.”
(Sam Walton)

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“I don’t know what your destiny will be, but one thing I know: the ones among you who will be really happy are those who have sought and found how to serve.”

(Albert Schweitzer)

“Statistics suggest that when customers complain, business owners and managers ought to get excited about it. The complaining customer represents a huge opportunity for more business.”

(Zig Ziglar)

“One customer, well taken care of, could be more valuable than \$10,000 worth of advertising.”

(Jim Rohn)

“We shall serve for the joy of serving, prosperity shall flow to us and through us in unending streams of plenty.”

(Charles Fillmore)

“Merely satisfying customers will not be enough to earn their loyalty. Instead, they must experience exceptional service worthy of their repeat business and referral. Understand the factors that drive this customer revolution.”

(Rick Tate)

“Good service is to spoil the customer, to make them highly difficult, demanding & unreasonable, and they will then become highly dependent on us.”

(Dick Ng)

“The more you engage with customers the clearer things become and the easier it is to determine what you should be doing.”

(John Russell, President, Harley-Davidson)

“It is not enough to give the customer great service. You must subtly make him aware of the great service he is getting.”

(Source Unknown)

“A satisfied customer is the best business strategy of all.”

(Michael Lebouef)

“The person determined to achieve maximum success learns the principle that progress is made one step at a time. A house is built one brick at a time. Football games are won a play at a time. A department store grows bigger one customer at a time. Every big accomplishment is a series of little accomplishments.”

(David Joseph Schwartz)

“When a customer enters my store, forget me. He is king.”

(John Wanamaker)

“The toughest thing about the power of trust is that it’s very difficult to build and very easy to destroy. The essence of trust-building is to emphasise the similarities between you and the customer.”

(Thomas Watson)

“Customers move towards products, services and people they like and away from those they do not like.”

(David Fremantle)

“A business absolutely devoted to service will have only one worry, about profits. They will be embarrassingly large.”

(Henry Ford)

“We spend 600 hours a week pampering the plants. Imagine what we’ll do for our guests.”

(The Mirage Hotel, Las Vegas)

“Formula for success: under-promise and over-deliver.”

(Tom Peters)

“Always think of your customers as suppliers first. Work closely with them, so they can supply you with the information you need to supply them with the right products and services.”

(Susan Marthaller)

“Convenience, value and selection are no longer enough for many shoppers. They want adventure. People are looking for shopping experiences that are off the beaten path.”

(Kevin Helliker)

“I tell my employees, if we roll out the red carpet for a billionaire, they won’t even notice. If we roll it out for millionaires, they expect it. And, if we roll out the red carpet for hundredaires, they’ll tell everyone they know.”

(Gary Richter)

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4 Influencing and Negotiating Skills

“Force is all-conquering, but its victories are short-lived.”

(Abraham Lincoln 1809 - 65)

“In a conflict, being willing to change allows you to move from a point of view to a viewing point: a higher, more expansive place, from which you can see both sides.”

(Thomas Crum)

“Never give in, never, never, never, never, in nothing great or small, large or petty, never give in except to convictions of honour and good sense. Never yield to force; never yield to the apparently overwhelming might of the enemy.”

(Jeff Chen)

“It is not he who gains the exact point in dispute who scores most in controversy, but he who has shown the most forbearance and the better temper.”

(Samuel Butler)

“Win/win is an attitude, not an outcome.”

(Don Boyd)

“Any business arrangement that is not profitable to the other person will in the end prove unprofitable to you. The bargain that yields mutual satisfaction is the only one that is apt to be repeated.”

(B. C. Forbes)

“If you are leaning over to starboard to balance the boat against the other guy’s propensity to lean too far to port, both of you are about to get wet.”

(Kenneth Kaye)

“We do not have to agree; we do need to understand.”

(Source Unknown)

“Once you consent to a concession, you can never cancel it and put things back the way they were.”

(Howard Hughes)

“If you have learned how to disagree without being disagreeable, then you have discovered the secret of getting along, whether it be business, family relations, or life itself.”

(Bernard Meltzer)

“The compromise will always be more expensive than either of the suggestions it is compromising.”

(Arthur Bloch)

“Perhaps there is only one cardinal sin: impatience. Because of impatience we were driven out of Paradise, because of impatience we cannot return.”

(W.H. Auden)

“Never forget the power of silence, that massively disconcerting pause which goes on and on and may at last induce an opponent to babble and backtrack nervously.”

(Lance Morrow)

“Prepare by knowing your walk-away conditions and by building the number of variables you can work with during the negotiation. You need to have a walk-away: a combination of price, terms, and deliverables that represents the least you will accept. Without one, you have no negotiating map.”

(Thomas Keiser)

“The correct strategy for Americans negotiating with Japanese or other foreign clients is a Japanese strategy: ask questions. When you think you understand, ask more questions. Carefully feel for pressure points. If an impasse is reached, don't pressure. Suggest a recess or another meeting.”

(John L. Graham)

“The fellow who says he'll meet you halfway is usually standing on the dividing line.”

(Orlando A. Battista)

“Discussion is an exchange of knowledge. Argument is an exchange of ignorance.”

(Robert Quillen)

“Believing ourselves to be possessors of absolute truth degrades us: we regard every person whose way of thinking is different from ours as a monster and a threat and by so doing turn our own selves into monsters and threats to our fellows.”

(Octavio Paz)

“Difficulties are meant to rouse, not discourage. The human spirit is to grow strong by conflict.”

(William Ellery Channing)

“One who wrestles with us strengthens our nerves and sharpens our skill. Our antagonist is our helper.”

(Edmund Burke)

“Am I not destroying my enemies when I make friends of them?”

(Abraham Lincoln 1809 - 65)

“In order to handle any confrontation, the most useful thing you can know is the first rule of carpentry: figure out which is the hammer and which is the nail and don't get them mixed up.”

(DiAnn Anderson)

“When you say Yes, say it quickly. But always take half an hour to say No, so you can understand the other fellow’s side.”
(Frances Cardinal Spellman)

“All warfare is based on deception. Therefore, when capable, feign incapacity; when active, inactivity. When near, make it appear that you are far away; when far away, that you are to lure him; feign disorder and strike him. When he concentrates, prepare against him; where he is strong, avoid him. Anger his general and confuse him. Pretend inferiority and encourage his arrogance.”
(Sun Tzu c 500 BC)

“Make your bargain before beginning to plough.”
(Arab Proverb)

“Man is an animal that makes bargains. No other animal does this. One dog does not exchange a bone with another dog.”
(Adam Smith)

“Force and not opinion is the queen of the world; but it is opinion that uses force.”
(Blaise Pascal 1623 - 62)

“The measure of a man is what he does with power.”
(Pittacus 650 - 570 BC)

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“Power is so characteristically calm, that calmness itself has the aspect of power.”

(Edward Bulwer-Lytton 1803 - 1873)

“The key to successful leadership today is influence not authority.”

(Kenneth Blanchard)

“Covenants without swords are but words.”

(Thomas Hobbes 1588 - 1679)

“I have found that the best way to give advice to your children is to find out what they want and then advise them to do it.”

(Harry Truman 1884 - 1972)

“Human affairs are like a chess-game: only those who do not take it seriously can be called good players.”

(Hung Tzu-ch'eng 1593 - 1665)

“Often statistics are used as a drunken man uses lamp posts: more for support than illumination.”

(Source Unknown)

“There are two ways of attaining an important end: force and perseverance. Force falls to the lot only of the privileged few, but austere and sustained perseverance can be practised by the most insignificant. Its silent power grows irresistible with time.”

(Anne Swetchine 1782 - 1857)

“We can do anything we want to do if we stick to it long enough.”

(Helen Keller 1880 - 1968)

“To go to law, is for two persons to kindle a fire at their own cost to warm others and singe themselves to cinders; and because they cannot agree as to what is truth and equity, they will both agree to unplume themselves, that others may be decorated with their feathers.”

(Owen Feltham 1602 - 68)

“You can handle people more successfully by enlisting their feelings than by convincing their reason.”

(Paul P.Parker)

“Perception is strong and sight weak. In strategy, it is important to see distant things as if they were close and to take a distanced view of close things.”

(Miyamoto Musashi 1584 - 1645)

“It is impossible to persuade a man who does not disagree, but smiles.”

(Muriel Spark)

“Successful negotiations lie in finding out what the other side wants and showing them a way to get it while you get what you want.”

(Herb Cohen)

“One of the best ways of persuading others is with your ears: by listening to them.”

(Dean Rusk 1909 - 1994)

“He who wants to persuade should put his trust not in the right argument but in the right word. The power of sound has always been greater than the power of sense.”

(Joseph Conrad 1857 - 1934)

“Rarely is it advisable to meet prejudices and passions head-on. Instead, it is best to conform to them in order to gain time to combat them. Know how to sail with a contrary wind and tack until you meet a wind blowing in the right direction.”

(Fortune Barthelemy de Felice 1778)

“Strong and bitter words indicate a weak cause.”

(Victor Hugo 1802 - 85)

“In quarelling, the truth is always lost.”

(Publilius Cyrus 42 BC)

“Conflict is the gadfly of thought. It stirs us to observation and memory. It instigates to invention. It shocks us out of sheep-like passivity and sets us at noting and contriving.”

(John Dewey 1859 - 1952)

“Don’t get angry! Don’t even get even. Get ahead!”

(Source Unknown)

“He who establishes his arguments by noise and command shows that reason is weak.”

(Michel de Montaigne 1533 - 92)

“Nothing is more certain than that much of the force as well as grace of arguments or instructions depends on their conciseness.”

(Alexander Pope 1688 - 1744)

“If we want to dominate the emotions of others, we must master our own. Otherwise, we will always be off on false adventures; we will not be able to await the proper moment or seize the right occasion, because we have been carried away. We will not be able to use gentle insinuations and charming words. They will blind us to the nature of the resources we must use and to the ways of using them.”

(Fortune Barthelemy de Felice 1778)

“The whole concord of this world consists in discords.”

(Seneca 3 BC - 65 AD)

“It may happen sometime that a long debate becomes the cause of a longer friendship. Commonly, those who dispute with one another at last agree.”

(Saskya Pandita 1182 - 1215)

“He who establishes his arguments by noise and command shows that reason is weak.”

(Michel de Montaigne 1533 - 92)

“He that wrestles with us strengthens our nerves and sharpens our skill. Our antagonist is our helper.”

(Edmund Burke 1729 -97)

“Scorn also to depress thy competitor by any dishonest or unworthy method; strive to raise thyself above him only by excelling him. So shall thy contest for superiority be crowned with honour, if not success.”

(Akhenaton 1375 BC)

“You should respect each other and refrain from disputes. You should not, like water and oil, repel each other, but should, like milk and water, mingle together.”

(The Buddha 568 - 488 BC)

“In arguing one should meet serious pleading with humour; and humour with serious pleading.”

(Gorgias 483 - 376 BC)

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“Do not speak harshly to anyone; those who are spoken to will answer thee in the same way. Angry speech is painful: blows for blows will touch thee.”

(The Dhammapada 300 BC)

“A quarrel is quickly settled when deserted by one party: there is no battle unless there be two.”

(Seneca 3 BC - 65 AD)

“Be calm in arguing for fierceness makes error a fault and truth discourtesy.”

(George Herbert 1593 - 1632)

“Don't take the wrong side of an argument just because your opponent has taken the right side.”

(Baltasar Gracian 1601 - 58)

“In a debate, rather pull to pieces the argument of thy antagonist than offer him any of thy own, for thus thou wilt fight him in his own country.”

(Henry Fielding 1707 - 54)

“There is no good in arguing with the inevitable. The only argument available with an east wind is to put on your overcoat.”

(James Lowell 1819 - 91)

“The unforgivable crime is soft hitting. Do not hit at all if it can be avoided; but never hit softly.”

(Theodore Roosevelt 1858 - 1919)

“He who knows does not speak; he who speaks does not know. He who is truthful is not showy; he who is showy is not truthful. He who is virtuous does not dispute; he who disputes is not virtuous.”

(Lao Tzu 600 BC)

“We may convince others by our arguments but we can only persuade them by their own.”

(Joseph Joubert 1754 - 1824)

“The most important thing in communication is to hear what isn't being said.”

(Peter Drucker)

“All government - indeed every human benefit and enjoyment, every virtue and every prudent act, - is founded on compromise and barter.”

(Edmund Burke 1729 - 97)

“What convinces is conviction. Believe in the argument you are advancing. If you don't, you're as good as dead. The other person will sense something isn't there and no chain of reasoning, no matter how logical or elegant or brilliant, will win your case for you.”

(Lyndon B. Johnson)

“It is easier to resist at the beginning than at the end.”

(Leonardo da Vinci 1452 - 1519)

“To defeat a strong enemy: deploy forces to defend the strategic points; exercise vigilance in preparation; do not be indolent. Deeply investigate the true situation. Secretly await their laxity. Wait until they leave their stronghold. Then seize what they love.”

(Sun Tzu c 500 BC)

“Purpose is the central ingredient of power. Powerful people and organisations have a strong, sometimes even skewed, sense of purpose.”

(Michael Eisner)

“Trade is the natural enemy of all violent passions. Trade loves moderation, delights in compromise and is most careful to avoid anger. Trade makes men independent of one another and gives them a high idea of their own importance: it leads them to want to manage their own affairs and teaches them to succeed therein.”

(Alexis de Tocqueville 1805 - 59)

“In negotiations, it is often useful to appear to be shaking with emotion but of a different kind to that which is at work. An impassioned man gives hope of being won over, whereas a reserved man puts others on guard. In fact, a man who feigns emotions distracts those who are trying to get the upper hand on him.”

(Fortune Barthelemy de Felice 1778)

“A negotiator must know himself, his own weaknesses and vulnerabilities, in addition to knowing his opponent, in order to succeed.”

(Otto von Bismarck)

“A negotiator must have stamina – physical and mental stamina. He has got to be physically prepared, since he cannot always control the time of negotiations because other people are involved He must not tire easily.”

(William Zartman and Maureen Berman)

“The politician says: “I will give you what you want”. The statesman says: “What you think you want is this. What it is possible for you to get is that. What you really want therefore is the following...”

(Walter Lippman)

“The best strategy is to be strong.”

(Carl Maria von Clausewitz)

“A negotiator will maximize his gains if he starts with high requests, has a small rate of concession, has a high minimum rate of expectation, and is very perceptive and quite unyielding.”

(Michael Blaker)

“The number one goal in resolving a conflict is to make sure both sides maintain their self-esteem.”

(Source Unknown)

“When a man’s knowledge is deep, he speaks well of an enemy. Instead of seeking revenge, he extends unexpected generosity. He turns insult into humour and astonishes his adversary who finds no reason not to trust him.”

(Baltasar Gracian 1601 - 1658)

“Any business arrangement that is not profitable to the other person will in the end prove unprofitable for you. The bargain that yields mutual satisfaction is the only one that is apt to be repeated.”

(B. C. Forbes)

“Prepare for negotiations by knowing your walk away conditions and by building the number of variables you can work with during the negotiations. You need to have a walk away, a combination of price, terms and deliverables that represents the least you will accept. Without one, you have no roadmap.”

(Thomas Keiser)

“People will sit up and take notice of you if you will sit up and take notice of what makes them sit up and take notice.”

(Frank Romer)

“Never forget the power of silence, that massively disconcerting pause which goes on and on and may at last induce an opponent to babble and backtrack nervously.”

(Lance Morrow)

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“The best negotiators know that negotiation is a collaboration, not a confrontation. Remember what Abe Lincoln said, “If you are going to fight, don’t let them talk you into negotiating. But, if you are going to negotiate, don’t let them talk you into fighting.””

(John Patrick Dolan)

“Your ability to negotiate, communicate, influence, and persuade others to do things is absolutely indispensable to everything you accomplish in life. The most effective men and women in every area are those who can quite competently organize the co-operation and assistance of other people toward the accomplishment of important goals.”

(Brian Tracy)

“If I listen, I have the advantage; if I speak, others have it.”

(Arab proverb)

“You and I have a conflict of needs. I respect your needs, but I must respect my own, too. I will not use my power over you so I win and you lose, but I cannot give in and let you win at the expense of my losing. So, let’s agree to search together for a solution that would satisfy your needs and also satisfy mine, so no one loses.”

(Thomas Gordon)

“Remember not only to say the right thing at the right time in the right place, but far more difficult still, to leave unsaid the wrong thing at the wrong moment.”

(Benjamin Franklin)

“As a rule, anything that is either shouted or whispered isn’t worth listening to.”

(Frederick Langbidge)

“Negotiations between conflicting parties is like crossing a river by walking on slippery rocks...it’s risky, but it’s the only way to get across.”

(Hubert Humphrey)

“Have more than thou showest; Speak less than thou knowest.”

(William Shakespeare)

“Always get to know the other party. Never negotiate with a stranger.”

(Somers White)

“To please people is a great step towards persuading them.”

(Philip Dormer Stanhope 1694 - 1774)

“Engage only when it is in the interests of the state: cease when it is to its detriment. Do not move unless there are definite advantages to be won.”

(Sun Tzu c 500 BC)

“Negotiation in business is about people with money meeting people with experience. The people with experience get the money; the people with the money get the experience.”

(Source Unknown)

“Don’t get angry. Don’t even get even. Get ahead.”

(Source Unknown)

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5 Presentation Skills

“A person who can think, but cannot express what he thinks, places himself at the level of the person who cannot think.”
(Pericles 495 – 429 BC)

“On speaking: first, have something to say; second, say it; third, stop when you have said it; and finally give it an accurate title.”
(John Shaw Billings)

“They expect a professional presentation, so they expect to see a professional. Dress appropriately for the occasion, but don't be one of the crowd.”
(Wess Roberts)

“Take advantage of every opportunity to practice your presentations skills so that when important occasions arise, you will have the gift, the style, the sharpness, the clarity, and the emotions to affect other people.”
(Jim Rohn)

“No one can remember more than three points.”
(Philip Crosby)

“It takes one hour of preparation for each minute of presentation time.”
(Wayne Burgraff)

“Top presenters have total control of their fears. They make fear their slave, not their master.”
(Doug Malouf)

“Humour heals the heckler.”
(Gerald C. Meyers)

“Tell the audience what you're going to say, say it; then tell them what you've said.”
(Dale Carnegie)

“Skill in the art of communication is crucial to a leader's success. He can accomplish nothing unless he can communicate effectively.”
(Norman Allen)

“When I'm talking to a large audience, I imagine that I'm talking to a single person.”
(Red Barber)

“An orator or author is never successful till he has learned to make his words smaller than his ideas.”
(Ralph Waldo Emerson 1803 - 82)

“Smile when you start, when you finish and when you say something important.”

(Source Unknown)

“When you speak – believe that you are the expert to speak to this audience at this time on this topic. That is the only reason the audience is listening to you.”

(George Torok)

“If I went back to college again, I’d concentrate on two areas: learning to write and to speak before an audience. Nothing in life is more important than the ability to communicate effectively.”

(US President Gerald Ford)

“The ability to express an idea is well nigh as important as the idea itself.”

(Bernard Baruch)

“A speaker’s ideas are believable only to the degree that the speaker is perceived to be credible. The speaker’s credibility depends on their trustworthiness, competence, and good will. The speaker who is well organized will usually be considered competent. The speaker who is attractive and dynamic will be seen as more credible than one who is not.”

(Lenny Laskowski)

“You have all the confidence you will ever need inside of you. It may be hidden deep – you must give yourself permission to let it out.”

(George Torok)

“A speaker who is attempting to move people to thought or action must concern himself with pathos.”

(Aristotle)

“A theme is a memory aid, it helps you through the presentation just as it also provides the thread of continuity for your audience.”

(Dave Carey)

“Speech is silvern, silence is golden; speech is human, silence is divine.”

(German proverb)

“If you make a point only one time, at the end of your presentation, just 10% of the audience will remember it. If you repeat a point six times, retention jumps to 90%.”

(Bill Wilson)

“As a vessel is known by the sound, whether it be cracked or not, so men are proved by their speeches, whether they be wise or foolish.”

(Demosthenes 384 - 322 BC)

“The secret of being tiresome is in telling everything.”

(Voltaire 1694 - 1778)

“The finest eloquence is that which gets things done; the worst is that which delays them.”

(David Lloyd George 1863 - 1945)

“The simplest way to customize your talk is to phone members of the audience in advance and ask them what they expect from your session and why they expect it. Then use their quotes throughout your presentation.”

(Allan Pease)

“Presentations are like babies: easier to conceive than deliver.”

(Pat O'Malley)

“It usually takes more than three weeks to prepare a good impromptu speech.”

(Mark Twain 1835 - 1910)

“It is of eloquence as of a flame: it requires matter to feed it, motion to excite it and it brightens as it burns.”

(Tacitus 55 - 117)

“Eloquence consists in making the speech comprehensible to the multitude and agreeable to the learned.”

(Chinese proverb)

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“I can never remember being afraid of an audience. If the audience could do better, they’d be up here on stage and I’d be out there watching them.”

(Ethel Merman 1909 - 84)

“Do not say a little in many words, but a great deal in a few.”

(Pythagoras 582 - 507 BC)

“Nothing is so contagious as enthusiasm: it moves stones, it charms brutes. Enthusiasm is the genius of sincerity and truth accomplishes no victories without it.”

(Edward Bulwer-Lytton 1803 - 73)

“The object of oratory is not truth but persuasion.”

(James Macaulay 1800 - 59)

“The amateur worries about what he is going to put in his speech. The expert worries about what he should leave out. An artistic performance is concentrated, has a central focus.”

(Edgar Dale)

“It’s alright to have butterflies in your stomach. Just get them to fly in formation.”

(Rob Gilbert)

“The little voice in the back of your head will always find something wrong with you. But nobody else can hear that voice.”

(Source Unknown)

“The only person who listens to every word of your speech is you.”

(George Torok)

“Beware of the fool whose volume of words is as that of ten men, a hundred arrows shot and each one wide of the target. If thou art wise, shoot one and that one straight.”

(Saadi 1184 - ?)

“Ask yourself, “If I had only sixty seconds on the stage, what would I absolutely have to say to get my message across.”

(Jeff Dewar)

“Enthusiasm is like a ripple: it spreads.”

(Source Unknown)

“The voice is nothing but beaten air.”

(Seneca 3BC - 65 AD)

“A large person must smile more than a small person. When we see a large person frowning at us we are frightened. When we see a small person frowning – we think, “I can take him””

(George Torok)

“As empty vessels make the loudest sound, so they that have the least wit are the greatest babblers.”

(Plato 427 -347 BC)

“What is powerful is when what you say is just the tip of the iceberg of what you know.”

(Jim Rohn)

“What the orators lack in depth, they give you in length.”

(Montesquieu 1689 - 1755)

“Austerity of speech consists in speaking truthfully and beneficially and in avoiding speech that offends.”

(Bhagavad Gita 400 BC)

“Don’t treat every audience to the same presentation as though they were all mere listening machines. Wherever possible, make each audience think you care about them and you feel lucky or honoured to get the chance to address them.”

(Ranulph Fiennes)

“He is an eloquent man who can treat humble subjects with delicacy, lofty things impressively, and moderate things temperately.”

(Cicero 106 - 43 BC)

“Abstruse questions must have abstruse answers.”

(Plutarch 46 - 120)

“To make a speech immortal, you don’t have to make it everlasting.”

(Leslie Hore-Belisha)

“I don’t object when people look at their watches while I’m speaking, but I strongly object when they start shaking them to see if they’re still running.”

(Lord Birkett)

“True eloquence consists in saying all that is necessary and nothing but what is necessary.”

(La Rochefoucauld 1613 - 80)

“Speech is power: power to persuade, to convert, to compel.”

(Ralph Waldo Emerson 1803 - 1882)

“There is no index of characters so sure as the voice.”

(Benjamin Disraeli 1804 - 81)

“Eloquence: the art of saying things in such a way that those to whom we speak may listen to them with pleasure.”

(Blaise Pascal 1623 - 62)

“The spoken discourse may roll on strongly as the great tidal wave; but, like the wave, it dies at last feebly on the sands. It is heard by few, remembered by still fewer, and fades away, like an echo in the mountains, leaving no token of power. It is the written human speech, that gave power and permanence to human thought.”

(Albert Pike 1809 - 91)

“The most precious things in speech are the pauses.”

(Ralph Richardson)

“Man has great power of speech, but the greater part thereof is empty and deceitful. The animals have little, but that little is useful and true; and better is a small and certain thing than a great falsehood.”

(Leonardo da Vinci 1452 - 1519)

“In the last analysis, what we are communicating far more eloquently than anything we say or do.”

(Stephen Covey)

“Customise your material to the particular audience. However witty, fascinating, insightful or just drop dead gorgeous you might be, people are generally even more interested in themselves than they are in you. Well researched and targeted jokes about their world and the people in it (especially the senior people) will warm up a room like nothing else can.”

(Clive Coleman)

“It is a sad thing when men have neither the wit to speak well, nor judgment to hold their tongue.”

(La Bruyere 1645 - 96)

“In general those who have nothing to say contrive to spend the longest time saying it.”

(James Lowell 1819 - 91)

“Ask the audience a relevant question that they have probably never asked themselves, but now they have heard it, really want to know the answer - and then tease them by only answering it at the end of the presentation. For example, at a rugby dinner, ask why a “try” is called a “try”, or at a investment function why is the dollar sign a crossed out “\$” ? Audiences love it!”

(Peter Ryding)

“Whatever words we utter should be chosen with care for people will hear them and be influenced by them for good or ill.”

(The Buddha 568 - 488 BC)

“Don’t be afraid to state what is obvious to you, it may not be obvious to your audience.”

(John Harvey-Jones)

“It does not matter where you are speaking, what you are speaking about or who you are speaking to, this is show business. Any speech must entertain the audience. And the secret to making a speech entertaining is storytelling - every good speaker must develop the art of storytelling.”

(Grady Jim Robinson)

“In every audience there will be one person who loathes you on sight. Can’t stand your voice, hates your clothes, assumes you’re stupid. Usually they’re in the front row glaring at you. Ignore them.”

(Chloe Lees)

“A superior man is modest in his speech but exceeds in his actions.”

(Confucius 551 - 479 BC)

“Speak only at the proper place and time, after having given due consideration. If you utter elegant sayings too often, even they lose their value.”

(Saskya Pandita 1182 - 1215)

“Brevity is a great charm of eloquence.”

(Cicero 106 - 43)

“There are always three speeches, for every one you actually gave. The one you practiced, the one you gave, and the one you wish you gave.”

(Dale Carnegie)

“We have forgotten the beginning of your speech; we did not pay any attention to the middle; and nothing has given us any pleasure in it except the end.”

(Benjamin Disraeli 1804 - 81)

“The audience only pays attention as long as you know where you are going.”

(Philip Crosby)

“Be amusing; never tell unkind stories; above all, never tell long ones.”

(Benjamin Disraeli)

“If I am to speak ten minutes, I need a week for preparation; if fifteen minutes, three days; if half an hour, two days; if an hour, I am ready now.”

(Woodrow Wilson)

“When dealing with people, remember you are not dealing with creatures of logic, but creatures of emotion.”

(Dale Carnegie)

“If you breathe correctly you will project your voice, you will pause when you want to, not when you have to, and you will dispel the light-headedness caused by lack of oxygen.”

(George Torok)

“We love to hear stories. We don’t need another lecture. Just ask your kids.”

(Source Unknown)

“Never play a thing the same way twice.”

(Louis Armstrong 1901 - 71)

“As you prepare, give yourself an opportunity to think creatively about your topic by tapping into creative times ... walking the dog, taking a shower, other non-stressful times. When you get a new idea, jot it down and put it in a folder for later use.”

(Eileen Kugler)

“To persuade an audience, find out what they believe in and then tell them they’re right.”

(F. D. Roosevelt 1882 - 1945)

“Never be condescending to your audience. You do know what I mean by “condescending”, don’t you?”

(Patrick Forsyth)

“Communication is a prime responsibility of every leader. When you speak well, you inspire others. Start with a plan, rehearse your presentation, and then be yourself. The audience is waiting for you to succeed.”

(Steve Kaye)

“Effective presentation is 20% what you know and 80% how you feel about what you know.”

(Jim Rohn)

“According to most studies, people’s number one fear is public speaking. Number two is death. Death is number two. Does that sound right? This means to the average person, if you go to a funeral, you’re better off in the casket than doing the eulogy.”

(Jerry Seinfeld)

“Talk low, talk slow, and don’t talk too much.”

(John Wayne)

“The human brain starts working the moment you are born and never stops until you stand up to speak in public.”

(George Jessel)

“Story will always be king, no matter how much we love the technology.”

(Ethan Marten)

“By failing to prepare, you are preparing to fail.”

(Benjamin Franklin)

“People who do not get noticed get overlooked and left behind.”

(John Holmes)

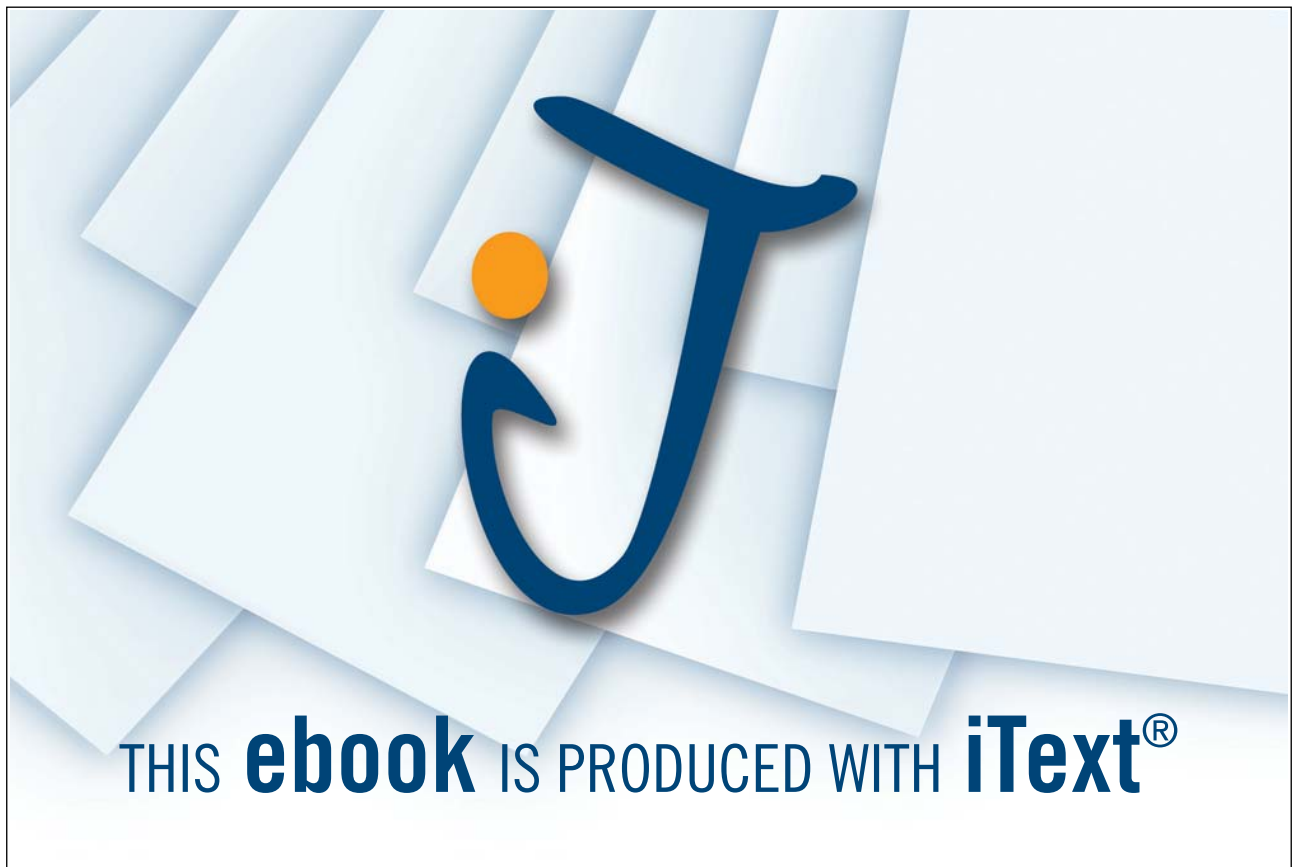
“Do not be too timid or squeamish about your actions. All life is an experiment. The more experiments you make, the better. What if they are a little coarse and you may get your coat soiled or torn? What if you do fail and get fairly rolled in the dirt once or twice? Up again, you shall never be so afraid of a tumble.”

(Ralph Waldo Emerson)

“I don’t care how much you know. If you are not able to explain it to me, you know nothing.”

(David Conrath)

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“If you present yourself as perfect – we will not believe you and we will hate you. We like you when we see that you are imperfect like we are.”

(George Torok)

“We admire most those who can make a comeback – who can get up from a stumble. We admire that more than one who has had a smooth sailing.”

(Source Unknown)

“If your efforts are sometimes greeted with indifference, don’t lose heart. The sun puts on a wonderful show at daybreak, yet most of the people in the audience go on sleeping.”

(Ada Teixeira)

“The time to stop talking is when the other person nods his head affirmatively, but says nothing.”

(Henry S. Haskins)

“If you achieve success, you will get applause, and if you get applause, you will hear it. My advice to you concerning applause is this; enjoy it but never quite believe it.”

(Robert Montgomery)

“Offer your audience hope – that’s what they want.”

(George Torok)

6 Web Resources on "The Art of Communication"

The following instantly-accessible website resources provide more in-depth information on some of the tips, techniques, and features in this book.

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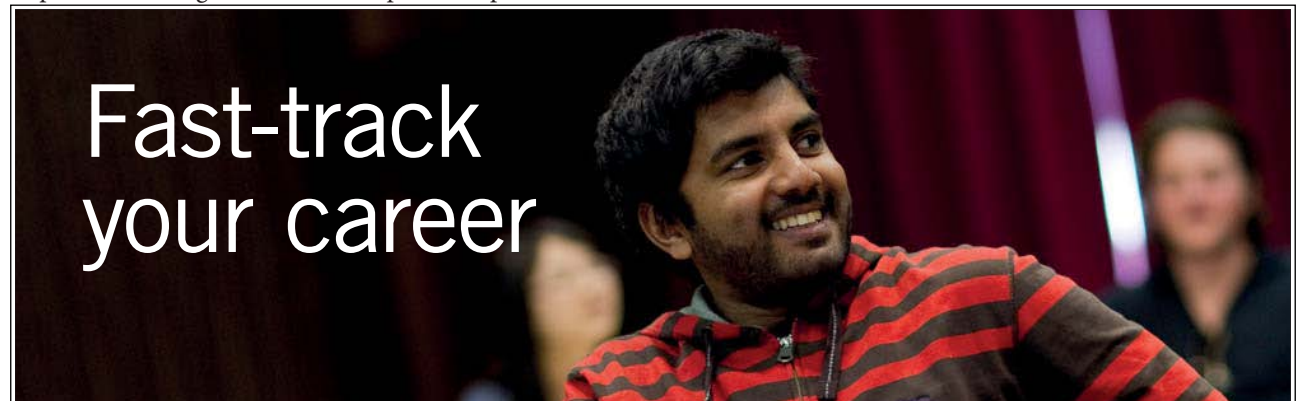
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