
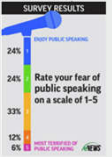

 CREDIT CONGRESS	
DEATH AT THE PODIUM Managing Your Fear of Public Speaking		
Presenters: Brett Hanft, CBA Heidi Lindgren-Boyce, CCE		
June 10, 2024 – Session 33020		

DEATH AT THE PODIUM	
Introduction:	
House Keeping Millie DeMariano (The 'Queen Mum') 7 YEARS OF LIVING IN 'FEAR' Fears of: <ul style="list-style-type: none"> • Not being an expert • Not being prepared • Not feeling perfect • Like the <i>'professional speakers'</i> 	

	Glossophobia:
	<ul style="list-style-type: none"> • The severe fear or anxiety of public speaking. • Is it because: <ul style="list-style-type: none"> ○ You don't understand why? ○ You don't know how to prepare? ○ You don't know how to practice? ○ You don't think you're an expert? ○ You don't think you're the perfect presenter?

Glossophobia (cont'd)	
	<ul style="list-style-type: none">• NACM National eNEWS Survey (December 2023)<ul style="list-style-type: none">○ 48% are not afraid or not nervous about speaking publicly.○ 51% are extremely nervous to terrified of public speaking.○ 1% fainted or passed out trying to answer the survey.

Key learnings from today's presentation:	
<ul style="list-style-type: none">▪ Primal▪ Preparing▪ Practicing▪ Presenting▪ Polishing	

PRIMAL: Survival Basic Instinct		
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	<p>Maslow's Hierarchy of Needs</p> 	
<p>Primal: Maslow's Hierarchy of Needs</p>	<ul style="list-style-type: none"> o Physiological Needs: <ul style="list-style-type: none"> ▪ Air Breath ▪ Water ▪ Food ▪ Shelter ▪ Sleep Comfort ▪ Clothing Temperature ▪ Procreation 	

	<p>Maslow's Hierarchy of Needs</p> 	
<p>Primal: Maslow's Hierarchy of Needs (cont'd)</p>	<ul style="list-style-type: none"> o Safety Needs: <ul style="list-style-type: none"> ▪ Security Protection ▪ Resources ▪ Structure Order Laws o Social Needs Belonging: <ul style="list-style-type: none"> ▪ Family <u>Community</u> ▪ Group Living Tribe Clan ▪ Sense of Belonging ▪ Collective Wisdom 	

<p>Survival Optimization System Strategies: <i>"The Ecology of Human Fear"</i> 03/18/2015</p>		
<p>SURVIVAL is in our DNA</p>	<ul style="list-style-type: none"> • Natural 'threats' induce survival behaviors. • Strategies that humans & animals have used since their own existence, to defend against: <ul style="list-style-type: none"> o 'recurring' threats (predator attacks vs. traffic) <ul style="list-style-type: none"> ▪ "Reticular activating system" o 'novel' threats (Bambi) 	

	Survival Optimization System Strategies: <i>"The Ecology of Human Fear" 03/18/2015 (cont'd)</i>
	<ul style="list-style-type: none"> • Predator to Prey Proximity <ul style="list-style-type: none"> ○ Rapid reaction to 'imminent danger' at variable defensive distances. • Survival strategies include: <ul style="list-style-type: none"> ○ Prediction – pre-encounter actions (crosswalks) ○ Prevention – manufactured safe environments (buildings)

	Survival Optimization System Strategies: <i>("The Ecology of Human Fear" 03/18/2015)</i>
	<ul style="list-style-type: none"> • Survival strategies include: (cont'd) <ul style="list-style-type: none"> ○ Threat Orienting – ignore or move to threat assessment ○ Threat Assessment – continue monitoring, or weigh the threat value, predict actions and make a safety plan until imminent attack ○ Defensive Systems – evoke fast reflexive indirect escape behaviors <ul style="list-style-type: none"> ▪ FRIGHT = Freeze, Flight, or Fight

	Survival Optimization System Strategies: Natural 'Threats' Induce Survival Behaviors (cont'd)
	<ul style="list-style-type: none"> • Phases of FRIGHT: <ul style="list-style-type: none"> ○ Freeze – (hide; shelter in place) <ul style="list-style-type: none"> ▪ Predators look for changes in patterns or movement. ▪ "Deer in the headlights" ○ Flight Flee (run) ○ Fight (3rd monkey)

	Lima and Dill (1990) Predator-Prey Encounters 'Formula'
	<ul style="list-style-type: none"> • $P(\text{getting killed}) = 1 - \exp(-adT)$ <ul style="list-style-type: none"> ○ P = probability ○ \exp = exponential multiplier (squared, cubed, etc) ○ a = rate of predator and prey encounters ○ d = probability of death given an encounter ○ T = time spent in situations of predation risk

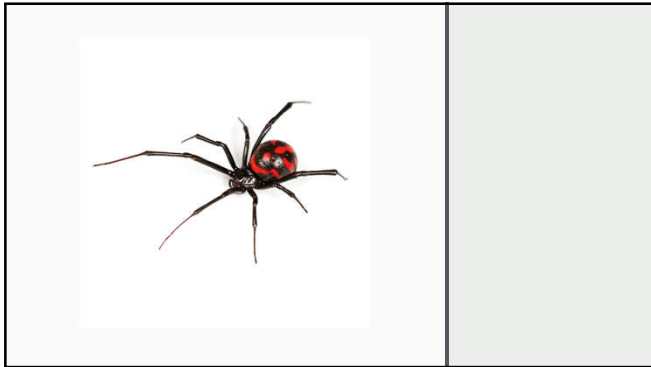
	Lima and Dill (1990): Predator-Prey Encounters 'Flow Chart'

	Predator Proximity:
	<ul style="list-style-type: none"> • Show of hands: <ul style="list-style-type: none"> ○ Who was nervous when Brett stopped by your row? ○ Who were you paying attention to as he approached your row? <ul style="list-style-type: none"> ▪ Heidi or Brett?

	Predator Proximity:
	<ul style="list-style-type: none"> • Why? <ul style="list-style-type: none"> ○ Predatory Proximity ALERT was activated ○ Too close to your safety "bubble"

	Predator Proximity: (cont'd)
The FRONT row vs. BACK row theory:	<ul style="list-style-type: none"> • People near the front are: <ul style="list-style-type: none"> ○ Typically less afraid, having learned to manage their survival instincts to flee. ○ They actually WANT to be called on. <ul style="list-style-type: none"> ▪ Or they simply can't see.

	Predator Proximity: (cont'd)
The FRONT row vs. BACK row theory:	<ul style="list-style-type: none"> • People near the back of a room: <ul style="list-style-type: none"> ○ Typically do NOT want to be called on ○ And have already subconsciously planned their escape route. <ul style="list-style-type: none"> ▪ Or they were late to the party.



Logic (Mr. Spock) vs. DNA Survival Instinct:

Spider video: Did you...

- Flinch?
- Jump?
- Cringe?
- Back away?
- Scream?

You cannot 'logic' yourself out of an 'instinctual' DNA survival moment.

Logic vs. Instinct: Early Years

Upsetting childhood 'public speaking' experiences:

- o magnify
- o our already heightened
- o Survival instincts.

Remember your FIRST required public speaking presentation?


- o The **dreaded** book report!
 - Were you teased?
 - Laughed at?
 - Heckled?
 - Were you terrified?
- Did you want to assume the fetal position afterwards?

Logic vs. Instinct: Teenagers

Have you considered that TEENAGERS are simply predators and prey in training?

- Super Jocks
- Mean girls
- Nerds | Geeks | Freaks

Do you still want to go back to High School?



PREPARING:



TIME – TIME - TIME




<https://www.kiss-speaking-tips.com>

- ¼ hour to 2 hours
- For **each minute** you expect to present
 - e.g. a 15-minute speech means a minimum of 7 ¼ hours of preparation.
 - Heidi's 5 minute speech to the Board took 3 weeks.

PREPARING: Know Your SUBJECT	
<p>SUBJECT:</p> <ul style="list-style-type: none"> • What are the key points? • What are the key learnings? • Why are you doing this? • What should the audience know or take-away from your presentation? • Who is the audience? 	


	<p>AUDIENCE:</p> <ul style="list-style-type: none"> • The audience is more important than you are. • 'change in perspective' • Share <u>your</u> experiences. • Helps engage audience by encouraging them to do the same. • Becomes an exchange of ideas. 	<p>WHO IS YOUR AUDIENCE?</p> <ul style="list-style-type: none"> • President • Board of Directors • Regional Managers • Credit Team • Peers Colleagues • NACM National Credit Congress Session
	PREPARING: Know Your Audience	

	PREPARING: <u>Types</u> of Presentations Within Credit Profession
	<p>One-on-One with Team Member (employer employee)</p> <p>Staff Training (individual or group)</p> <p>President (status of your department; customer concerns; raises)</p> <p>Credit & Sales (working together)</p> <p>Presenting to Peers Colleagues (CFDD, NACM, Other organizations)</p> <p>Webinar (locally; nationally)</p> <p>In Person Break-out Session at NACM National Credit Congress</p>

PREPARING: THE OUTLINE	
Brett's & Heidi's super session	<p>FIRST: Brainstorm</p> <ul style="list-style-type: none"> • Write/document ALL Ideas • It does not matter if they are the best ideas at the moment. • Opening your brain can facilitate one idea leading to another. <ul style="list-style-type: none"> ◦ Notebook; Spiral Pad; Post-It Notes ◦ Vision Board ◦ Leave Yourself Voicemail Messages
	


PREPARING: THE OUTLINE (cont'd)	
SECOND: Research	
<p>Look for credible sources for statistics, authorities, quotes, literature, etc. to enhance your key learning(s):</p> <ul style="list-style-type: none"> • Harvard • Associations specializing in your topic • NACM Credit Resources Library • Ask NACM to conduct a survey for you 	

PREPARING: THE OUTLINE (cont'd)	
THIRD: Organize	FIFTH: Add PERSONAL Short Stories
<ul style="list-style-type: none"> • Set up your KEY SECTIONS by CATEGORY • Work on subject titles or headers <p>FOURTH: Grouping</p> <ul style="list-style-type: none"> • Group your speaking points into their respective categories. 	<ul style="list-style-type: none"> • Your story • Brings your audience into your experience. • A story about someone you know • <i>"The Art of Storytelling"</i> by Ty Bennett (NACM's 2023 Key Note Speaker)

	<p>PARAGRAPHING defined:</p> <ul style="list-style-type: none"> • Multiple complete sentences grouped into paragraphs, with: • Proper punctuation • Syntax • Spelling • Grammar • Your teachers would be very proud of your writing skills. 	
PREPARING: Write It		

	<p>DO NOT PARAGRAPH YOUR:</p> <ul style="list-style-type: none"> • Speech • Notes • Slides <p>WHY?</p> <ul style="list-style-type: none"> • We speak from one thought and move into the next thought. 	<ul style="list-style-type: none"> • We do NOT speak in complete sentences nor paragraphs. • We are NOT skilled at memorizing entire paragraphs <ul style="list-style-type: none"> ◦ Actors are • You will LOSE your visual place within your own notes. <ul style="list-style-type: none"> ◦ NACM Video Interview Story
PREPARING: Do NOT Paragraph!		

	PREPARING: Bulleting	
	<p>BULLETING</p> <ul style="list-style-type: none"> • Used to avoid long or complicated sentences • To organize lists • And prioritize information 	<ul style="list-style-type: none"> • Your SPEAKING POINTS should be bulleted <ul style="list-style-type: none"> ◦ Just enough to prompt your memory ◦ Of what you need to say (or demonstrate) ◦ Include a key word or title for the story you want to tell to embellish a point. <ul style="list-style-type: none"> ▪ This is your experience and it should flow naturally.

<h2 style="margin: 0;">PLANNING & ORGANIZING:</h2>	
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PLANNING & ORGANIZING: Paper	
<p>NOTECARDS:</p> <ul style="list-style-type: none"> • Number each card • Print in LARGE letters • Put a ring through them <ul style="list-style-type: none"> ◦ If dropped, they won't scatter <p>LOOSE PAGES (8 1/2 x 11)</p> <ul style="list-style-type: none"> • Number each page • Staple pages in case they're dropped. 	<p>NOTEBOOKS:</p> <ul style="list-style-type: none"> • Use 3-ring notebook (that lays flat) • Number each page • Use double-sided plastic sleeve protectors • Use lots of white space <ul style="list-style-type: none"> ◦ Millie's example of "alternate blocking" • Don't try to cram too much on each page • Bold special words to prompt your memory


PLANNING & ORGANIZING: Slides	Examples of what NOT to use:
<ul style="list-style-type: none"> • Use lots of 'white space' • Don't overcrowd the slide • Use an easy to read 'font' • Use LARGE text for ease of viewing <ul style="list-style-type: none"> ◦ Remember the back row has to see • Present slides in the manner of how you speak 	<p>ALGERIAN FONT</p> <p><i>Brushscript</i></p> <p><i>Black Sadder</i></p> <p><i>Harlow Solid Italic</i></p> <p><i>Lucida Calligraphy</i></p>

	PLANNING & ORGANIZING: Slides (cont'd)
	<ul style="list-style-type: none"> • Insert images/graphs/excel where appropriate <ul style="list-style-type: none"> ◦ Free Images: https://pixabay.com/images/search/ <div style="border: 1px solid black; padding: 5px; margin: 10px 0;">  <p>Stunning royalty-free images & royalty-free stock <small>Over 4.4 million+ high quality stock images, videos and music shared by our talented community.</small></p> </div> <ul style="list-style-type: none"> ◦ Make sure excel, graphs, statistics are VISIBLE to those towards the back row.

	PLANNING & ORGANIZING: Audience Group Exercises		
	<table border="0" style="width: 100%;"> <tr> <td style="vertical-align: top; width: 50%;"> <p>Great engagement tool.</p> <ul style="list-style-type: none"> • Adds excitement to the room • People LOVE to share their stories • Include if you need to add more time to your presentation. • Use tactics to reel everyone back in <ul style="list-style-type: none"> ◦ 5-minute exercise: ½ time warning, 1-minute then 10-second countdown </td> <td style="vertical-align: top; width: 50%;"> <p>If you're short on time, consider:</p> <ul style="list-style-type: none"> • Show of hands surveys <ul style="list-style-type: none"> ◦ Engages your audience without putting someone 'on the spot' • Ask for only 2 experiences from the audience to share. • Ask a question you know the answer to that you want answered by the audience. </td> </tr> </table>	<p>Great engagement tool.</p> <ul style="list-style-type: none"> • Adds excitement to the room • People LOVE to share their stories • Include if you need to add more time to your presentation. • Use tactics to reel everyone back in <ul style="list-style-type: none"> ◦ 5-minute exercise: ½ time warning, 1-minute then 10-second countdown 	<p>If you're short on time, consider:</p> <ul style="list-style-type: none"> • Show of hands surveys <ul style="list-style-type: none"> ◦ Engages your audience without putting someone 'on the spot' • Ask for only 2 experiences from the audience to share. • Ask a question you know the answer to that you want answered by the audience.
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	PLANNING & ORGANIZING: EDIT – EDIT - EDIT
	<p>Your presentation needs to flow naturally It needs to make organizational sense</p> <p>EDIT:</p> <ul style="list-style-type: none"> • Edit your words – less is more • Don't use dictionary words • Edit your points – reduce, combine or eliminate • Edit your stories – keep them short and easy to follow • Edit your slides <ul style="list-style-type: none"> ◦ If they don't flow seamlessly ◦ Or take too long to get through


PRACTICING:	
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PRACTICING: In Private	
<p>How Long? How Often?</p> <p>Per Carmine Gallo, Harvard Instructor, Keynote Speaker, and Author of 'The Bezos Blueprint' 11/18/2019:</p> <ul style="list-style-type: none"> • You should practice at least 10 times from start to finish. <ul style="list-style-type: none"> ◦ Start 10 days prior to your presentation. ◦ Practice at least once a day. • Practice will boost your confidence. • Practice will improve your body language. 	

PRACTICING: In Private (cont'd)	
<ul style="list-style-type: none"> • Stand up (don't sit) • In front of a mirror <ul style="list-style-type: none"> ◦ You are the audience • Out Loud (not in your head) <ul style="list-style-type: none"> ◦ Our 'mind speed' is faster than our 'mouth speed' ◦ At least for most people. <ul style="list-style-type: none"> ◦ Heidi's hard lesson 	<p>Helps with:</p> <ul style="list-style-type: none"> • Flow <ul style="list-style-type: none"> ◦ Does the order make sense? ◦ Do the points or topics transition seamlessly? • Cadence <ul style="list-style-type: none"> ◦ This is not a race = slow down <p>EDIT for TIME</p>

<p>KILLER FILLERS:</p> <ul style="list-style-type: none"> • Bridging Words used to string our thoughts together. • um, so, and, ok, like, literally, right, well, totally, etc. • Does everyone remember why? <ul style="list-style-type: none"> ◦ Because we DO NOT speak in complete sentences. 	<p>PRACTICE THE 'PAUSE'</p> <ul style="list-style-type: none"> • Use the pause <u>before</u> starting your next thought. • <u>Then</u> use non-bridging words to start your next thought. • This is difficult and needs lots of practice. <p>AVOID TONGUE TRIP HAZARDS:</p> <ul style="list-style-type: none"> • Use easy to pronounce words • Change out words that cause you to get stuck.
<p>PRACTICING: Your Words</p>	

<p>PRACTICING: Record Yourself</p>	
<ul style="list-style-type: none"> • Zoom or M/S Teams  • "Yoodli" – AI speech coach  <ul style="list-style-type: none"> ◦ Free version: Up to 5 Yoodlis <ul style="list-style-type: none"> ▪ Record yourself – tracks repeating words ◦ Pro Version: \$8/month & 10 Yoodlis/week. <ul style="list-style-type: none"> ▪ Record yourself – also tracks repeating words ▪ AND you can have it edit out killer fillers to see how your presentation looks without them. 	<p>Watch for REPEATING PATTERNS:</p> <ul style="list-style-type: none"> • Words and killer fillers • Touching face, lips, hair, etc. • Excessive swallowing • Sniffing • Back & forth movements <ul style="list-style-type: none"> ◦ Webinar speaker story

<p>PRACTICING: In in a Protective Bubble</p>	
	<p>SMALL AUDIENCE:</p> <ul style="list-style-type: none"> • Trusted colleague, mentor, or family member • Leading a department meeting (new procedures) • "Lunch & Learns" at work (any topic of interest) • NACM Trade Group Presentation • CFDD in Person Chapter Meeting (community trust) • Clubs/Organizations: Toast Masters

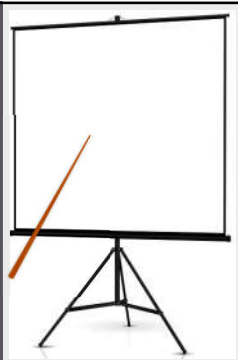
**PRACTICING:
Growing Your Bubble**

ZOOM | MS TEAMS:

- Everyone is less than a 2-inch square
 - Reduces 'predator proximity' alert
- NACM Online Trade Group
- CFDD Chapter Webinars
- NACM National Webinars



PRESENTING:




**PRESENTING:
Breathing**

“Vagus Nerve”

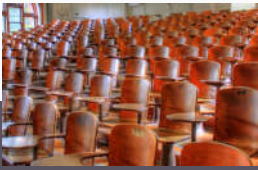
The main nerves of your parasympathetic nervous system.

Controls body functions such as:

- Heart rate
- Breathing (respiration)
- Blood pressure



PRESENTING: Breathing	
DIAPHRAGMATIC BREATHING: <ul style="list-style-type: none"> • Slowly inhale (4 seconds) through your nose • Expand your abdomen • Hold breath for 2 seconds • Slowly exhale (6 seconds) through your mouth • Repeat 	WHY? <ul style="list-style-type: none"> • Lowers effects of cortisol <ul style="list-style-type: none"> ◦ Stress hormone ◦ Freeze Flight Fight • Helps you relax • Lowers your heart rate • Lowers your blood pressure

WORK THE ROOM <ul style="list-style-type: none"> • Greet attendees as they enter • You're temporarily part of the audience (tribe, clan, community = safety) <ul style="list-style-type: none"> ◦ And not 'prey' as they're entering • Helps calm the nerves • Helps get your breathing under control 	CLEAR YOUR HEAD <ul style="list-style-type: none"> • Do NOT attempt to visualize audience in underwear • It takes your focus off your presentation
	
PRESENTING: Calming Actions	

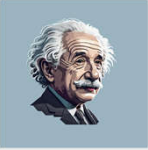
POLISHING: Tools, Tricks, Tidbits and Tums	
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POLISHING: Tools, Tricks, Tibits & Tums	
<p>SMILE</p> <ul style="list-style-type: none"> • Calming effect • Attracts audience to you <p>MAKE EYE CONTACT</p> <ul style="list-style-type: none"> • With more than one person • Invites them in – they'll feel included • Cover the front, middle and back rows • DON'T be a 'Cylon Robot' 	<p>BE YOUR AUTHENTIC SELF</p> <ul style="list-style-type: none"> • We are not paid professional actors <ul style="list-style-type: none"> ◦ Bobbi's story <p>SHOOTING GALLERY SYNDROME</p> <ul style="list-style-type: none"> • Walking back & forth, never stopping, faster, faster, faster... • Walk to a spot and stay a moment. • Then move to new spot and stay for another moment.

POLISHING: Tools, Tricks, Tidbits & Tums	
<p>WATER – WATER - WATER</p> <ul style="list-style-type: none"> • At table or lectern • NO caffeine (adrenaline already high) • NO soda (burping) <p>NO FOOD, CANDY, GUM IN MOUTH</p> <ul style="list-style-type: none"> • HIGHLY distracting <p>DO NOT DEATHGRIP THE LECTURN</p> <ul style="list-style-type: none"> • It's not going anywhere • One-legged kickstand 	<p>STAY COOL</p> <ul style="list-style-type: none"> • Dress in removable layers <ul style="list-style-type: none"> ◦ Also helps calm you down if you're starting to perspire • Pin hair off neck • Handkerchief : Dab if sweaty <ul style="list-style-type: none"> • Don't wipe • Portable battery fan

<p>USE A STOPWATCH – TIMER – CLOCK</p> <ul style="list-style-type: none"> • You never want to run over time • Your audience will appreciate it <p>REMOVE THE POCKET JINGLE-JANGLES</p> <ul style="list-style-type: none"> • Keys, coins, pocket knives, worry stones, etc. <p>PUT THE PEN DOWN!</p> <ul style="list-style-type: none"> • Clickity-click...tap-tap-tap = distraction 	<p>TAME THE BLING SHINE</p> <ul style="list-style-type: none"> • Sparkly bracelets, earrings, pins • Light-up swag from conference • Glasses hanging off chain or clothing • Flashy or reflective fabrics • Foundation or Skin powder <ul style="list-style-type: none"> ◦ face or scalp
POLISHING: Tools, Tricks, Tidbits & Tums (cont'd)	

POLISHING: The Audience	
<p>THE 'HECKLER'</p> <ul style="list-style-type: none"> • Laugh with them • Agree by saying something like <ul style="list-style-type: none"> ◦ "right?!?" ◦ "So true!" ◦ "Great point!" • Move on 	

POLISHING: The Audience (cont'd)	
	<p>THE 'KNOW-IT-ALL'</p> <ul style="list-style-type: none"> • The person who believes he/she knows more about the subject than the speaker. • They also want the spotlight on themselves. <ul style="list-style-type: none"> ◦ Colleague's story • You can say something like: <ul style="list-style-type: none"> ◦ "My research didn't come up with that. I would love it if you would come speak with me after the presentation so that we can share each other's information." • Do not get into a disagreement with the person.

POLISHING: The Audience (cont'd)	
<p>THE 'BALL HOG'</p> <ul style="list-style-type: none"> • The person monopolizing the audience's time sharing their own experience(s). • While smiling, break eye contact to see how the audience is responding. • If they're glazed, pick a quick moment to interrupt with: <ul style="list-style-type: none"> ◦ "...thank you for sharing; I'd like to learn more if you can come speak with me after the presentation." • Shows that you're still interested in them. 	<ul style="list-style-type: none"> • And lessons their feelings of being hurt by not getting to continue. • Then move away with the microphone to move onto your next point. <ul style="list-style-type: none"> ◦ Do NOT get into a disagreement with the person. • They are still your audience. • Brett's point: 'we're sharing experiences'; we're not trying to be the 'expert'. • Helps engage audience members to share their experiences.

	<p>PRIMAL SURVIVAL BASIC INSTINCT</p> <ul style="list-style-type: none"> • Root cause of our fear of public speaking • Learn to manage your instincts <ul style="list-style-type: none"> ◦ Nervous Butterflies <p>PREPARE & ORGANIZE</p> <ul style="list-style-type: none"> • What is your topic? • Know your material! <ul style="list-style-type: none"> • Facilitates a successful presentation 	<ul style="list-style-type: none"> • What is the audience take-away? • Brainstorm & Organize outline <p>PRACTICE</p> <ul style="list-style-type: none"> • By yourself – mirror mirror • Record yourself <ul style="list-style-type: none"> ◦ Zoom, MS-Teams, Yoodli • In front of others <ul style="list-style-type: none"> ◦ Family, tribe, clan
THE FINISH LINE		

THE FINISH LINE (cont'd)		
	<p>PRESENT</p> <ul style="list-style-type: none"> • Breathing exercise • Start with small bubbles <ul style="list-style-type: none"> ◦ Trade groups, lunch & learns, 2" webinar • Stay cool – water, work the room, layers <p>POLISH</p> <ul style="list-style-type: none"> • Smile • Make eye contact 	<ul style="list-style-type: none"> • Stay on time • Remove distractions (sounds & sight) <p>AUDIENCE</p> <ul style="list-style-type: none"> • Hecklers, ball hogs & know-it-alls <p>REMEMBER</p> <p>YOUR experience qualifies you to present.</p>

REFERENCES READS		
<p>"The Ecology of Human Fear: Survival Optimization and the Nervous System" (Dean Mobbs, Cindy C. Hagan, Tim Dalgleish, Brian Siskin & Charlotte Prevost – 03/18/2019)</p> <p>"Behavior Decisions Made Under the Risk of Predation: A Review & Prospectus" (Steven L. Lima and Lawrence M. Dill – 02/06/1989)</p> <p>Free Images: https://pixabay.com/images/search/</p> <p>Carmine Gallo – How often should you practice? https://www.carminegallo.com/</p> <p>Bulleting: https://wallon.uak.edu/business-communication-jab/Resources/downloads/Heading_2.pdf</p> <p>"The Art of Storytelling" by Ty Bennett (NACM's 2023 Key Note Speaker)</p> <p>"Presenting Powerfully" by Debbie Lundberg</p> <p>Vagus Nerve: https://my.clevelandclinic.org/health/body/22279-vagus-nerve</p> <p>Parasympathetic Nervous System: https://my.clevelandclinic.org/health/body/23266-parasympathetic-nervous-system-pns</p> <p>Carmine Gallo – How often should you practice? https://www.carminegallo.com/</p>		

	QUESTIONS?	
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