

PLUGGING SALES PIPELINE LEAKS

Campaigns to move customers from prospects to relationships

ARE YOU READY TO REOPEN?

Dust off your sales skills and get back in the game

THE GIFT OF VOLUNTEERING

How to find and *be* a good volunteer for any organization

MAY/JUNE
2021

Speaker

THE ART AND BUSINESS OF PROFESSIONAL SPEAKING

Do You Feel Like an Impostor?

IT'S TIME TO
MATCH YOUR
CONFIDENCE TO
YOUR COMPETENCE

PAGE 24

IDEAS TO
BOOST
REVENUE
WHEN THERE'S
NO 'BACK OF
THE ROOM'

PAGE 12

Departments



4 ■ PIVOT POINT
Get ready to get back in the game!

6 ■ INSIGHTS FROM THE INSIDE
Board Chair Barry Banther, CMC, CSP, CPAE, talks about facing the future with resiliency and a renewed commitment.

8 ■ NSA NEWS
New membership opportunities and ways to take advantage of your new resources.

10 ■ BRIEFS
News and notes to help you sell more, save time, and speak better.

36 ■ IT MATTERS
How to leverage LinkedIn to build, maintain, and grow relationships.

38 ■ Q&A TIME
Is it normal to feel like an impostor?

40 ■ CONVERSATION STARTER
Checking in to see if you've used ideas from *Speaker*.

42 ■ NSA CHAPTERS
A checklist for board chairs for a productive new year.

FEATURES

12

What to Do When There's No Back of the Room

Explore creative ideas for boosting revenue and repositioning your products to create a direct connection with the customer and create sales in a post-COVID world.

BY SHELLEY ROW, PE, CSP

18

The Gift of Volunteering

We all have skills that organizations, NSA chapters, or others need and value. Here's how to find good volunteers and how to be a good one yourself!

BY ELAINE DUMLER, CSP, & CRAIG HARRISON

20

Nurture Your Sales Pipeline

These are the critical campaigns speakers can consistently run to take potential customers from awareness to sale and customers from first sale to future sales.

BY AMY CASTRO, MA, CSP



24

Six Experts' Insights on Impostor Syndrome

NSA expert speakers, coaches, trainers, and authors weigh in with their own experiences with impostor syndrome and how to mute it so your confidence matches your competence.

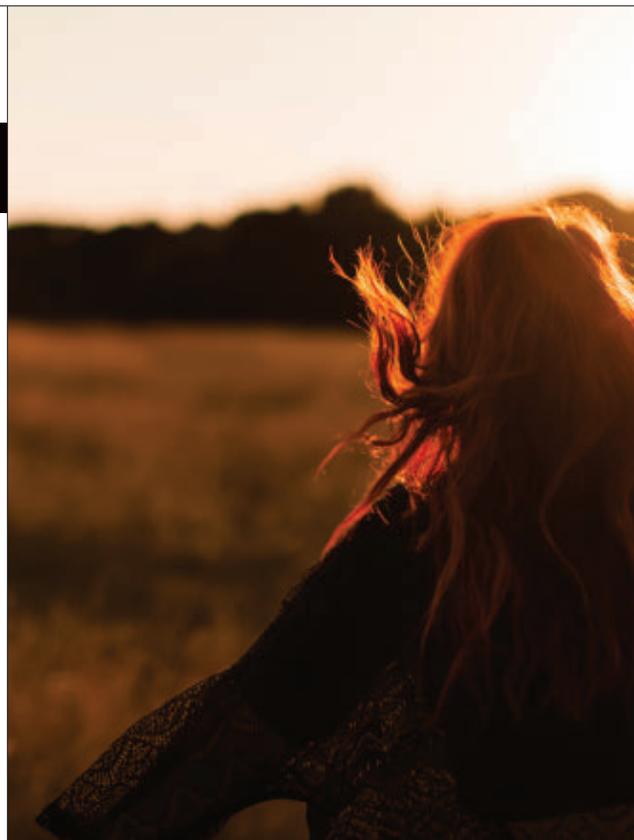
BY CRAIG HARRISON

32

Open for Business

Whether you took a "wait till the pandemic blows over" approach or have remained consistent in your sales and marketing efforts throughout the global shutdown, it makes sense to review your approach and get back in action.

BY JULIE HOLMES, F-PSA, AND MERIT KAHN, CSP



*Six
Experts'
Insights*
on
**Impostor
Syndrome**

Impostor syndrome:

A psychological condition that is characterized by persistent doubt concerning one's abilities or accomplishments, accompanied by the fear of being exposed as a fraud, despite evidence of one's ongoing success.

— Merriam-Webster Dictionary



*Advice on
Matching
Your
Confidence
to Your
Competence*



CRAIG HARRISON'S
Expressions of Excellence
helps clients tell their stories
and their clients' stories,
and create new stories,
through the design and
delivery of amazing customer
experiences.

Onstage we're seen as scions of success, conveyors of confidence, and experts of the highest order. Yet, we have doubts, fears, and insecurities, like professionals in every field.

In this issue, six expert speakers, coaches, trainers, and authors weigh in with their own experiences with impostor syndrome and how to mute it.

Will You Ever Be Good Enough?

BY MARCIA REYNOLDS, PsyD, CSP

One of the greatest challenges you will face is to recognize you are good at what you do.

Most people suffer from some form of impostor syndrome every time they step out of their comfort zone. When writing your book or before you step onstage, do you worry that people will question your expertise? Maybe they have heard this all before and you won't provide anything new. Whether you suffer from passing jitters or you live with the fear of being seen as irrelevant, you experience some form of impostor syndrome.

I live with an *impostor syndrome*, regularly overworking to prove myself. My brain research has helped me keep going despite my fears.

A *syndrome* means there is a recurrent pattern of thinking that is destructive. However, your brain developed this pattern not to harm you, but to keep you from failure and ridicule. The brain's most important job is to keep you safe and healthy. It wants you to avoid anything that feels dangerous or upsets your bodily functions.



MARCIA REYNOLDS, PsyD, CSP, is an expert on how to outsmart your brain and help others transform their thinking through coaching. She has four award-winning books, has taught in 41 countries, and has reached thousands more online. Read more at Covisioning.com.

OUTSMART YOUR BRAIN TO QUIET YOUR FEAR OF FAILURE

Like many other speakers, you have to manage your overprotective brain. You may try too hard to be perfect, fearing any mistake will reveal you aren't good enough. Even if your speech was flawless, you remember seeing the one sour face in the crowd. You leave the room vowing to find another profession.

This pattern was imprinted when you were young. Your parents probably acknowledged you for what you did—schoolwork, sports, helping others—instead of who you are no matter what you do—courageous, smart, generous.

No matter how hard you tried, you never earned the acknowledgment you craved. You never learned how to appreciate yourself. You only saw what you lacked.

You can't make impostorism vanish. You need a mental crutch. Experts give tips such as focus on what you are learning, find the smiling faces in the room while ignoring those on their cell phones, and reframe your anxiety as enthusiasm.

I focus on my sense of purpose. Before I speak, I remind myself why I'm there and that if I make a difference for one person in the room, I have done a good job.

Your sense of purpose—what brings you joy in helping others—will give you the courage to rise out of the quicksand of unworthiness and doubt.

Whether you have a full-blown impostor syndrome or temporary fears when starting something new, remind yourself *why* you are making these choices and *who you are* at your core. Then keep going despite your fears.



Knock Out Self-Doubt!

BY MAUREEN ZAPPALA



In 1983, I was a new engineer at NASA in Cleveland, Ohio. Despite a degree from the University of Notre Dame, I felt out of place. Surrounded by *real* engineers and rocket scientists, I thought, “I’m not as smart as they are. I feel like a phony.” It was impostor syndrome.

The impostor syndrome screams the loudest in times of transition, such as job change or career shift. No wonder many professional speakers secretly struggle with this. Making the transition from a past career into speaking, from keynote to training, or from trainer to author creates self-doubt. Throw in a pandemic and the all-virtual world. Reinventing and pivoting is the petri dish for cultivating impostor syndrome.

This experience isn’t something you can cure, but you can manage it. With these four strategies, you can match your confidence to your competence so you can unleash more influence.



MAUREEN ZAPPALA is the founder of *High Altitude Strategies*, a professional speaker, presentation skills coach, and author. She lives in Las Vegas, Nevada. Learn more at maureenz.com.

■ **RECOGNIZE IT.** Recognizing the symptoms of impostor syndrome is the first step in overcoming it. Common symptoms include:

1. Vacillating between over-preparing and procrastinating
2. Pursuing perfection or uniqueness
3. Not asking for help
4. Using charm or humor to deflect attention from your perceived intelligence shortfall
5. Intense fear of failure
6. Pressure to repeat or maintain success

■ **REVERSE IT.** Reversing your negative self-talk is essential. When you recognize you’re experiencing a symptom, immediately capture that thought. Evaluate evidence to determine if it’s helpful and true. If it isn’t, act in opposition. For example, “If I ask for help, they’ll think I’m ignorant. Wait! Will they? I don’t think other people are ignorant if *they* ask for help. In fact, I think it’s noble. Why then, would I assume they think I am ignorant? That’s illogical. OK, I’ll ask for help.”

■ **RE-PEOPLE IT.** We tend to “compare and despair” our skills with those who appear more influential or successful, but the focus is wrong. We undervalue our character qualities like optimism, curiosity, resilience, kindness, resourcefulness, and generosity. *Those* helped get you where you are. Skills can be learned, but character qualities are developed over a lifetime. Give *them* the credit they deserve. Hold your head high when tempted to envy someone’s skill or celebrity. You are neither superior nor inferior. Nobody is. We are all just different. Rethink your worth. Re-people it.

■ **REINFORCE IT.** To keep impostor syndrome from coming back, reinforce your defense. Collect any evidence of your competence, such as awards, testimonials, and media coverage. Or performance reviews. Believe them and enjoy them ... frequently. It’s not egotistical. You earned the recognition. Allow yourself permission to be impressed with your work.



Cracking Your Impostor Code

HOW TO HACK IMPOSTOR SYNDROME AND MAKE IT WORK FOR YOU

BY PAUL N. LARSEN, MA, CPPC, MGSCC

"You're a fraud!"

"You're a fake!"

Those were my thoughts when I became the chief HR officer for a \$3 billion organization many years ago. I thought I didn't really deserve the job and that I had "faked my way to the top." And I thought at any point "someone" was going to tap me on the shoulder and say, "Paul, we realize that you really do not belong here, so we have to ask you to leave."

The irony was that the folks who would be responsible for "helping me move on" would be from *my own* HR department, the same team that I was leading!

Crazy thinking? Perhaps. But my impostor voice didn't care ... it was alive and well.

The impostor syndrome phenomenon was recognized in 1978 (Clance & Imes) and can slice across all genders, cultures, positions, and lifestyles. Up to 80% of top performers have admitted to experiencing it at one or more points in their lives. And many of us live with it more frequently. It thrives in our fixed mindset and

feeds off of our fear and "what if?" thinking.

The late author Maya Angelou, actor Tom Hanks, former Starbucks chairman and CEO Howard Schultz, and tennis great Serena Williams all have admitted to feeling like a fake or fraud at some point in their successful careers. So it really is a badge of honor!

The impostor voice comes alive when someone who is successful actually uses their confidence to convince themselves they aren't good enough and fears they will be discovered as a fraud. This is despite all external evidence that they're doing a fine job. It isn't just self-doubt or a lack of confidence. It's the gap between who you see yourself as being and who you think you need to be in order to be successful.

Call out impostor voice! Understand the energy in your environment that triggers it. Don't fight it because it loves conflict or friction. Dilute it with awareness and gratitude.

Employ my five-step C.R.A.C.K. method to hack Impostor syndrome:

1. Be **CONSCIOUS** of your impostor voice: "OK, I can feel it ... this is my impostor speaking."

2. **RELEASE** it. "No thanks impostor, I'll take it from here."

3. **AUTHOR** a reframed thought. "I do belong with this group of talented speakers because I have a unique point of view to share."

4. **CHOOSE** purposefully to access these reframed thoughts whenever your impostor voice is triggered.

5. Give **KUDOS** to yourself for the dedicated effort you are making to dilute your impostor voice.



PAUL N. LARSEN, MA, CPPC, MGSCC, is the author of the award-winning book *Find Your VOICE as a Leader*.™ As a successful mental fitness coach, educator and speaker, he loves to help people crack their impostor code all over the world. Contact Paul for his free Impostor Syndrome Assessment at PaulNLarsen.com.

From Impostor to Authentically Me

BY ERSULA K. ODOM



ERSULA K. ODOM is a legacy writer for *Sula Too Publishing* and the author of several books. She grew up in Georgia and now lives in Florida, where she portrays Dr. Mary McLeod Bethune and is a docent at the Tampa Bay History Center.

As I crawled from under my shell to ponder the notion of the impostor syndrome dilemma, it felt familiar. I remembered moments when I faced that fear and slayed that dragon. When given an opportunity to portray the legendary Dr. Mary McLeod Bethune, I searched for and found perfect facts and stories for my script. Upon discovering a recording of her voice, I realized I sounded nothing like that voice. The technology of her time had distorted her voice, making it extremely high-pitched. That, combined with her pace, diction, and speech patterns, meant our voices were worlds apart. I was traumatized.

Yes, I could emulate the distorted voice I heard, but it would destroy my voice. As I stood before people, realizing that I did not sound like her, I felt like an impostor.

Then, the facts about her life that intersected mine provided the solution. One, my grandmother could have been her daughter, for she was

born within a year of Dr. Bethune's son, in South Carolina, and with the same cultural influence. I found comfort when I recalled Grandmother's words and South Carolinian tone, hearing her say "19-ought-4" for 1904, and concluded Dr. Bethune probably also said it that way. Believing such, I found my legs and decided to portray the "essence" of her. Now, I strongly say "19-ought-4" when I reach that point in my production: Bethune-Cookman University was founded by Dr. Mary McLeod Bethune on October 3, 1904.

Explaining why I was hired for my first supervision job, I was told I was uncommonly task- and people-oriented. I could get the job done and work with people. That explained why my chosen activities, from computers to drama, often seemed like polar opposites. This was a source of distress when I often heard, "focus on one thing and do that." Well, to me, that was boring. It still is. I found salvation when I realized everything I had ever done led to today.



Change the Channel!

LEARN HOW GREAT ATHLETES BEAT IMPOSTOR SYNDROME

BY DR. JOANN DAHLKOETTER

Do you ever:

- Become so anxious before an event that it hinders your performance significantly?
- Experience feelings of inadequacy or doubt that you deserve to be successful?
- Suspect your achievements are due to luck, good connections, or just being in the right place at the right time?

As a clinical psychologist and performance consultant, I've coached Olympic gold medalists and elite keynote speakers for years. Those who consistently perform well found ways to re-channel negative thoughts, take charge of their emotions, and turn nervous energy into a powerful source of inner strength and confidence. They train for the pressure as well as for the event. Here's how you can too.

CHANGE THE CHANNEL. When you hear that negative inner voice saying *What am I doing here? What if they see I'm incompetent?* just like a radio, you can change the channel in your brain. Switch the channel from that "Impostor" voice to your own "Confidence Channel."



DR. JOANN DAHLKOETTER, author of *Your Performing Edge*, is an internationally recognized licensed clinical psychologist and performance consultant who has worked with five Olympic gold medalists and more than 100 Olympian clients and keynote speakers. She provides coaching for speakers for optimal mind-body performance. Learn more at DrJoAnn.com.

TURN DOWN THE VOLUME. Once you've changed the channel, turn down the volume on that old negative inner critic channel and turn up the volume on your new positive self-image channel. Hear that awesome speech you can give as a result of your new channel that you created.

FOCUS ON POSITIVE IMAGES. Use positive mental images throughout your day to create feelings of confidence and power as you practice your speaking skills. For example, while preparing your speech, replace *What if I mess up? Will I forget my lines?* with visualizing yourself having all the resources and calmness you need to deliver your talk and get great results.

USE POWER WORDS. Say what you do want. Don't say what you don't want. Replace *Don't crash, don't be nervous, don't worry about what others are thinking.* Say *Just relax, I trust in my training, I'm preparing for this speech the best way I can.* If you are rejected by a client or lose a speaking deal, ask *What can I learn from this? What IS working? How can I use this to move forward with my next client?*

PRACTICE PRESENT FOCUS. Practice being in the present moment. Be right on—right here—right now. Remind yourself to stay in the here and now. Let past mistakes and future concerns—*What will this mean for my speaking career?*—fade into the background.



An Improviser's Approach to Getting Past the Impostor Syndrome

BY SUE WALDEN

True, you are NOT the world's foremost expert on your topic. And, notice that the world's foremost expert is *not* there, otherwise they would be speaking. Ergo, you are the expert in this moment. So, obviously you have something to offer that people want to hear.

As a professional improviser for more than 30 years, let me describe several useful techniques that enabled me to speak as an "expert" on *many* topics that I was assigned over the years.

■ **BREATHE!** Shallow breathing activates the fight/flight/freeze mechanism. Before I start, I take a couple of belly-chest breaths, then one more, right before I utter my first word. This slows me down and pulls my attention out of my head and into my body, grounding and relaxing me.

■ **BELLY-CHEST BREATHING.** Split the inhale into two parts: first half in through the nose, filling the belly. Complete the inhale through

the mouth, filling the chest. Exhale out the mouth. Practice a few times to find the halfway point in the inhale.

I follow the axiom "Do the behavior and the attitude will follow." Here are behaviors that always helped me move past feeling/thinking like an impostor.

■ First and foremost, **SEE INDIVIDUAL PEOPLE**—don't just look at them. Talk to them and notice their reactions before moving on to someone else. I watch for nods, smiles, and any eyebrow movement. This feedback is especially important online.

■ **ENERGY FORWARD.** If standing, keep your knees unlocked and your weight on the front half of your feet. If seated (or in front of your screen), lean slightly forward with both feet on the floor and equal weight on your feet and bottom.

■ **HANDS FREE.** Clutching anything increases tension and reinforces impostor thoughts. Relax, drop your shoulders, and leave your hands free for gesturing.

■ **LISTEN TO YOURSELF.** If my attention is on my thoughts, I give power to worries, concerns, and accusations of what a phony I am. Or, if I'm searching for what I plan to say next, I mentally disconnect from both my listeners and what I am saying. Instead I pay attention to what I am actually saying to someone—this keeps more authentic energy in my face, in my voice, and in my content.

Side note reminder for virtual speaking: Use only brief bullet points, no scripts!

When you pull your attention away from any unproductive thoughts that unconsciously undermine your behaviors, you'll become an effective expert-in-the-moment.



SUE WALDEN facilitated, directed, and performed in improvisational theater for 30 years, then in 1980 also became a pioneer in applied improvisation. She's delivered customized programs in 15 countries. She currently focuses virtually on design consulting and assisting speakers to access their authentic spontaneity. Learn more about ImprovWorks! at improvworks.org.