

The Sources *Hot*Link

Tips and Practical Ideas to Get Positive News Coverage

Number Seven, Spring 1998

Mailing List Know-How

Are you neglecting your mailing list and paying too much attention to other, more "hi-tech" means of communications? Even if you only use it once a year to send corporate Season's Greetings, your mailing list can be one of the cornerstones of a good communications strategy.

Here are a few guidelines to review before your next mailing:

The first decision is whether to use an in-house mailing list or to buy a list from a list broker. Each method has its advantages and disadvantages.

Maintaining in-house mailing lists can be time-consuming. However you may find it well worth the investment – even a small list can be a valuable resource. If you already maintain lists for other purposes and they are appropriate for your mailing don't hesitate to

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use them. It is vital to ensure accuracy and to do so on an ongoing basis. Every returned letter costs you twice as much postage.

Two major advantages of in-house lists are that they can be used for repeated mailings and can be sold to other organizations. Consider trading lists with other organizations. Trading lists can save a great deal of money and diversify your database, benefiting both parties!

Many organizations buy mailing lists from list brokers. Take the time to ask other

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The reporter always has the upper hand when you make an off-the-record statement.

Off-The-Record

BY AL ROTHSTEIN

"I made that statement off-the-record, but somehow it found its way onto the 6:00 news." This is one of the biggest fears people have when dealing with reporters.

The easiest way to solve this problem is by never going off-the-record. From a reporter's standpoint, anything you say is fair game.

However, many media-savvy people use off-the-record as a tool to enhance their relationship and credibility with the news media.

It's important to know the rules, because no matter how media-savvy you are, the reporter always has the upper hand when you make an off-the-record statement.

Have you ever done a television interview and thought it was over when the camera was turned off? Did you assume that whatever you said after that is off-the-record? It just doesn't work that way. In fact, I know some reporters who get their best quotes that way.

Rule No. 1 – The camera is never off, even after the interview.

Have you ever said something to a reporter that you immediately regretted and then said, "By the way, that was off-the-record." Wrong again!

Rule No. 2 – An attempt to go off-the-record after you've made the statement usually doesn't work.

Have you ever said, "This is off-the-record" before you made a statement, but never made clear when you were back on-the-record? This can confuse

the reporter and cause some embarrassing public quotes.

Rule No. 3 – Make it clear when you are back on the record.

Have you ever really asked a reporter what he or she meant by off-the-record?

Rule No. 4 – Make sure you both mean the same thing!

What if you don't really know the reporter or if you have any doubt at all?

Rule No. 5 – When in doubt, don't even think about going off-the-record.

As a media consultant, the safest thing for me to tell you would be to never go off-the-record. This is indeed the best rule when there is any doubt.

The disadvantages of making an off-the-record comment can far outweigh the advantages. You may know someone who has gotten in trouble for trying it.

If you do go off-the-record, the above guidelines can save you some headaches. It can even save your reputation.



Courtesy of Al Rothstein Media Services, Inc., specialists in spokesperson training and media relations seminars.

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<http://mediabrain.home.mindspring.com>

people in your field for recommendations and ask the broker for samples. Also try to target your mailing as specifically as possible. A list that is too broad can be a waste of time and money. For list brokers in your area look in The Yellow Pages under "Mailing Lists & Services." As with everything, it pays to shop around.

The main advantage of buying a list lies in customization. A list broker can supply very specific addresses, have lists sorted to your requirements and provide them in a variety of formats. Some brokers will even research and produce lists specifically for your needs. You can also rely on the accuracy of a good broker's list. Most list brokers update their lists monthly and sometimes weekly. The primary disadvantage of buying a list is the expense. In addition, many brokers will only allow you to use the list once.

Of course, mailings should only be part of your public and media relations strategy. With the right planning, they can be a powerful tool. It's all about keeping your organization first and foremost in the minds of the people you want to reach.

Coming next issue... *Secrets to successful mailings.*

SOURCES **HotLink**

Number Seven, Spring 1998

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Sources HotLink is free to organizations listed with **Sources**. Subscriptions are \$20/year for those not listed with **Sources**. Subscription orders must be prepaid. Visa or MasterCard accepted.

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Don't let a poorly thought out phone system interfere with your media relations

The Virtual Storefront: Your Telephone

Voice mail has become virtually standard in Canadian businesses and organizations, but that doesn't mean it's universally applauded. Many people simply refuse to deal with voice mail and automated telephone systems, either hanging up at the sound of a recorded message, or pressing zero repeatedly until they are connected to a human being. You may be one of them! Here are a few things your organization can do to provide callers with a constructive experience, rather than a baffling and frustrating one.

- ◆ consider using voice mail only at personal extensions and after-hours, with a real person picking up calls at your main number.
- ◆ If you have an automated system, listen to it as though you had no knowledge of your organization. The difference between "press 1 for communications", "press 2 for public relations" and "press 3 for general information" may be obvious to you, but a harried journalist on a deadline is unlikely to have much patience for vague department titles and a ten minute message.
- ◆ If you are listed in **Sources**, then you must be prepared to take calls from the media. Successful organizations often include a message such as "Journalists on a deadline, please press 5 now to connect to our media relations officer on duty" and then make sure that extension is either staffed or gives an after-hours cellular or pager number where someone can be reached. Personal voice mail of those responding to media inquiries should also give alternate and after-hours numbers.

If you decide to have a human rather than a machine answering your main number, you still need to make sure that those answering the phone are educated about your organization, routing calls, and most importantly, basic politeness and professionalism. When calling for information, service or purchase, nothing

is more likely to make one turn elsewhere than being on hold for ten minutes while an unapologetic receptionist paws through an employee directory. Remember:

- ◆ Response to callers is like a virtual storefront. If you wouldn't hold meetings with journalists or clients in a dank, run-down, abandoned warehouse, then make **sure your treatment** of calls isn't a telephone equivalent.
- ◆ Professional phone manner does not mean being a robot. Even though a smile can't be seen over the phone, it definitely can be heard! Maintaining that human touch by being genuinely relaxed and helpful on the phone makes all the difference.
- ◆ Make sure those answering the phone are clear about the procedure for dealing with calls from the media. They should know who to route journalists' calls to, be aware of alternate numbers and most important, never, ever, give out inside information to a journalist (or anyone else for that matter). A little forethought before a crisis can save a lot of headaches.
- ◆ Things you never want said about you when you can't come to the phone (and don't want to know about someone who can't take your call): "he's in the toilet." "She's on a break." "She's out for a cigarette." "He went home early." A simple "I'm sorry, Ms. Johnson has stepped away from her desk" along with an offer to transfer to someone else or take a message is discreet and courteous.

Different methods of dealing with telephone traffic have their pros and cons. Being aware of the type of calls you are getting and what your organization's priorities are will help you choose the right way for you. No matter what your system, remember, Grandma was right: it pays to be polite.

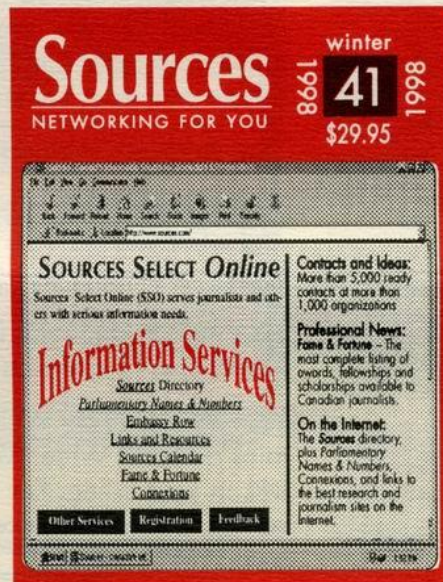
Coming next issue... *dealing with other people's voice mail.*

Getting the most out of your Sources Listing:

Your Spring 1998 *Sources* Listings Renewal or Update package should have crossed your desk by now. This is the perfect time to make sure your *Sources* listing is as effective as possible. Take a moment to review:

Your Contacts

- ◆ Your *Sources* listing can include up to fifteen contact names. These names and their coordinates are vital because they enable the media to turn to you for information in your area of expertise.
- ◆ Whether you currently use one main number in your listing or you have several people on your contact list, make sure the person who answers the phone knows how to handle calls from the media and knows to whom the calls should be transferred.
- ◆ Review the skills of the people in your organization and select a diverse range of spokespersons who are experts in specific areas relevant to your listing in *Sources*.
- ◆ Besides phone numbers, there are several ways in which you can help the media reach you. Most listings include fax numbers; cellular phone numbers, pager numbers, after-hours telephone numbers and E-mail addresses are sometimes appropriate. Internet sites are also helpful; a direct link can be set up from your *Sources* listing to your own World Wide Web site.
- ◆ No matter what combination of coordinates you choose, the media should be able to reach someone at your organization within a short period of time. A contact list that makes it easy for journalists to reach your organization means more interviews and press coverage.



Your Logo

- ◆ More than 80% of organizations listed in *Sources* raise their visibility in the print edition and on the *SOURCES SELECT Online* World Wide Web site by including a logo. We need a good original copy of your logo to be able to reproduce it well (letterhead or PMT). No faxed copies or logos on disk, please.

Your Descriptive Paragraph

- ◆ Tell the media who you are and what you do. Fifty words are included in your standard rate. A sixty-word French-language descriptive paragraph is also worth considering: Tell the French-speaking media you are accessible to them.

Your Subject Headings

- ◆ Your subject index headings are the most powerful feature of your listing. Make sure journalists see your name under all *Sources* subject headings

relevant to your organization. Your choice of headings tells journalists, editors and researchers you have expertise in the subject they are looking up, and leads them directly to your company or organization.

- ◆ More than 16,000 carefully chosen headings reflecting a wide diversity of topics are available to you in the *Sources* Subject Index. To select or review the headings under which you want journalists to find you, start by going through the Subject Index in your copy of *Sources*. Look for headings which are relevant to your organization, headings that best highlight your areas of expertise.
- ◆ To help you find the subject headings most appropriate to you, we have developed lists of headings arranged by broad category (e.g. Law, Health, Science and Technology) and by more defined sub-category (e.g. Criminal Law, Dentistry, Computers). We're happy to send you a list of headings in the category which is relevant to you. Just ask. You can also download them yourself from <http://www.sources.com/category.htm>.

- ◆ Check your headings with each edition. Your organization changes, the world changes, and news changes.
- ◆ Remember, the number of calls you'll receive from the media directly relates to the number, newsworthiness and specificity of your headings.

You get out what you put in! Extra attention to the content of your listing can result in more calls, more media awareness and greater success. If you would like some suggestions or guidance on improving your listing, or if you have not yet received your renewal or update package, call Tracey or Jacqueline at *Sources* (416) 964-7799.



CANADIAN
COMMERCIAL
CORPORATION
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CANADIENNE

Canadian Commercial Corporation / Corporation commerciale canadienne

50 rue O'Connor St., Ste. 1100, Ottawa, ON K1A 0S6

An agency of the Government of Canada, CCC is an international trade facilitator offering exporters a range of services designed to help them sell to foreign governments and international organizations. As prime contractor CCC assists Canadian suppliers through all phases involved in an export transaction.

Organisme du gouvernement du Canada, la CCC facilite le commerce international en offrant aux exportateurs une gamme de services leur permettant de transiger avec des acheteurs gouvernementaux étrangers et des organismes internationaux. Dans le rôle de mandataire principal elle aide les fournisseurs canadiens à franchir toutes les étapes d'une vente à l'exportation.

World Wide Web: <http://www.ccc.ca>

Head Office/Siège social:

50 rue O'Connor St., Ottawa, ON K1A 0S6
Phone: (613) 996-0034 FAX: (613) 995-2121
E-mail: info@ccc.ca

Media Relations/Relations avec les médias:

Vivian Asfar, Head, Communications & Awareness/
Chef, communications et sensibilisation
Phone: (613) 995-0560 E-mail: vivian@ccc.ca

Public Information/Informations générales:

Terry Scott
Phone: (613) 996-2655 E-mail: tfscott@ccc.ca

Progress Payment Program/Programme des paiements progressifs:

For information/pour informations:
Toll free: 1-800-748-8191

National Capital Region/Région de la capitale nationale:

Phone: (613) 996-2655

British Columbia Liaison Office/Bureau de liaison pour la Colombie-Britannique:

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Phone: (604) 666-4781 FAX: (604) 775-6612
E-mail: touwslagerc@ccc.ca

Quebec Liaison Office/Bureau de liaison du Québec:

J.M. Claude Lavoie, Manager/gestionnaire
Phone: (514) 283-8791 FAX: (514) 283-8794
E-mail: lavoiec@ccc.ca

Ontario Liaison Office/Bureau de liaison de l'Ontario:

Phone: (613) 996-2655 FAX: (613) 947-3903
E-mail: info@ccc.ca

Western Liaison Office/Bureau de liaison de l'ouest:

Gerald A. Haley, Manager/gestionnaire
Phone: (403) 497-3801 FAX: (403) 497-3562
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Eastern Liaison Office/Bureau de liaison de l'est:

Phone: (Ottawa) (613) 996-2655 FAX: (613) 947-3903
E-mail: info@ccc.ca

How your Sources listing works for you

Your Logo: More than 80% of organizations in *Sources* raise their visibility in print and online by including a logo.

Your Name: Your company/organization name in 12.5-point type is included in your standard rate. For a small additional fee, you can run your name in large (27.5-point) bold type: ideal if your organization doesn't have a logo or if your name isn't prominent in your logo.

Your Address: The address of your main office.

Your Descriptive Paragraph: Tell the media who you are and what you do. Fifty words are included in your basic listing; additional words are \$5 each.

Your French-language Descriptive Paragraph: Tell the French-speaking media you encourage their calls.

Your World Wide Web site: If your organization maintains a World Wide Web site, don't forget to include the URL in your listing. For \$25 a year, a direct link can be set up from your *Sources* listing online to your company's own WWW page.

Your Contacts: Vital! Include the names and numbers of all personnel and offices in your company or organization able to field media calls in their areas of expertise. Your basic listing entitles you to include 15 contacts; additional contacts are \$25 each.

Your Communications Co-ordinates: List at least one after-hours number to make it easy for journalists working in any of Canada's five time zones to reach you. Don't forget your fax and other helpful numbers, such as toll-free, pager, and cellular phone, as well as your E-mail address.

Helping journalists find you


Journalists can search **SOURCES SELECT Online** and the print version of *Sources* by name or by subject. Your **subject index** headings are the most powerful feature of your listing. Your choice of headings:

- ◆ **Tells** journalists, editors and researchers you have expertise in the subject they are researching, and;
- ◆ **Leads** them directly to your company or organization.

More than 13,000 carefully chosen headings reflecting a great diversity of topics are available to you in the *Sources* Subject Index.

File Edit View Get Bookmarks Questions Directory

http://www.sources.com



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Chef, communications et sensibilisation
Phone: (613) 995-0560 E-mail: vivian@ccc.ca

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Sources Listings

If you already know the organization you're looking for, you can search for it by full or partial organization name. If you need information and contacts on a particular topic, a search by subject will give you a list of organizations with information and views on that topic.

Search by: • Subject • Organization Name

Search Method: • contains (slower but more complete) • starts with (faster)
• exact match (fastest)

Subject/Name to Search for:

Trade	
(see also Energy Trade; Export Trade; Free Trade; Import Trade; International Trade; Interprovincial Trade; North American Free Trade Agreement)	
Appleton & Associates Intl Lawyers	185
Brampton Economic Development Office	193
Calgary Economic Development Authority	196
Cdn Chamber of Commerce	207
Cdn Commercial Corp	208
Cdn Egg Marketing Agency	213
Cdn Fed of Humane Societies	214
Cdn Importers Assn Inc	217
Cdn Sugar Institute	229
Citizens Concerned About Free Trade	235
Economic Development Edmonton	247
Ernst & Young	249
Export Development Corp	250
Forum for Intl Trade Training	254
Information Technology Assn of Cda	266
Japan Automobile Manufacturers Assn of Cda	271
Kamloops Economic Development Corporation	272
Northern Telecom Ltd	288
Railway Assn of Cda	303
Saskatoon Regional Economic Development Authority	309
University of Winnipeg	324
Trade Actions	
Brampton Economic Development Office	193
Gottlieb & Pearson, Sarristers & Solicitors	257
Trade Mark Agents	
Bereskin & Parr	191
Sim, Hughes, Ashton & McKay/Sim & McBurney	311
Trade-Mark & Copyright Law	
Gowling, Strathy & Henderson	257
Lang Michener	273
Trade-Mark/Designers	
Design Partners	243
IntelPro	267
Thomas Pigeon Design Group	318
Trade-Mark Disputes	
IntelPro	267
Trade-Mark Documentation	
IntelPro	267
Trade-Mark Infringement	
Cdn Motion Picture Distributors Assn	222
IntelPro	267
Trade-Mark Investigations	
IFR Investigative Research Inc	263
IntelPro	267
Library Service Bureau Inc	274
Trade-Mark Opposition Board	
Cdn Intellectual Property Office	220
Trade-Mark Protection	
IntelPro	267
Trade Mark Research	
IntelPro	267
Library Service Bureau Inc	274
Trade Marking Support	
IntelPro	267
Trade-Mark/Design/Logo	
IntelPro	267

16 Benefits of Listing in Sources

For all organizations

- ◆ Gain free publicity.
- ◆ Promote your policies and views. Communicate key facts about your organization more widely.
- ◆ Glean new ideas for getting publicity. Your listing includes a free subscription to *The Sources HotLink*, a newsletter of tips and practical ideas for getting positive news coverage.
- ◆ Improve your own research. You receive a free copy of each print edition of *Sources* for your own use, as well as free access to the *SOURCES SELECT Online* World Wide Web site.
- ◆ Increase accuracy of information published and broadcast about your organization.
- ◆ Boost the likelihood that spokespersons will represent your organization effectively. You choose which spokespersons to list.
- ◆ Increase respect for your organization within the influential news media community.
- ◆ Save dollars to invest in other aspects of your communications program.

For Businesses

- ◆ Attract new customers through improved publicity.
- ◆ Increase sales.
- ◆ Earn added goodwill with customers, suppliers and staff.
- ◆ Greater profits are the bottom line.

For non-profit organizations

- ◆ Attract new members through improved publicity.
- ◆ Enjoy added goodwill with members, associates, and staff.
- ◆ Generate greater public awareness of your organization's mission.
- ◆ Increase revenues and improve morale.

Our business is getting your story across.

**Sources works.
Put it to work for you.**

Writing For Broadcast

When writing for radio or TV, there are issues to consider that don't apply to writing for print. What you are composing will be read out loud, and those hearing it don't have the benefit of re-reading something that was unclear. Precision becomes all important. Remember:

- ◆ avoid abbreviations wherever possible – they are far too unclear.
- ◆ spell out the pronunciation of words that could vary in their pronunciation (i.e.: Gloucester – “Gloss-ter”).
- ◆ Avoid cramming too many thoughts into a piece – your listener won't be able to retrace the convoluted evolution of a thought. Try out your piece on a friend or colleague unfamiliar with the issue or issues. If they don't understand it on first listen, go back to the drawing board.

Writing for broadcast is a special skill. By taking a moment to think about the uniqueness of these media, you can avoid many common pitfalls.

Source: Communication Briefings, 806 Westminster Blvd., Blackwood, NJ 08012, Tel. (609) 589-3503.

Promote Yourself Like It's 1999!

If your organization wishes to raise its profile with the media, sponsors a public awareness month or week or hosts a conference or series of events you'd like journalists to know about, advertising in the *1999 Canadian Journalists' Calendar* is for you! Produced by *Sources* in co-operation with the Canadian Association of Journalists, this popular calendar is distributed to thousands of journalists across Canada. Several months have already been booked; reserve now to guarantee the month you need! Call Graham Blair at (416) 964-7799 for details today!

News from Sources

As Spring slowly creeps into our part of the world, we at *Sources* are looking back at the Winter to see how far we've come. There's been lots of change and lots of excitement. On your listing renewal and update information, you'll no doubt note that we have two new listings co-ordinators, Jaqueline Peeters and Tracey Parn. They have been attacking with relish the task of contacting every one of you, as well as putting together listings for all the new organizations that have begun to join us in readiness for *Sources* 42, Summer 1998. We also have a new production assistant, Nicole Redman, whose publishing experience makes her a valuable asset.

One of the most exciting things that has happened in the *Sources* office this Winter has been the overwhelming response to our request for your publications. Organizations listed in *Sources* are a creative and prolific group! To date we have received several hundred publications, ranging from books and directories, through glossy magazines and intensively researched position papers, to friendly and informative newsletters. Each one is greeted with cries of delight from the *Sources* staff. Keep them coming! We will publish a list of them in the next *Sources* (and post the list at www.sources.com), enabling journalists

to see at a glance many of the additional resources organizations have available.

We took some time this winter to contact journalism schools, seeking to let the journalists of the future find out first hand how *Sources* can put them in touch with Canada's experts. We were greeted enthusiastically, and several schools who were not previously receiving *Sources* will now be doing so. Over the past few months, we have also added dozens of media outlets and journalists to our distribution list. Here are a few of the requests we've received:

“I greatly look forward to receiving two copies of your directory as soon as possible.”

“Could you please add me to your subscription list so I can receive your excellent and extremely useful publication?”

Comments from you are important to us as well. If there's anything you'd like to say about *Sources*, *The Sources HotLink*, or media relations in general, drop us a line. You might just find yourself included in the next News from *Sources*!

Happy spring!

Kirsten Cowan
Editor, *The Sources HotLink*

Cyberspace Welcome Mat

Have you recently created a World Wide Web site for your organization, or upgraded an older one and want to show it off? Then consider “hotlinking” your WWW address as it appears at *SOURCES SELECT Online*. When journalists visit your virtual listing at www.sources.com,

one click of the mouse button will bring them right to your home page. For only \$25.00 a year, you can put out the welcome mat for journalists seeking expert information. Call us at (416) 964-7799 or E-mail sources@sources.com and we'll activate your hotlink right away!

Double Your Exposure

Has your organization generated media coverage recently? Share the details and a copy of the story the next time you're in the news and you'll find yourself gracing the pages of *HotLink*. Fax (416) 964-8763; mail: 4 Phipps St., Ste. 109, Toronto ON M4Y 1J5; E-mail: sources@sources.com

Spread the Word

Do you know an organization which would benefit from listing with *Sources*? Let us know by phone: (416) 964-7799; fax: (416) 964-8763 or via E-mail: sources@sources.com. Be generous and share the secret of media coverage with others!

Guidelines for Successful Interviews

The following are some guidelines to keep in mind when you go into an interview.

1. Make it clear at the outset whether you're speaking for yourself or on behalf of the university. Provide your full name and title.
2. Present your main points and conclusions first. This introduces the reporter to the ideas you wish to present and helps focus the interview. If complex information is being dealt with, sum up at the end of the interview. A succinct statement, written in advance, is an excellent way to ensure full understanding, particularly for complex technical stories.
3. State and explain your viewpoint clearly and frequently throughout the interview. When you move to more important points, repeat the main points to avoid any misunderstanding.
4. When asked your opinion on items in the news, avoid making ad hominem comments. You can say that a government report reaches faulty conclusions without criticizing the author and belittling his research techniques and abilities. Emphasize that your research in the area has led you to different conclusions, rather than bluntly contradicting the government experts.
5. Respond to parts of questions, or rephrase them, so that you minimize the risk of misinterpretation.
6. Try to use uncomplicated language, avoiding jargon, acronyms, and difficult terms. Remember that technical terms are a foreign language to the non-expert. If you use them they will have to be translated by the reporter, and you may not be pleased with the translation.
7. Avoid words like disaster, breakthrough or stupid. They invite the reporter to treat the story in a sensational way.
8. Be prepared for questions about the relevance of the story and its ethical, legal, economic or political implications.
9. Take the time to collect your thoughts before answering difficult questions. If necessary, tell the reporter you would like time to consider the question and get back to him after the interview. Then prepare a written answer, telephone the reporter and dictate your response to him.
10. If you are asked a question that you really don't wish to answer, say so and stand by your decision. However, be prepared for the reporter to press you on the point from several different angles and at different times during the discussion. You are always better off deflecting a question (see above), when the interview is finished.
11. If you don't know the answer to a question, be honest and admit it. If the information is important to the story, you can offer to get it for the reporter when the interview is finished.
12. Only make statements you can support with facts.
13. Use one or two examples to explain your position, rather than enumerating a list of supporting facts. Sacrifice comprehensiveness for simplicity and force. After all, the average length of a newspaper story is about 400 words, while radio or television reports can be as brief as 30 seconds.
14. If relevant, have copies of books, reports or speeches available for the reporter.

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Don't Forget to Write

Most newspapers and magazines print letters to the editor and are happy to receive comments from their readership.

- ◆ Think of letters to the editor as free publicity.
- ◆ Don't assume that your organization or cause is too large or too small to write a letter to the editor.
- ◆ Think of a letter to the editor as your own editorial.
- ◆ Letters may be in response to recent news items or editorials. However, if you believe your topic is important state your opinion now.
- ◆ Anyone in your organization can write a letter to the editor either on behalf of the organization or as an individual concerned citizen.
- ◆ Focus on your audience and make sure you include your key points.
- ◆ Don't send in anything written in haste. Have someone else edit the letter before it is mailed.
- ◆ The best letters to the editor are those which generate a response from other readers. A debate between your organization and others on the letters page could generate a few weeks of free publicity.

Your Listing in The Spotlight!

Display advertising puts your listing in the limelight every time a reader opens *Sources*. Alcan Aluminum CN, The University of Toronto and many others use advertisements to direct journalists to their listings and also to raise awareness about their specific services like resource materials, hotlines, media directories or World Wide Web sites. Call Graham Blair at (416) 964-7777 to find out how advertising in *Sources* can work for you.

Parliamentary Names & Numbers

Instant access to federal and provincial politicians – by phone, fax, E-mail or on the Internet.

You find the names and numbers you need, fast.

- ✿ Members of Parliament
- ✿ Senators
- ✿ Federal/Provincial Ministries
- ✿ Parliamentary Committees
- ✿ Provincial/Territorial Legislatures
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Leadership Review

Leadership From Within
Peter Urs Bender with Eric Hellman
Stoddart Publishing, 1997
ISBN 0-7737-5903-4
\$19.95

REVIEWED BY KIRSTEN COWAN

Peter Urs Bender has followed up his very successful *Secrets of Power Presentations* with a new book, *Leadership from Within*. *Leadership from Within* attempts to outline skills and techniques for leadership and success based on a holistic approach. Prosperity is defined not only materially, but spiritually and emotionally. This is quite an undertaking, but Bender manages to draw together themes of self-knowledge, self-esteem, gender and cultural conditioning, communication skills and inner vision to draw a portrait of the truly balanced individual, able to achieve material and spiritual happiness.

On the principle that we learn by doing, and that only conscientious application of new principles can help us break the habits of a lifetime, Bender follows each section of *Leadership from Within* with a series of exercises designed to develop skills in real life settings. The structure of the book puts into practice one of its main contentions: Attitude + Behaviour = Results.

One of the keys to leadership from within is vision. Together with passion, the driving force which propels us forward, vision is an attribute shared by those who succeed. Bender outlines steps to developing one's vision:

1. Begin with the end in mind
2. Get clear on the results you want to see
3. Make it a shared process
4. Consider what actions will make it real

5. Open your mind
6. Take the time to learn
7. Change perspective
8. Associate with the right people (*Leadership from Within*, pp. 95-98)

Along with outlining the qualities necessary to achieve the kind of success which satisfies us fully, Peter Urs Bender also looks into some of the barriers which block us from achieving, or even fully knowing, our goals. By looking at different personality types and including an easy to complete personality evaluation, *Leadership from Within* encourages the reader to take into account her or his own weaknesses and strengths. By being honest about our fears, we can challenge ourselves to excel, pushing the limits of comfort and stretching our abilities into new areas. According to the author, fear is one of the most powerful stumbling blocks on the path to achievement.

"Fear is a negative vision of the future. It locks on to your anxious feelings and triggers memories of past fears. Fear of death. Fear of failure. Fear of loss. These block positive visions and feelings from your awareness." (*Leadership from Within*, p. 145)

All in all, Peter Urs Bender has taken a practical, hands-on approach to an ethereal topic – how to find fulfillment, materially, emotionally and spiritually. The straightforward style and witty examples fans of *Secrets of Power Presentations* will remember is there, together with a warm and human approach to business success that makes *Leadership from Within* an enjoyable and enlightening read.

Peter Urs Bender's listing appears on page 183 of the Winter 1998 issue of Sources

