



# FINDING YOUR PERSONAL POWER

BY DAVID ROYLANCE

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## PREFACE

This is for those of you who are frustrated. Can you feel it? Right now, as you sit reading this, notice your physical and emotional response to reading that word. Look at that word again.

Frustrated!

How is your breathing? How is your heart rate? How is your internal temperature? Now let's go to your thinking? As you read this word, frustration, what do you find yourself thinking about? What can you see, feel or hear in your mind's eye? You might want to take notes.

Just looking at that word on a page is enough to create that emotional reaction in you. Enough to change your state. That is just a word on a page. Imagine how that reaction may be multiplied by the trigger of an experience or an expectation of actual frustration itself. Whoever you are, and whatever you feel frustration over, this is for you.

Is it lack of money?

Is it about your potential?

Is it about recognition?

Is it about love?

Is it about personal satisfaction?

Whatever your answer, what all of these questions have in common is their relation to lack of control. Again, notice what thoughts around the idea of lack of control do you physically and emotionally. Notice your change of state. Notice that you are experiencing the state associated with fear.

This is a book about how to take control of that fear and tap into the personal power that you possess but most likely hide from the world.

CHAPTER 1

# IF ONE VOICE CAN CHANGE A ROOM

I feel privileged to have spent some of my life in the company of men and women of inspiration. People who are able to transform the state of a room because they are in it. Sometimes these people don't even have to speak to transform the room, they just have to be present.

If you are near a computer as you read this, open up a browser and go to youtube. Search under Obama, Labor Day Cincinnati All Fired Up. Watch the video. It will take you roughly 10 minutes. As you watch and listen, notice how your state changes. How do you feel at the end? How did you feel at the beginning?

One of the people who I have been privileged to work with is Patsy Rodenburg. When I first met Patsy, she was Head of Voice at the National Theatre and at the Guildhall School of Music and Drama where I had just begun my 3 year training as a professional actor. I mention Patsy to you because the last time we were together was just at a seminar she ran in London, in the months before the US general election that would end with Barack Obama becoming President. Patsy told me she was just about to head off to the US to work with Senator Obama on his voice. Patsy has the most wonderful ability to get people from every background to show themselves to their best advantage, through their voice.

Former US President Bill Clinton is now one of the highest paid public speakers in the world today. Barack Obama, once he leaves office, will probably have a great career as a public speaker. Both of these men have one thing in common. That is other than holding the highest office available in the Western world. Both of them were told, when they left University:

*“Whatever you do in life, don't get a job that involves public speaking. You are dreadful.”*

If you go back to youtube looking for early appearances by a young Senator Clinton, you know that they were right. He bored Democratic conference to sleep. Until, that is, he decided that there was a certain job he wanted. Once he knew he wanted the job, he knew there was a certain skill he had to learn and certain fears he had to overcome.

Let's go back to the way your state changed as a result of watching the video of Barack Obama. Now imagine, how your state might have changed if you had been in that arena with that audience on Labor Day.

Imagine you had that skill. How do you feel now?

## Here is the bottom line.

We are talking about a skill. A series of learned behaviours that result in your being able to do something that previously you couldn't. In business there are many people at the top of their game who like to persist in spreading the narrative that gravitas is a magical conceit. It's something that either you do or you do not possess. It is of benefit to those people for others to believe that this gravitas thing is a magical thing. It elevates them as people in possession of the ethereal, something mere mortals like you and I could never possess.

## Nothing could be further from the truth

If Bill Clinton and Barack Obama became extremely successful as a result of learning a skill that allows them to change the states of others, then so can you. When you watch and listen to these speeches, you are watching and listening to several well practised techniques designed to engage people in large groups and have them do something different as a result of that speech. That means that anything they are doing, you will be able to do too. If you want that. Notice how that thought changes your state. Notice what crossed your mind there.

*“Our greatest fear is not that we are inadequate, our greatest fear is that we are powerful beyond measure”*

That was spoken by Nelson Mandela in the moments after he was released from prison. It happens to be true. The power that exists within you, within your physical frame, within your mind and within your vocal chords is infinite. What you choose to do with it is the difference that makes the difference. I remember a poll published by The Times in 1990. The poll was about what things terrified the British public most.

The No1 terror for the British public was Public Speaking. Death came in at No5. Financial Destitution was No3. When I think about these results in relation to control of circumstance, I find this fascinating. Of the 3, Public Speaking is the one which offers the most potential for control. You know this to be true.

Most people choose not to take action on the basis of this knowledge. What is it you want to achieve? How much do you want it? Do you want it enough to take action? You chose to take action by buying this book. Then you chose to take action by reading this book. You are here, 1000 words into the text. That requires some action.

I feel it is fair for me to assume that you are willing to take action to achieve your goals because you have taken action to get to this point. Whatever fear you are feeling as a result of the thought that you might have to do some public speaking, know that it is not as strong as your desire to do well. You have already demonstrated that by being here in this conversation with me.

But being here with me is only the beginning. We have a journey to go on. Come on this journey with me and your state will be transformed. Act on the exercises in here and you will have success. They will change the way that you are perceived by others.

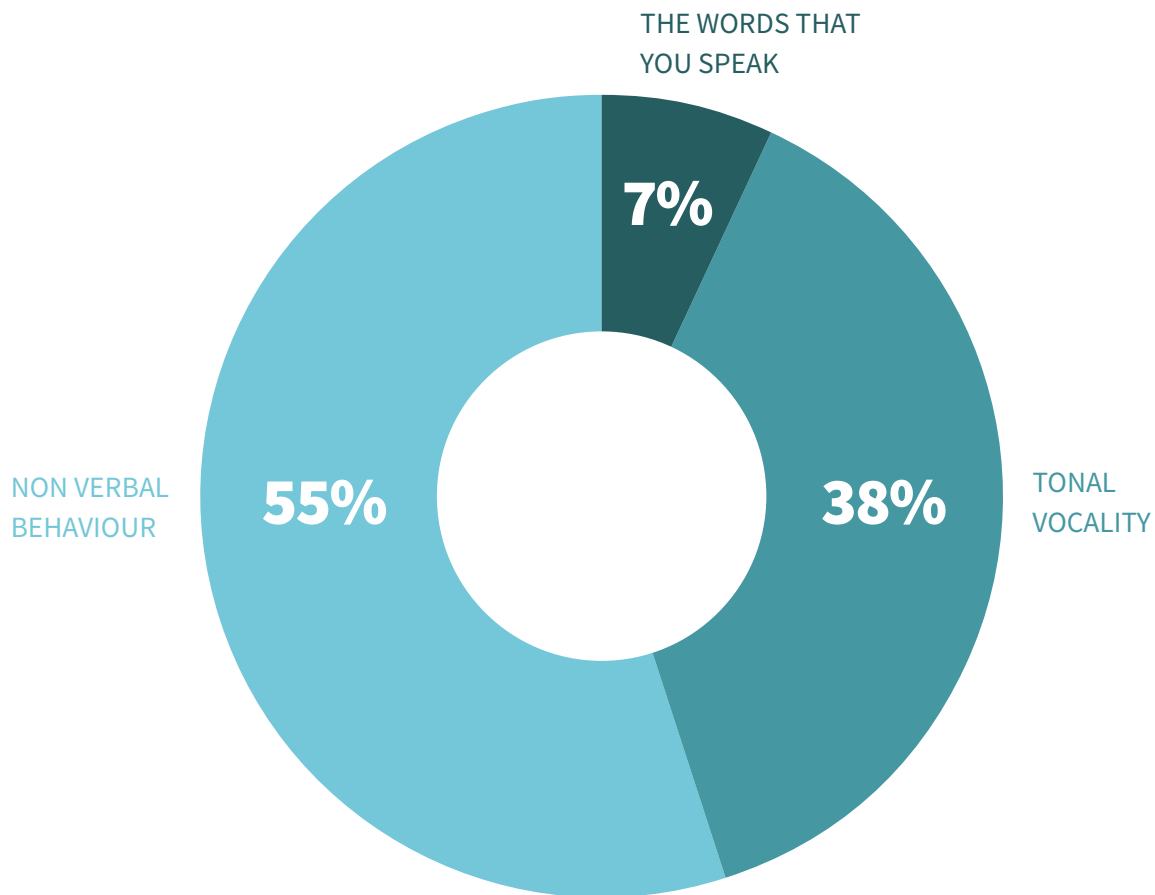
## Perception is reality

If others see you are powerful, strong, credible, then you will be. If you are in charge of a team at work and they perceive you as a strong leader, their work will reflect that and you will be strong. The same is true of personal relationships too. You will become what your other half perceives you to be. Perception is reality.

## What do you want people to perceive when they see or hear you?

As our own state changes due to triggers from other people, you are a trigger for everyone you meet. How might your life change if you take charge of the triggers you are setting off for other people? How might your life change if you made your voice work for you to trigger the thoughts and feelings you wanted in others?

In 1967 psychiatrists Mehrabian and Ferris came to the conclusion that the 3 elements of the communication of meaning are:



My area of expertise is the 93%. I shall assume that the words that you speak are an area where you know what you are doing. Please do not assume that I am saying to you that the words that you speak don't matter. For decades charlatans have been teaching this stuff and telling them that it doesn't matter what you say as long as you use the right tone and wear the right clothes, you will be fine. If the 7% is rubbish, you will be found out. Maybe not initially, but you will be.

Look at the level of work that our present Prime Minister did on the 93%. The photoshoots on the bike. The credibility in the voice as he spoke down the the camera lens in the televised debates. Then look at how easily that work falls apart if the 7% proves to have no substance.

There are many charlatans out there who will use these figures to tell you that all you need is style and not to worry about the substance. In the majority of relationships these figures don't tell us a great deal. There is one area where I believe these figures are absolutely true.

## The first impression

How long do you imagine it takes to form a first impression when you meet someone? Think of a time that you have met someone and suddenly come to a conclusion about this person. We love them. Or perhaps we immediately dislike them. Think of a time when you have very quickly decided that you don't like someone only to have yourself proved wrong. In that instance, how difficult was it for you to shift your opinion of that person.

According to body language expert Allan Pease it takes exactly 23 seconds to form an opinion that is then difficult to change. Let me give you a personal example.

Let me take you back to early September 1990. I had enrolled at the Guildhall School of Music and Drama, one of the UK's foremost academies for professional actors. It was our first lesson. 25 extremely nervous young actors were huddling together in a room being ordered around by a scary octogenarian woman who was explaining to us how to enter "the space". We were all doing it very badly.

In the middle of all of this, there is a knock at the door. In bursts a tall, skinny actor who is late. He barks at us in a brash, loud, deep and self-important voice "Sorry I am late. I did leave a message." Voices inside 25 minds said "Oooh, I don't like him!"

What a shame. He had the next 3 years stuck with us and us with him. It took him a long time to integrate into the group. He wasn't such a bad sort really. In fact, quite a genuinely nice guy. But at a moment of nervousness and embarrassment about lateness on a very important day, he had responded in a way that looked defensive and rude. He didn't mean it to be. But it appeared that way. It appeared that way because of the tonality of voice he used. It was incongruous with the message of his words. He said "sorry" but it certainly didn't sound like it.

Perception is reality.

Ask yourself this. How do you behave at first meetings? How nervous are you when you meet people who are important to you or your professional development? Are you in charge of the signals you are giving out to others? What do they take away of you? Think about the 93%. Think about the processes you use when you meet people and come to conclusions about them. What skills are you using? How are you doing it? How quickly are you doing it? What happens if you are wrong?

Your voice is the most extraordinary tool and understanding the meaning of its tonality will give you a significant advantage in the world of business. The voice is a major contributor to the idea of influence.

Listen to how voices are used in advertising. It's rare that I suggest to people go switch on the TV, but when you have a moment, I suggest you do. Get yourself in front of a good commercial break. They seem to last longer than the programmes they surround these days. That's because they are the most important thing on the television, from the channels' point of view. Close your eyes. Don't watch the visuals this time, just listen to the voices. How does your state change as you listen? What do you respond to and why?

Here is a thought for you...

All purchases are made emotionally. Not a single buying decision is made through logic. All of it is emotional. One of the prime ways that advertisers get to change you emotionally is to change your state through a voice. Women, listen to the voice over of that lovely chocolate bar commercial. Men, listen to the voiceover of that car commercial.

Here is another thought. All commercials are aimed at either men or women. Never both. Can you tell who the product is being aimed at just from the voiceover? Who are your products or services aimed at? Are you using the right tonality to get to your audience?

## Here is some practical information for you

You have a series of vocal folds inside your neck. For them to make sound you have to breathe in and then speak as your breath out. The way that you breathe defines what kind of sound you make. Think of your vocal folds as the strings of a harp. Each string makes a different note, or tone. Breathing out and speaking is rather like the effect of a hand gently strumming these strings. Depending on how gently or hard the hand touches the strings the sound made is either beautiful or not. For our purposes I have divided the sounds made by these vocal folds into 3 areas: The 'Head Voice.' The 'Heart Voice'. And the 'Warrior Voice'.

### The Head Voice

The head voice is made up of the highest notes in the spectrum. It's called the head voice because when you resonate at that pitch, often you can make your head vibrate. It's rare that we invoke these sounds unless we are really nervous, or really giggly. It's the sound most often made when groups of young women get together on a Friday night down the pub and have a laugh.

It's quite an emotional sound so many men find it quite alien to go there and don't use the head voice as part of their daily repertoire. It's a mistake to not have access to these sounds when you are presenting however, as they are highly influential when inspiring groups to action.

### The Heart Voice

The heart voice is the centre of your voice. It's the voice of approachability, caring, feelings and happiness. When we speak with the heart voice, we generally end our sentences with an upward inflection. It is the sound we make when we are gathering information. Asking a question. When we are using our heart voice we elongate vowel sounds. Words are longer. We express our emotions through the vowel sounds. It's how we know that people care about what you are saying. This is how relationships are built.

When was the last time someone tried to sell something to you. In all likelihood, assuming they were a good salesperson, they would be almost always in heart voice. Sales are all about building relationship and developing rapport quickly. There is also a danger that if you occupy this voice all the time you might be considered too emotional or lightweight. When you use the heart voice you are most likely to use longer sentences, not be sure of how a sentence is going to finish, make noises like "ahhh" and "ummmm" as you think or pause

### The Warrior Voice

The warrior voice is the lower notes in your register. Think about when and how you use your low notes. This is the sound of credibility. This is the sound we make when we are speaking facts or working to divorce emotion from a conversation. When using the warrior voice we cut the vowel sounds and accentuate the consonant sounds. Consonants mean facts. Vowels mean feelings. This is the voice we use when we are giving instruction. It sounds cold and disassociated. Our language sounds most certain. Sentences are likely to be shorter and more direct. A group of men in a pub talking "sports" may end up speaking down here as a group. The warrior voice user respects hierarchy and often uses the lowest tonality to maintain a higher status than those around him. The warrior voice is the voice that Margaret Thatcher had to learn over a 3 month period after entering Downing Street and discovering how hard it was to control an all male cabinet.





CHAPTER 2

# MANAGING THE SELF

There exists a common ground with all the men and women I have worked with. Whatever the problem or the issue that the client faces or wishes to overcome, it always boils down to an inability to maintain their physical and emotional states whilst the problem presents itself.

As an NLP Practitioner this allows me a certain freedom to work with people having problems with all sorts of extreme personal issues, without my having to know anything about the issue or people involved. My clients are often confused by this initially, determined to become awash in the emotional mire of talking about the thing they are unable to do or conquer, or the person or people causing them so much distress. So many psychological therapies are determined to get “down and dirty” and, unwittingly, keep the client lost within the content of their problem, that they fail to make any change occur for a large number of their clients.

A leading body language expert performed an experiment on television where he took a number of football fans who had been present when England crashed out of the World Cup by losing on penalty points and showed them a video tape of the penalty that was missed and resulted in that crash out. (I cannot give you details because football is not my game, so I cannot get lost in the content of what I am about to tell you) The point of the exercise was to show that the physical and emotional pain these men (as they were all men in this experiment) went through was at exactly the same level that it would have been when they watched it for real. We were shown video evidence of these men grabbing their stomachs, or putting their hands over their heads, screaming out in abject pain and bending over double as if hit by some kind of taser or electric shock.

When we relive a painful experience we relive it with the same emotional (and therefore physical) force that we had when we experienced it for real. I believe this to be true of women too. I have watched my wife on the sofa whilst watching channel 4 documentaries on childbirth. She has given birth twice and relives it on the sofa every time. Unlike most psychological therapies, my job is to make myself utterly useless to my client as quickly as I possibly can. It's liberating to know that I can do this without getting lost in the emotional story that lead my client to be in front of me. My area of expertise is the not the problem, but the physical manifestation of that problem or fear.

## Are you ready to take charge? Of your body, your mind, your feelings and your spiritual self?

Let's have a look at the Mercedes Model. There are three things going on inside any human being who happens to be alive on this Earth today. This includes whilst they are asleep. They are:



You are always THINKING something.

You are always FEELING something.

You are always DOING something.

Look at the vicious circle of how this works.

Imagine, someone senior to you comes into your office and says “You have to make a presentation to the board on Monday. Don’t be rubbish!” So you THINK to yourself: “S\*\*\*, I mustn’t be rubbish!”

So immediately, this thought that you mustn’t be rubbish translates into a FEELING that is just starting in the pit of your stomach. Each time you think about your presentation the starting point is the horrid feeling in the pit of your stomach.

The nearer you get to the date, the more this feeling in your stomach has a hold over you. Perhaps you stand less tall when it hits you. Perhaps your hands start to shake with fear. Almost all your preparation time has been in the presence of this feeling in the pit of your stomach.

Now it is Monday morning and you are standing outside of the boardroom waiting to go in. You know they will call you in within the next 5 minutes. The feeling is so strong that your thinking much more about it than about the content of your presentation. The closer it gets to time to go in, the less easy it is to remember the content of your presentation.

Finally, the door opens and someone beckons you in and introduces you. As you stand and approach the front of the room, everything you prepared disappears and your ability to DO all the things that you would normally do without THINKING, walk and talk, move your arms, operate the laptop clicker, all become seriously impaired. Your mouth is dry and forming words becomes difficult. Consonants are tricky and the jaw is tight. So you rattle through what little you remember and get yourself out there as quickly as you possibly can.

In that instance you THOUGHT something which created a FEELING which resulted in your DOING something that not only was the opposite of your intention, but ended up revealing your THOUGHTS and FEELINGS to a group of people you would have preferred not knowing.

How do you feel now?

One of my clients is the CEO of a small pharmaceuticals company. At his own insistence he used to deliver a presentation to the entire workforce every Monday morning. All was going well until one morning he felt this intense fear at the pit of his stomach. This feeling was so overwhelming for him that he ceased to be able to function and deferred immediately to another member of staff and walked off the stage.

That week the thought at the front of his mind was : That must not happen again. Thinking about it made him feel terrible. He had a full seven days to concentrate on how important it was for that not to happen again, He had a full seven days of the crippling feeling in his stomach getting more and more of a grip of him.

The next Monday he stepped on the stage and the crippling fear was there. Again he deferred to another member of staff. So began a pattern that was repeated every Monday morning until it became impossible for him to present in any form without the intense feeling.

I started investigating the procedures my client used in preparation for this weekly presentation. By the time we met he was adding severe embarrassment to his list of crippling feelings and was desperate to reassert his credibility to his staff. He revealed to me that, since his first bad experience in presentation, he began preparation for the next week's presentation by writing himself a reminder note on a whiteboard opposite his desk in his office.

### **I MUST NOT BE SHIT.**

Consider this: The brain cannot process a negative.

For those of you who do not believe me follow this instruction. Whatever you do right now, do not, I REPEAT, DO NOT, think of a blue elephant up a tree.

I told you not to.

Notice that your brain has to create something in order to not think about it. If I instruct you not to think about something then you must create that something to then remove it from your mind.

For those of you who are parents, how many times have you seen or been part of this scenario. Your child is walking across your beautiful newly furnished carpet carrying a large glass of Ribena. You see them do this and because you fear for the safety of your new carpet you helpfully say "What ever you do, don't drop it." What happens then? Invariably, the child drops or seriously spills the juice and the carpet is a new shade of red. The thought of dropping the Ribena never entered their heads until you put it there. By the way, even knowing this, as I do, I have been guilty of putting that idea into my child's head too.

Let's get back to: **I MUST NOT BE SHIT.**

The brain, unable to process that negative reads this: **I MUST BE .... SHIT.**

Confusing. The brain certainly thinks so. That confusion resonates through the body in the form of feelings. Your feelings define what behaviours are available to you and how effortlessly you perform them. In short, my client's relationship with the entire staff of his organization was in crisis. His credibility was dropping. As he was someone who had built his company from the bottom up he had had a reputation for being easy visible and approachable. All of this was now rapidly falling apart. His awareness of his feelings and their purchase on him physically made him shy away from meeting staff or making those public appearances. Murmurings began among the staff and the feelings in the group became less confident. The company began performing less well.

## The trickle down effect of poor state management

Going back to our Mercedes model, we can see that there is a pattern that most people believe is the unstoppable method of achieving action. We THINK, we FEEL and then we DO. I'd like to challenge that.

My work starts here. We DO what we need to DO in order that we can THINK and then FEEL then way we need to so that we can DO the things we need to do but ordinarily wouldn't.

Have you heard of Fight or Flight?

The idea of fight or flight is beautifully laid out in Malcolm Gladwell's book .....Under extreme pressure our body becomes subject to a series of emotional and physical reactions that are all about keeping us alive by getting us out of danger. For many of us it's a preparation to run and get as far away from that situation as possible, or others it's the impulse to attack the threat to our immediate safety.

The biology of this is simple. If you want to see this in action, come and work with me. In action I use a heart monitor to record the physical sensations in the body when put under pressure.

The heart controls our physical functions. Our heart controls the behaviours that are available to us. When we are calm the spectrum of behaviours available to us is huge, the heart is sending blood around our system by beating regularly and slowly. As we are put under pressure the heart rate starts to rise, and the blood gets pushed faster around the body.

As the blood moves faster our temperature starts to increase. We might begin to perspire, or have sweaty palms, or our cheeks might go red but certainly we are getting the physical signals of anxiety. Hmm, we begin to think, what is this feeling of anxiety? This will kick off an increase in heart rate that will increase the internal temperature which will make us sweat even more which will create even more anxiety.

Now the feelings of anxiety registered at the back of the brain, in the reptile part if you will, the hypothalamus. The hypothalamus has no logic centre. Logic happens at the front of the brain in the mammal part. This is where all the preparation resides that you may have done in anticipation of this stressful event.

The higher the heart rate the shallower the breath. When we are calm the breath tends to be deep and slow, in time and in tune with the heart rate. As we register the anxiety the breath begins to rise in tempo and rise to be shallow breath into the chest.

Once the breath is in the chest the heart starts to beat rapidly and irregularly. The key here is the irregular heart beat. The mammal brain needs oxygen to continue functioning. With an irregular heart beat the mammal brain can't get oxygen. So the reptile brain steps up. All the logic centres are now gone and we function on emotion alone.

Our physical behaviours are built around 3 simple ideas. Shall I hit the person (or people) I am with, shall I run away or shall I pretend to be dead? My client is a perfect example of someone who obeyed the instinct to run away from a threatening situation.

As for the others, think of how many times you have seen people suddenly face up to each other aggressively in a corporate environment. Think about how many times you have been or seen someone at a networking event terrified by the prospect of making conversation with a stranger who fades themselves into the background and hopes to disappear.

Fight or flight is a useful process. In the event of attack it is the main method of wrangling the body into action that will keep us alive and safe. Lack of control of our state can lead us into dangerous water. Fight or flight has no logic centre to it and functions only with instinct. Logic requires the kind of thought that takes time to assimilate information, and in most real fight or flight situations, time is the one thing you do not have.

All of this is as true to the armed policeman approaching someone they fear may be armed to the corporate executive being offered his first chance to represent the company at a public event, to the young mum attempting to keep order in the kitchen surrounded by screaming child, yapping dog and constantly ringing phone.

All of these situations will kick off fight or flight behaviours, whether it be mistaking a table leg for a gun in the hands of a suspect, rushing as quickly as possible through a presentation, or losing your temper at your child. Now we shall look at practical measures to stay in control or release you from the grip of fear when situations occur.

A woman with her hair in a bun is shown in profile, speaking into a microphone. The background is a halftone pattern. Two cyan lines cross the page: one from the top right to the bottom left, and another from the bottom left to the top right. The text 'CHAPTER 3' is in white, and 'HOW TO BE PRESENT' is in large cyan letters.

CHAPTER 3

# HOW TO BE PRESENT

I was taught by one of (if not THE) greatest voice teacher working in the world today. Patsy Rodenburg. In her books ..... Patsy makes much of the theory of the 3 Circles of Concentration. If you'd like to go into detail about the circles beyond this chapter then I recommend you pick her books.

The idea is very simple. There are 3 circles, of levels of energy in the way we communicate. That energy resonates in our physicality, our voice and our emotional state. The circle we choose to communicate in decides the level at which we perform.

## The 1st Circle

This is the energy we use when we are talking to ourselves. Do you remember the last time you were alone and had a little problem that you needed to work out by having a chat with yourself. Remember now and notice where you go physically. If you stand when you do this you will notice that you carry your weight over the heels of the feet (or the heel of one if your feet are one in front of the other). The dialogue is between you and yourself so the energy, volume and diction you use are minimal. There is very little articulation in the mouth and with the tongue when you speak out loud and the lips generally don't open very far. Notice where you are breathing. The breath is high, in the chest, shallow and fast. Being in this position creates the behaviours and then the feelings of anxiety. To clarify, this is where we go when we are sorting a little problem, rather than a big problem.

## The 3rd Circle

Have you ever been in a meeting with someone who seems to be speaking much louder than is necessary for the distance between the 2 of you. Have you been in a meeting with someone who seems to be speaking over your head, at and through you rather than to you. The 3rd circle is the place you go when you are bluffing.

The chest is often puffed out and when you gesture you gesture above your eyeline and over your head. Sometimes this is a useful place to go to if you are dealing with BIG problems and need to scream at the ceiling, or God, or whoever you feel may be responsible up there! People who run meetings who feel out of their depth often use the 3rd circle as a method of thinking they look like they are in charge. It's often associated with the behaviours of management who are perceived as being out of touch. It is also the place that some women use who would rather that a man were looking at their physical attributes rather than making eye contact. Again, fear of being out of their depth is often the reason for this behaviour. Remember when you were last like this, or last saw someone do this. Notice (from standing) that this time the weight is carried over the toes. You are pitched forward and have to use your stomach muscles keeping them tight in order to stay upright. It feels unstable. The breath is also still up in the chest.

## And finally, the 2nd Circle

You are fully present in 2nd circle. 2nd circle is when the breath is dropped down into the stomach and you are relaxed and fully aware and in tune with your environment. For some of those reading this, this description will be a comfortable reminder of a very lovely place to be.



For others it will be completely alien. Many of my clients, when I first meet them, find the idea of being in a physically relaxed place alien, because they have never seen it. Most of them spend 24 hours of their day in 1st or 3rd circle. Whether it be the 1st circle actuary who is used to staring at his own shoes when in conversation with clients or management, or the shy networker feeling all at sea at a large networking event where everyone else seems to be getting along just fine, or the executive living off a diet of stress, shouting too loudly and meaninglessly as their staff or demanding results in an aggressive manner, I have met several men and women who have never spent a memorable moment in 2nd circle. Those of you who recognise 2nd circle, be aware, that you are very lucky. For many reading this book will not know how it feels.

The 2nd circle is the place to be if you want to perform to the best of your abilities.

The 2nd circle is where you need to be if you want to be a memorable presenter.

The 2nd circle is where you need to be if you want to handle tricky negotiations well.

The 2nd circle is where you need to be to deliver bad news, tell your child it is bedtime, handle internal discipline with a team member, speak to customer services (both in person or on the phone).

In all the examples I have quoted above, many of us who have had issues have had them because they default to either 1st or 3rd circle whilst attempting to master a situation. Think of 1st circle as the introvert position and 3rd circle as the extrovert position. To be fully present, and most importantly fully authentic, you must be able to access 2nd circle when you need it.

If you have ever seen or been part of relationship that has involved bullying, you will notice that the bullied often resorts to 1st circle as a method of survival, their voices becoming smaller and their eyeline down towards the floor. The bully, on the other hand becomes used to 3rd circle and knowing that their 3rd circle position will create 1st in the one they bully. It has been a great pleasure of mine to work with those who have been bullied and teach them 2nd circle and how to find it when they need it. Then to hear the client come back to me and tell of how confronting the bully in 2nd circle has made the bully shrink from 3rd to 1st and disappear. To my mind it makes no sense that in the UK social workers and child psychologists teach children how to hide from their bullies by going into 1st (so they can pass by unnoticed) rather than teach them the physical skills of robustness and strength, so they can pass by and the bully shrinks in fear.

## Now the important bit. How to find the 2nd circle

Here is an exercise for you. You will want to read all of the instructions before starting. Stand with your feet parallel but slightly apart underneath you. Close your eyes and start to rock back over the heel of the foot and then forward to the toe and then back again. Keep the rocking going for a full minute. At all times keep the eyes closed. Don't overpitch so you fall over. You will correct yourself if you overpitch. If you do, come back the beginning and start again. If you can, keep your eyes closed at all times, even if you overpitch. You will feel a little dizzy. That feeling is precisely what I want.

After the full minute come to a stop. Keep the eyes closed and let the body find balance. Notice where you carry the weight over your feet and how you are breathing when you find it. You should find that you are carrying your weight centrally, but slightly forward, over the balls of the foot. You should find that the breath is dropping low down into the stomach, that its slow and your internal temperature should be lowering.

When you are stopped and happy that you are in balance, open your eyes. At this point notice your eye line. Is it different to the eye line you had before doing this exercise? If you find your eyeline higher than usual, then I'd suggest to you that 1st circle is a default stance for you, if you find your eyeline lower, then perhaps 3rd is your default. Whatever you find, get used to how it feels now. What is this eye line like? Could you find this eyeline again?

Now you know what 2nd circle looks and feels like. My advice now is to find this 2nd circle at least once every day. Find that 2nd circle eye line at least once every day. It takes 4 to 6 weeks of little-but-often practice to turn a new behaviour into a natural behaviour. Find 2nd circle and get used to it. Let 2nd circle arm you to be strong against the trials that the world throws at you. Notice how you function in 2nd circle. Notice how the controlled breath means that you think differently. Notice your response to difficult challenges. Notice how you respond to pressure.

## SUMMARY

Personal Power is not something that can be bought. It is something that exists within you. Finding it and using it is not free, however. Monetarily, it costs little, but it does cost you in time and energy. You have to choose. Your finest business resources exist and are already in place. They are your voice, your mind and your body.

### 1. Your voice

Your voice has the power to influence thousands, if you choose. Whether you are looking to make changes in your life through business or for personal reasons, mastery of the vocal chords you already possess is the key to becoming the star of the movie of your own life. The question is, what kind of movie do you want your life to be? Whether you want your bosses to see you as promotable material, whether you want your children to listen more when you speak or whether you want to influence large groups by speaking in public, understanding and having access to the 3 voices, head, heart and warrior, will create the experience you want. Test and measure your voice. Which are you most likely to operate from? Which are you least likely to? What part of your voice needs warming up the most so you can take advantage of the ability to influence?

### 2. Your mind

Managing the self is all about creating the experience that you want. Here is the important sentence. YOU DECIDE WHAT EXPERIENCE YOU HAVE, WHATEVER IS HAPPENING. You're in charge. What we think, we become. So think about something you want to become. Imagine how well thing might go, not how badly. Don't mistake this as a replacement for preparation. Don't prepare, then you will create a mess. Prepare to prevent the worst, but place yourself in the optimum physical and mental state to perform excellently in whatever you choose. Test and measure. What physical experiences do you have now? What situations create the most unpleasant physical experiences? What are you thinking during these situations? How can you think differently? What happens in these situations if you do think differently? You choose. Keep things as they are, or change for the better.

### 3. Your body

Be Present. Most people are unaware that speaking for profit is the quickest way to become wealthy and the most successful method that businesses use to gain the visibility that means rapid growth. Unless you can be physically present in your own body when you present, then you will not achieve the goals you have in mind, for yourself or your business. You now have a structure that you can choose to employ to guarantee your presence when you need it. Test and measure. What do you have to do in your daily life that makes you feel as if you are invisible? Test the structure, find second circle before you go into these situations. How does the experience change? How do other people change in their response to you? Gain confidence by trialing in situations where you are not at risk, then take them into a riskier situation when ready.

You need now to take some action in order to make the changes you want. Everything in this book remains “nothing but an idea” unless you choose to action them.

Muscle memory change takes 4 to 6 weeks of little but often practise. That means that you can adopt a new positive habit that you can do without thinking about it, within a month. Sounds good, doesn't it. Then do it.

I'm going to leave you with a thought from one of the finest thinkers of the 20th Century. It's a quote from a man who spoke with presence from a stage that went across the world, and whose words and ideals resonate with millions of people, 46 years after he died. This is a quote from a man who is truly influential.

**“IF YOU CAN'T FLY, THEN RUN.  
IF YOU CAN'T RUN, THEN WALK.  
IF YOU CAN'T WALK, THEN CRAWL.  
BUT WHATEVER YOU DO, YOU HAVE  
TO KEEP MOVING FORWARD.”**

Martin Luther King Jr.



## ABOUT DAVID ROYLANCE

David Roylance lives in Hampshire in the UK with his partner Emma and their 2 children Maisie and Bertie. David has brought together his background and experience as a professional actor and theatre director with a number of different disciplines and strategies that include NLP to create a unique series of interventions for businesses, business owners, entrepreneurs and people who want to change their lives.

David studied acting at the Guildhall School of Music and Drama and in his career shared a stage with luminaries like Ewen McGregor, Daniel Craig, Damian Lewis and Joseph Fiennes. As a director he has worked with and been mentored by the world's premiere voice coach, Patsy Rodenburg, Sir Alec Guinness, the celebrated Japanese director Yukio Ninagawa (director of the most successful internationally touring Japanese language theatre company) and 2 Russian mentors Vassilij Skorik and Evelyne Kamenkovitch. 18 years ago David found that he was highly in demand as a corporate presenter, most often with companies who would then ask him to come in and teach them all how to engage with an audience themselves.

David then added Certification as an NLP Practitioner, studying with Ian McDermott, widely recognised as the man who brought NLP to the UK and considered "the horse's mouth" of NLP, to his skills. Since then he has been transforming careers for business individuals and business owners, helping people to double their wages within a week, fast tracking talent into board room positions, teaching the disenfranchised and unemployed how to find the mindset to become credible prospects for employers.

He has put together his 18 years of experience to create the 5 Step System for Success, the principles of which are Visibility, Resilience, The Physicality of Confidence, The Mindset of Excellence and The Keys to Influence. Using these 5 principles he has created the conditions for many of his clients to have not only more money but more time to devote to their families and themselves.

David has worked with people at board room level at RBS, Aviva, Barclays, Barclays Wealth, Standard Life, Reed Business Information and Turner Entertainment as well as working successfully with 3rd Sector clients, property entrepreneurs and actors in training.