

RUTH

SHERMAN



I N F O R M A T I O N & M E D I A

ABOUT RUTH

SUPERB COMMUNICATION SKILLS AREN'T AN ENHANCEMENT... THEY'RE A REQUIREMENT.

A sought-after consultant, communications expert, commentator, author, and speaker, **Ruth Sherman** prepares Business Leaders, Executives, Celebrities, and Public Figures to fine-tune their speaking and presence on stage, on camera, and in the media.

Ruth believes charisma is a learned skill that, once mastered, has the potential to motivate, persuade, inspire, and advance business and personal interests.

She works closely with her clients to develop their public speaking, perfect their personal and professional magnetism, and transform their ability to persuade and inspire in any venue. She provides a wide range of services, always tailored to each client's specific needs, skills, goals, and opportunities.

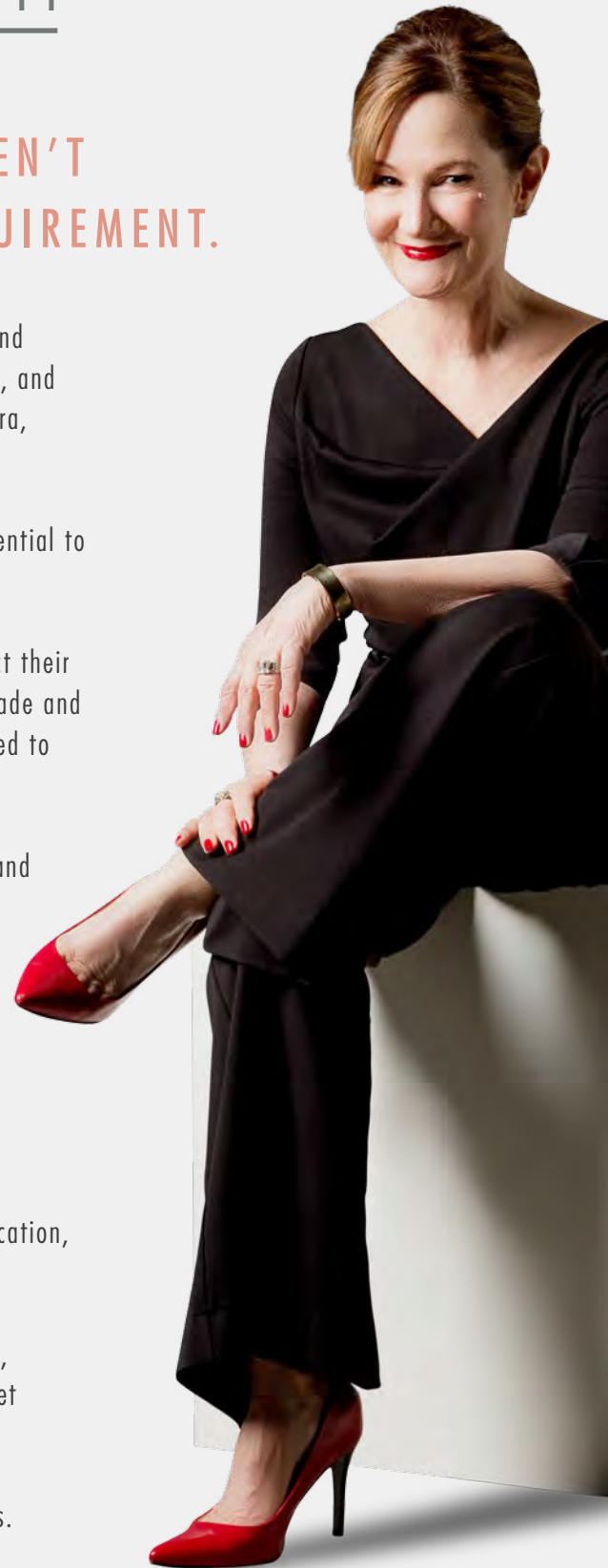
With formal training as a musician, a background as a commercial singer and announcer, as well holding a masters degree in speech and interpersonal communication, Ruth's diverse background creates a unique foundation and approach to communications.

She blends her academic training and professional insights, bringing her clients a wealth of experience and an appreciation of their particular circumstances and objectives.

Ruth maintains an active speaking career, comments on political communication, and has written two books on persuasion and influence.

Broadcasters and publications have featured Ruth's insights and strategies, including ABC, CBS, FOX, the BBC, the New York Times, and the Wall Street Journal, among many others.

She is also an active volunteer, having served on several non-profit boards.



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Wealth)
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Oliver Wyman
G.E. Capital
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NON-PROFIT

March of Dimes
The Junior League
Women's Campaign School at
Yale University

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Universal Focus Features*
Netflix*
Lionsgate/Roadside Attractions*
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MTV
Lifetime
*Contact us for project details

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Willkie Farr & Gallagher
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Gartner

INDUSTRY/ MANUFACTURING/ OTHER

Graftech International
Timex
United Rentals
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Harvard University
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PROFESSIONAL ASSOCIATIONS

Association for Talent
Development (National
Conferences)
National Speakers Association
(National Conferences)
National Investor Relations Inst.
(NIRI)
Yale School of Management
Alumni Association
Women in Communications
(WIC)
Institute for Management
Consultants (IMC)
International Coach Federation
(ICF)
NY Society of Securities
Analysts (NYSSA)
SHRM

* A complete list is available
upon request

"After working with Ruth, I completely rethought my approach to presenting. Her recommendations and tips were invaluable and I noticed immediate success in better conveying messaging. Attaining presenting expertise is a journey and Ruth has been a tremendous asset to me in this regard."

ERICK ASMUSSEN

CFO, Graftech International

"I always know, in the most delicate of political situations, and with talent that were often skittish and ill-prepared, that I could trust you to let their own voices come through, without fear of faux pas, without over-worry and over-management. That was always the neat hat-trick, and you've always been the best at it."

JAMES SCHAMUS

Former CEO, Universal/Focus Features

MEDIA APPEARANCES

01. INVESTORS BUSINESS DAILY
Presenting On Camera Requires A Certain Skill Set

02. THE WASHINGTON POST
Finding Political Strength in the Power of Words

03. THE NEW YORK TIMES
In Manner, Obama Is Far From Clintonesque

04. THE NEW YORK TIMES
In A Time Of Crisis, Is Obama Too Cool?

05. NATIONAL JOURNAL
10 Keys to a Successful Presidency

06. THE NEW YORK TIMES
Bill Clinton's Challenge: Keep The Focus On His Wife

07. THE NEW YORK TIMES
For Clinton the Speaker, the Smaller the Better

09. SAN FRANCISCO CHRONICLE
Romney, Obama Square Off in Polite Debate

11. NATIONAL JOURNAL
Are Our Candidates Authentic?

12. THE NEW YORK TIMES
Clinton's Success In Presidential Race Is No Sure Thing

13. SAN FRANCISCO CHRONICLE
Candidates' Pitches Lack Punch, Experts Say

15. SAN FRANCISCO CHRONICLE
Candidates Go Into Debate In Attack Mode

16. MSNBC
Battle For The White House - Lester Holt Interviews Ruth On Candidate Communication

18. MSNBC
Presidential Debate - Lester Holt Interviews Ruth on "How The Candidates Say It"

19. CBS
Presidential Debates - Marcia Kramer Interviews Ruth on GOP Debate: The Day After

20. MSNBC
Your Business with J.J. Ramberg - J.J. Interviews Ruth on "Video for your Business"

MEDIA APPEARANCES



CBS The Insider



Good Morning Britain



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ALWAYS HAS
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PRESS

The
New York
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THE WALL STREET
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Washington
Post

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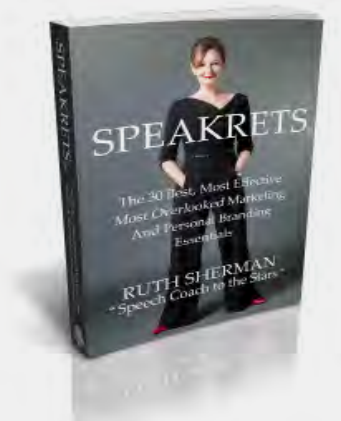
National Journal

NEWYORKPOST

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Herald

San Francisco
Chronicle

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RUTH'S BOOK: SPEAKRETS® The 30 Best, Most Effective, *Most Overlooked*
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TIME

Tuesday, October 13, 2015

Here's One Expert's Advice for the Candidates at the Democratic Debate

By Daniel White –

TIME spoke with a speech expert to see what each of the candidates can do to set themselves apart.

Unlike their Republican counterparts, the Democratic presidential candidates debating Tuesday come from very different places.

Former Secretary of State Hillary Clinton is the one-time frontrunner, now seeking to regain her hold on the field. Vermont Sen. Bernie Sanders is the challenger, seeking to continue his momentum. Former Maryland Gov. Martin O'Malley is the underdog, hoping to prove he's got what it takes.

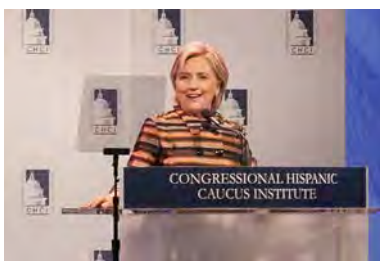
And former Virginia Sen. Jim Webb and Rhode Island Gov. Martin O'Malley are the long shots, trying to break out of the back of the pack.

TIME spoke with speech consultant Ruth Sherman, who works with candidates, business executives and celebrities, to get some tips on what each of the candidates needed to do Tuesday to set themselves apart. Here's her advice. Having traction nationally after this debate, you've got to have a moment."

The Frontrunner: Hillary Clinton

Who is she: Former Secretary of State, U.S. Senator from New York and First Lady.

Where she stands: 46 percent, in the most recent CBS News poll.



Hillary Clinton speaks at CHCI's 38th Awards Gala at The Walter E. Washington Convention Center on October 8, 2015 in Washington, DC

What she should do: Clinton has to help the audience visualize her in the Oval Office while getting past a long-running email scandal. Sherman says Clinton will have to avoid some of her speaking flaws, such as dropping eye contact when thinking and raising her volume when passionate. "She has to connect on an emotional level with voters," said Sherman. "She, above all, must look and someone who cares very much about the struggles voters are encountering."

The Challenger: Bernie Sanders

Who is he: Current U.S. Senator from Vermont, former U.S. Representative from Vermont and Burlington mayor

Where he stands: 27 percent, CBS

What he should do: Sanders served in Congress since 1991, a record he should tout for proof of experience—since he isn't practicing for the debate. Sherman says that for Sanders, a lack of preparation is a mistake, because the outsider candidate should be looking to

perform well here and preparation is key to projecting confidence. Of his speaking style she offered: "He seems grumpy and curmudgeonly. We don't elect grumpy curmudgeons to office. He should have something ready that people can laugh at."



Scott Olson—Getty Images Democratic presidential candidate Senator Bernie Sanders (I-VT) speaks to guests at an event sponsored by Institute of Politics at the University of Chicago on September 28, 2015 in Chicago, Illinois.

The Underdog: Martin O'Malley

Who is he: Former Governor of Maryland, Mayor of Baltimore

Where he stands: 0 percent, CBS

What he should do: This debate will be do-or-die for O'Malley's campaign, as his poll numbers are dismal. However, he has the most to gain and Tuesday will be a great opportunity to get on everyone's radar, with a chance to connect on domestic issues as a former Governor and Mayor. "He's a good presenter, looks the part, so it's easy for people to imagine him as president," said Sherman.



Win McNamee—Getty Images Democratic presidential candidate Martin O'Malley speaks at the Iowa Democratic Wing Ding August 14, 2015 in Clear Lake, Iowa.

The Longshot: Jim Webb

Who is he: Former U.S. Senator from Virginia, Secretary of the Navy

Where he stands: 2 percent, CBS

What he should do: Webb, according to our speech expert, is not a good speaker. He will have to introduce himself to many in the audience who are unfamiliar with him. Webb does have a strong military background to reference and add context to international issues for the audience. “When he says he voted against the Iraq war, you believe he knows something about it the others don’t,” said Sherman.



Jim Cole—AP Democratic presidential candidate former Rhode Island Gov. Lincoln Chafee meets with voters during a campaign stop in Laconia, N.H.



Justin Sullivan—Getty Images Democratic presidential candidate and former U.S. Sen. Jim Webb (D-VA) speaks to fairgoers at the Iowa State Fair in Des Moines, Iowa, on Aug. 13, 2015.

The Longshot: Lincoln Chafee

Who is he: Former Governor of Rhode Island, U.S. Senator from Rhode Island.

Where he stands: 0 percent, CBS

What he should do: As a relative unknown in the race, Chafee must introduce himself to the Democratic

Time Magazine

The Washington Post

Friday, September 18, 2015

Carly Fiorina, and the very different rules for women in debates

By Janell Ross



The 1943 oil on canvas painting “Rosie the Riveter” by Norman Rockwell is displayed in Bentonville, Ark. (Crystal Bridges Museum of American Art/AP)

In 1981, a research team at Cleveland State University made national headlines when it released a study showing that, despite substantial gains over the preceding decade in the number of women in the workforce and noteworthy shifts in public opinion regarding women's capacity to succeed there, strong evidence of sexism in American culture remained.

The proof: Commercial voice-overs -- the disembodied but influential voices of trust and authority telling Americans where to bank, how to plan for retirement or even the best source of dietary fiber -- were overwhelmingly male. In fact, more than 90 percent of commercial voice-overs featured male voices in 1981, up from about 87 percent the decade before.

And in the decades since, subsequent studies conducted by different groups of researchers have found that not much has changed. A 2014 study found

that male voices still narrate more than 80 percent of all ads, including sometimes for products primarily used by or purchased by women.

Those figures matter because they point to one of the few quantifiable ways in which ideas about leadership, wisdom, authority and stability permeate the culture and shape all of our behavior. If the overwhelmingly male voice of authority weren't prompting millions of Americans to buy this product, use this service, shop at this store, logic follows that advertisers wouldn't continue to use them in such a pervasive way.

So, what's all that got to do with presidential politics? Well, it turns out, quite a lot.

Campaigns are in many ways extended sales pitches. They are very expensive, extended efforts to sell American voters on the idea that one candidate and his or her policy ideas will be best. And the race for the presidency often centers around questions of leadership in ways that even other elections don't.

Both the Republican and Democratic primary debates have one thing in common for now: A sole lady on the stage. That's why The Fix checked in with three experts before Wednesday night's debate to talk about the challenges that existed for Carly Fiorina and those that will hang over Hillary Rodham Clinton when it's her turn on the debate stage next month.

A warning: Our experts offered their thoughts on how to win, not how to eliminate sexism as a social force. This is a practical guide to political debate tactics in 2015, not a course in gender equality.

The Experts

- Ann Bookman is the director of the Center for Women in Politics and Public Policy at the University of Massachusetts-Boston's McCormack Graduate School.

-John Hudak is a fellow in governance studies at the Brookings Institution.

-Ruth Sherman is a political communications consultant and coach and former faculty member at the Yale University Women's Campaign School.

The Advice

Recognize that different standards do exist

BOOKMAN: The stakes are higher for women and they are scrutinized in a different way in part because there are fewer women in this arena, so they just stand out. And voters and other candidates are, whether they know if or not, still getting accustomed to women in this space. Remember that at all times.

SHERMAN: Do advance work to protect your appearance. Most podiums are built for 6-foot-tall men. So for many women and shorter men, standing on something or making advance arrangements to get the right-sized podium and any microphones properly positioned. Otherwise, they risk looking like Edith-Ann in the big chair on a debate stage.



The Washington Post

Cont'd.

HUDAK: Be the most prepared and knowledgeable person on that stage. Donald Trump -- who it is worth noting is white, male and tall, the trifecta for resumed competence in American culture -- can get away with saying he doesn't know something or even doesn't need to know something or that he can hire people to do that. But anyone who varies from that trifecta has to battle voter suspicions and stereotypes that make more voters wonder if they are incompetent or unqualified. This year, this means female candidates can talk about their outsider status but can never say or do anything that implies that they are amateur.

Be firm -- especially with the men on-stage

HUDAK: Don't ignore name-calling, sexism and other out-of-bounds, overt and dog-whistled slights. Acknowledge them, make them bigger than just yourself so that it gets even easier for, say, men to understand how out-of-bounds critiques and commentary make life more difficult for their daughters and wives, for black voters to get concerned about what's said about Latino immigrants and so on.

BOOKMAN AND HUDAK: Whatever a woman does, she should not cry. If a woman candidate starts to tear up or seems very emotional about, for instance, how many homeless families we have in this country, she will be described as overly emotional and unable to deal with policy objectively. Culturally, if a man teared up during a policy discussion about homelessness, it is much more likely to be understood as compassion. But every candidate, especially women, should speak with conviction.

SHERMAN: Demonstrate the ability to keep up with, stand up to and if necessary correct other candidates. Women must demonstrate the ability to operate as the alpha, or an alpha among alphas.

But not too firm

HUDAK: If you have to describe comments as somehow out-of-line, do all of the above quickly and generally just once. Coming back to the same slight repeatedly can start to smell like

opportunism or suggest that a candidate is easily distracted.

SHERMAN: Culturally, women are expected to nurture, to caretake, to soothe and to assist, to be a helpmate or carry water. And studies have shown that women can be even harder than men on women who don't exhibit this capacity or who demonstrate "too much" strength. So, women on a debate stage have to exhibit some evidence of a kind of compassionate or caring leadership.



Republican presidential candidates during the CNN Republican presidential debate at the Ronald Reagan Presidential Library and Museum on Wednesday, Sept. 16, 2015, in Simi Valley, Calif. (AP Photo/Chris Carlson)

Emphasize commonality and personality

BOOKMAN: For women, there might be moments where it is necessary to point out what they have in common with other candidates. Virtually all campaigns use focus groups to help shape their messages. Most candidates running for president have to raise that money from wealthy people or hope that an outside group that wants to see them elected can do so. Clinton's integrity has been questioned due to both in ways that (until last night, at least) other candidates are not.

SHERMAN: Show some pizzazz. Self-deprecating humor is particularly effective in reasonable doses because it can bring levity to long, serious discussions and demonstrate that, although the candidate is serious enough to do the job, they don't take themselves too seriously. For female candidates, showing that you don't take yourself too seriously can convey the idea that they are competent but fun and counteract the aforementioned b-word perception.

Focus on your tone

SHERMAN: Be very mindful of vocal tones. Try to stay on the low end of your natural range and avoid upward arcs and the like. Both Clinton and Fiorina already exhibit some knowledge of this. Both women's voices today sound lower in public speeches and at public events than they did years ago. Some of that might be a natural function of aging. Most voices get deeper with time. But some of it may be a very wise and practical concession to certain cultural realities.

SHERMAN: Don't try to be "like a man" or anything that to voters may signal masculinity such as excessively aggressive, loud or combative. This can get perilous for men too, but for women it can quickly become an affirmation of stereotypes about women's emotional variability or offend some voters' sense of appropriate behavior. This can trigger the idea that a female candidate is "masculine" -- or worse, a certain b-word comes to mind.

The Washington Post

Sunday, October 11, 2015

Democratic Debate Critical for Martin O'Malley's Campaign, Experts Say

By John Fritze – Contact Reporter



Martin O'Malley is the former governor of Maryland and the former mayor of Baltimore. He's considered by some to be a contender for the Democratic presidential nomination in 2016

Martin O'Malley is preparing to step onto the biggest stage of his political career Tuesday for a debate that analysts say could make or break his long-shot and long-standing ambition to be president.

The stakes could not be higher for the two-term Maryland governor, whose bid for the Democratic nomination has struggled to capture attention and money despite an aggressive and occasionally unorthodox campaign style.

For millions of voters, the debate will be an introduction to a man who has been well known in Maryland politics since he unexpectedly won a race for mayor in Baltimore 16 years ago.

Five Democratic candidates, including former Secretary of State Hillary Clinton and Vermont Sen. Bernie Sanders, will be on stage in Las Vegas for a two-hour debate that will be broadcast on CNN.

A poignant line — or a flubbed retort — could make the difference between building momentum or remaining in

the doldrums, experts said. With the Iowa caucus less than four months away, there aren't many similar opportunities remaining for O'Malley.

"This is it. This is his chance," said Mo Ellefthee, a longtime Democratic strategist who is now director of the Institute of Politics and Public Service at Georgetown University.

"If he does not seize the opportunity to break through in this debate, then I think he's going to have to take a step back and figure out a new rationale for his candidacy."

Although O'Malley has failed to gain traction — he's polling at around 3 percent in Iowa — analysts have warned against writing him off, in part because he is an unknown quantity on the presidential debate stage. Republicans Carly Fiorina and former Johns Hopkins neurosurgeon Ben Carson, who were in a similar position earlier this year, used early debates to energize their campaigns.

For O'Malley, it won't be about dominating the discussion — that is unlikely, given the expected focus on Clinton and Sanders. Instead, O'Malley needs to create a moment that captures attention in the days after the event, said longtime Democratic strategist Joe Trippi.



From 2003 to 2011, Martin O'Malley made the front page of The Baltimore Sun several times in his various positions

"If he can do that, that's success," Trippi said. "If you're going to start having traction nationally after this debate, you've got to have a moment."

As an example, Trippi noted former Missouri Rep. Richard A. Gephardt's performance leading up to the 1988 Democratic primary, when he criticized Illinois Sen. Paul Simon for promising to cut budget deficits while increasing spending. Gephardt said, "Simonomics is really Reaganomics with a bow tie," a reference to his opponent's signature neckwear. The quip made news across the country.

Trippi and others said it is too early to discount O'Malley's ability to influence the race. For one thing, the field is still in flux, with Clinton's numbers softening recently in New Hampshire and Vice President Joe Biden's potential candidacy looming.

Democratic operative Matt Angle said O'Malley's debate performance will be important, but he also believes that the current political landscape gives the Marylander room to build support.

"I'm in the camp that even though Bernie Sanders is doing much better, ultimately, those Democrats [supporting him] will look for another option," Angle said.

No matter how the race shakes out, Angle believes O'Malley has done a decent job of setting up his prospects. In that sense, O'Malley needs to be careful in how he comes across Tuesday. Mean-spirited attacks could hurt O'Malley in the long run, Angle said.

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"He's established himself as a very formidable Democratic future leader," Angle said. "Our bench is not deep enough nationally. We haven't had a lot of [younger] leaders emerge during the Obama years."

So far, O'Malley has been unable to capitalize on those dynamics. He barely registers in national polls, and while Clinton and Sanders have announced eye-popping fundraising numbers in the third quarter, O'Malley has yet to disclose how much he raised — a potential sign that the number, when it is reported, won't be very high.

And yet the former Maryland governor has managed to influence the field in some ways. His initially lonely call for the Democratic National Committee to sanction more than six debates has been echoed by the other candidates, though party leaders have stuck with the original plan.

And O'Malley was the first presidential candidate to argue that the United States should accept a far higher share of the refugees fleeing the violence in Syria — an idea that has since been embraced by Clinton and others.

Heading into the debate, O'Malley has sought to turn up the heat on Clinton, his onetime ally. He criticized Clinton's decision to oppose the Pacific Rim trade deal being negotiated by President Barack Obama — pointing out that she supported the deal when she was a member of the Obama administration.

In an era of viral Internet videos, O'Malley has also drawn attention for unconventional campaigning. Earlier this year, O'Malley, the leader of an Irish rock band, released video of himself strumming his guitar on Wall Street and singing "This Land is Your Land." In the video, people are seen throwing money into his guitar case.

He has also promised to write songs for individual donors.

O'Malley has remained mum about his expectations for the debate — and his efforts to prepare. He said Wednesday that he is doing mock debates, but his campaign declined to say who was standing in for Clinton and Sanders.

He has, however, acknowledged the importance of the night, saying that most voters are aware only of Sanders and Clinton, whom he refers to, with sarcasm, as "the inevitable front-runner." The debate, O'Malley said, will give everyone a chance to be heard.

"I think these debates are make-or-break moments for every campaign," he said Wednesday. "We're trying to imagine and prepare for the thousands of questions that could be asked when you're up there on the stage."

O'Malley's language has often come across as stilted in high-profile settings, such as during his two appearances at Democratic national conventions — one in 2004, when he was mayor, and more recently in 2012. His attempt to lead a huge crowd in a chant of "Forward, not back" in 2012 was panned by most as awkward and ineffective in the unruly convention hall.

But those who follow O'Malley closely say he often performs better off script, such as in his frequent appearances on Sunday political shows as a surrogate for Obama in 2012.

Former Gov. Robert L. Ehrlich Jr., a Republican, is one of the few people who has debated O'Malley. They tussled in 2006, when O'Malley unseated Ehrlich as governor, and then four years later when Ehrlich returned for a rematch.

Ehrlich demurred on the specifics of O'Malley's language and approach to a debate, but he noted that the two disagreed on format.

Ehrlich, who also flirted with a presidential campaign this year and is now running a political action committee, sought a more freewheeling discussion in 2010. O'Malley wanted a standard, moderated debate.

"He's comfortable with structure," Ehrlich said.

Ruth Sherman, a speech consultant who has worked with celebrities and business leaders, said O'Malley is generally a good communicator, but sometimes comes off as reading — rather than speaking — his central points.

Avoiding that kind of delivery, she said, will be important if he is to have a successful night.

"When he's off script, he's much better," Sherman said. "He could be the next breakout star. He could be the next Carly Fiorina. Why not?"

San Francisco Chronicle

Wednesday, August 5, 2015

GOP Debate Now Must-See TV: Blame it on The Donald



Photo: Richard Drew, Associated Press

Donald Trump announces in June, from the lobby of Trump Tower in New York, that he will seek the Republican nomination for president.

Even before the first sound bite is thrown at the “Clash in Cleveland” Thursday night, Donald Trump has already become its marquee draw — one who has turned the first GOP televised presidential debate into must-see TV.

And, like any good spectator sport, it will draw a wide audience.

At the New Parkway Theater in Oakland — one of the country’s strongest Democratic bastions — hundreds of \$5 tickets for a big-screen party to view the 90-minute debate on Fox News have sold out.

San Francisco’s Democratic Central Committee is gathering a crowd for its a “Republican Debate and Circus Watch Party” at the Laborers International Union Hall. And at the Walnut Creek retirement community Rossmoor, the Democratic club, one of the largest in the state, expects a raucous crowd for its “Hoot n’ Holler Night” debate-watching festivities.

San Francisco Republicans — there are far fewer of them than Democrats — will gather at the Presidio Golf Club to watch the debate, which features the 10 GOP presidential candidates that ranked highest in an average of national polls. As a warm-up to the 6 p.m. broadcast, there’s the hour-long undercard debate with the seven candidates who didn’t make the cut.

Trump the main draw



Photo: -, AFP / Getty Images

Top row: Donald Trump (left); ex-Florida Gov. Jeb Bush; Wis. Gov. Scott Walker; Florida Sen. Marco Rubio; ex-Arkansas Gov. Mike Huckabee. Bottom row: Dr. Ben Carson (left); Kentucky Sen. Rand Paul; Texas Sen. Ted Cruz; New Jersey Gov. Chris Christie; Ohio Gov. John Kasich.

But the main draw is Trump, whose presence — and very unpredictability — experts say guarantees an unusual degree of interest that could keep viewers tuned in until the final seconds.

“This entire campaign becomes a challenge for anyone who is not Donald Trump to show that they are the adult in the room,” GOP strategist Hector Barajas said. That

gives other GOP candidates the opportunity to pose a contrast between “headline-grabbing versus providing solutions for the nation,” he said.

GOP strategist Mike Madrid predicted Trump’s force of personality alone will keep the other nine candidates in the main debate on their toes.

“The man’s going to make it a circus because that’s what keeps him relevant in the polls,” he said. “So do you give him enough rope to hang himself, and just try to appear substantive by contrast?”

9 must tread carefully

Hoover Institution fellow Bill Whalen said the other nine must tread carefully when confronting Trump, whose lead in the polls continues more than two weeks after he questioned Sen. John McCain’s status as a war hero and promised to build a wall on the U.S.-Mexican border.

“I just don’t think you insult the man,” Whalen said. “When you wrestle with a pig, two things happen: You get dirty, and the pig likes it,” he says. “You don’t engage Trump on his level.”

Author, media coach and public speaking expert Ruth Sherman said Trump may give the rest of the field a headache Thursday — if only for his stylistic strengths.

“People love him because, as a media person, he has mastery. He is

so entertaining,” she said. His positions aside, “he would not be as successful as he was if the others were not leaving some kind of a gaping hole” in their personal appeal to voters, she said.

That means his GOP competitors “have to be ready with some zingers of their own — significant zingers.” Some have more of a chance than others, Sherman said.

New Jersey Gov. Chris Christie so far has managed to sound like a “straight-talker, though not a bully,” and has shown some of the same charisma in his “in-your-face” technique, she said.

Former Florida Gov. Jeb Bush has greatly improved his stodgy style in recent months and could make substantive policy points, said Sherman, who also gives Wisconsin Gov. Scott Walker high marks as a communicator.

But former Arkansas Gov. Mike Huckabee appears to have “lost whatever mojo he had” four years ago, when he “used to be funny and folksy,” she said. Today, with comments about ovens and Nazis in his reaction to the Iran nuclear deal, he’s come off as “harsh,” she said.

Even if Trump tones down his schtick to be more “statesmanlike,” Sherman predicted, don’t look for too many fireworks from the others. Most of them have been trained “not to get into trouble” rhetorically, and they may fall back on “repeating the same thing over and over again,” using poll-tested phrases that have so far been largely forgettable to the voters, she said.

Trump: ‘I don’t debate’

Trump has already tried to downplay expectations, saying, “I don’t debate, I build.” And he has promised to play nice — as nice as he gets, that is — saying he won’t “throw punches” at the others on stage.

It doesn’t matter, Sherman said, because the rest of the field is already looking “let’s face it: pale, male and stale.”

There’s still a wild card in this show — social media’s increased role.

Facebook is a co-sponsor of the debate with Fox News — and the social media giant has provided the network with its wealth of data regarding the “intensive conversations that people are having on Facebook about the elections — the most popular issues and the volume of conversations around each candidate,” Facebook spokesman Andy Stone said.

Fox News also “sourced questions from people via their Facebook page to ask candidates during the debate — a few of which you’ll see during the broadcast,” he said. Questions from the public directed at Trump hold the promise of being more confrontational than ripostes from the other nine candidates on stage.

California Gov. Jerry Brown put his own question on Fox’s Facebook page Wednesday. Noting what he called “the new normal” of extreme drought, severe weather and an extended wildfire season, Brown asked the Republican field: “What is your plan to deal with the threat of climate change?”

On Facebook at least, Trump is already the big winner. The site’s data from the past week show that

Trump’s “interactions” — all comments, posts, likes and shares — stand at 18.6 million, almost twice those of Democrat Hillary Rodham Clinton and almost 10 times those of Bush, considered his biggest Republican rival.

Which is why every one of the participants on Thursday will have to work around Trump’s strengths, Whalen said.

Tapping into frustration

“The fact is that 82 percent of Republicans don’t support Donald Trump — but 18 percent do,” he said. “So a smart politician will recognize the fact that, on some level, this guy is connecting with people ... he’s tapping into this vast frustration with institutions in America — be it politicians, media, religion.

“Watch him in operation — he’s mocking the Republican Party, he’s mocking Hillary Clinton, he’s mocking the media. He gets this,” Whalen said. “He’s basically a talk radio host with \$10 million in change in his pocket.”

San Francisco Chronicle

Sunday, August 16, 2015

Outside Contender Fiorina has Faced Down Tough Odds Before

By Carla Marinucci



Photo: Charlie Riedel, Associated Press -Carly Fiorina signs a book for Tyler Poulter during a campaign stop Friday at the Starboard Market in Clear Lake, Iowa..

In one of the most memorable scenes in her 2006 memoir, “Tough Choices,” Carly Fiorina recalled marching into the dark recesses of the Board Room — an upscale Washington, D.C.-area strip club — where a team of rival male AT&T colleagues had scheduled an important client meeting.

After the men recovered from the shock of her surprise appearance, she went toe to toe with the boys — and left the meeting with new power and respect..

“We cannot always choose the hurdles we must overcome,” Fiorina wrote of that incident early in her career, “but we can choose how we overcome them.”

Fast forward a decade and former secretary Cara Carleton Fiorina is again challenging the boys’ club as the only woman in a crowded pack of male GOP rivals, this time

jostling for attention in the 2016 presidential contest.

And, as she displayed when she was CEO of Hewlett-Packard and a 2010 California Republican candidate for the U.S. Senate — she is giving no ground.

“I asked her directly at a house party in March — ‘Carly, how are you going to get there? It will be impossible,’” said Sue Caro, the former chairwoman of the Alameda County Republican Party and one of the state’s most active GOP women.

Fiorina didn’t blink.

“I will raise \$5 million — and I will break out in the debates,” Fiorina told her confidently.

“And that is exactly what she has done,” Caro said. “She clearly has everybody’s attention.”

Bolstered by debate

After the first Republican debates in Cleveland earlier this month, Fiorina came out the undisputed winner of the second-tier debate of candidates who hadn’t polled in the top 10. She was also the only Republican whose numbers bounced up in all of the first seven post-debate polls, as the number-crunching fivethirtyeight.com website reported.

She didn’t stop with the debate..

Soon after rival candidate Donald Trump’s harsh words about Fox News anchor Megyn Kelly — comments widely viewed as misogynist — Fiorina used the

episode to draw a line to the gender gap in the race.

“When I started this campaign, I was asked on a national television show whether a woman’s hormones prevented her from serving in the Oval Office,” she told CNN. “My response was, can we think of a single instance in which a man’s hormones might have clouded his judgment?”

Trump fired right back: “I just realized that if you listen to Carly Fiorina for more than 10 minutes straight, you develop a massive headache. She has zero chance!”

Those who have watched Fiorina in action say if her status as the only female in the 2016 GOP race has boosted her chances, so have her well-honed communications skills, developed as the first female CEO of a Fortune 20 company.

As a U.S. Senate candidate in 2010, “She had a lot of integrity and personal values,” said Harmeet Dhillon, the vice chairwoman of the state Republican Party. “Sometimes, women candidates in our party are pigeonholed into a particular background, but ... she didn’t fit into the usual categories.”

Working her way up the corporate ladder, “she has faced every kind of misogyny and challenge. She’s seen it all,” Dhillon said.

Republicans like Dhillon recall how Fiorina launched her Senate bid against three-term incumbent Barbara Boxer with a gutsy move: She showed up on stage after breast cancer treatments — including a

double mastectomy and chemotherapy — with a joke. “Let me start with perhaps the most obvious question on your minds,” Fiorina said, motioning to her wig-free, nearly bald head. “What’s with the hair?”

She also won points for her comfort and ease in meeting with the press — a sharp contrast to GOP gubernatorial candidate Meg Whitman, the current Hewlett-Packard CEO, who has since endorsed New Jersey Gov. Chris Christie and serves on his finance board.

Media-friendly

Unlike Whitman, Fiorina invited reporters to sit down with her for long conversations, relished editorial board meetings and scheduled town hall meetings around the state.

But Fiorina — who had never before run for public office — was also forced to acknowledge key failures, including the fact that she hadn’t cast votes in most California elections.

“You know, people die for the right to vote. And there are many, many Californians and Americans who exercise that civic duty on a regular basis. I didn’t,” she said. “Shame on me.”

Fiorina also apparently rankled some two dozen state businesses and individuals — some of the leading California political consultants — when she still had not paid \$492,606 in debts owed to them three years after her failed Senate campaign, as *The Chronicle* reported. She finally settled the debt in 2014 as she prepared her presidential bid.

Looking forward, her polished approach to the 2016 campaign

most likely will be tested when past stumbles are once again referenced.

California Democrats like Bob Mulholland — the veteran campaign manager for the California Democratic Party and a major backer of Boxer — who invested time and energy battling Fiorina’s political ambitions, are to this day more than ready to remind the public of her problems. They include her infamous line to Congress, “There is no job that is America’s God-given right anymore.”

Still, Ruth Sherman, celebrity media coach and author, says Fiorina’s confidence and discipline suggest she may be the dark horse to watch in the GOP field — competing with Trump as a ratings booster during future debates.

Smooth debate skills

As a debater, “there’s a linear aspect to the way she strings her sentences together — the reasoning makes sense,” Sherman said. “There is an arc — a beginning, a middle and an end —and she has her timing down.”

In public settings where sharp messaging is key, “smart women will do what they have to to take on the role in a way that lets the alpha males know” who’s running the show — and Fiorina does, Sherman said.

It seems that the former secretary, Sherman said, has so far exceeded all expectations by remembering what may be one of the most important rules in business: “Certainty sells.” Fiorina seems certain she can sell herself.

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Presenting On Camera Requires A Specific Skill Set

BY MICHAEL MINK, FOR INVESTOR'S BUSINESS DAILY

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Internet videos draw 4 billion views per day, according to YouTube. For those business individuals on camera, the more videos produced and properly search-engine optimized, the more potential for customers finding them by a keyword search. So says Ruth Sherman, founder of her namesake communications consulting firm, whose clients include major companies and Oscar-winning actors.

Presenting on video or live stream with an audience is different than doing so solely in person. Sherman finds videos most valuable for quick tips, advice and videoconferencing. Tips on lights, camera, action techniques:

- **Energize.** "I cannot emphasize this enough," Sherman, who wrote "Get Them to See It Your Way, Right Away," told IBD. "You may have to increase (your physical intensity) five, 10 or even 50 times" with video presentations.

She notes that as you garner more business, the performing version of you "will feel more like a version of the real you."

- **Captivate.** You have only seconds to grab viewers in a video, says Diane DiResta, who also has a namesake communications consultancy and wrote "Knockout Presentations." "The key to success in video presentations is good storytelling," she noted. If your presentation is boring, "the viewer will click off instantly."

- **Vary cadence.** Avoid the corporate monotone, stresses Sherman. Don't make every point sound like a question. And articulate slowly if you're hard to understand.

- **Adhere to time.** Keep live presentations brief, DiResta says. For formal speeches, 20 minutes max. For something like sales presentations, be crisp and engaging.

Sherman recommends keeping advice to two minutes until you build a following. "Even then," she said, "don't do long videos. Think about how much time you spend watching different videos."

- **Be heard.** People might forgive poor quality, but not bad sound, said Sherman: "If they cannot hear or understand what you're saying, the video is no good to them."

- **Look straight.** Right into the lens. "This is where your audience is, where you make a connection," Sherman said.

Mentally divide a video frame horizontally into thirds. "The line at the bottom of the upper third is approximately where your eyes should be," she said. "Too high or too low is distracting."

Said DiResta: "It's important to maintain a steady gaze. If your eyes are darting, you'll be perceived as nervous or untrustworthy."

- **Face it.** Smile. You're on video. "A serious delivery will weaken the likability factor," said DiResta.

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TUESDAY, FEBRUARY 26, 2008

CAMPAIGN 2008 

Finding Political Strength in the Power of Words *Oratory Has Helped Drive Obama's Career - and Critics' Questions*

By ALEC MACGILLIS
Washington Post Staff Writer

The 2008 presidential campaign has witnessed the rise of a whole arsenal of new political weapons, including Internet fundraising and sophisticated microtargeting of voters. For Sen. Barack Obama, however, the most powerful weapon has been one of the oldest.

Not since the days of the whistle-stop tour and the radio addresses that Franklin D. Roosevelt used to hone his message while governor of New York has a presidential candidate been propelled so much by the force of words, according to historians and experts on rhetoric.

Obama's emergence as the front-runner in the race for the Democratic nomination has become nearly as much a story of his speeches as of the candidate himself. He arrived on the national scene with his address to the 2004 Democratic National Convention, his campaign's key turning points have nearly all involved speeches, and his supporters are eager for his election-night remarks nearly as much as for the vote totals.

But his success as a speaker has also invited a new line of attack by his opponents.

Sen. Hillary Rodham Clinton (N.Y.), fighting to keep her candidacy alive, has sought to cast Obama (Ill.) as a kind of glib salesman, framing the choice before voters as "talk versus action." Sen. John McCain (Ariz.), the likely Republican nominee, has picked up the attack, vowing to keep Americans from being "deceived by an eloquent but empty call for change."

Obama gave his rivals an opening to question his speechmaking recently when he borrowed a riff about the power of words that was used two years ago by Massachusetts Gov. Deval L. Patrick (D), a friend and informal adviser. But the episode also illustrated a basic fact about Obama's ever-evolving stump speech: It is replete with outside influences, from the Rev. Martin Luther King Jr. ("the fierce urgency of now") to Edith Childs, the councilwoman in Greenwood County, S.C., who inspired the "fired up, ready to go" chant that Obama used for months to end the speech.



Sen. Barack Obama (D-Ill.) addresses a rally at the University of Cincinnati Monday, Feb. 25, 2008, in Cincinnati, Ohio.

To his critics, these influences are proof that Obama's rhetoric is less original and inspired than his supporters believe. "If your candidacy is going to be about words, then they should be your own words," Clinton said in Thursday's debate in Texas. "... Lifting whole passages from someone else's speeches is not change you can believe in, it's change you can Xerox."

To his admirers, this magpie-like tendency to pluck lines and ideas from here and there and meld them into a coherent whole is inherent to good speechwriting and part of what makes Obama effective on the stump. It has allowed him to adapt quickly to rivals' attacks, which he often absorbs into his remarks, parroting them and turning them to his advantage.

"He uses highs and lows. He has a wide range of pitch and uses it effectively," said Ruth Sherman, a Connecticut communications consultant. "He knows where to pause and stop and let his audience enjoy him, and he knows how to ride the crest of the wave and allow the momentum to evolve."

It has also allowed him to keep his speeches fresh, a challenge in a campaign in which he has given two or three a day, on average, in addition to a dozen or so major televised addresses along the way. And by continually tweaking his pitch with new material, he gives the impression that he is thinking things through in front of his audiences, instead of reciting a rote speech.

"He seems very deliberative," said Martin Medhurst, a professor of rhetoric at Baylor University. "He seems like he's actually thinking about what he is saying rather than just reading from a script."

The basic structure of Obama's speech has remained more or less the same: a statement of why he is running now, an account of the movement the campaign is building, a subtle argument for why voters should not "settle" for Clinton, a list of the things he would do as president "if you are ready for change," and finally an invocation, and rejection, of the arguments against his candidacy.

Along with swapping in and out new riffs for each section, Obama has learned how to adapt the speech in tone and in some of its details for each audience. This was most conspicuous in South Carolina, where he engaged in a running repartee with his mostly black audiences and sprinkled his words with local vernacular. "It comes from his sense of an audience," said Gerald Shuster, an expert in political communication at the University of Pittsburgh. "He's doing a lot of impromptu when he gets to the stage; he looks out over the audience and has the ability to adjust it."

The clearest comparison, the experts say, is to John F. Kennedy, who like Obama was able to mix high seriousness and humor. The shared cadences with Kennedy are not entirely a surprise — Obama's young speechwriters are steeped in the addresses of Kennedy and his brother Robert, and the campaign has been getting informal advice
See OBAMA, A8, Col. 1

Eloquence Seen as a Boom and a Burden for Obama

from Kennedy speechwriter Ted Sorensen.

But not even Kennedy was perceived as relying on his speaking skills as much as Obama is. "The main difference was that the 1960 campaign was much more substantive than the current campaign," Medhurst said. "There was no criticism of his eloquence or speaking ability," he said of Kennedy.

If Obama has not fallen into a rut as a speaker, it may be partly because he has only recently started performing at the level he is now. Though his oratory has invited comparisons to Kennedy and King (comparisons that make his critics scoff), he was not raised in a deep oral tradition as those men were — King in his father's Atlanta church and Kennedy among Irish American pols and raconteurs and elite prep schools that stressed rhetoric.

In Obama's telling, he did not recognize the power of public speaking until he participated in an anti-apartheid rally in college and discovered that he had captured the demonstrators when he took the microphone. "The crowd was quiet now, watching me," he wrote in his 1995 memoir "Dreams From My Father." "Somebody started to clap. 'Go on with it, Barack,' somebody else shouted. 'Tell it like it is.' Then the others started in, clapping, cheering, and I knew that I had them, that the connection had been made."

As a community organizer in Chicago after college, Obama learned to make an activist pitch before small groups, but he often stepped back to let local residents who had joined the cause take the lead in speaking at events. At Harvard Law School, classmates recall being struck by Obama's deftness as a speaker in the classroom and in small discussions at the Law Review.

"There was a perception that this is a very gifted individual who has a way with words and an interest and ability in communication," said classmate Bradford Berenson, a Washington lawyer and former associate counsel in the Bush administration. But "these rhetorical and oratorical gifts have clearly developed and reached their full flower in the course of his adult political career."

That growth took a while. In the Illinois Senate, few recalled much memorable rhetoric from Obama, maybe because there was so little opportunity for it. "When you're speaking about a bill that increases the penalty for the possession of cannabis, how much can you address posterity in a speech like that?" said state Sen. Steven Rauschenberger, a Republican who served with Obama.

Obama's first real chance to address matters of higher import came in 2002, when he spoke at a rally against invading Iraq. Marilyn Katz, a longtime Chicago public relations consultant who helped organize the event, recalls it as a kind of com-

ing-out for Obama as a public speaker.

"People who'd never heard of him said, 'Who is this guy?'" Katz said.

State Sen. Denny Jacobs, who served with Obama, said Obama may have learned some lessons from his unsuccessful 2000 bid for the congressional seat of Rep. Bobby L. Rush, a former Black Panther leader. Friends and advisers told Obama that he had failed to connect with many voters because his rhetoric was too wonkish and Ivy League for their tastes. "He talked above people," Jacobs said.

Running for the U.S. Senate four years later, Jacobs said, Obama adopted the main elements of the uplifting, unifying rhetoric he uses today, which Jacobs said offered much broader appeal. Instead of, say, dwelling on the details of welfare or health-care policy, he tied them to themes of "hope and change and the future," he said.

Obama views the 2004 race as the real training ground for his political speaking and says his earlier preparation came from his part-time law lecturing in Chicago as much as from his legislating.

"My general attitude is practice, practice, practice," he said in an interview with David Mendell, who wrote a new biography of Obama. In the 2004 race, "I was just getting more experienced and seeing what is working and what isn't, when I am going too long and when it is going flat. Besides campaigning, I have always said that one of the best places for me to learn public speaking was actually teaching standing in a room full of 30 or 40 kids and keeping them engaged, interested and challenged."

He added that David Axelrod, chief strategist in his Senate race as well as in the current campaign, "was always very helpful in identifying what worked and what didn't in my speeches."

The 2004 race also featured the debut of the "Yes, we can" slogan, which Obama used this year after his defeat in the New Hampshire primary, to great effect. As it happens, he resisted the Cesar Chavez-inspired line when Axelrod first suggested it in 2004, finding it too simplistic, Mendell said.

Obama's keynote address at the 2004 Democratic National Convention in Boston marked his arrival as a speaking sensation. But it exhibited only one side of him as a rhetorical performer: reading a scripted speech off a teleprompter. Obama has relied on the device for most of his major election-night speeches, something politicians rarely do, and for the major thematic speeches he gives on the trail every week or so. According to the campaign, these scripts tend to be a group effort involving the candidate's 26-year-old speechwriter, Jon Favreau, and other staff members.

But the vast majority of Obama's talking in the campaign has come in the form of the 45-minute stump speech that he has de-

livered, without notes, several times a day for nearly a year. In states where he has had more time to campaign, a substantial minority of residents turning out to vote have, in all likelihood, heard this speech — more than 37,000 came to see him speak during his four days in Wisconsin, and 646,000 voted for him in the primary there.

The stump speech is far more freewheeling than his scripted addresses, mixing the colloquial and the lofty and dotted with laugh lines that Obama often chuckles at himself, enjoying his role. Contrary to Obama's reputation as a fiery orator who traffics mainly in abstractions, much of the speech is delivered in a conversational tone, and it includes a long middle section of policy prescriptions. But what audience members tend to remember are the handful of crescendos that punctuate it, which deliver all the more punch for how slowly he builds them.

"He uses highs and lows. He has a wide range of pitch and uses it effectively," said Ruth Sherman, a Connecticut communications consultant. "He knows where to pause and stop and let his audience enjoy him, and he knows how to ride the crest of the wave and allow the momentum to evolve."

While his speeches include more policy gristle than Obama gets credit for, critics note that those ideas amount to a fairly conventional left-leaning platform and are not as novel as the package they are wrapped in.

"People are commenting increasingly on the disjunction between the elevated and exceptionally fine rhetoric and the rather pedestrian policy proposals that form the Obama platform," said Berenson, the Harvard classmate and former Bush counsel.

In a recent column in the Wall Street Journal, Peggy Noonan, who wrote speeches for presidents Ronald Reagan and George H.W. Bush, argued that Obama's addresses were not that eloquent, that some passages read quite trite on the page and lacked evidence of deep thought behind them. What made the speeches effective, she wrote, was that they were inextricably linked to the figure speaking them and to his inspiring life story.

Those who admire Obama's stump skills dismiss the charge by Clinton and McCain that he has been overly reliant on his speaking ability to win votes, arguing that politics is all about verbal persuasion. "The only way he can convince people that he can become president is his rhetoric," said the University of Pittsburgh's Shuster. "What other opportunity does he have?"

But some wonder: How can Obama keep meeting the rhetorical expectations he has set for himself, all the way through the summer and fall — and possibly beyond?

"It's a terrible burden," said Baylor's Medhurst. "... Can that eloquence be maintained? No, it can't — it's impossible."

The New York Times

THE NEW YORK TIMES NATIONAL THURSDAY, OCTOBER 9, 2008



In Manner, Obama Is Far From Clintonesque

By PATRICK HEALY

CHICAGO — Though their politics have much in common, the man who aspires to be the next Democratic president could hardly seem more different from the last one in terms of temperament.

During the 1992 presidential race, Bill Clinton aggressively pushed to have one of the televised debates use a town hall-style format, and George H. W. Bush and Ross Perot agreed. The format fit Mr. Clinton nicely: When he was unshackled from a podium, his body language, tone, and emotions all seemed unshackled, too, as he sought to make a personal connection with voters.

Indeed, when an audience member asked the three candidates to stop “trashing their opponents’ character,” you could sense Mr. Clinton bristling, and his answer confirmed it.

“I’ve been disturbed by the tone and the tenor of this campaign — thank goodness the networks have a fact check, so I don’t have to just go blue in the face anymore,” Mr. Clinton said. When Mr. Bush tried to interrupt him, Mr. Clinton snapped, “Wait a minute,” and rolled over the president to finish making his point.

But Senator Barack Obama is a very different kind of candidate, judging by his performance at his own town hall style debate on Tuesday night and on the campaign trail. There are no volcanic explosions with Mr. Obama, rarely any finger-waving or lip-biting, and far less of the undisciplined campaigning that Mr. Clinton perfected.

Mr. Obama goes to the gym like clockwork most mornings, works out for 45 minutes, and then is on his way, as he was in Nashville on Wednesday after the debate the night before. He did not skip the gym because he was too busy reading the coverage of the debate, or because he was too tired from staying up late replaying the debate in his head, advisors say. On Wednesday evening, he got home early to spend time with his two young daughters and take one of them to a bookstore in their neighborhood.

Senator John McCain, Gov. Sarah Palin and their Republican allies are increasingly trying to tag Mr. Obama with the word “radical,” arguing that he prefers radical friends (Bill Ayers, the Rev. Jeremiah



Senator Barack Obama left Chicago on Thursday for a bus tour of Ohio.

Wright) and has a radical tax plan and health care plan (even if both are fundamentally Democratic).

Mr. Obama’s response has been to keep firm control of his public image. That of a very cool customer, someone who is deliberative and not easily distracted, who is willing to risk appearing a bit remote if it means that at the same time he appears unruffled by pressure and crisis.

Obama advisers say that, just as Mr. Clinton’s temperament worked for him against the patrician Mr. Bush and the cranky Mr. Perot, Mr. Obama’s steadiness is proving effective in this race against Mr. McCain. These advisers note, too, that Mr. Clinton only won a plurality of the general election vote in the three-way contest; a majority of the nation never voted for him. The advisers say they believe that Mr. Obama’s temperament is more broadly appealing than Mr. Clinton’s was, and that it will help him win over larger swaths of the electorate.

And yet: At a time of real financial turmoil for so many Americans, is there really not much desire for a feel-your-pain politician? At the town hall debate Tuesday night, Mr. Obama largely stuck to facts, figures, and programmatic detail as he talked about the economy and domestic issues. He didn’t take advantage of the town hall format to show a bit of leg, humanity-wise. It was enough to make anxious voters feel a little lonely, whereas Mr. Clinton would have offered a psychic hug.

“Obama did not vary his tone of voice at all — it’s one of his main problems in connecting,” said Ruth Sherman, a political communications consultant. “It is a beautiful voice, with lots of highs and lows of pitch, but the general tone is always the same. There is much, much more he could do, just with his voice, to increase his impact.”

“Most of the time, too, Obama pivoted to his stump speech, missing opportunity

after opportunity to connect with the audience and beyond,” she added. “I can’t get over this. Why isn’t he making more of an effort? Perhaps he’s doing well and just biding his time, figuring that he just has to do O.K.? These are leadership skills, and they cannot be dismissed.”

The reviews for Mr. McCain’s performance were not stellar, either, yet it was Obama supporters who were hoping that their man would go on the offensive and create some theater by trouncing Mr. McCain.

“I think Obama didn’t put McCain away, as I am sure I and others floped and expected,” said Alan Patricof, a prominent Democratic Party fundraiser in New York who formerly supported Senator Hillary Rodham Clinton for president. “He let McCain make more unsubstantiated points, in spite of the fact that Obama had the issues on his side. I don’t think Obama did badly, he just didn’t put it away.”

One woman at the debate who asked a question about health care said afterward, in an interview, that she was a breast cancer survivor who lost health insurance at one point — a personal story just waiting to be tapped by one of the candidates. Yet according to the Commission on Presidential Debates, both of the candidates had agreed that they would not be allowed to engage in conversation with the audience. So, to some extent, Mr. Obama’s ability to evince a personal connection with people in the room was hamstrung by his own rules.

In the end, Mr. Obama does not need to be Mr. Clinton in order to win, of course. He leads in most national polls and appears to be running competitively in some Republican-leaning states that Mr. Clinton would have loved to carry in 1992, like Florida and Virginia. But Mr. Obama’s more taciturn nature and his distaste for theatrics, as seen at Tuesday’s debate, are another reminder that he would not, for better or worse, be a Clintonesque “feeler in chief” in a time of economic distress.

The New York Times

THE NEW YORK TIMES NATIONAL FRIDAY, SEPTEMBER 26, 2008



THE 2008 CAMPAIGN: Style; Advertising; Fund-Raising

In a Time Of Crisis, Is Obama Too Cool?

By PATRICK HEALY

DUNEDIN, Fla. — Where many politicians would have aspired to show anger, Senator Barack Obama spoke in a soft, even tone as he reached the crescendo of his speech Wednesday about government mismanagement of the economy.

"At this defining moment, we have the chance to finally stand up and say, enough is enough," Mr. Obama, the Democratic presidential nominee, told a ballpark packed with 11,000 people here.

Two hours later, after Senator John McCain, the Republican nominee, said he would temporarily stop campaigning because of the economic crisis, Mr. Obama looked downright unflappable at a news conference. Referring to this week of economic peril — and tweaking his Republican rival — Mr. Obama said flatly, "Presidents are going to have to deal with more than one thing at a time."

However forceful and passionate Mr. Obama can be, his speeches and public appearances this week have underscored how he is sometimes out of sync with the visceral anger of Americans who are losing their jobs and homes. He often talks about growing up on food stamps and about having paid off his student loans only recently, yet his tone and volume, body language, facial expressions and words convey a certain distance from the ache that many voters feel.

"People want presidents who lead and relate to them — they don't want presidents who analyze and seem above it all," said G. Terry Madonna, a pollster and director of the Center for Politics and Public Affairs at Franklin & Marshall College in Lancaster, Pa. "Obama still comes across as dispassionate to the point of coolness. He is so comfortable in his own skin, he can be hard to connect with for people who are struggling."

Discussing the Iraq war earlier in the campaign, Mr. Obama did not need to come across as livid because many voters saw him as right: he was the only top-tier presidential candidate who opposed the war from the start. Now the economy is the issue of the day, and Mr. Obama has largely been delivering Mr. Fix It speeches and pointed critiques.



Barack Obama, after his meeting at the White House on Thursday. A supporter said of him, "People don't want theatrics here, they want steadiness."

"For the candidates, it's show, not tell," said Ruth Sherman, a political communications consultant. "Saying you understand is not enough, you have to be able to show it. Obama's dispassionate approach on the economic crisis fails him on this front because his delivery contradicts his words."

Whereas former Vice President Al Gore and Senator John Kerry struck populist tones during their presidential bids, Mr. Obama is having none of it. For better or worse, his performance in this time of financial peril goes to the heart of who he is. Mr. Obama may have looked subdued as he arrived at the White House on Thursday for a meeting on the economy, but he also stayed calm and ultimately prevailed at a similarly urgent point in his primary campaign against Senator Hillary Rodham Clinton, whose turn toward populism helped her win the Ohio and Pennsylvania primaries.

"I think it would be more popular in the short term politically to be more populist on the bailout and Wall Street," said Gov. Michael F. Easley of North Carolina, a Democrat, "but people know in their gut that a populist approach won't solve the problem." Indeed, Mr. McCain has come under criticism from some voters — and from conservatives in his own party, like George F. Will — for railing against Wall Street and proposing to fire people and enact economic policies that conflict with his record.

For Mr. Obama, the financial crisis poses different risks. He wants to appear fired up over the economy, but he has written before about wanting to avoid appearing like a stereotypical angry black man. Unlike Jesse Jackson, the Rev. Al Sharpton and other black leaders whose fulminations could

scare white voters, Mr. Obama is not from and of New York, Detroit, or the segregated South; he grew up in Hawaii and Indonesia. To some degree Mr. Obama faces the opposite challenge from fiery black leaders who came before him: Is he too cool for a crisis like this one?

"He may not be everything to everybody on the bailout, and he may not be a barnstorming speaker on this issue, but he is speaking credibly and seriously and honestly," said Senator Russ Feingold, Democrat of Wisconsin, who joined Mr. Obama at a rally on the economy in Green Bay on Monday. "People don't want theatrics here, they want steadiness."

If voters in Michigan and Ohio do not demand stemwinding speeches from Mr. Obama, they may be left wondering where the passion is in his signature line, delivered at a fund-raiser in Chicago on Monday night: "We don't get too high when we're high, we don't get too low when we're low, we just try to do the job."

Reba Younce, who attended Mr. Obama's rally here on Wednesday, came away with just that impression of him. A 61-year-old independent voter and a former deputy in law enforcement, Ms. Younce said she would vote for Mr. Obama, in part because of his temperament.

"His way of approaching things may not work for everyone who's angry nowadays, but I sense some anger just below the surface," Ms. Younce said.

"Though if things keep getting worse, he may need to turn it up a little, to show passion some more."



10 Keys to a Successful Presidency

Sweat a Little

With his public-approval ratings in the stratosphere, with adulation for his person emanating from so many corners of the planet, now is the time—precisely the time—for Obama to take heed of a cautionary tale: the myth of Narcissus. That's the one about the handsome youth who fell in love with

his own reflection in a pool—and perished from an excess of self-regard.

Although Obama has good reason to feel heady, he should take note that Americans will grant their president some conceit, but not too much. The trait is too redolent of royalty, of aristocracy for the leveling American sensibility. Walt Whitman, that most American of all poets, took withering aim at the upturned nose in "Song of Myself." Of America, as the "nation of many nations," Whitman writes: *Of every hue and caste am I ... And am not stuck up.*

As things are now, Obama straddles the line of permissible conceit. This is, admittedly, a somewhat fuzzy line. It's surely within bounds for a proud, bare-chested Obama to show off his workout-toned pectorals—OK, he's a hunk, and he knows it—but perhaps out of bounds for him to invite repeated parallels with his great hero, Abraham Lincoln, whose Bible he plans to use when he takes the oath of office on January 20. In the American pantheon, there is only one Lincoln and there can be only one Lincoln.

Based on the jokes he occasionally tells on himself, Obama is aware that he can come off as something less than humble. If this is a core character trait, it is unalterable; but surely there are many things he can do imagewise to counter the peril that this attribute is apt to present to the success of his presidency once his honeymoon with the American and foreign publics ends.

He can start by getting his hands dirty—literally. William Galston, a domestic policy adviser in the Clinton White House, would like to see Obama out and about with a shovel in hand—"jacket off, shirtsleeves rolled up"—to be "visibly identified" with the raft of public-works projects that his administration will push to dig the country out of its economic hole.

And that's only for starters. At *National Journal's* request, Ruth Sherman, a Connecticut-based image and communications con-

sultant for clients in politics, business, and the entertainment industry, prepared a list of suggestions for, in effect, bringing Obama down to earth. "Right now, although we know intellectually that Obama came from nothing and overcame enormous obstacles, we don't feel it in our bones, because all we've seen is a guy who ran a perfect campaign ... with a perfect family that has been living in a perfect house in a perfect neighborhood. We haven't seen many flaws," she noted in an e-mail.

In addition to equipping Obama with a shovel, Sherman would also put a basketball in his hands: "I love the idea of him getting out there to shoot some hoops.... And it would be great to see him miss a few, too. Basketball is not an elite sport in the way tennis, golf, or racquetball are." And don't just play on the White House court, Sherman added in her advisory missive: "Obama should show up from time to time at some city courts for pickup games."

Then there is Obama's unconquered cigarette habit—which might be helpfully presented as another mark of imperfection. Sherman does not want to see Obama smoking in public, but she would like to see him talk frankly about his struggles with quitting rather than make end-runs on the topic.

This matter of displaying one's blemishes can no doubt be taken too far. The point is, while Americans may choose to put Obama on a pedestal, as is their democratic right, he should not be seen as overly eager to claim the spot. Show some resistance.

A humanizing, everyman strategy is no guarantee of success. Jimmy Carter exuded anti-imperial pretensions, donning a cardigan sweater for his first presidential "chat" to the nation from the White House—and look where that got him. George W. Bush went from highly popular to deeply unpopular in the public mind, all the while never deviating from his open-throated bicycle rides and mangled conversational syntax.

Asked how Obama can best present himself as being in touch with ordinary American values and habits, Peter Wehner, who handled assorted policy and communications tasks for the Bush White House, rolled his eyes. The success of Obama's presidency will be "driven overwhelmingly by facts and circumstances," he said. If the country's prospects improve, then Obama's aloof bearing will be viewed positively as a badge of seriousness. If the nation stays in a rut, then that very same trait will be negatively seen as a sign of bloodlessness, as an absence of passion, Wehner said. In other words, nothing succeeds like success.

Points well taken. Still, the image-driven, *YouTube* presidency is an inescapable reality of the times. Obama is well advised to hone a strategic plan about how he would like to be seen. Hoops, anyone?

—Paul Starobin

The New York Times

THE NEW YORK TIMES NATIONAL TUESDAY, FEBRUARY 5, 2008

08 THE 2008 CAMPAIGN: The Democrats

For Clinton the Speaker, the Smaller the Better

By **PATRICK HEALY**

When Hillary Rodham Clinton speaks to large audiences, be it a rally with several thousand students or a fund-raiser with well-heeled donors, she often sounds more like a senator than a presidential candidate — delivering wonky recitations of her policy positions instead of a raise-the-roof stemwinder.

Yet in intimate settings, like her visit on Monday to the Yale Child Study Center in New Haven, Mrs. Clinton comes across far more personally, listening and empathizing and on occasion showing her emotional side. Indeed, at the Yale center, where she volunteered in the early 1970s, she became teary as her old boss praised “the incomparable Hillary.”

Mrs. Clinton has struggled for a year to compete with the oratory of her main Democratic rival, Senator Barack Obama. Sometimes her stump speech aspires to grace notes, like her new line about “the America I see,” but just as often she raises her voice to a shout that can sound grating. She has expressed discomfort with talking about herself, even though some voters have said that they wished she was as accessible as Mr. Obama appears to be.

Her advisers say that voters appreciate a candidate who listens and talks to them, and are not looking to be whipped up at every rally. And Mrs. Clinton does deliver lines that draw big cheers, like when she tells college students that she wants to reform the student loan industry.

But privately her advisers also acknowledge that if Mrs. Clinton wins the Democratic presidential nomination, she will have to improve her performance at huge rallies to keep voters enthusiastic about her candidacy during the long haul of a general election.

“Big rallies are clearly not her strength,” said one senior adviser, who spoke on condition of anonymity in exchange for a blunt assessment of his candidate. “She’s far better at town hall meetings, round tables, smaller venues. The challenge for her is to connect with and inspire large audiences more than she does now.”

This shortcoming was on clear display Friday night at a campaign fund-raiser at the Orpheum Theater in San Francisco. Mrs. Clinton was introduced by an old friend, the actress



Hillary Rodham Clinton at the Yale Child Study Center on Monday. Her aides acknowledge that while she may excel in such intimate settings, she can be less than inspiring before large crowds.

Mary Steenburgen, who marveled at the candidate’s “sense of humor about life and herself.”

“Her belly laugh is more raucous and dirty than mine, which is saying something,” Ms. Steenburgen said. “She is even more human — she does get tired and sad and hurt, but she is more able to pick herself up and dust herself off than anyone I know.”

When it was her turn to take center stage, however, Mrs. Clinton showed none of those personality traits. She delivered what sounded like a university lecture, analyzing domestic and foreign policy issues and laying out her plans for tax credits, health care and education reform.

“Hillary Clinton can dismiss soaring oratory all she wants, but it works and there is a time and a place for it, such as Friday night in San Francisco,” said Ruth Sherman, a political communications consultant who has been tracking Mrs. Clinton’s speeches. “When she cannot drop her prepared remarks in favor of what the moment dictates, it bespeaks a tin ear, a lack of flexibility and certainly a missed opportunity.”

A better moment for Mrs. Clinton, Ms. Sherman and other political analysts said, was when she opened up about the rigors of the campaign trail in New Hampshire. She became teary-eyed as she talked about her passion for the race, in spite of its physical and emotional toll. Many women said in exit polls that the episode led them to support Mrs. Clinton in the state’s primary, which

she won, despite having fallen behind Mr. Obama in public opinion polls.

She showed that personal side again on Monday when she went to Yale to discuss children and health care. She was introduced by Penn Rhoaden, a child researcher and her former boss at the child study center, who described how Mrs. Clinton arrived at his door “dressed mostly in purple” in a sheepskin coat and bell bottoms.

“So 1972,” he said, to laughter.

“Now we hope that you, the incomparable Hillary, will be president of the United States,” he added.

Mrs. Clinton raised her left hand to her cheek and brushed something away with her finger. “I said I would not tear up,” she said. “Already, we’re not on that path.”

While her advisers have said that Mrs. Clinton would never cry on command to win sympathy from voters, they also believe that these moments are effective, and that she needs to start showing “more heart than head” at large rallies.

They are, however, comforted by one thing: The leading Republican candidates, Senator John McCain of Arizona and former Gov. Mitt Romney of Massachusetts, are not known for delivering stemwinders either. So should she emerge victorious over Mr. Obama, Mrs. Clinton may not face the same sort of unflattering comparisons with her Republican opponent over the ability to rouse a rally.

Julie Basman contributed reporting from New Haven.

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THE 2008 CAMPAIGN: Providing a Boost

POLITICAL MEMO

Bill Clinton's Challenge: Keep the Focus on His Wife

By PATRICK HEALY

SIOUX CITY, Iowa, Sept. 3 — Bill Clinton has delivered 30 years' worth of campaign stump speeches as a political candidate, governor and president. His latest effort is his shortest yet at about eight minutes long, and perhaps his most challenging: boiling down, in the pithiest and warmest way, why his wife should be in the White House.

Mr. Clinton is notably garrulous on an impressive range of topics: Touring a New Hampshire fair on Sunday, he gave an impromptu master class to reporters on how to grow oversized watermelons and pumpkins. So when it comes to a subject he could dissect on a cellular level, like his wife, he could probably speak for days.

The goal is to be succinct and memorable in introducing his wife at campaign rallies, as he did Sunday in New Hampshire and here in Iowa on Monday — yet not so memorable that his remarks overshadow hers. His prose, their advisers say, should vividly showcase Hillary Rodham Clinton's accomplishments as a Democratic senator from New York and cast her as the most qualified contender.

It is also Mr. Clinton's job to try to knock down any doubts about Mrs. Clinton's electability in a national race. Mr. Clinton usually tries to sound neutral, noting that in her Senate re-election race in 2006, Mrs. Clinton carried dozens of New York counties that President Bush had won. Yet after delivering these statistics at a rally on Sunday evening in Portsmouth, N.H., Mr. Clinton had a testier moment as well.

"This electability thing is a canard; it doesn't amount to a hill of beans," Mr. Clinton told a crowd of several thousand people. "What you need to figure out is, Who would be the best president?"

Mr. Clinton's words carry weight, even if his bias is obvious. He often tries to minimize that bias — as if that were possible — by offering a somewhat contorted testimonial: Even if they were not married, he says, he would still campaign for her as the best candidate.

He can be self-deprecating about his own bona fides. "I have a pretty unique perspective about what the challenges of the job

"That's why Bill is such a tremendous asset," said Ruth Sherman, a political communications consultant, who finds Mrs. Clinton's stump speech to be awkward at times. "He cannot, however, do it for her endlessly."



DIARRIE NEIBERGALLU/ASSOCIATED PRESS

Former President Bill Clinton campaigning for Hillary Rodham Clinton yesterday in Iowa.

are," he said in Portsmouth and at a rally earlier Sunday in Concord, N.H.

But he can be uneven in keeping the spotlight on her: Here, on Monday morning, he promoted his administration's economic track record, while in New Hampshire on Sunday he kept the focus on what his wife would do as president.

The inner wonk stays buried for this speech — he keeps the dry policy to under a minute. At the same time, though, Mr. Clinton sometimes speaks in boilerplate language that leaves audiences still.

"She has been working on education for more than 25 years; she has a very good program on that," he said in Portsmouth.

"She has a real understanding of what it would take to withdraw from Iraq."

The former president barely dwells on Mrs. Clinton's years as first lady; instead, he focuses on her Senate years and her intellect. She has "the best combination of mind and heart" he has ever seen, he has said; in New Hampshire on Sunday, he linked her abilities with her agenda, saying "she has the best plan to give us a clean, green energy future to create jobs, not cost jobs."

Mr. Clinton devotes a full

minute, and sounds particularly emphatic, on the next bit — asserting that other nations and world leaders are pulling for Mrs. Clinton's election in 2008. The leaders are not named but seem to be from all over — Asia, Africa, some in Europe, he has said. On Sunday he roped in voters across Europe and Canada as well, cit-

Emphasis is on the former first lady's work as a senator.

ing a new poll that found Mrs. Clinton more popular than the other American presidential candidates in those countries.

"You want to fix America's position in the world overnight?" he said in Portsmouth. "Elect Hillary president."

As for raw emotion, it usually comes with the closing anecdote: Mr. Clinton invariably chokes up or bites his lower lip as he recalls how a New York firefighter grabbed his arm on a golf course one day and told him that Mrs. Clinton recognized early the potential health threats of 9/11 and

sought assistance for workers at the site who became ill.

"I was standing there in tears, practically," Mr. Clinton said in Portsmouth, describing the firefighter's praise for her. "He said, 'I would do anything I could to make her the next president.'"

The timing of the anecdote can be fuzzy: Mr. Clinton first gave the account during an Iowa trip in early July; in speeches during this Labor Day weekend, he said he spoke to the firefighter "a few weeks ago" and "the other day." His advisers say the firefighter talked to him in June.

What really matters, of course, is whether the Clintons can persuade the firefighter to appear on the campaign trail at some point and hail Mrs. Clinton. She is indeed popular with New York firefighters, but one from the days after 9/11 could prove powerful. For now, though, she has Mr. Clinton's testimonial — a singular boon, political analysts say, especially since Mrs. Clinton's speech sometimes drags.

"That's why Bill is such a tremendous asset," said Ruth Sherman, a political communications consultant, who finds Mrs. Clinton's stump speech to be awkward at times. "He cannot, however, do it for her endlessly."



Ruth Sherman's comments on the authenticity of the 2008 Presidential candidates...

The Authenticity Sweepstakes

And the idea, as today's speech coaches believe, that authenticity can be acquired like any other skill (although at a cost of \$10,000 to \$15,000 a day for a top-rank teacher) is somewhat disconcerting, challenging what we think we know about our ability to spot that three-dollar bill. "Being authentic is better than play-acting authenticity," Ruth Sherman, who works out of Greenwich, Conn., as a communications consultant for clients in business, politics, and the entertainment industry, conceded in an e-mail exchange. But she added: "The truth is that it is difficult, if not impossible, for most voters to tell the difference."

Obama's Two Hurdles

On the Democratic side, the purest play in the authenticity stakes would seem to be Barack Obama. "Oh, yeah, he makes it look easy," Ruth Sherman, the speech coach, said about Obama's television appearances.

To read full article, email ruth@ruthsherman.com. Mention National Journal article.

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