

Chapter 1

Seminar Production Pizazz

The seminar business is big these days, in demand by individual consumers, organizations, associations, small businesses and giant corporations alike. And although it's a fairly young industry, having really come into its own within the last two decades, it's primed for continued growth and success.

This chapter explores the flourishing seminar business—a sort of in-your-lap TV news magazine report without the commercials. We'll delve into the steadily rising economic success of the field, dip into

its secrets and—unlike any TV news magazine—help you decide whether it's the business for you!

Empowered And Enriched

We inhabit a hectic, harried, fast-paced world where just about everybody feels that they are overworked and underaccomplished. Whether you are a busy executive juggling a dozen projects, a salesperson trying to land a dozen accounts, or a stay-at-home parent racing in a dozen different kid-related directions, you feel you could and should be doing more, and doing it better. The buzzwords of the day are empowerment, enrichment and fulfillment, both personal and professional. And everybody wants to be empowered, enriched and fulfilled. Which is good. It makes for a society striving for success.

It also makes a healthy market for the seminar professional. Every year, hundreds of thousands of people pay to attend meetings, seminars, workshops and training programs where professional presenters encourage, enlighten and enliven them. Some of these folks are sent by their companies to learn new skills—everything from time management to basic math smarts to super sales techniques. Others attend on their own, seeking personal growth—how to communicate better with spouses, significant others and kids; manage stress; assert themselves; or invest for the future. Still others sign up for seminars and workshops as part of a professional or social association to learn everything from quilting to romance writing to tax preparation.



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“There’s a future in the seminar industry for any entrepreneur with a timely topic in which people have a perceived need or in which you can create a need,” says Mark Sanborn, president of the National Speakers Association in Tempe, Arizona. But, he asserts, “Audiences don’t need more information; they need insights.” A good seminar professional is really an information broker who delivers information that audiences can use to enrich their lives.

The Lingo

Which brings us to a good question: What’s the difference between a speaker, a presenter and a trainer? Like the varied terminology for seminars themselves, the lingo for seminar-givers is basically a matter of semantics. One person can fill a number of roles, depending on what is being asked of him or her and what the customer or client has in mind. Here’s the cheat-sheet version:

- A *speaker* gives talks or speeches before an audience, which is usually (and hopefully) composed of 50 to several thousand people.
- A *trainer* teaches small groups of people specific skills like how to sell more real estate or pass a contractor’s license exam or interface on the internet.
- A *presenter* is a sort of all-purpose word for the person who presents or gives a speech, training session or other seminar.
- A *facilitator* (a buzzword of the business)



Stat Fact

The National Speakers Association, an international organization for professional speakers, counts more than 4,000 members in 23 countries.

helps or facilitates people to learn intangible things like self-confidence, motivation or creativity.

We’re going to use these terms interchangeably, just as we’re going to equally use the terms attendees, audience and participants. Naturally, an audience at a keynote speech is not going to be role-playing or doing those “catch your partner as he falls to demonstrate trust” exercises that were so popular in the consciousness-raising ’70s (and still are in some circles). But in most seminars today, there’s a fair measure of give-and-take between the attendees and the presenter, so it’s smart to think of the people who’ll pay your enrollment fees as participants rather than mere seat-fillers.

Semantics Central

There are more types of functions in the seminar business than just seminars—you’ll hear people bandying about terms like meetings, workshops, conferences and training programs. So what’s the difference?

Not a whole lot—it’s basically a matter of semantics, but to give you an idea of what’s what, take a look at the following:

- A *seminar* is a program, which can last from a few hours to a few days, designed to give attendees information on a particular topic, like making winning sales calls.
- A *workshop* is a seminar with a twist—attendees become participants instead of merely an audience through role-playing, quizzes, hands-on demonstrations and other do-and-learn activities.
- A *training program* is usually the same thing as a workshop: a learning session with attendees participating to some degree in the action.
- *Conferences, conventions* and *meetings* are group get-togethers—also lasting for various time periods, usually over the course of a few days to a week—designed by associations, organizations, corporations

Choices, Choices

As a seminar professional, you can choose from among three different operating modes. You can:

1. act as a speaker, trainer or presenter, working directly with your audiences and booking your programs on your own or through a speakers bureau (which is sort of like a talent agency),
2. act as a promoter, seminar company or training firm, setting up programs and engaging other people to do the speaking, training or presenting, or
3. do both, setting up programs at which you present and at which you also bring others on board to share the speaking or training chores.

Most seminar professionals choose the first option, but you can go with any one that feels comfortable to you. We'll discuss all three through the course of this book.

or other groups for their members, and can incorporate all sorts of outsourced speeches, seminars and workshops.

● A *speech* or *talk* is just what it sounds like—the speaker pontificating before a group of attendees with little or no audience participation—and generally will last anywhere from 30 minutes to two hours.

● A *keynote speech* is one that's the highlight of a conference or convention, like a before- or after-dinner speech, a speech

that opens the get-together or the grand finale that closes it.

In this book, we're going to use the terms *seminar*, *workshop* and *program* more or less interchangeably.

Seminar Customers

Who attends seminars? All sorts of people who hope to gain all sorts of insights.

Businesses are big customers on the seminar scene. Large corporations, having gone through the economic and emotional trauma of downsizing, often decide that hiring out training and motivational seminars is more cost-effective than developing them in-house. Sometimes they send their employees off-site to attend these events; sometimes they invite the seminar presenter into their own facilities. Smaller companies are good seminar customers for similar reasons. They don't have the in-house means to develop training and motivational programs, so they rely on outside sources.

This is a hot new field and growing hotter. Outsourced training expenditures rose in a recent six-year period from \$9.9 billion to \$19.3 billion annually. Popular training



Seminar Speak

A concurrent or breakout session has nothing to do with breaking out—of prison or in zits—but refers to a seminar or workshop held at the same time as several other seminars or workshops during a convention. Participants can choose which session to attend—for instance, a program on fingerprinting techniques or one on DNA sampling

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According to “What Things Cost,” a recent article in *T+D* magazine (a publication of the American Society for Training & Development), the fee for development or delivery of customized training can range from \$2,000 to \$3,000 per day.

topics include customer service and creative problem-solving, but they can also encompass internal communications and even math or reading 101. Leadership, self-motivation and sales motivation are also perennially popular topics.

Professional, civic and social associations are always on the lookout for keynote speakers to set off their annual conventions as well as to conduct workshops and conferences. Business networking groups are prime candidates for programs on motivation, time management, organization, positive thinking and goal achievement. Medical societies want to hear about insurance issues, new surgical techniques and office management.

Antique Roses And Astrology

Writers’ groups are interested in the nitty-gritty of creative thinking and publishing success. New Age groups are terrific consumers of programs on alternative health, astrological predictions and other metaphysical topics, while church groups go for programs geared toward incorporating the Bible into their daily lives and garden clubs thrive on seminars on growing antique roses and successful herb planting.

Beyond all these specialized areas of interest, the public at large is also a terrific seminar consumer. People are anxious to learn how to create quality time with family, find the perfect mate, grow the perfect marriage and the smartest/happiest/best-balanced children, lose weight, gain income, invest wisely, live without fear, and retire comfortably.

There’s no shortage of topics for the savvy seminar professional, and there’s ample room for growth. We’ll explore in depth how to decide which specific subjects are best for you and your company as we go through this book. For now, let’s look at an important concept for the smart seminar production professional: generating return business.

Momentum And Money

While most of us have attended at least a couple of seminars that were notable

Back Of The Room

Seminar professionals generate income by doing more than just giving speeches and supervising workshops. They also earn tidy sums of money from back-of-the-room sales. These are all the peripheral goodies that participants can buy to take home with them. Rock concert promoters display T-shirts, posters and souvenir programs for enthusiastic audience members to snap up. And savvy seminar professionals display books, audiotapes and videos relating to the program, seminar transcripts, and even—especially in the case of motivational programs—buzzword-emblazoned products like bookmarks, calendars, and yes, even T-shirts.

The Love Boat

If you like to travel, you're considering the right career—most seminar professionals travel extensively. “Last year I was in Georgia for a month,” says Nance Cheifetz of Sense of Delight, who lives in Northern California. “I was in Puerto Rico, on an Alaskan cruise, and in Florida three times.”

Gail Hahn of Fun*cilitators recently traveled from her home in Virginia to Africa and India. “That was my goal when I started the business,” she says, “to travel the world and see friends and family and explore.” Like Cheifetz, Hahn has done programs on cruise ships—and had a ball. “I’m considered a life enrichment speaker,” she explains. “I do a few sessions of 30 or 40 minutes each, and the rest of the cruise I play.” And she does it in style. “Last time we had a deluxe ocean view,” she says. “I started in November, did one in January, and we’ve got one planned for August. They want me to do more, but it’s hard to be gone for that long.”

chiefly as powerful sleep-inducers, the goal for a winning program is to enthuse and excite the audience. Seminar production professionals strive for sessions that leave people feeling that:

- they’ve learned tremendous lessons they can immediately apply to their own situations,
- they can’t wait to sign up for another one, and
- they must convince everybody they know to rush out and sign up for the same thing.

Why? Because a seminar is not a one-shot deal. Although most seminars are traveling productions, moving from city to city over the course of the year, you’ll want repeat business to keep the momentum going and the money flowing. People who come away from your programs with a sense of excitement will be eager to sign up the next time you come to town and will actually help sell your sessions.

As a promoter of seminars for businesspeople, you want your attendees to rush back to their offices and give their colleagues glowing reports so that those colleagues will insist the company send them to the next session. If your seminar is geared toward associations, you

want them to invite you back next year (and the following year) and to recommend you to other chapters around the country. And if your program is targeted at the general public, your goal is to have your audience enthusing to their friends and family so that they all show up for your next program.

Ziegfeld To King

Now you know the basics of seminars: what they are, who attends them and how they generate income. But what exactly, we hear you asking, does a seminar production professional do? Good question.

As we’ve said, most seminar professionals act as a sort of impresario like Florenz Ziegfeld (or Don King), designing the seminar, locating and signing up talented speakers, and then making all the arrangements to provide the audience with a memorable experience—choosing the cities on the tour, making hotel and dining reservations, advertising and marketing the event, selling tickets, and handling back-of-the-room sales.

Most seminar professionals act as their own talent—which makes it easy to locate and sign up the speaker—while others prefer to remain behind the scenes. If you’re

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one of the latter—your knees quake at the thought of going before an audience and you’ve got the on-stage charisma of Barney Fife—not to worry. There are hundreds of speakers bureaus all over the country that can provide specialized talent for every sort of program. These bureaus function much like Hollywood agents, matching speakers with seminars and taking commissions on successful placements. And since the speaker, not the person who hires him, pays the commission, this is a smart way to go.

Crank-Up Costs

One of the Catch-22s of being in business for yourself is that you need money to make money—in other words, you need startup funds. For the seminar business, these costs range from \$5,000 to \$25,000. You can start out homebased, which means you won’t need to worry about leasing of-office space. Depending on how you choose to run your company, you may not need employees—at least not for starters.

Your major outlays will be for a computer, software, a printer, a fax machine and internet access. That leaves advertising and—if you choose to carry them—back-of-the-room, or extra-income, products as your other initial expenses.

Sounds good, and it is, except that direct-



Smart Tip

Companies that reward employees with trips to Hawaii, Myrtle Beach golf packages, or family fun tours to Disney World have begun to insist on attendance at some sort of concurrent training program so the whole thing can be written off as a learning expense. This is a good thing for the seminar professional!

Stat Fact

According to a recent survey, the National Speakers Association says its surveyed members’ annual total gross revenues from speaking, product sales and related services ranged from \$25,000 or less to more than \$1 million. Of the roughly 86 percent who responded, the majority (17.5 percent) counted themselves in the \$25,000 and under category; 15.1 percent said they earned \$26,000 to \$50,000; and 14.5 percent claimed earnings of \$51,000 to \$75,000.



mail advertising—the best kind to do in this business—can carry a hefty price tag. Which is not to say your startup costs will be astronomical. You can start with a limited investment, but you’ll have to go heavy on the creativity and you’ll have to try even harder than the next guy or gal to focus your energies on your specific target market. (We’ll explore these topics later in this book.)

The Rock Of Gibraltar

Besides profits and startup costs, two other important aspects to consider are risk and stability. You want a business that, like the Rock of Gibraltar, is here to stay. In the seminar world, the stability factors are as strong as you are. People are always on the lookout for ways to enrich their personal, business and economic lives. If you can design a program that fulfills one of these needs and generates the enthusiasm to keep it going or follow up with a similar program aimed at the same audience, then you’ve got a winning ticket to a successful business.

Counting Your Coconuts

What can you expect to make as a seminar professional? The amount's up to you, depending only on how serious you are and how hard you want to work. One of the entrepreneurs we interviewed for this book brings in annual gross revenues of up to \$300,000; another's company brings in \$120 million. Average annual gross revenues for the industry range from \$50,000 to \$200,000.

"The business can be very lucrative," Gail Hahn of Reston, Virginia-based Fun*cilitators advises, "depending on how good you are on the platform to entertain, motivate, inspire, and market yourself to the right clients. It can bring in up to seven figures if you're very good—and certainly in the six figures."

As a newbie, you shouldn't expect to earn big bucks immediately. "Test-drive your talent and your topic area of expertise while you still have your day job," Hahn says, "to ensure there is a market for your message and cash flow in your bank account."

Get everything you can going for you at the start. You knew that—it's why you bought this book! Its pages will guide you through every stage of starting your seminar company. But keep in mind that researching the points that pertain to the specific type of business you want to run—and then following through—will be up to you.

The risk factor is moderate—less than opening a tofu taco restaurant but more than selling 10-cent coffees to caffeine-deprived commuters. The reason is that, although there's a strong market for both personal and corporate training and development programs of all kinds, you must be able to come up with the magic mix of factors—your customers' wants and needs matched with riveting programs promoted with top-notch marketing skills. If you don't have the right mix, you'll have a hard time making it. Not to worry, though.

There's a method to finding that magic mix, and we'll show you how in Chapter 2.

The Right Stuff

OK, you've decided that running a seminar business is potentially profitable. You're willing to invest not only the money but the time to learn the ropes and become established as a pro. What else should you consider? Personality.

Not everybody is cut out to be a seminar production professional. This is not, for example, a career for the creativity-challenged. It takes lots of foresight to figure out what will be a winning program, to design and construct it so it sells, and to promote it effectively. If you're one of those folks who'd rather undergo a root canal than have to come up with peppy advertising copy, then you don't want to be in the seminar business.

This is also not a career for the time-management deficient. Seminars must be planned and organized months in ad-



Stat Fact

There is longevity in the seminar profession: The National Speakers Association says 34.7 percent of its surveyed members have been speaking for 11 to 20 years.

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Stat Fact

According to the National Speakers Association, 64.5 percent of its surveyed members are full-time speakers and 19.9 percent speak part time.

vance, with everything from the topic and speaker to the dining reservations nailed down early on. If you're a star procrastinator who can't seem to get started on anything until the eleventh hour, then you should definitely look elsewhere for entrepreneurial satisfaction.

And if you plan on presenting your own programs, this is not—obviously—a career for the terminally shy or the terminally boring. You must be able to keep an audience interested and entertained for the length of your seminar and beyond. This doesn't mean you need to be trained by both the Royal Shakespeare Academy and the Ringling Brothers Circus school, just that you have a natural enthusiasm for your subjects and be able to communicate it. If you can't do this, then you need to find another option for career success.

But if you delight in dreaming up sparkling programs and star-spangled advertising ideas, you're an efficient time manager and organizer and a pro at helping other people learn, then this is the career for you. The self-evaluation on page 1.12 will tell you if you have what it takes to become a seminar production pro.

Alternative Careers

This doesn't mean that only ad agency executives or pocket-protector-bearing efficiency experts need apply. Seminar professionals come from all avenues of life. The ones we interviewed for this book encom-

passed a variety of alternative careers: clinical psychologist, electrical contractor, recreation professional, physician, and sales and marketing professional.

The tip here is that all these entrepreneurs figured out how to make their backgrounds and their interests work for them in their new careers. They've taken the skills and enthusiasm they've already acquired and applied them to the seminar business.

Paid To Play

Gail Hahn turned her knowledge of how to have fun into a successful seminar business, Fun*cilitators. "I've been a recreation professional for over 20 years," she says, "getting paid to play and energize people's lives and help them attain self-actualization through leisure education. From 1986 to 1996, I was the outdoor recreation director in Germany for the Department of Defense. We ran a tennis center, a ropes course, a rental center, and trips throughout Europe and Asia for soldiers and civilians connected with the military.

"Coming back to America in 1996 after blowing out my knee skiing," the Reston, Virginia, resident explains, "I had several months to think about the business plan and my escape from the federal service. I had been planning and plotting for about two years prior with a mastermind group/success team while in Germany. I built my house with a home office to urge me to get the business going and then started the business in January 1997. I kept my day job for about a year and a half to keep the cash flow going.

"The more I got into it, the more committed I became, and the more I found that there was indeed a market of really stressed-out people who needed to be shown how to practice safe stress and mix effectiveness with fun—to get energized and learn how to become playful professionals in order to balance their lives—especially around the DC area."

An Electric Experience

Larry Smith has more than 30 years of experience in the electrical industry, including stints as a master electrician, state electrical inspector, and fire and accident investigator. So doing electrical code training seminars came naturally to him. "I've actually taught seminars part time since 1978," the Omaha, Nebraska, resident says, "but it was plain that there was no market at that time. The market was really created in 1991 through 1993 with the emphasis on training." In 1993, Smith realized he was ready for a change, so he took his company, National Electrical Seminars, full time.

Vintage People

Dr. Jerry Old, a physician and professor at the University of Kansas Medical Center in Kansas City, Kansas, developed his seminar business through his profession, too, but with a twist. Dr. Old began public speaking five years ago on a part-time basis, when he also had a thriving full-time job practicing medicine in the small town of Arkansas City, Kansas. "My interest started in a Toastmasters club and later in formal speech training by a professional trainer," Old says. "A conference put on by [a renowned public speaker] inspired me to pursue this passion of speaking.

"At the same time, my medical practice was growing older with me—I was 50, but I had a lot of very active 70-, 80- and 90-year-old patients. I became fascinated with the accomplishments of many of my older patients. I began to study what these people were doing right to live long, healthy, happy lives. The fascinating secrets I have learned from these successful people made me want to share them with others." And that desire to share the secrets to longevity led the doctor to his develop seminars for older Americans or, as he calls them, "Vintage People."

Psychology Of Success

Denise Dudley, who lives in the San Luis Obispo, California, area, has been in the seminar business for 15 years. In her "former" life, she was a clinical psychologist and the clinical director for a group of psychiatric hospitals. As the hospitals' director, Dudley found herself doing lots of public speaking and training—everything from talks on mental health and women's issues for local groups to all the training for physicians coming into the hospital.

When Dudley took a sabbatical, she decided to give the seminar business a go, based on her enjoyment of public speaking. She signed on with a national training company and moved from San Francisco to Kansas City—just in time to see the firm go through a major—and extremely unpleasant—partnership shakeup.

"You can't tell the bad news from the good when you're experiencing it," Dudley says philosophically. And with excellent reason, because from that shakeup her own company was born. She and her husband, Jerry, who had been on board the original firm before the shakeup, literally walked across the street and opened their own seminar company, SkillPath Seminars. SkillPath, which is based in Mission, Kansas, gives both public and private seminars on a host of business, professional, and IT topics including business writing and advertising,

Stat Fact

Are there more males or females in the seminar production profession? The National Speakers Association says its membership is divided almost evenly along gender lines, with 52.3 percent men and 47.7 percent women.



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Stat Fact

In a recent National Speakers Association survey, members were asked what types of audiences they addressed. The top three responses were corporate (86.5 percent), associations (84.3 percent) and educational institutions (51.7 percent). (And yes, this adds up to more than 100 percent; members were allowed to select multiple responses.)



project and time management, and web site development and security.

“Jerry was the marketing expert,” the never-looked-back former psychologist explains, “and I was the curriculum expert.” Denise and Jerry decided at the outset to grow SkillPath large, and they succeeded—so well, in fact, that four years ago they sold the company and retired in style to raise their children in the country.

Today SkillPath does 3,000 seminars a month in five countries, with the combined efforts of a 300-person-strong administrative staff and 358 trainers. Sadly, Jerry passed away in 2002, but Denise remains on the board of directors of the firm that is still, as she says, their first baby.

Sense Of Delight

In Novato, California, in the San Francisco Bay area, Nance Cheifetz runs a very different company, Sense of Delight. With a master’s degree in expressive therapy and a background in sales and marketing, Cheifetz knew she had terrific skills but didn’t want to do traditional teaching or work in an institution. So seven years ago, she sat down with a mentor and decided to marry her skills with the marketplace. She realized that

everything she did was accomplished with fun, delight and humor, and hit on doing workshops on creative ways to make life more fun. At first Cheifetz gave seminars on topics like delighting your lover and cooking up adventures on a shoestring.

But when the dotcom crash sent the Bay area’s economy crashing along with it, Cheifetz had to reinvent her company. Sense of Delight now specializes in corporate team-building and employee recognition with programs that take old-fashioned sit-down seminars and workshops and transform them into treasure hunts, fishing contests (featuring candy gummy fish), and other delightful ways to get employers’ messages across.

Future Forecast

The seminar professionals interviewed for this book have put their own highly individual and creative stamps on their seminar businesses. You can—and should—do the same. But in addition to personal background, creativity, startup costs and annual revenues, there’s one more thing to consider: the industry prognosis. Will there be a need for seminar production well into the 21st century?

The outlook is optimistic. The number of meetings is increasing, says professional speaker Daniel Burrus, a noted technology forecaster and business strategist and member of the National Speakers Association. Burrus explains that the reason lies in the astounding amount of data being created in our world and the fact that all that data has to be translated into human terms. “Information is static,” he says. “Communicating is dynamic.” And one of the best ways of communicating is through seminars. Mark Sanborn, president of the National Speakers Association, puts it another way. “A seminar leader,” he says, “is an information broker.”

The only issues that could negatively impact the industry—and do so very dramatically, Burrus contends—are another major

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terrorist attack or a global biological epidemic like SARS. Either of these scenarios would have a significant effect on travel, on which the seminar industry depends.

The meetings industry suffered for the first 18 months after 9/11, Burrus says, but is now swinging back into balance. Sanborn agrees: "The number of meetings is back to pre-9/11 levels," he says. And, as he advised at the start of this chapter, "There's a future in the industry for any entrepreneur with a timely topic."

It's always possible that travel could become a traumatic issue. If it did, the smart

seminar professional could segue into virtual presentations. (See "The Armchair Seminar" on page 4.22 in Chapter 4.) It's possible that big business could make a major about-face and start upsizing (as opposed to the current practice of downsizing), which could eliminate a lot of outsourced training programs. But since the smart seminar professional will probably always find a niche to fill, the future of the industry is bright.

So fasten your seatbelt, bring your tray table to the upright position, and let's start on your learning curve. Next chapter: market research!

Now Speaking...

If you're going to be a seminar professional, you should know about the National Speakers Association (NSA). The NSA calls itself "the voice of the speaking profession." Its members include experts who are trainers, educators, humorists, motivators, consultants and authors. Speakers bring their own expertise, and the NSA helps them build business skills and platform performance (which means presenting skills).

Not just any old body can belong to the NSA. To qualify for new membership, you must have made 20 paid presentations, given presentations to an audience of 15 or more as part of a salaried position within the past 12 months, or have received \$25,000 in speaking fees in the 12 months prior to your application to the association. (If you don't yet meet one of these qualifications, you can still participate in most of the NSA's programs at nonmember rates.) The perks include:

- national conventions
- single-focus labs
- PEG (Professional Experts Group) conventions, workshops and networking for 12 different specialties including humor, education, health and wellness, sales training, seminars and workshops, and writing and publishing
- a listing in the NSA's membership directory, *Who's Who in Professional Speaking: The Meeting Planner's Guide*
- a listing in the association's web site directory
- subscriptions to the NSA's audio and print magazines
- access to purchase of specially packaged audio and visual tapes on speaking techniques
- certification (after you've qualified) as a Certified Professional Speaker, which is impressive on advertising and promotional materials, but is also not that easy to get—you must earn it

Traits Of The Trade

Hey, kids! Take this fun quiz and find out if you've got what it takes to become a seminar professional.

1. My idea of a fun evening is:

- a.** watching infomercials on late-night TV to see how the pitchmen perform public speaking
- b.** snuggling up with a hot toddy and a rough draft of my advertising copy
- c.** cruising around town singing “You Talk Too Much”

2. Here's how I usually send Christmas gifts to relatives who live out of state:

- a.** wait until December 24th, stuff the gifts into old grocery bags with the addresses scribbled in crayon, then rush down to the post office and stand in a huge, snaky line with all the other procrastinators and hope my gifts arrive in time and intact
- b.** wrap my gifts carefully in specially selected packaging no later than December 10th, call my pre-designated FedEx or UPS courier (I've already checked to see which is cheaper and faster), and then follow up to make sure the gifts have arrived on time and intact
- c.** hope no one notices I forgot to send gifts

3. Here's how I manage my library books:

- a.** return them as soon as I receive the first overdue notice
- b.** carefully note the due date and return them on or before that date
- c.** try to get them out from under the sofa when I receive the collection letter from the city attorney's office

4. When I am asked to speak in front of a group, I:

- a.** politely decline on the grounds that I have a chronic, contagious disease
- b.** accept with delight and immediately get to work preparing my talk
- c.** suddenly realize I have an important—and much-appreciated—appointment with my IRS auditor

5. I would describe my self-motivational abilities as follows:

- a.** I manage to get things done sooner or later.
- b.** I love setting and meeting goals and accomplishing tasks!
- c.** My self-starter frequently sticks.

Answers: If you chose B for each answer, then you passed with flying colors! You've got what it takes to become a seminar production pro. You're organized, an efficient time manager and self-motivated.