

Effective TELEPHONE Techniques)))

Your Essential Guide to Winning Communication Strategies

5 Things To Avoid When On The Phone

People lose business when they refuse to use proper phone etiquette. Your caller won't respect you or your business if you don't treat his call with the utmost importance. Taking the time to learn ways to avoid being rude to your callers can be a matter of success or failure for your business.

Take these hints from **moneyinstructor.com** to crack down on unsightly call behavior:

1. Don't let it ring too long — never allow the phone to ring more than four or five times before you pick it up. Some people do this to create the illusion that they are busy, but it makes callers feel unimportant. They won't want to do business with you if they feel they are being put on hold. You should be ready to pick up the phone after no more than three rings.

2. Don't get too personal — many people attempt to get close with their callers, but doing this too much or too soon is pushy.

If you want to create small talk with a caller, it's okay to talk about things such as the weather or his pet, but refrain from talking about relatives or personal illnesses that may be crossing the line with some callers.

3. Don't consume over the phone — eating or drinking while speaking to

someone face-to-face is considered rude, and the same applies for consuming foods and beverages over the phone as well.

Keep your lunch for breaks so you don't have your mouth full the next time you receive that important call.

4. Don't allow background noise — distractions in the background can be both annoying for you as well as the caller.

Try to limit the amount of noise in the office, or schedule times to make calls when the office is quiet. Background noise can also cause your callers to not get as much information as they would like or to strain to hear the conversation.

5. Don't talk to your co-workers — refrain from talking with your colleagues while on the phone with a client. Make sure you withhold other conversations until you are finished speaking with the caller.

Taking preventive measures to stop rude calling habits is the first step to engaging in effective business practices that are sure to keep your company at its all-time best. Remember these tips the next time you find yourself taking that important call. ■

INSIDE

ARE YOU HONEST WITH YOUR CALLERS?

(See page 3)

QUICK TIPS

- **Gargle.** If you find yourself with Laryngitis, instead of gargling with salt water, use a mixture of honey, pepper and lemon juice. Gargle with it as you would with salt water.
- **Stay safe.** If you know that you're going to be working late nights, try to park your car closest to the building door so that you aren't walking the parking lot by yourself in the dark.
- **Stay healthy.** For office-cleaning purposes, there are now some supplies with chemicals to kill the flu virus, so be aware of them the next time you're cleaning the office.
- **Take a break.** If you've been on the telephone for more than a few hours, take a break and stretch to avoid back and neck cramps.

WHAT WOULD YOU DO?

Sometimes you forget the important questions you need to ask certain callers.

(See page 2)

WHAT WOULD YOU DO?

Don't Let Forgetfulness End Your Call

Picture it — you know what you're going to say to a caller, and the minute the conversation begins you forget. Don't let that stop you in the future. Try out these tips to sharpen your mind when attempting to remember important information:

Use note cards to remember what you would like to say, write out a mock conversation on a note card. You can keep the note card by the phone to refer to when you're speaking to make sure you address all the key points in your discussion.

Use Post-Its to keep business in order. You can stick these to your desk or computer monitor to remind you of key topics to discuss.

Look for keywords to keep you on track. If the caller is talking and she mentions a budget, allow yourself to think of all the budgeting questions you might need to ask. This will help jog your memory once you practice the technique long enough.

Write out questions before you begin your phone call. Write down all the questions you would like to ask callers and leave some white space for writing down their answers.

Start off light to ease the tension. Don't just start hammering away questions or start off with a business statement. This doesn't give you or the caller enough time to become comfortable with one another. Start off by talking about the caller's day or the weather. This will help to calm you down before you jump into the nitty gritty of things.

If you forget something, it's not the end of the world. You can always try again with the next caller or call the client back to ask additional questions. You can say something like, "I'm sorry to be calling you back again so soon, but I forgot to mention..." This will let him know that you don't mean to be a bother, but will allow you a second chance to get the information you need. ■

Ways To Kill Your Relationships With Callers

Establishing credibility is crucial to your company's success. With credibility, your company will receive repeat business and referrals. Without it, you'll just get a bad rap.

As a phone rep, you're often a customer's primary window to your company. You have a lot of clout when it comes to establishing credibility for you and your company. Here are five sure-fire ways you can toss all that credibility out the window:

1. Lie. When you knowingly lie to a customer he might not realize it immediately, but he will find out. This is a great way to diminish his trust in you.

2. Provide misinformation. While you may not give false information knowingly, if you aren't an expert at what you do, don't pretend to be one. It's okay to tell a customer you don't know the answer to his question, as long as you let him know you'll do your best to find out.

3. Ignore the customer. When you ignore a customer he immediately categorizes you as unhelpful. This is a great way to send your customers directly to the competition.

4. Be sarcastic. Using sarcasm is rude and it belittles your customers. Pepper your conversation with sarcasm to ensure your customers don't come back.

5. Remain stiff. Nothing says you're lying like when you're stiff as a board. If you want to look like you're trying to hide something, suppress all forms of body language. ■

INSIGHT

"The more elaborate our means of communication, the less we communicate."

— Joseph Priestley

EDITOR: NICOLE ROBINSON MANAGING EDITOR: SARAH TERRY EDITORIAL DIRECTOR: RICK RUNYAN PUBLISHER: SEAN McPARTLAND

 **DARTNELL** 2222 SEDWICK ROAD, DURHAM, NC 27713
PHONE: (800) 477-4030 E-MAIL: DARTNELL@DARTNELLCORP.COM

© 2007 THE DARTNELL CORPORATION, A DIVISION OF ELI RESEARCH INC.

Effective Telephone Techniques (ISSN 1525-1039) is published for \$257 by Eli Research Inc., 2222 Sedwick Road, Durham, NC 27713, 1-800-477-4030. POSTMASTER: Send address changes to *Effective Telephone Techniques*, P.O. Box 413006, Naples, FL 34101-3006. Have information on copyright violations? Call us! We'll share with you 25% of the net proceeds of all awards related to copyright infringement that you bring to our attention. Direct your confidential inquiry to Gregory Brown, phone (919) 719-0854, fax (919) 719-0858, or gregory@brownlawllp.com.

Nail Down Effective Voicemail Techniques Every Time!

Many people leave voicemails with very few returned calls. The reason they receive only a handful of responses is simply because they aren't using the formula of curiosity. If the caller isn't interested in what you have to say, she won't return your phone call.

Keeping these tips from **Jon Brooks** in mind will help you get the callbacks you desire:

■ **Be short.** Your voicemail should be no longer than 20 seconds. No one wants to wait around to hear a long drawn-out message, so keep it as short and simple as possible.

■ **Arouse curiosity.** Be vague, but give them as much information as they need to spark their interests. Don't tell them everything so that they have no reason to call you back. Entertain their curiosity by giving them information in which they will want to ask questions.

■ **Be different.** Try to think of creative ways to get the person's attention. If everyone else is leaving the same standard message, then refrain from doing the same. Use a more personalized greeting if that is what it takes to get active, listening participants.

■ **Give them something.** People will want to call back if they know they are getting something out of the deal. If you approach the "what's in it for me" attitude, then you'll be able to get more returned calls. Tell them the benefits of your company or your product. They will be more likely to give you a call if they know the benefits that are in store for them.

■ **Be confident.** Don't ask them to call you back, tell them. Have faith that your company or your product is worth the callback. Believe that you have given them enough evidence that they will want to call you back on their own accord.

■ **Be prepared.** When calling your prospects, always be prepared to give them all the information they will need, including a call-back number, days and times they can reach you, and names of contacts. When you do receive a returned call, always have your information in front of you, ready to give a detailed presentation to the caller. Never put someone on hold when they return your call, because this is both rude and annoying to the prospect. ■

Are You Honest With Your Callers?

Being forthright with your callers can be hard sometimes, especially during times in which the error falls on the side of you and your company. But being completely honest not only can help to save your company when in hot water, but also can add to your credibility.

Read the statements below and answer true or false to see whether you're telling the full truth to your callers during difficult times.

	<u>True</u>	<u>False</u>
1. I tend not to reveal the little details regarding the situation if they're negative.	<input type="checkbox"/>	<input type="checkbox"/>
2. I apologize for the mistake and explain the circumstances surrounding the issue.	<input type="checkbox"/>	<input type="checkbox"/>
3. I tend to tell everything involving the client, even when I don't agree.	<input type="checkbox"/>	<input type="checkbox"/>
4. I distance myself from the problem.	<input type="checkbox"/>	<input type="checkbox"/>
5. I try to avoid the negative aspects of a situation if the client doesn't ask.	<input type="checkbox"/>	<input type="checkbox"/>

Here are the best answers:

1. FALSE. Your client will want to understand all of the intricate details that surround his situation, especially when it is in regards to money or sales. It is best to keep callers "in the know" as much as possible.

2. TRUE. You should always offer a sincere apology on your company's behalf. You are then able to explain the circumstances as to why the negative event occurred. Getting a better perspective on the situation may help to resolve it quicker.

3. TRUE. Some things that have been done you may not agree with personally, but just because you don't agree doesn't mean you hide it from the caller. Be prepared to tell the caller everything, including the things that you wouldn't necessarily support.

4. TRUE. If it isn't you personally who has made the mistake, you may want to simply apologize on the company's behalf. But if it was a personal mistake, then you may want to offer an apology to your client. Don't get too involved in the situation to the point where the caller places all the blame on you. You want to acknowledge the parties involved, but not too much as to seem like a tattle-tale.

5. FALSE. Your client may not be asking for all the details simply because he doesn't know what is going on. It is up to you to reveal all that he needs to know about his particular situation and what you are doing to clear up the confusion. ■

How To Become Your Callers' Favorite Rep

When a caller requests to deal specifically with you, it's because you've spent the time fostering the right relationship with him.

It's a wonderful feeling when you know a caller is so happy with your service that he's willing to wait a little longer just to have you take care of his needs. If you've never experienced this, perhaps you need a refresher on what makes a customer satisfied. Follow these suggestions to increase the chance that callers will be knocking on your door exclusively:

• **Own up to your mistakes.** When you know you've made an error, take full responsibility. This involves more than saying you're sorry. Humble yourself and tell your caller that the mistake was 100-percent your fault and you'll do everything in your power to fix it. While you're at it, check with your supervisor to see if there are any special perks you can give him to make amends for your mistake.

• **Personalize the experience.** Your caller has a name; if you know what that is, use it. Even if your conversation is brief, addressing your caller by his name will make his encounter with you feel much friendlier than if you just called him "Sir." He'll feel like he knows you and will be more likely to trust you the next time he calls in.

• **Be sure to please.** When you're working with a caller, make sure he's satisfied with your service and the solutions you've provided him. If you sense he is somewhat dissatisfied but perhaps apprehensive to speak up, initiate the conversation. For example, you could ask your caller if there is something else he'd rather have or if there's anything else you can help him with. That might give him the opportunity to speak his mind.

• **Be friendly.** Not every caller wants idle chitchat and you can usually tell who those callers are. Nonetheless, you should start every greeting off with a cheery "hello," and ask how your caller is today. If he's grumpy and doesn't want to chat, you'll know immediately and then you can just take care of his business. On the other hand, if your caller is in a friendly mood, he'll respond accordingly — giving you the opportunity to make a repeat customer out of him. ■

4 Ways To Handle Incoming Calls With Ease

There might be times where you are expecting a call from home or at a location other than your desk. Make sure you are prepared to handle them in a professional manner at all times.

Take these tips from the **Workforce Partnership** to handle those next calls effectively:

1. Have a note pad ready. You want to have something to write on along with a pen to record vital information. You don't want to be stuck putting the caller on hold to run around looking for a pen and paper. If the pen and paper are already next to you, it doesn't cut into critical phone time.

2. Don't have your children answer. If you're at home, it's unprofessional to have your kids answer for you. You should purchase a separate phone line simply for business in which you tell your children not to answer, or let others in the house know when you will be expecting a phone call. Similarly, if you have a cell phone, don't place it out in the open or in reach of small children. They will be fascinated when it begins to ring and you might just miss that important call.

3. Have all your information prepared. You don't want to place the caller on hold to catch up on information you should already know. If you need to refresh your memory on a particular file, do it before the call comes in. You also want to have the file within reaching distance so that you can have all your information laid out in front of you as you engage in conversation.

4. Have a professional outgoing message. Don't forget that if the caller doesn't reach you, they should be able to leave a message. That message greeting should be as professional as possible. Make sure the caller knows they have reached the right person. Refer to your company if you are working from a home number or from your cell phone. Make sure your greeting is both short and respectable. ■

Master Telephone Basics On The Fly!

During our busiest days, we often forget the basics. Keep in mind these basic telephone tips the next time you hear yourself straying. Practicing proper telephone skills is the best way to become a pro.

Adopt these tips from professional speaker **Shep Hyken, CSP**, to work on your basic skill set:

1. Be enthusiastic. Sound energetic when speaking to a caller. No one wants to speak with a downer, and you definitely don't want to lose business that way. Add some cheer to your voice so that the client feels comfortable speaking with you.

2. Smile. Even though the caller can't see you, you can still smile anyway. The caller will sense a smile in your voice. It is also good practice in general for a good workplace attitude.

3. Practice your voice. Make sure your voice is loud enough and stern, yet professional. Exhibit confidence in your voice. Practice if need be.

4. Greet callers. Always administer a proper greeting. Also feel free to ask the client how his day is going or how he is feeling. It is good to build a relationship by inquiring of his wellbeing.

5. Use a closing. Don't just end the call on a business note and hang up. Make sure the client knows that the business part of your discussion has ended with a professional farewell. You can say something like, "Okay, Ms. Whittaker. Thanks for calling and have a great day!"

6. Avoid jargon. Refrain from using company terminology and language. No one on the outside of your office building will understand. If you need to use terms that the client may not comprehend, be sure to explain them as best you can or use an analogy so that they can better understand your point.

7. Remain Calm. If a caller becomes angry or irate, stay calm. Never get angry along with the caller. This will make the call worse and heighten tension on both sides. Try to take deep breaths and handle the call in your most professional manner.

8. Transfer once. If you're going to transfer someone, do it once. Don't transfer him, then put him on hold and then transfer him again. When you do transfer him to another department, make sure there is someone there to pick up the phone. If the department is closed for some reason, you should be aware before you redirect your caller. Also, stay on the line to make sure the connection is completed. ■

Organize Your Calls With A Color-Coding System

If you're taking many calls a day, chances are you're already feeling the confusion behind taking on so many prospects in such a short workday. You can take the time now to better organize your calls by using pen colors to track them.

Set up a listing of all the calls during your typical workday or work week, and obtain some different ballpoint pens or markers. Use a color for each type of call you receive. For example, use a red pen or marker for those calls that are urgent and need quick attention, use a blue pen for those calls that can wait, a purple pen for those calls that require a course of action before a callback, and a green pen for other calls such as missed calls that you haven't addressed yet. ■

Release Tension With 3 Simple Neck Exercises

If you don't have an earpiece, chances are you're holding the phone with your neck, which can cause many neck cramps and problems in the future. Avoid this discomfort by practicing simple neck exercises to relieve your muscles of unnecessary tension.

Try these workouts from the **Physiotherapy Network**:

1. Rotation — Turn your head slowly around to one side until it cannot easily go any further. Once you have done five to one side, do the other. Do not go from one side to the other in the individual movements or roll your neck about.

2. Neck Flexion — Bring the head forward so that the chin hits the chest and your face is staring straight down at the floor. Do slowly five times.

3. Retraction — Keep your face straight on during the whole movement, drawing the head back and the chin down slightly.

Remember to consult your doctor before trying any exercise routine. If you feel dizzy during any of the movements, stop. If you'd like to try additional stretches, try shoulder range-of-motion movements by shrugging your shoulders in a slow repeated motion from time to time. Practice good posture for best results! ■

5 Ways To Answer Someone Else's Calls

It may be easy to answer your own calls, but there may be times when you need to answer your co-worker's phone or the department phone without missing a beat. Try these tips from **Bernell K. Lovett** in *Professional Telephone Skills*:

☞ **Identify yourself and the other person.** You may not want to say just your name, as the caller will think he has contacted the wrong extension. You want to state your name and then the name of the person whose phone you are answering. For example, say something like, "Shirley Smith, John William's office." This way the caller will know he has reached the correct number, but the person that he wishes to originally speak to has stepped out.

☞ **Always use the word "office."** If you are taking a call for a co-worker, don't use the terms "desk" or "line." For instance, say, "Leslie Lane's office," not "Leslie's line, how may I help you?"

☞ **Never give yourself a title.** Don't address yourself as Mr. or Ms.

Simply get to the point; stating your first and last name is appropriate.

☞ **Use the department name.** If you're answering for a department phone line, you need to state the department name followed by your name. Never say the department name alone, as people will want to know specifically whom they are talking to within the department itself. You should say something like, "Budgeting Office, Leslie Lane speaking." This lets the caller know he reached the right department within your office and whom he is speaking with as well.

☞ **Ask for the caller's information afterwards.** Ask for the caller's phone number and other contact information after you have told him the other person is not available. You don't want him to think the other person just doesn't want to talk with him. You want to reassure him that the person has stepped out, but that the call is still important.

Remember to also take messages for the other person in case the caller wants to leave detailed information for your co-worker. Remember to get the caller's name, his company's name and his phone number, and note the date and time of the call. Ask the caller to repeat back all of his information to make sure it is correct. This will help your co-worker to identify all the needed information for a successful callback. ■

How To Stop Procrastinating Once And For All

We'd all like to put off that dreadful task for just one more hour, but putting important things off until the last minute can prove detrimental in the long run.

Starting and ending tasks on time is the only way to avoid unnecessary stress and headache.

Motivational speaker **Steve Pavlina** offers these tips for eliminating procrastination:

① **Replace "have to" with "want to."** If you use the term "have to" when referring to a task, you will instantly feel as if you are being forced to do it. As a natural human reaction, rebellion or resentment kicks in when thinking of the task at hand.

Your resentment is what allows you to put off doing the task.

Change your thinking to "I want to do this task," which puts you in control. "Realize that you don't have to do anything you don't want to do. Even though there are serious consequences, you are free to choose," states Pavlina.

① **Replace "finish it" with "begin it."** Focusing too much on finishing a task that seems impossible overwhelms even the most ambitious person. Try to think of your project's beginning stages and work from there. Break it down if you have to, and focus on completing it one step at a time.

① **Get rid of your perfectionist idea.** No one is perfect, and you can't do everything. Think of all the things that you can accomplish and put your energy there. Similarly, don't let the fact that you could make a mistake stop you from starting your task.

① **Reward yourself with fun.** Give yourself a break when you've finished your task. Enjoy some music or go for a walk. Take time out to reward yourself for a job well done.

① **Give yourself a time limit.** Break down your task into time blocks and then stick to them. For example, give yourself 30 minutes to complete an assignment and focus on that assignment for that time block. ■

6 Tips To Manage Your Email Time Successfully

Email is a great form of communication, but it can be a time-wasting nightmare if you let it get out of control. If you're finding that you spend a lot of time emailing during the day, it might be time to get more organized with your email.

When you send email more effectively, you inspire your co-workers to do the same. Organizational consultant **Barbara Hemphill**, author of "Taming The Paper Tiger," offers these tips on how to increase your productivity by sending more efficient emails:

1. Clarify Immediately. Use the subject line to provide as much detail as possible. Instead of "Important meeting," for instance, try "Mandatory marketing meeting at 2:15 p.m. in the conference room." Your audience will know what you mean immediately.

2. Type It Out Beforehand. There's nothing worse than losing a long email before you've had the chance to hit "send," but it's happened to all of us. To avoid this common problem, type all of your complex or involved emails in a word processing program, then cut and paste the text into your email.

3. Prioritize Information. If you're replying to a message, include enough of the original email so that the reader knows what you're talking about, but delete any duplications or redundancies. If you've sent multiple messages back and forth, extract the specific lines you're responding to and type your message in a different color or use the highlighting function to distinguish your email from your reader's.

4. Avoid Attachments. Recipients are wary of opening attachments and releasing a virus, so when possible, include the relevant text in the body of the email and attach the file as an alternative option. If you're sending a spreadsheet, though, you'll have to attach it.

5. Determine The Necessity. Before you click "send," make sure that everyone on the receiving end will need the information. Otherwise, you'll flood their inboxes with non-relevant messages, and they'll begin to ignore incoming emails when they see your name.

6. Double-Check The "To" Box. If you received a message from a listserv, double-check the "to" box before you hit "send." A quick, 30-second check is all you need to avoid the embarrassment of sending a private message to the entire group. If you do hit "send" prematurely, don't send another time-wasting email apologizing for it. If you really feel bad, apologize in person when you see your co-workers on a break. ■

Feeling Job Burnout?

Are you irritable, tense and exhausted most of the time? These could be signs of job burnout.

It's normal to want to succeed, but sometimes when you least expect it, all that hard work pays off in more ways than one.

Are you working yourself to exhaustion? You are if you answer yes to more than three of these statements:

1. I make it a habit to take work home with me at the end of the day.
2. I tend to not appreciate the work I've done even after others have praised me.
3. I am too tired to be creative on the job anymore.
4. I become easily frustrated at the simplest tasks.
5. I sometimes skip my lunch break to tackle projects that I need to complete.
6. I work most nights and weekends in addition to my regular 40 hour weekday schedule.

If your burnout is affecting your health, you should seek the advice of a medical professional. Also, be sure to talk to your supervisor about the stress you're feeling. Don't assume that your boss either won't care or won't change your workload. Most managers do care about preventing burnout among employees. ■

Eradicate Low Energy Levels For Good

If you're feeling sluggish in the mornings when you arrive at work, chances are you need a better way to increase your energy level. We have the remedy. Start off your day right with these energy boosters:

✓ **Get a good night's sleep** — Try to get in eight hours of sleep a night. Likewise, go to bed and get up at the same time each day. Going to bed or waking up at different times causes your body's clock to go off track. So, if you normally get up at 8 a.m., refrain from getting up any later than an hour before or after that everyday.

✓ **Exercise regularly** — The average individual should be exercising a minimum of three times a week for 30 minutes. Create a workout routine to maximum your energy level. Daily workouts can help to increase your blood flow and to utilize nutrients in your bloodstream more efficiently.

If you feel sluggish, the best thing to do is go for a walk or pop in an exercise tape. Always remember to consult your doctor before starting any exercise routine and to stretch before and after your workout.

✓ **Munch on those carbs** — Eat a diet filled with plenty of fruits and vegetables. Make sure you consume plenty of complex carbohydrates such as bread, whole wheat, etc. Try to cut down on simple carbohydrates like sugar. These give you only quick energy fixes that cause you to feel more sluggish when the energy burst is over.

✓ **Supplement your diet** — Even if you are getting a well-balanced diet, many of the essential vitamins in foods are lost during the cooking process. Try taking a multi-vitamin daily, and you should also take an additional supplement of Iron, B-Complex and vitamin C. If possible, resort to herbal supplements like Ginseng. Remember to consult your doctor before taking any vitamins or herbal supplements, because some can interact with prescription medications.

✓ **Get out!** — Sometimes just getting some fresh air will give you an energy boost. Try to take a walk or just stand outside for a few minutes to take in your surroundings. You'll feel so much better afterwards.

Remember that building your energy takes time, so don't feel discouraged if you've tried some of these suggestions and you still feel sluggish. You probably won't feel the effects for another two weeks or so. Stick with your routine until you see a difference. If you are still feeling fatigued after a few weeks, schedule an appointment with your doctor. ■

Learn From The Experts!

Check out our upcoming audioconferences that will keep you up to the minute on all the skills and know-how you need to perform at your highest level:

📞 **Take Your Job and Love It!**

When: May 2, 2007 at 11:00am ET

Speaker: Martha Lanier

📞 **Creating the Culture of Total Accountability**

When: May 8, 2007 at 11:00am ET

Speaker: Mike Scott

📞 **Avoiding Sexual Harassment in the Workplace**

When: May 23, 2007 at 1:00pm ET

Speaker: Lynn Outwater

📞 **The Kindness Revolution: The Company-Wide Culture Shift That Inspires Phenomenal Customer Service**

When: May 24, 2007 at 11:00am ET

Speaker: Edward Horrell

For more information on any of these audioconferences, go to www.audioeducator.com/industry.php?id=4&view=all or call us at **1-800-508-2582**.

Special deal: Use our special coupon code exclusive for Dartnell newsletter subscribers, **DARTSAVINGS**, to get **10% off** your enrollment in any of the above audioconferences! ■

SUBSCRIBE TODAY!

- Yes!** Enter my subscription to *Effective Telephone Techniques* for just \$257 plus \$9.95 shipping & handling.
 Extend! I already subscribe. Please extend my subscription for only \$257 plus \$9.95 shipping & handling.

Subscription Version Options: (check one)

- Print Online* (Don't add S&H) Both* (Add online to print subscription FREE)

E-mail _____

* Provide e-mail address to receive issue notifications

Payment Information:

- Check enclosed for \$266.95 or \$257 for Online version only (payable to Eli Research)
 Bill my credit card: MC VISA AMEX DISC
Exp. date _____ Acct. # _____
Signature _____
 Bill me P.O. _____ (please add \$15 processing fee for all billed orders)

Name _____

Title _____

Office _____

Address _____

City _____ State _____ Zip _____

Phone _____ Fax _____

E-mail _____

To help us serve you better, please provide all requested information

Effective Telephone Techniques • Subscriber Services
Dept. 1380 • Denver, CO 80291-1380
Call: (800) 874-9180 • Fax: (800) 508-2592