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MEMORANDUM

THE WHITE HOUSE
WASHINGTON

4 December 1979

TO: ANNE WEXLER
FROM: RICK HUTCHESON *R.H.*
SUBJECT: Your Memo of November 19,
"Effective Reading of Speeches"

Phil Wise defers to Jerry Rafshoon on this schedule proposal,
and Jerry opposes your suggestion.

Please consult with Jerry before proceeding further. Thanks.

DF

THE WHITE HOUSE
WASHINGTON

Becky says Jerry does not recommend another speech coach. The President already has the best one available. Does not object to the President reading what this man has to say though.

ID 795175

THE WHITE HOUSE

WASHINGTON

DATE: 20 NOV 79

FOR ACTION: JODY POWELL

FRAN VOORDE

Hold

PHIL WISE

RAFshoo

President has already had bus + coach Dorothy Swift are in speech coach

INFO ONLY:

SUBJECT: WEXLER MEMO RE EFFECTIVE READING OF SPEECHES

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+ RESPONSE DUE TO RICK HUTCHESON STAFF SECRETARY (456-7052) +

+ BY: 1200 PM FRIDAY 23 NOV 79 +

+++++

ACTION REQUESTED:

STAFF RESPONSE: () I CONCUR. () NO COMMENT. () HOLD.

PLEASE NOTE OTHER COMMENTS BELOW:

THE WHITE HOUSE

WASHINGTON

November 19, 1979

MEMORANDUM FOR THE PRESIDENT

FROM:

ANNE WEXLER *Anne*

SUBJECT:

Effective Reading of Speeches

Attached is a memo from Professor Jeffrey O'Connell of the University of Illinois. He has a technique for reading speeches which is very effective. He wrote to you during the primaries and you responded (see attached note) that his technique had helped you. While his written description of what he does is very helpful, it is nothing compared to a short meeting with him. He feels, and I agree, that a written description of his technique cannot teach an interested party what he is trying to impart. I met with him for only a half hour today and in that brief time I learned a great deal about how to improve my own speech reading techniques. I found that doing it his way I could enjoy reading a speech.

Given a number of speeches that will be upcoming in the next months, if you want to take a half hour to talk with Professor O'Connell, I think it would be worth your time.

I will be glad to help set up a meeting.

Attachments

Jimmy Carter
Plains, Georgia 31780

6-27-76

To Prof. Jeffrey O'Connell

Thank you for your
recommendations re reading
a speech. I studied
it during the latter
days of the primaries.
It helped, and I'm
sending it to Gerald
Rafshorn (addressing) for
arrangement of a possible
meeting between you &
me.

Jimmy

cc Rafshorn

M E M O R A N D U M

TO: Harry McPherson
FROM: Professor Jeffrey O'Connell, University of Illinois College of Law
RE: Effective Reading of Speeches
DATE: October 31, 1979

Start from the premise that the President must often deliver remarks from written texts. Many of his remarks or speeches -- at crucial times on crucial subjects -- cannot be subject to the vagaries of impromptu remarks. In addition, even if such speeches could be subjected to the impromptu, such an official must speak on too great a variety of topics, under too many varying conditions, and under too many pressures of enervation to count on being "up" for any given important occasion. (And, of course, nothing is more taxing than thinking well -- and articulating those thoughts well -- on one's feet in the hot glare of attention, whether at a hearing or, say, in a crowded hall.)

Start too, however, from the premise that any spoken word is spoken most effectively when it is impromptu.

Why is this so?

Because we rarely listen to the spoken word without the immediacy of impromptu speech. So when someone "reads" "at" us, it is inherently artificial. Imagine -- other than in an auditorium -- the effect on us if someone began to read a request for help, an anecdote, or a joke. Imagine, too, even, in an auditorium, if actors "read" their lines, without carefully imitating the immediacy of conversation. We would walk out after a portion of the first act.

I recall the advice of a famous comedian to George Plimpton on Plimpton's television program where Plimpton took the role of a nightclub comedian. In order for a story to get a laugh (which is another way of saying in order for a story to get a genuine -- in this case, heightened -- response) "you must," he said to Plimpton, "make it sound newly born -- even if you have told it five hundred times before." Actor and playwright William Gillette used to refer to the essential quality of creating "the illusion of the first time."

And no one can read anything and make it sound newly born, without very consciously altering his reading, because, by definition, anything that is read is not newly born.

Anything that is read -- without adjusting to imitate the immediacy of impromptu speech -- is flattened out in pace, inflection, volume, pitch, etc. Even when these are varied, as an excellent reader will do, the variations thus achieved tend to be too uniform and sonorous. (Note that not only is the voice -- in all its quality -- too uniform in the "read" speech, but so is the eye contact, facial expression and bodily movement. When we "talk" our eyes wander; our face changes expression; we sigh; we smile; we frown; we raise -- we lower -- our eyebrows; we hitch our shoulders. Very rarely does anyone reading -- even reading well -- do these things. A teleprompter, for instance, can cause a "reader" to look intently and only at the camera. But if anyone were to look intently -- and only -- at one of us in speaking to us, we would be rather uncomfortable. (Test yourself as to how long

you keep looking at your listener in any conversation before you switch your gaze while, for example, you ponder a word or thought.)

But just as the "read" speech is too fraught with perfection and evenness, so the impromptu speech is often too fraught with imperfection and unevenness. Impromptu speech by even the best speaker is too often filled with vocal pauses, ungrammatical construction, stumbling over words, not to speak of outright mistakes in substance in what the speaker meant to say -- especially when the speaker is tired or preoccupied.

Is there any way to marry the spontaneity of impromptu speech with the haven of a carefully crafted text?

Of course there is. Actors do it all the time. They have read the speech to death: Actually they have, of course, gone one step further in that they have memorized it. And yet they make it sound "newly born" every time -- even the thousandth time -- they "read" it. How? They very consciously imitate the patterns of impromptu speech, with some -- but controlled -- imperfections.

How can a public figure learn to do the same, on the many occasions when he thinks it best to speak from a written text, without memorizing the words?

In introducing someone to the technique of able oral reading, I use the following procedure:

First, the speaker is asked to read aloud, in his normal way of reading, two or three paragraphs from a speech prepared by or for him. This is recorded and immediately played back. Almost any speaker -- no

Memorandum

Page 4

matter how well he reads -- instantly perceives how relatively flat and artificial he sounds.

Next, the speaker is asked to read over to himself the same few paragraphs three or four times whereupon the manuscript is taken from him. He is then asked to recite -- impromptu -- the same now familiar but not memorized paragraphs. This forces him to speak the words -- or a paraphrase of them -- thinking them anew. This too is immediately played back and the speaker immediately senses how much more alive and vibrant are his remarks when spoken impromptu and not read. But he will also sense he cannot hope to speak the whole speech impromptu; he will in addition sense that his own natural speech idiosyncracies -- his own short hesitancies, repetition of phrases, changes of inflection, speed, volume and tone -- while adding immeasurably to the vibrancy of his presentation, may be too imperfect. (He may, for example as suggested above, have paused too long while he forgot a phrase or even have become inadvertantly ungrammatical, etc.)

Next, having obtained the feeling and flavor of saying the words with the uneven -- but somewhat controlled -- spontaneity of "new born" impromptu words, the speaker is asked to recite them a third time, this time by reading them, but building into the reading some slight -- and relatively controlled -- vocal pauses, hesitancies, repetitions, changes of pitch, pace and volume which characterize his spontaneously uttered words.

Note that this procedure is simply my way of introducing the speaker to the concept of effective oral reading. I have found in extensive

experience working with lawyers, law students, and others that in about three-fourths of an hour almost everyone sees the value of these techniques and makes marked improvement. Although there are subtleties one can work on beyond this initial session, the breakthrough -- almost as in learning to swim or ride a bike -- is sudden and dramatic after one session, leaving time for almost endless improvement as the techniques are perfected.

Keep in mind that what one is always trying to do is build the speaker's own natural way of saying the words back into the artificial process of repeating words long planned. Just as the good speech writer will try to catch the cadence of the speaker's own style, so the speech reader himself must try to catch the cadence of his own impromptu speech pattern -- including even, and indeed especially, his own informal mannerisms, including his own hesitations, variations in speed, etc. (In some respects, it might be noted, the speech reader's task is much easier than the actor's: He doesn't have to memorize the lines and he doesn't have to pretend to be someone else.)

One especial value of the infusion of (simulated) spontaneity into one's reading would be variations in pace. Perhaps the principal problem with most reading of speeches is that the reading pace tends to be uniformly slow. Now, being slow is better than being too fast, but any unrelieved pace is disconcerting. Perhaps the principal reason that any good speaker is so much more arresting when he is speaking impromptu is that he unconsciously varies his pace between faster and slower paces, going faster when he gets a rush of thoughts or slower when he is

reaching for words. Both paces then become effective. The good "reader" should vary his pace the same way when he reads.

There are other techniques besides change of pace for the speaker to use in investing reading with spontaneity. For example, despite the strange contrast, the speaker must learn to be careful to be careless: He must be careful to be careless in adopting his ordinary patterns of speech; as one small, but crucial, example, he must often speak in contractions. In normal talk, we do not say "cannot," as opposed to "can't," "it is" as opposed to "it's," "that is" as opposed to "that's." Only very rarely and only when he is very carefully emphasizing a point, does anyone of us in normal talk avoid contractions (e.g., "That . . . is . . . evil.") And yet in listening to tapes of almost any speaker when he is reading from a text, he often does not make the normal contractions which make speech sound natural. Not to contract those phrases is to make the speaker sound needlessly stilted, formal, and even ponderous. In this respect the manner in which the reading text is prepared can be of great help.

We increasingly live in an age of verbal -- not written -- communication. And just as any person with intellectual tastes takes great pains with his writing, so he should take great pains to communicate effectively when he speaks from his writing. And the fascinating thing -- and the great potentially personalizing thing about speaking -- is that, unlike much writing, speaking can't be delegated. Maybe, in part, that's why in an impersonal machine age we are turning so often to what would

Memorandum

Page 7

seem to be inefficient verbal communication. Look at it this way: Originally communication was dominated, of course, by the spoken sound -- evolving into the spoken word; and the spoken word was replaced by the written word only because, especially with the printing press, the written word could be so proliferated -- albeit at the price of much personal communication. All that has -- only recently -- changed with means of broadcasting the spoken word. And isn't the incredibly pervasive and profound impact of television -- even yet only sensed -- explained by the fact that for the first time we can have both the personalization of speech -- visually and orally -- along with its proliferation? Given that fact it becomes really rather insane to depersonalize speech all over again by manifestly "reading" it through written words.

Almost no one in public life has seen the real implications of all this. No political figure I know of has seen the opening that combining the immediacy of impromptu speech with a written text gives to convey warmth and interest and excitement. (Indeed, very few television performers read that well. The best is Alistair Cooke -- he'd be worth looking at on one of his TV stints as host for the Masterpiece Theatre on Public TV to test what I am asserting. He "reads" so well you don't think he's reading -- which is the whole idea -- but he is!) Reading aloud well will take a little time, but it will make "reading" speeches infinitely more effective -- and infinitely more fun. It will take both the boredom and flatness out of reading from a text, just as it takes the

strain and risk out of speaking without a text. Another bonus from effective reading of speeches is that one is in a much better position to switch back and forth between the text and genuinely impromptu remarks, where the latter are appropriate and when a moment of inspiration hits. And such moments of impromptu inspiration are much more likely to occur when one is in control of one's audience (as one is less likely to be if one is laboriously reading without simulating spontaneity) and when one is confident of having the haven of a text to unobtrusively turn back to.

Note that learning to give a speech that doesn't sound like a prepared speech is enormously important in an age when so many people -- including, but not limited to the young -- are turned off by the smoothness and orotundity of politicians -- especially when they are "speechifying."

I would emphasize the immediate dividends that thus focusing on the reading of speeches brings. I should also emphasize that focusing on one's style of reading speeches will return great dividends, too, in that, in my own experience and in helping others, I have found that improvement greatly feeds on itself to make constantly for more and more improvement and concomitantly, less and less time needed to prepare the delivery of a written speech.

That way, the speaker will be less dependent on a good auditorium, a good audience or a great speech. More and more he will be in a position to capture an audience -- instead of, as so many speakers are reduced to doing, responding to it -- on any occasion. This will mean, too, much greater effectiveness when there is no audience, as where one is speaking from a

Memorandum

Page 9

studio or one's office on TV, and the need to be realistically conversational in tone is often all the more essential. (Incidentally, it is the speaker's prepared speeches -- with their carefully crafted attention-getting remarks -- that are likely to excite TV clips. If, in turn, these remarks are "spoken" or "read" well, with warmth, elan and spontaneity, it is all the more likely that TV stations and networks will devote greater time to them.)

What I have just mentioned are the main -- but only a few of the -- techniques that are possible in effectively reading from a manuscript. But perhaps my thoughts give an indication of the potential involved.

JO'C/jde

ID 795175

THE WHITE HOUSE

WASHINGTON

DATE: 20 NOV 79

FOR ACTION: JODY POWELL

PHIL WISE

FRAN VOORDE

INFO ONLY:

SUBJECT: WEXLER MEMO RE EFFECTIVE READING OF SPEECHES

+++++
 + RESPONSE DUE TO RICK HUTCHESON STAFF SECRETARY (456-7052) +
 + BY: 1200 PM FRIDAY 23 NOV 79 +
 +++++

ACTION REQUESTED:

STAFF RESPONSE: () I CONCUR. () NO COMMENT. (✓) HOLD.

PLEASE NOTE OTHER COMMENTS BELOW:

*In light of recent activities
 in this area by the P, I do not
 think this is now necessary.
 Fran*

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*Wexler needs to co-ordinate with Patston
Phil*

Jimmy Carter
Plains, Georgia 31780

6-27-76

To Prof. Jeffrey O'Connell

Thank you for your
recommendations re reading
a speech. I studied
it during the latter
days of the primaries.
It helped, and I'm
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Rafshorn (advertising) for
arrangement of a possible
meeting between you &
me.

Jimmy

cc Rafshorn

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seem to be inefficient verbal communication. Look at it this way: Originally communication was dominated, of course, by the spoken sound -- evolving into the spoken word; and the spoken word was replaced by the written word only because, especially with the printing press, the written word could be so proliferated -- albeit at the price of much personal communication. All that has -- only recently -- changed with means of broadcasting the spoken word. And isn't the incredibly pervasive and profound impact of television -- even yet only sensed -- explained by the fact that for the first time we can have both the personalization of speech -- visually and orally -- along with its proliferation? Given that fact it becomes really rather insane to depersonalize speech all over again by manifestly "reading" it through written words.

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JO'C/jde



EXECUTIVE OFFICE OF THE PRESIDENT
OFFICE OF MANAGEMENT AND BUDGET
WASHINGTON D.C. 20503

December 4, 1979

OFFICE OF
THE DIRECTOR

NOTE TO THE PRESIDENT

FROM: JIM McINTYRE *Jim*

I thought you would like to see a copy
of the letter I sent to the editor of
Business Week.

Attachment

*file
not
submitted*

DVE

World governments must begin to weigh all the risks and form an instant energy policy away from oil.

Dean L. Kothmann

St. Louis

Senator Kennedy's "pipe dream"

In "Campaign politics rule economic policy" (Government, Oct. 22), Senator Edward M. Kennedy declared that he favored a cut in the federal share of the GNP, saying: "Yes, and I have supported the budget resolution goal of 18.9% by fiscal 1983. It's a helluva drop, but it has to be reduced, and I think it can be done." It is important to view this proposal in the proper context.

We all want to see such a goal achieved, and President Carter and the Office of Management & Budget have fought unremittingly to hold down federal spending and lower the federal share of the GNP.

Yet I am troubled by Senator Kennedy's statement, because it misleads the public by offering a broad but unattainable target. Out of every dollar that we spend, more than 70¢ are beyond the control of the annual budget without legislative changes to major social programs. Given recent congressional trends, the 1983 budget will probably contain even less room for discretionary reductions.

What is most misleading about Senator Kennedy's new goal, though, is its inconsistency with his other public positions on spending priorities. His goal of 18.9% is based on 1983 outlays that the Senate Budget Committee recommended to the Senate last August. But since then, with Senator Kennedy's support, Congress has agreed on a final 1980 budget resolution that—when projected to 1983—would require a cut of \$30 billion to achieve the senator's goal of 18.9%. Moreover, by OMB estimates, the cost of the senator's proposal could more likely require cuts totaling two or three times that amount.

The Budget Committee projection on which Senator Kennedy hangs his 18.9% goal depended on major cuts in income security programs and criminal justice programs, as well as a phase-out of countercyclical public-service employment programs.

Moreover, it did not include funding for even the most modest national health insurance program nor for required increases in defense spending.

Yet Senator Kennedy has consistently supported income security programs, countercyclical public-service employment proposals, and criminal-justice activities.

He continues to advocate the most elaborate national health insurance program yet proposed, with an annual price tag of at least \$53 billion. And, I am

pleased to note, he is backing the President's commitment to raise defense spending.

Almost every American wants to see the federal government's role in our society reduced. I do not disagree with the senator's intentions to move as rapidly in that direction as possible. But it is irresponsible to suggest that we can have it all—expensive new programs, continued funding of essential social services, a strong defense, and a dramatically reduced federal share of the GNP. So long as the senator advocates both higher spending on specifics and lower spending in total, he is offering the American public a cruel, unattainable pipe dream.

James T. McIntyre, Jr.

Director
Office of Management & Budget
Washington

Leading the way at IBM

The article on "Word processing: IBM's office-of-the-future entry" (Information processing, Nov. 19) quotes an industry observer who interpreted this announcement to mean that IBM has reassigned responsibility for office systems from our Office Products Div. to our General Systems Div.

Since this is absolutely not the case, I want to set the record straight. While OPD and its people are not the only resource we have to serve this marketplace, they are the principal resource. They pioneered this industry—and make no mistake about it—we are counting on them to lead the way in the future.

Frank T. Cary

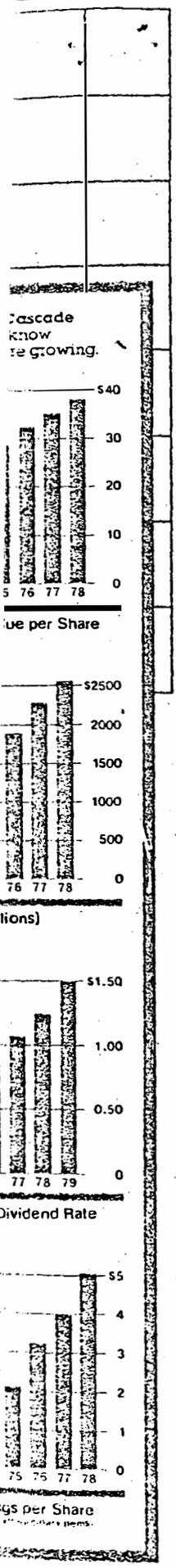
Chairman
International Business Machines Corp.
Armonk, N. Y.

Electronic insurance policies

Your article on "Insurance agents go electronic" (Information processing, Nov. 19) implies that it is the insurance companies rather than the agents who have done little to reduce the ever-growing mounds of paperwork generated in policy writing. Not so.

In 1964, Federal Fire & Insurance Co., a Florida-based insurer, attempted to introduce an automated policy service. The intent was to reduce the agent's clerical overhead so that he or she could spend more time in the field, increase the company's market share, and reduce policy and review errors that had occurred in the field.

Was the program successful? Only among small agents just getting started. The more established agents would have nothing to do with the program. They feared that if they allowed the company to prepare the policy they would lose control of the policyholder and the insur-



THE WHITE HOUSE
WASHINGTON

12/4/79

Jack Watson

The attached is forwarded to
you for drafting a response for
the President.

Rick Hutcheson

cc: Arnie Miller
Louis Martin

0205

059789

BENJAMIN E. MAYS
3316 PAMLICO DRIVE, SOUTHWEST
ATLANTA, GEORGIA 30311

November 15, 1979

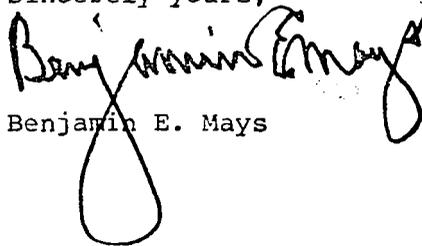
President Jimmy Carter
The White House
1600 Pennsylvania Avenue, N.W.
Washington, D. C. 20500

Dear Mr. President:

In the November 17 issue of the Pittsburgh Courier, I have an article entitled, "Kennedy and Carter." I am enclosing you a copy of that article.

I note that the Secretary of Education has been appointed. I am hoping that Dr. Mary Berry might be considered as her Assistant or the Undersecretary of Education. As you know, I am very much interested in the Black colleges, and I hope that the Assistant to the Secretary which you have appointed will be one who knows Negro colleges and have great interest in them. I hope that Dr. Berry will be given serious consideration; and, if not, a Black man who is equally knowledgeable about Black colleges.

Sincerely yours,



Benjamin E. Mays

BEM/mc

Enclosure

by Benjamin E. Mays

Kennedy and Carter

If what the news media is saying, and if what the draft-Kennedy people are saying, and if what Ted Kennedy—himself—has said, before this article is printed Senator Kennedy will have qualified as a bonified candidate to run against President Carter in 1980. From what I have read in newspapers and magazines and what I have heard on the radio, Kennedy has decided that he wants to be the next President of the United States.

I wish that Kennedy would not run against Carter for four reasons: (1) There was a time when he said that he would not run against Carter. (I wish he would stand by that statement.) (2) If Senator Kennedy does run, I believe he will run as a Democratic Party. If Kennedy is nominated, some Carter people may not vote rather than vote for a Republican. And some Kennedy followers may not vote or vote for the Republican nominee. Whether the party is split or not, it will be a sad situation. (3) Some Black leaders are urging Kennedy to run, and some leaders devotees of Carter. Black Democrats should not be divided. (4) Kennedy is striking "below the belt," as the Pittsburgh Press writes in its editorial of October 28, 1979:

"Sen. Edward Kennedy has not yet formally announced his candidacy for the White House, but already it is clear his effort to wrest the nomination from President Carter will include below-the-beltblows.

"This is the sad conclusion one must draw from Sen. Kennedy's harsh attack on the president for alleged "past indifference" to famine in Cambodia.

"The senator also accused the Carter administration with being more concerned with "which dictator" represented Cambodia at the United Nations than with the "mass starvation" of that country's people.

"Granted, Mr. Carter has made his share of mistakes in office. But it is downright unfair to accuse him of lacking compassion for the downtrodden anywhere and of being cal-

lous to their suffering. "In his speech seeking to turn Cambodia's tragedy into an anti-Carter campaign issue, Sen. Kennedy reflected a dangerous misconception: that all the United States has to do is take action and wrong will be corrected in a faroff corner of the world.

"That same Vietnam-era overconfidence was reflected in his demand for a "massive airlift" of food into Cambodia—this without any indication that the Communist authorities there would agree to allow any U.S. military planes to come in.

"The fact is that the United States has no relations with the puppet regime that North Vietnam. The United States must channel its relief efforts through neutral and international bodies.

"And, though it was a long speech, Mr. Kennedy managed to ignore the fact that every time the Red Cross and UNICEF, the main agencies helping Cambodia, asked for U.S. money or supplies, Mr. Carter said yes in a matter of days.

"If blame is to be assessed for the Cambodian famine, it should not go to Mr. Carter but to the North Vietnamese invasion which prevented rice planting.

"On top of this, the regime that North Vietnam installed in Cambodia has stalled on giving pledges to relief agencies that donated food would go only to needy civilians and not to its soldiers.

"Experts on the situation report that North Vietnam and its lackeys have been trying to gain international recognition for the regime in Cambodia as their price for letting the world feed their starving subjects. It is a long way from this vicious realpolitik to faulting President Carter.

"Before he goes any further, Sen. Kennedy should elevate his political tactics. A nomination captured through distortion and demagoguery would shed no honor on its holder."

