

# TOASTMASTER®

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MARCH 2012

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TO TRAINER

**18** PICKING A WORTHY  
WORD OF THE DAY

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SHARE HOSPITALITY TIPS

## ARE YOU A COPYRIGHT CRIMINAL?

You could be stealing protected  
rights and not even know it.

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## READY FOR LEADERSHIP



One day when I was a young lawyer, my law partner, John, strolled into my office and asked if I was ready for leadership. He asked if I would take over the legal representation of a prominent doctor in our community who was embroiled in a complex partnership dispute. The case involved more than 10,000 documents. To help me make a decision, the doctor appeared in my office a few minutes later to add his blessing to the idea! How could I refuse? I accepted, then quickly felt overwhelmed with anxiety by the magnitude of the job. Each morning I walked past our document room, stuffed with boxes of documents, and tried to deny my reality. If only I could give a speech and be done with it! No, this required something more — this required real leadership.

**"Toastmasters provides a learning laboratory where you can enlarge your potential for advancement, promotion and success."**

Soon my anxiety gave way to confidence as I reflected on my many years of Toastmasters leadership training. I had nothing to fear. I had chartered numerous clubs, led membership campaigns and even chaired a district conference. The leadership toolbox I acquired while completing these projects gave me every skill I needed to succeed — planning, communication, delegation, problem solving and time management. I felt my inner Toastmaster take over as I established a vision, created assignments, set deadlines and engaged necessary assistance to succeed.

Are you ready when opportunity strikes? Investing in leadership *now* pays big dividends *later*. There is hardly an organization anywhere that claims to have too many good leaders. Usually, just the opposite is true: Companies and organizations are desperate for proven leaders.

The complex problems that plague our world require more than a speaker — they require vision, discipline, character, discernment, ethics, people skills and problem solving. These skills do not develop overnight. At Toastmasters, aspiring leaders learn how to leverage their communication skills. A speech is an *event*, but leadership is a *process*. While communication skills can be improved in a matter of months, effective leadership skills can take a lifetime to cultivate. Toastmasters provides a learning laboratory where you can expand your leadership "wingspan" and enlarge your potential for advancement, promotion and success. You learn it all at Toastmasters, where leaders are made. **T**

*Michael Notaro*

**MICHAEL NOTARO, DTM**  
International President

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**WHERE LEADERS ARE MADE**  
[www.toastmasters.org](http://www.toastmasters.org)

March 2012 Volume 78, No. 3

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BY JACK VINCENT, CTM, CL

Since 1924, Toastmasters International has been recognized as the leading organization dedicated to communication and leadership skill development. Through its worldwide network of clubs, each week Toastmasters helps more than a quarter million men and women of every ethnicity, education level and profession build their *competence* in communication so they can gain the *confidence* to lead others.

By regularly giving speeches, gaining feedback, leading teams and guiding others to achieve their goals, leaders emerge. They learn to tell their stories. They listen and answer. They plan and lead. They give feedback — and accept it. They find their path to leadership.

**Toastmasters International. Where Leaders Are Made.**





"Thank you for telling Annemarie du LeBohn's story. She is truly an example from whom we can learn to grow strong in our lives."

— John Rey, CC  
Sycamore, Illinois

## TED Disfluencies

I am writing with distressed surprise about your decision to put Elizabeth Gilbert on the cover of the November *Toastmaster* magazine. I distinctly remember seeing her presentation two years ago and thinking, This is the worst TED presentation (in terms of delivery) that I have ever seen. I cannot think of a better poster child for someone who desperately needs Toastmasters!

After seeing your cover, I went back to her presentation [on the TED website] and, in the first five minutes, I counted 25 "ums," 15 "ya knows," three "sort ofs," one "like" and one "kinda." She also has a tendency to go up in pitch toward the end of her sentences, as if she is asking a question. Someone needs to invite her to join Toastmasters.

Moyara Ruehsen, ACB, CL  
Monterey Institute Toastmasters  
Monterey, California

## The **Wrong** Cause?

I am alarmed at the surprising change in editorial policy evident in the November edition. How can the cause of a different organization be promoted within the magazine's pages? I refer to the article "Acting on a Promise," about breast cancer. Conceivably such a subject could be slanted as an example of the result of Toastmasters training, but instead the emphasis was on an [issue] already familiar to everyone. No matter how worthy another cause may be, it cannot eclipse Toastmasters' focus on communication and leadership. Will

articles on guns, global warming or prostate cancer be next?

Tony Keegan, DTM  
Auckland Toastmasters  
Remuera, Auckland, New Zealand

**Editor's Note:** *The subject of "Acting on a Promise" was the organization's leader, Nancy Brinker, who credits her Toastmasters experience with helping her lead her foundation. Her career demonstrates excellence in both communication and leadership.*

## Spark of **Potential**

The Q&A on Jasmine Tan (December) was inspiring. She is indeed a leader in the making. I met her in club officer training and have visited her Toastmasters club in Singapore. I think Jasmine has sparks in her to become a professional coach.

Thank you for the good selection.

Santanu Das Sharma  
YMCA Toastmasters  
Singapore

## From Failure to **Success**

"Commit to Turning Failure into Success" by International President Michael Notaro (December) was right on the mark. When I joined Toastmasters while teaching at the University of San Francisco, I went through the same experience. I won our club's Humorous Speech Contest. Feeling confident, I went on to win our area and division contests ... and then I entered the district contest.

My once welcomed — and what I thought popular — humorous speech absolutely bombed. After that humili-

ating experience, I thought seriously about not continuing with Toastmasters. But based on my experience in the Army, quitting was not part of my nature. I have since [visited] Toastmasters clubs in Europe and the U.S., and I absolutely enjoy being an active member and mentor.

Bowman M. Olds, ATM  
Speak Out at SAIC (SOS)  
McLean, Virginia

## Bringing Out **the Best**

Thank you [to Julie Bawden-Davis] for the gift of telling Annemarie du LeBohn's story (January). The Toastmasters organization brings out the best in us! Annemarie is truly an example from whom we can learn to grow strong in our lives.

I am very impressed with the quality of articles the editors choose for publication in the magazine. Great material!

John Rey, CC  
DeKalb Area Toastmasters  
Sycamore, Illinois

## **Favorite** Article

I am a longtime Toastmaster, having first joined in 1951, and now attending one of the oldest clubs in our district. The article "How Far Has Your Bottle Gone?" (January) is one of the finest, perhaps *the* finest, I have read in the *Toastmaster* magazine. May we please have more like it?

William W. Lang, ATM  
Arlington Rotary Toast  
Poughkeepsie, New York

## **International** Flavor

I just finished the December issue; it's definitely the best ever. I especially like the more international flavor of most articles. As one of the few Americans who was a member in another country (New Zealand), I know how U.S.-centric the magazine has sometimes been. Many thanks.

Roena Oesting, DTM  
Great Communicators Toastmasters  
Coronado, California



# THE ULTIMATE ICE BREAKER

Dancing to the hardest speech of my life.

By Julie Zelenak

**I have been a Toastmaster** for two years, and during that time I have delivered a grand total of zero club speeches. I think I know the reason for that. But, first, a little background.

I love to dance. My mom, bless her heart, is not a dancer. Evidently, I got the dancing gene from my dad, who was known to “cut a rug” in his day. My dad taught me many invaluable

lessons, such as the importance of keeping emergency money on hand. In an age before credit cards and ATM machines, he had a special compartment in his wallet where he kept cash for unexpected events.

able lessons, such as the importance of keeping emergency money on hand. In an age before credit cards and ATM machines, he had a special compartment in his wallet where he kept cash for unexpected events.

When I was younger and at the age when school dances were the highlight of the year, I wanted to wear a dress, instead of my usual tomboy look, for the Valentine’s Day dance. However, my mom and I had no luck in finding one that was affordable.

One day, my mom sent my dad and me to the local drug store. Next to the drug store was a small clothing

shop where I spotted a pretty red dress. My dad must have seen me looking at the dress in the window, because he suggested I try it on. It was perfect. It was also \$59.99. I returned the dress to the hanger and left the dressing room, defeated because I knew the dress was too expensive. I put it on the rack.

“Didn’t you like it?” my dad asked. “Oh daddy, I love it, but it is way

too expensive. Mom and I have been looking at dresses that are much cheaper — besides, Mom said she could make me a dress, and that will be just fine.”

Dad took the dress off the rack and headed to the counter. My mouth dropped to the floor as I watched my daddy reach into his wallet’s secret compartment to pay for my perfect Valentine’s Day dress. I knew right then that I had the best dad in the world!


My dad recently passed away from colon cancer. While I miss him very much, I am glad he is no longer suffering. The last

two years of his life were anything but easy.

When I found out the cancer was terminal, I wanted to honor my father by delivering his eulogy, but I didn’t know if I would be able to. I did not want to be a blubbing mess while trying to speak — so I joined Toastmasters.

I watched my club members perform their speeches and listened carefully to the feedback they received. I tried very hard to write my Ice Breaker. However, I just couldn’t bring myself to actually give a speech or even practice one. Because I knew the first major speech of my life would be my dad’s eulogy, the simple act of delivering any other speech was too difficult.

So I just listened to the other speeches, participated in Table Topics and performed the various meeting roles. What I learned along the way helped me put the final touches on the eulogy.

When it came time for me to step on the metaphorical dance floor to perform this important gesture for my father, I delivered the hardest speech of my life ... flawlessly. 

**Julie Zelenak** is a member of One Voice Club at Ameriprise Financial, Inc. in Minneapolis, Minnesota. Reach her at [julie.a.zelenak@ampf.com](mailto:julie.a.zelenak@ampf.com).



Read it online @ [www.toastmasters.org/magazine](http://www.toastmasters.org/magazine)

# AROUND THE GLOBE

## ▶ INTERNATIONAL INTERPRETATIONS

### FRIENDLY PHRASES



An idiom is a cultural expression with a meaning that cannot be defined literally. Unique to each language, idioms offer insight about cultural differences. For example, consider how people describe friendship in different parts of the world:

Close Hindi-speaking friends are happy to *exchange turbans*. In Spain, buddies are like *finger nail and flesh*. English-speaking mates are *two peas in a pod*. French comrades *get along like buttocks and shirt*. Russian pals are *on a short leg*.

With so many great ways to describe companionship, don't be a *fair-weather friend*: Keep in touch with those you love and you will always remain *thick as thieves*.

For more idioms, check out Jag Bhalla's book *I'm Not Hanging Noodles on Your Ears*.

## ▶ WHAT DO YOU SAY WHEN...

### YOU ARE ASKED TO DESCRIBE YOURSELF IN THREE WORDS?

**Members from Garden City Toastmasters in Bangalore, India, respond:**

"Awesome. Awesome. Awesome. These words describe how awesome I am as a dreamer, doer, speaker and writer." — **RANJITH RAJ, CC**

"Divine Weaknesses Personified." — **ZULIFKHAR AKRAM**

"Thinking *communicator*, listening *leader*, Toastmaster." — **PRASAD VELALA, ACB, ALB**

"Empathetic, Emphatic, Enlivener. I am a person who believes in enlivening the place around me by emphatically making my points empathetically."

— **JOHN JOSEPH, CC**

*Congratulations to Garden City Toastmasters for holding more than 1,000 meetings!*

## ▶ SNAPSHOT

Members of Het Sprekersgilde club demonstrate their public speaking skills to passers-by in central Amsterdam's Dam Square.



## BOTTOM LINE

### Renew Your Dues

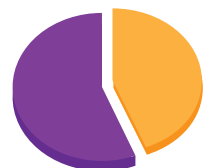
Contact your club officers to ensure your dues get paid by April 1. In March, visit [www.toastmasters.org/duesrenewals](http://www.toastmasters.org/duesrenewals) for more information.

### Celebrate Poetry

April is National Poetry Month in the United States. Regardless of where you live, read a poem in your club meeting to broaden vocabulary and cultural horizons. [poets.org/npm](http://poets.org/npm)

### Leading the Way

More than 44 percent of Toastmasters hold a club leadership position. How about you?



## ► PRESENTATION TIP

### INTRODUCE YOURSELF

When you are giving a speech, don't assume the person introducing you will do it well. Write your own introduction to ensure you and your speech get off to a good start.

- **BE BRIEF.** No one wants to hear your entire biography. Keep your introduction short, then let your presentation speak for itself.
- **CONSIDER YOUR AUDIENCE.** Are you speaking to Toastmasters in a club or to CEOs at a conference?
- **MAKE IT INTERESTING.** Your introduction sets the tone for your presentation.
- **ESTABLISH YOUR CREDIBILITY.** Clearly state why you are an expert on your speech topic.
- **INCLUDE SOMETHING PERSONAL THAT RELATES TO YOUR SPEECH.** The audience will connect with you and root for your speech to succeed.
- **SEND AN ADVANCE COPY** of your introduction to the person introducing you. On the day of your speech, bring a copy just in case.

## MEMBER MOMENT

### THE SINGING CHEF

Jackie Gordon knows how to spice up a presentation. Whether she is training or entertaining people, she draws on food, music and humor to make an impact. The New York City native is a business consultant and a self-described “singing chef” who creates what she calls “eat-ertainment” — workshops, dinners and tastings during which she sings, entertains and educates her dining audience.

A member of the SEC Roughriders Toastmasters in New York City, Gordon considers food a powerful communication tool, because it bonds people from different cultures, encourages storytelling and creates lasting memories. “People may forget a lot of things,” she says, “but they don’t forget food.”

Gordon decided to combine cooking and singing because she wanted to give traditional dinner shows a makeover. “I picked three things that make most people very happy — food, music and humor,” she says. “I weave them with the facts into fun and delicious value-driven events.” Her unusual and multi-sensory act has won praise. When she went to Australia and staged her production, titled “The Fried Chicken Theory According To Jackie Gordon: An Evening of Soul Food and Soul Music,” the Australian newspaper *The Age* said of Gordon: “She was clearly born to be doing this.”

As a business consultant, she advises professionals how to strategize when networking, adding music to the mix, as well. In her “Six Degrees of Connectivity” workshop, she croons “You’re Networking” to the tune of “You’ve Got a Friend” — to remind attendees to use their friends to begin networking. She also entertains corporate clients with a show called “Chocabaret,” a chocolate-tasting event set to music.

Gordon joined Toastmasters because she wanted to deliver her message more clearly and concisely. “I’m long-winded,” she says.

Learn more about Jackie Gordon at [jackiegordon.com](http://jackiegordon.com).



Jackie Gordon

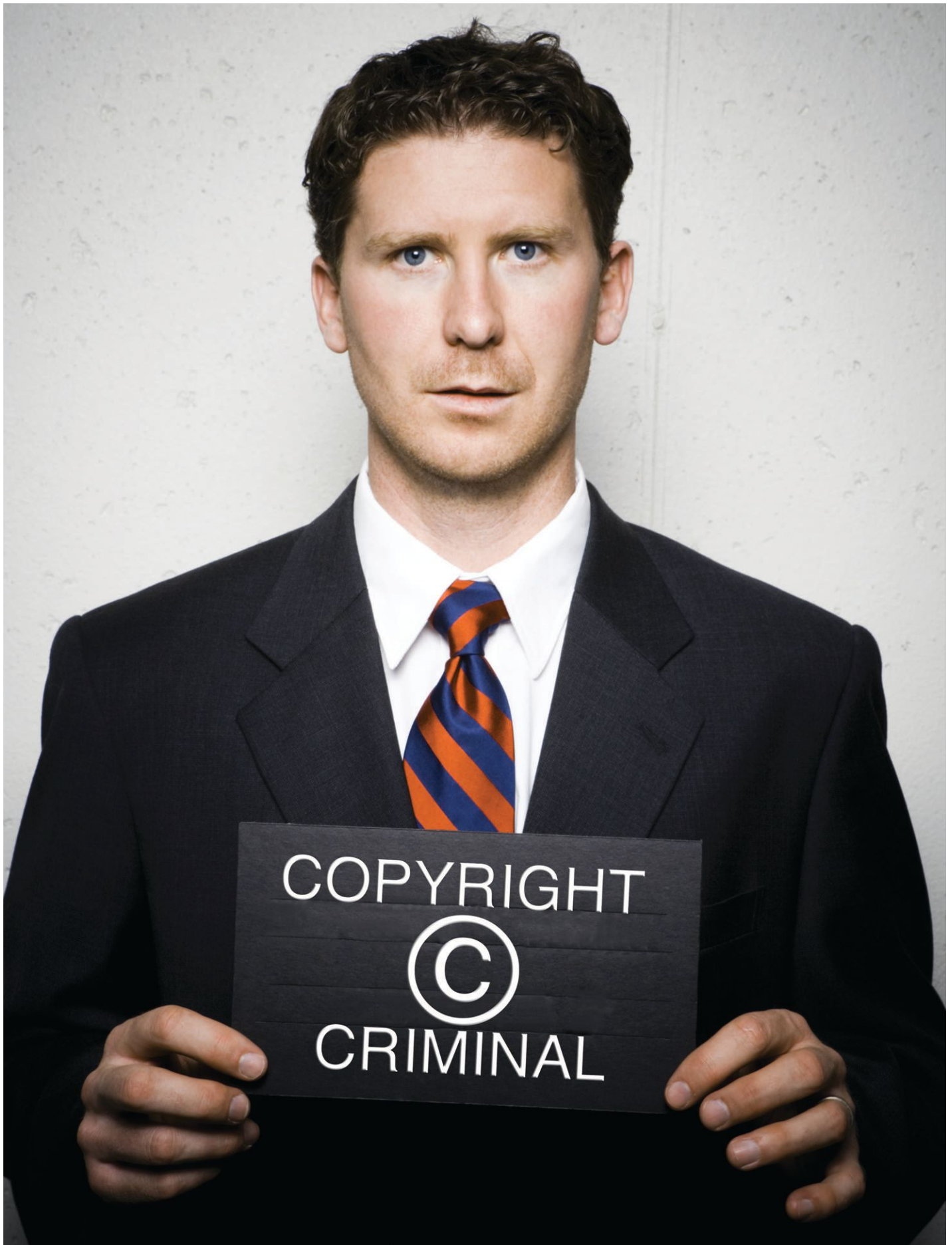
**DTM Growth** In March 1970, the first DTM award was issued. In January and February 2012, more than 100 members earned this prestigious award. [www.toastmasters.org/halloffame](http://www.toastmasters.org/halloffame)

**Useful Website** Upload your filmed speeches to [soapboxguru.com](http://soapboxguru.com) and receive evaluations from other users. Earn points to raise your credibility and promote yourself.

**Tune In** Listen to the Toastmasters Podcast series with hosts Bo Bennett and Ryan Levesque for tips, news and laughs. [www.toastmasters.org/podcast](http://www.toastmasters.org/podcast)







# ARE YOU A COPYRIGHT CRIMINAL?

The dos and don'ts of using content in the Internet age.

By Ellen M. Kozak

**N**othing ever dies on the Internet. As a result, speakers have to be ever more careful about what they borrow from other sources, because what once might have been a casual reference made to a small group may now live forever on YouTube.

— for limited times — the rights of authors in their work. Copyright protections in other countries, while based in the laws of those countries, tend to be somewhat similar, since most countries today have signed the Berne Convention for the Protection of Literary and Artistic Works, which

someone else recording your speech and posting it may be a violation of *your* copyright, but if you've borrowed part of your presentation from another source, your use is there for all to see.)

## The Hazards of e-Publishing

It is even more important to pay attention to copyrights if you are thinking of publishing an e-book to sell or distribute to those who attend your speeches. Self-publication is easy these days, but in doing it alone, you are forgoing the expertise of editors, publishers and their legal counsel as to whether you really should be distributing what you've written. Public utterance — whether verbal or written — can be fraught with all kinds of dangers for the unwary, such as defamation, violation of someone's rights of privacy or of publicity, plagiarism, and of course, infringement of copyright.

## Copyright Defined

Exactly what is a copyright? The traditional definition is the “bundle” of all of the rights in a work. The copyright law notes five main rights that are reserved exclusively for copyright owners: the right to *reproduce* the work in copies and the right to *distribute* those copies, the right to *display* the work, the right to *perform* it in public (including, in the case of sound recordings, by digital audio transmission), and the right to *prepare derivative works* based on the original

“When you use photographs or cartoons in a PowerPoint presentation without obtaining permission, you may be violating someone's copyright.”

As many political candidates have discovered, misspeaking — or misstating a fact — can have far-reaching implications. But so can borrowing someone else's words. While certain phrases — like those from the Bible or Shakespeare — have entered our culture so broadly that an allusion to them often doesn't require attribution, failing to acknowledge a source — what is sometimes termed “plagiarism” — can damage your reputation. And borrowing too much from someone else's spoken or written words can have even more dire consequences: It can lead to a lawsuit for copyright infringement.

## Who Is Affected by Copyright Law?

U.S. copyright law is based on a constitutional mandate to protect

protects the works not only of native authors but also of those from other signatory countries. This article will, however, generally cover only the terms of U.S. law.

In the U.S. and in most other countries, the term “author” is a broad one, including not only writers but also those who create paintings, musical compositions, films, videos, photographs, pantomimes, choreography and even architectural works. So when you use photographs or cartoons in a PowerPoint presentation without obtaining permission, you may be violating someone's copyright.

In times past, you might have been able to get away with this, but not in an age when everything can find its way onto someone's cell phone and then onto the Internet. (Of course,

work. Infringing these rights — or any subdivision of them — can carry both civil and criminal penalties.

Copyright protection begins when an “original work of authorship” is first “fixed in any tangible medium of expression.” This means that a speech is protected by copyright if it is typed or taped, but not if it is extemporaneous and goes unrecorded — although not much goes unrecorded nowadays. And protection for unrecorded “ephemeral” works may lie in other areas of law, such as plagiarism or unfair competition. But the only requirements for establishing a copyright are *originality* and *fixation*

“A copyright (©) notice is *not* required to establish or preserve copyright.”

in some format from which it can be read back.

Once created, the author’s copyright lasts a long time. Copyrights held by people (as opposed to those created in the course of employment, which have a different duration) generally endure for the life of the author (or the last surviving joint author) plus 70 years, so long as the work was not originally published before January 1, 1978. For works first published before that date, various durations apply, although you can assume that, generally, works first published in the U.S. before that date are protected for 95 years. Most foreign works are subject to the life-plus-70 rule.

### Rules to Recognize

A copyright (©) notice is *not* required to establish or preserve copyright (although that was necessary in the U.S. before 1978).

As a result of this change, it can be difficult to determine who owns a copyright, or whether it is still in force. The safest bet is to assume that a work is protected unless you can prove it is in the public domain. (U.S. government publications are not protected by copyright, but they may incorporate protected works; works of state and local governments are protectable.)

Just where does that leave you if you want to quote others in your presentation?

### Advice to Speakers

Generally, a speaker will be able to quote a short phrase, usually with

attribution. The point when that short phrase becomes too long depends, among other things, on how large the audience is, whether the speech is being “fixed” in print or on video for further distribution, and whether it comes from a book of anecdotes or jokes for speakers (the speaker’s version of clip art), or if it constitutes stealing someone else’s act.

And the theft doesn’t have to be verbatim, just substantially similar. Then-Senator Joe Biden learned this during his presidential campaign in 2008 when he borrowed too heavily from a speech by British politician Neil Kinnock, and the parallels found their way onto the Internet and the nightly news. (Kinnock didn’t mind; if he had, he might have been able to sue for copyright infringement.)

The U.S. law says that there is no copyright protection for facts, ideas or even short phrases, but it doesn’t

define a “short phrase.” And just because a phrase isn’t protected by copyright doesn’t mean it might not be protected by other areas of law, like trademark (words or phrases associated with or identifying products or services).

Sometimes use of someone else’s work falls under “fair use,” a complex legal doctrine. Whether a use is a fair use under copyright is determined only after considering, among other things, the purpose and character of the use, the nature of the work, the amount and substantiality of the portions used, and the effect of the use on the potential market for the quoted work.

It is very difficult, even for experts, to determine whether a proposed use is a fair use. There is no magic number of words (or notes of music) that may be used. Also, copyright infringement can include *paraphrasing* as well as direct quotation, so infringing the “substantiality” can also occur when a work is not quoted precisely. There are exemptions for some educational uses, but not all educational uses are exempt, nor are all nonprofit uses.

In addition, it is permissible to quote from a work for the purposes of criticism or comment, although how much of the work can be quoted (or displayed, if it is a film or photo), or whether your use is *legitimate* criticism or commentary, can be subject to dispute.

### Simple Steps You Can Take

So what should the average speaker (or writer) do? If you think you may be borrowing too heavily from a protected source, consider asking for permission, which is often granted gratuitously, although sometimes a fee may be required. Permission must be obtained from the copyright




# COPYRIGHT QUIZ

By Ellen M. Kozak

How well do you understand copyright? Try this quick quiz to find out. **Note:** Some questions may have more than one correct answer.

holder, who is generally the author of the work (though it may be the author's employer under certain conditions). The copyright owner may also be the deceased author's heirs, or anyone to whom the author has assigned the copyright (or those rights contained in it that you may want to use).

Fortunately, many published works continue to bear copyright notice, indicating a starting point in determining who should be contacted for permission to copy, distribute, perform, display or adapt a work. You may also be able to search the Copyright Office records (at [copyright.gov](http://copyright.gov)) for the name of the copyright holder, although such a search may be inconclusive since copyright registration is voluntary and pre-1978 records are only now being digitized. (There is a card catalog in the Copyright Office in Washington D.C., that can be accessed for information on older works.)

The important thing to remember is that a copyright is property, and infringing a copyright is similar to trespassing on someone else's land. Do both at your own risk. 

**Ellen M. Kozak** is a Milwaukee-based copyright, publishing and media lawyer. She is the author of numerous articles; her books include *Every Writer's Guide to Copyright and Publishing Law* and the prize-winning *From Pen to Print: The Secrets of Getting Published Successfully*, both published by Henry Holt & Co., and, most recently, *The Everything U.S. Constitution Book* from Adams Media.

**1. A video is posted on YouTube that you believe would be the perfect addition to your next presentation or conference promotion video. Is it a copyright infringement to:**

- A. Save the video in your personal files?
- B. Show the video during your speech?
- C. Make a copy of the video to email to your friends or post it on your website?
- D. Integrate a portion of the video into your own video for public display?

**2. You want to reprint an article you found in a newspaper. There is no copyright notice on the article, but you see one in the newspaper's masthead. Can you assume that:**

- A. The article is in the public domain, available for you to reprint at will?
- B. The copyright in the article belongs to the newspaper?
- C. The copyright in the article belongs to the writer?

**3. You teach two sections of a class at a local university. You see a news story in the morning paper that pertains to today's topic. May you:**

- A. Reproduce it for distribution to your classes tonight and tomorrow?
- B. Distribute copies to your classes next year?
- C. Give the class the link to the article on the newspaper's website?

**4. A magazine wants to publish a photo of you that you paid a photographer to take. Do you (or the magazine) need the photographer's permission to publish it?**

**5. You're thinking of creating an e-book. You have a painting at home that would make a perfect cover, but you'd have to trim the bottom off and overlay your title. May you?**

Please see page 20 for answers.

# Marilyn Wilson, ATMB: **ADVOCATE FOR THE DISABLED**

A speaker with Down syndrome encourages others.

By Julie Bawden-Davis

**W**hen Marilyn Wilson presides over the club she started at the Developmental Disabilities Resource Centre (DDRC) in Calgary, Alberta, Canada, she does her best to guide members toward improving their speaking skills. With a positive attitude and years of presentation experience to share, she encourages the audience with her motto, “The more you practice, the better you’ll be.”

Starting the DDRC club is just one accomplishment in a long line for Wilson, who has won many awards for her extensive community service, including a Woman of Vision Award by Global TV and *The Calgary Herald* in November 2011, and the Norm McLeod Self-Advocacy Award by the government of Alberta.

An advocate for the disabled, Wilson presented at the Calgary City Hall in

who pauses in all the right places, sticks to her material, warms to the audience and has a nice tone and projection.”

Down syndrome occurs when an individual has three copies of the 21st chromosome. Those without the condition have just two. It is the most commonly occurring chromosomal condition, affecting one in every 691 people, according to the National Down Syndrome Society (NDSS). Individuals with the condition experience cognitive delays, which vary from mild to moderate in nature. With the support of family and friends, quality educational programs, good healthcare and a stimulating home environment, those with Down syndrome lead full lives, says Julie Cevallos, vice president of marketing for NDSS. “Like Marilyn, individuals with Down syndrome can achieve many wonderful skills and talents.”

Wilson has been fortunate to have a strong support system of friends and family. As a result, “Marilyn is not the type of person to focus on her limitations or anyone else’s,” says Johannson. “She figures out what she wants to do and she gets out there and does it. If she runs into complications, she asks for help.”

Wilson’s older sister, Kathryn Atkinson, comments on her sister’s inborn drive. “Marilyn has always

“Everywhere she goes, she motivates people and gives them hope.”

Wilson knows all about how practice makes perfect. Afflicted with Down syndrome, she credits her Toastmasters experience with helping her reach her potential as a speaker.

“When I started speaking it was hard, but now I know that I am good in speech making, and I really like it,” says Wilson, who began her Toastmasters career in 2003 at the SAITSayers club. When the club stopped meeting in 2010, Wilson, whose message is that everyone with disabilities has the potential for great things, decided to start one at the DDRC. The club held its first meeting a year ago and now draws 16 to 18 attendees every week.

2008. “Very few people are asked to speak at City Hall,” says Bonny Johannson, the Community Development Coordinator at DDRC, who helped Wilson start the club and often accompanies her to events regarding disabilities. “At City Hall, Marilyn spoke about the importance of having accessible, affordable transportation and other important city services,” Johannson says. “It was one of her most memorable speeches. She moved peoples’ hearts and minds.”

Johannson has known Wilson since 2001 and has seen how Wilson’s Toastmasters experience paid off. “She’s a competent, obviously well-trained speaker



**Marilyn Wilson**



**Marilyn Wilson, who speaks regularly to people with disabilities, has won many awards for her community service.**

shown confidence and been self-motivated,” she says, noting that her sister moved to Calgary from New Brunswick in 1986 to seek opportunities for living more independently. After the move, Wilson mastered public transportation, worked as a seamstress and led many community service projects.

“I consider her a remarkable individual,” Atkinson says. “Her speeches are very good and I’m astonished by her achievements. She’s an example of what disabled people are capable of with the right opportunities and support.”

Toastmasters International Director Jacqueline Schnider, DTM, helped get Wilson’s club at the DDRC up and running. The two originally met at a meeting and have gotten to know each other well, as Wilson volunteers at Alberta Health Services where Schnider works.

“Marilyn has a great attitude,” says Schnider. “She always greets you with a warm smile, and she’s not afraid to try new things. She’s also a great advocate for those with disabilities. Members of her club have flourished. When I went to the first meeting people were barely giving one-word answers, and now they do Table Topics and prepared speeches — it’s amazing.”

In addition to volunteering her time at many organizations, Wilson regularly speaks to individuals with disabilities and those who work with them, relaying that it’s possible to enjoy a high quality of life regardless of limitations. She also holds workshops for the DDRC, such as her “Dress for Success” PowerPoint presentation that talks about the importance of making a good impression. She has taught disabled individuals how to write to their local elected officials regarding issues of concern, such as affordable public transportation. And she keeps up to speed on the changes in the developmental disabilities arena, including attending events such as the annual TASH Conference. She has spoken at this event, which focuses on equity, opportunity and inclusion of people with disabilities.

“Everywhere she goes, she motivates people and gives them hope,” says Johansson, who accompanies Wilson to the TASH Conferences. “At the most recent conference, there were many parents of children with developmental disabilities heartened by the full, active life that Marilyn leads.” (In addition to her community and Toastmasters involvement, Wilson has a longtime companion, Roy Graham, whom she met at the Royal Canadian Legion.)

At the DDRC club, Wilson serves as a constant source of encouragement

for all of the members, many of whom strive to emulate her. Member Theresa Watson was so motivated by Wilson and the various awards she’s won that she has started volunteering for the first time.

“Marilyn is good at speech making, and I want to do as well as her and receive awards,” says Watson, who is working on mastering Table Topics.

Not content with her already impressive accomplishments, Wilson has bigger plans. “Now that I have the club running, I really hope to join another club in the community,” she says. **T**

For more information about Down syndrome, including inspirational stories of those with the condition, visit the National Down Syndrome Society at [ndss.org/stories](http://ndss.org/stories). The Canadian Down Syndrome Society can be found at [cdss.ca](http://cdss.ca) and Down Syndrome International can be found at [ds-int.org](http://ds-int.org).

**Julie Bawden-Davis** is a freelance writer based in Southern California and a longtime contributor to the *Toastmaster*. You can reach her at [Julie@JulieBawdenDavis.com](mailto:Julie@JulieBawdenDavis.com).





▲ District 73 Governor Carrol Jones, DTM, from Werribee, Victoria, Australia, participates in District Leader Training last August in Las Vegas, Nevada, as the district's LGET, Catherine MacGillivray, looks on.

# FROM SPEAKER TO TRAINER

The transition is not as simple as you may think.

By Beth Black, CC

*"Tell me and I forget. Teach me and I remember. Involve me and I learn."* — Benjamin Franklin

**P**ublic speakers inform, entertain, inspire and motivate. So do corporate trainers. However, distinct differences also exist between these two activities, and while many Toastmasters have

Sindy Martin, DTM, of Blue Moon Advanced club in Greensboro, North Carolina, and the owner of Smartin International, employs several techniques to engage adult learners. First, she pays attention to various learning styles and offers something for auditory, visual and tactile learners. Martin recognizes that many adults have been trained by years of

Martin points out that the first question adult learners ask is, What's in it for me? Her solution is to always "give them something of value right away." Once, she was training a group of engineers and project managers. She had them work through an icebreaker activity about generational differences and personality types. The participants told her they wanted to try this activity with the rest of their team. By giving these leaders something of value at the start, she earned their engagement for the duration of the session.

**"Trainers must prove that a training program was effective by demonstrating observable changes in the participants' behaviors."**

prepared hard for speaking opportunities, venturing into training requires even more preparation.

The similarities between public speaking, training — and teaching — depend on the expertise and professional insight of the person in charge. In all three of these areas, the person needs to know if the audience, students or participants are following along. But what if they're not?

That is where a significant difference between training and the other two pursuits becomes apparent. Trainers face a particularly difficult and demanding task. While speakers need to capture an audience's passive attention and teachers need to evoke their students' interest, trainers must *engage* their participants enough to follow instructions and perform complex activities.

TV watching to expect a commercial every eight minutes. Meeting their pace, she makes sure to change things up every eight minutes in ways that strategically appeal to the different kinds of learners. She will ask a question, show something attention-grabbing onscreen or offer a new handout. And she offers plenty of challenges. "I'll have short quizzes or breakout groups," says Martin. "The idea is to get them thinking."

Adults can skip a training session they feel is not worthwhile. Contrary to teenage students in a classroom, adults have the freedom to leave early or decline to participate actively. They will look at the title of a session and gravitate to the back of the room upon arrival, ready to leave if the session fails to involve them in the first five minutes.

## Teaching vs. Training

If you are considering using your public speaking skills to educate others, you will find it important to understand the difference between teaching and training. A teacher who lectures and evaluates is using *pedagogy* [*ped-uh-goh-jee*] and a trainer who facilitates self-directed learning is using *andragogy* [*an-druh-goh-jee*]. In the first, a teacher guides students in a predetermined subject of study. In the latter, a trainer determines which skills are needed by participants to reach their stated goals and provides opportunities for developing those skills. An example of pedagogy is a high school geometry class, where a curriculum determines that a student must learn about angles and equations. In contrast, a computer training session for architects is an example of andragogy, where the participants

## HELPING THEM CROSS THE RIVER

By Beth Black, CC

Why become a trainer? Beyond the financial and professional rewards, there are often emotional benefits. The trainer's goal is to improve people's lives by helping them gain new skills. This newfound ability may emotionally impact the participants, and it can impact the trainer too.

Florian Mueck, ACS, a professional corporate trainer from Spain, knows this well. "Once I gave a train-the-trainers session in Barcelona for a foundation in the field of emotional intelligence," he says. "There was this one shy, timid lady; she would hardly talk to anyone." After Mueck spent 48 hours with her group providing constructive feedback, this lady gave a final presentation that was fueled with so much passion and enthusiasm that the entire group "was left with our mouths wide open in astonishment," Mueck said.

Mueck's most powerful moment came in the final feedback round when the woman told him, "Two days ago, I was on the other side of the river. You took me to *this* side."



Florian Mueck

may request individualized training to boost their productivity.

In truth, adult learners are experienced shoppers — including browsing in the educational marketplace — and need takeaways showing the value of the experience. Martin makes the effort to offer something of value that can be applied to all areas of the participants' lives. "It gets them thinking," she notes. She's wise to provide this for her participants. Any failure to provide something extra can result in missing attendees and even cancelled sessions.

With such high stakes and easy losses in the corporate training field, how can Toastmasters skills help you become a successful trainer? What, in particular, do you need to know?

### Building Skills and Teams

Training is also set apart by its communication structure. While a speaker

stands in front of an audience providing (mostly) one-way communication, a trainer, often positioned centrally in a circular structure, directs the ways participants connect with each other. Florian Mueck, ACS, is a member of the Prestigious Speakers club in Barcelona, Spain, and a professional corporate trainer. He says that as a trainer, he has felt the impact of being in the middle of the participants' activity. "You are constantly in the limelight," he says. "You can never relax, not one second. It's an exhausting but fulfilling experience."

Trainers facilitate learning for each participant and also direct the co-learning among various members of the team. An effective corporate training session should build a team made of individuals who know how to contribute to the overall goal. For instance, in a team from a furniture factory, the team member who ham-

mers together a chair frame should know how to work alongside the person who adds the padding. Then, together, they coordinate with the person who covers it in fabric.

The successful corporate trainer uses specialized activities: lecture, role-play, exercises, case studies and demonstrations to help involve and engage the participants. "The goal is a learned, observable behavior that the participants apply to their daily tasks," says Carol Gregory, manager of educational development and training at Toastmasters World Headquarters.

### Before the Event

Speakers and trainers both face the preliminary task of learning about their upcoming audience and its needs, abilities and problems. For many speakers, this often means little more than contacting the meeting host to request the information. For a trainer, preparation is more technical and detailed. A trainer's participants usually have knowledge in their subject area but lack practical, hands-on experience in applying it. Trainers provide them an opportunity to experience the tools and techniques they will need to use their knowledge in the real world.

In the corporate world, the trainer's mark is felt through an employee's performance over the following days, weeks and months. Think of an office where new computers have been installed. These machines are only worthwhile if the team members can use them with skill. These skills are vital to the company's success, especially if the investment in new equipment stretched the budget. When the employees not only match, but surpass, their old productivity, an effective training program pays for itself. Each employee's improved productivity offers a working testament



to the training received. To earn this testament, the trainer is ultimately responsible for determining which skills need to be developed and how to develop them most effectively.

### During the Training Session

Trainers usually begin with an icebreaker activity, not to be confused with Toastmasters' "Project 1: The Ice Breaker," the initial speech in the *Competent Communication* manual. An icebreaker activity is an opening to the training session, where participants get to know each other and the trainer a little better. It also sets the tone for interactivity.

**"When the employees not only match but surpass their old productivity, an effective training program pays for itself."**

Martin recommends using an interpersonal icebreaker where participants ask each other a question or shake hands. "These get people to engage with other people," she says. She asks participants to shake hands because human touch cultivates a relationship between the participants and helps develop their sense of camaraderie for the duration of the event. Of course, using this kind of activity depends on the host culture and composition of the session.

While a speaker may rely solely on one-way communication or perhaps a little dialogue with the audience, this won't work for a trainer. This is where the title "participant" rather than "audience" or "student" comes into play. Jocelyne Vezina, ACS, ALB, of the Comfortably Speaking and Lambs to Lions clubs in Mississauga, Ontario, Canada, says interaction is crucial in training. "If you have no

interaction in a training session, very little is retained or understood," she says. "You anchor knowledge by repeating. Also, engaging the audience keeps the energy high and the desire to learn more alive."

### After the Training Session

When public speakers finish a presentation, they can often walk away and consider that job done. If a speech received thunderous applause, the speaker can believe the job was done well. But a trainer cannot rely on such feedback. In fact, a trainer's job is only half-done at this point. "Trainers must prove to the company that a training

program was effective by demonstrating observable changes in the participants' behaviors," says Gregory.

The company or trainer may post-test the participants. Some trainers return for a follow-up session and observe any behavior changes. Most rely on evaluations.


While speakers in Toastmasters can expect written and verbal evaluations from their one designated evaluator, trainers often receive evaluations from everyone who participated in the session. One reason for that is that trainers seek to evaluate how *effective* the training was, whereas speakers generally want to know if audience members thought the presenter was *enjoyable*.

Compared to most speakers, "trainers are less interested in participants' opinions of the speaker," says Gregory. "They want to know if they learned something, and if

participants will be able to apply that learning once they leave."

### Making the Transition

Mueck used Toastmasters-style networking to assess his skills as a trainer, which provided unexpected results. "I organized two test seminars — one in Barcelona, the other in Berlin — with friends coming from different angles: Toastmasters, professional contacts and other friends," says Mueck. Some participants in Berlin happened to be online entrepreneurs, part-owners of the online start-up magazine [gruenderszene.de](http://gruenderszene.de). "They proposed launching a seminar offer to entrepreneurs." His test gave him the confidence and opportunity to move into a training career.

After contemplating the differences between public speaking and training, you may feel hesitant about taking on training assignments. Only *you* can know if you are truly ready. Have you trained for the extra work involved? Have you practiced the necessary skills? If you have, then don't let simple nerves stop you from your next great adventure. Mueck recalls his first time as a trainer. He was nervous but also philosophical. "The beginning is the most important part of the work," says Mueck, quoting Plato. "When I went to do my first professional training with my first key client, Accor Hotel Group, I definitely knew how important this seminar was going to be for my future career." But Mueck says he couldn't overthink his situation. "In the end," he says, "It's like the Nike slogan — 'Just Do It!'" 

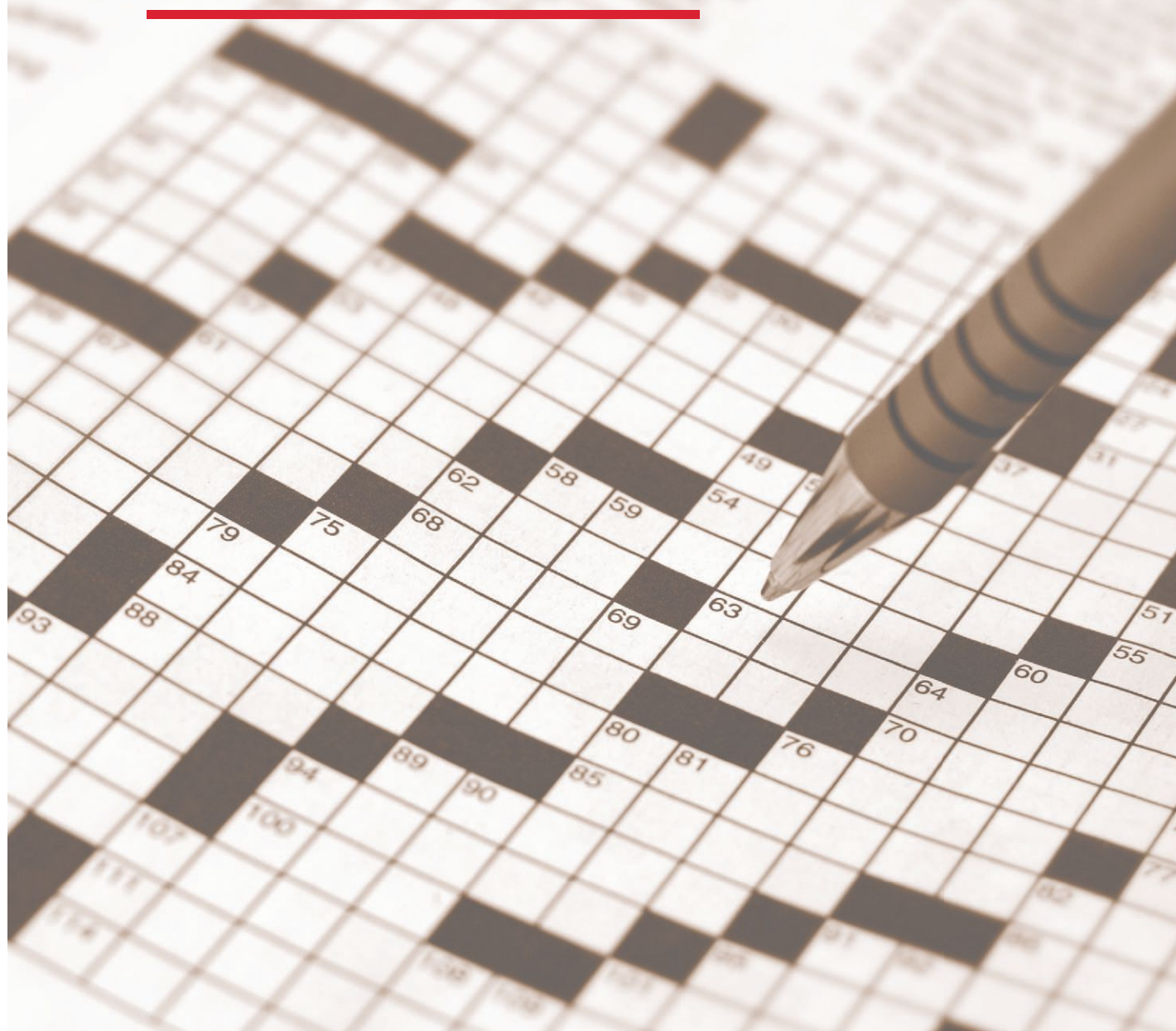
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# PICKING THE RIGHT WORD

What makes a word of the day worthy?

By Anu Garg, CTM, CL

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**P**icking the right words for a speech is crucial — there's even a speech project to practice this in the *Competent Communication* manual — but here I'm talking about picking the right *word*. The right word of the day.

In a typical Toastmasters meeting, the grammarian picks a word of the day that club members are encouraged to use. Some clubs even appoint a Wordmaster. But how do the people filling those roles find the right word?

You could pick up a dictionary, close your eyes, open it to a page and plant your finger on any random word, but this may lead to less than exciting results. There are better ways. Here are some tips to help you select precisely the right word.

**"While you don't want to pick a word that everyone is familiar with, you don't want to pick a completely esoteric word either."**

### Not Too Easy

The idea behind choosing a word of the day is to introduce club members to a new word. This word becomes familiar to us and a part of our vocabulary after repeating it in the meeting.

Avoid everyday words. At one meeting in my club, the grammarian picked the word "success" as the word of the day. It is a good word, but perhaps not a good pick for the word of the day. Chances are everyone in your club is already familiar with the word. Why not pick something a little more distinctive? Say, "eminence." With a little help from [dictionary.com](http://dictionary.com), this word might be presented as:

*eminence* [em-uh-nuh'ns], noun  
1. high station, rank, or repute...  
From Latin "*eminentia*" (to stand out)

As a rule of thumb, if you came across a word in a magazine or a newspaper that you had to look up in a regular dictionary — and you *found* it there — it is the right level of difficulty. Using this rule of thumb would

give you a "Goldilocks" word: not too easy, not too hard, but just right.

### Not Too Hard (or Too Specific)

While you don't want to pick a word that everyone is familiar with, you don't want to pick a completely esoteric word either. "Etherloop" may be a worthwhile term for computer networking specialists to know, but for the average person, it's too specific to that field to be useful. Jargon, specialized vocabulary and technical terms are best skipped when choosing a word of the day.

### What to Include

Once you have your word — for example, "lapidary" — print it for display at the club meeting. Remember to include the following:

#### Pronunciation

*lapidary* [lap-i-der-ee], adjective

#### Definition

There's no need to include all possible meanings of the term; give only the most common meanings. For "lapidary," the following short definition should suffice:

*Having elegance, precision or refinement suggestive of gem cutting.*

#### Origin

If you know the root of a term, you can figure out related words, even if you have not come across them earlier. It's not necessary to give detailed etymology, but a brief mention of the term's origin is helpful.

*From Latin "lapis" (stone)*

A complete example would be:

*claque* (klak), noun

*A group of people hired to applaud at a performance.*

*From French "claquer" (to clap)*

#### Variations

Instead of having one word, you could have variations. For example:

▶ Feature a pair of words that are often confused:

- *allusion* (indirect reference)
- *illusion* (false appearance)


▶ Present a word of the day — for example, the verb "castigate" (to criticize severely) — and encourage club members to use the word or its various forms: *castigated* and *castigatory* (adjective), *castigation* and *castigator* (noun), and *castigatingly* (adverb).

### Preparing the Display

Come up with a usage example, or two, to illustrate the word while introducing it at the beginning of the meeting. Do not include an example sentence on the printed sheet. Print the word, its pronunciation, definition and origin in letters large enough to be visible from the back of the room.

### Where to Find Words

It's a good idea to record new words as you come across them in your daily reading that may include newspapers, magazines, blogs and memos. Over time this record you have created can serve as a nice go-to place to find words. Toastmasters International also sells Word of the Day packs (Item 1415) that may serve as a handy club resource. Also, many organizations publish free *word-a-day* email newsletters. Search online for one and subscribe to receive a daily word in your email.

U.S. clergyman, speaker and author Henry Ward Beecher once said, "All words are pegs to hang ideas on." Selecting the right words will help your club members find just the right peg for their ideas. 

To order a Word of the Day pack go to [toastmasters.org/members/shop.aspx](http://toastmasters.org/members/shop.aspx).

**Anu Garg, CTM, CL**, is a member of Eastside Toastmasters in Redmond, Washington, and the founder of [wordsmith.org](http://wordsmith.org). He is the author of many articles and three books on words. Contact him at [anugarg@gmail.com](mailto:anugarg@gmail.com).



# COPYRIGHT QUIZ (Answers)

By Ellen M. Kozak

**Answer 1.** "B" and "D" are probably copyright infringements (unless your speech consists of a critique or analysis of the original). "C" is a copyright infringement, though forwarding a link would not be. Reproducing, distributing or displaying any work, whether it's a video, song, poem or photo, usually infringes the rights of the copyright owner.

**Answer 2.** If it was written by a staffer, it is probably (B) owned by the newspaper, but if written by a freelancer, the rights belong (C) to the writer unless signed away. It's impossible to determine copyright ownership without further investigation, but the notice provides a good starting point for inquiry.

The *Toastmaster* magazine, by the way, has a copyright notice on each issue, included to inform members and clubs that its contents are protected. The copyright in this article, however, belongs to its author, from whom any permission to reprint all or part of it would have to be obtained. The best course? Never reprint anything from this or any magazine without contacting the publisher first.

**Answer 3.** If the material you share clearly shows your source and a copyright notice (the word "copyright" and the year of publication next to the named source will suffice), "A" probably falls within the fair use guidelines delineated in Copyright Circular 21 (which can be downloaded from the Copyright Office website, [copyright.gov](http://copyright.gov)). However, "B" would probably be an infringement. The tests for such use are "spontaneity" and "brevity," both of which are discussed in more detail in the circular. There is no problem at all in providing the link noted in "C."

**Answer 4.** The photographer is the "author" of the photograph for copyright purposes. Thus, the copyright belongs to the photographer, whose permission is needed for publication.

**Answer 5:** If it's a painting like the Mona Lisa that is the work of an Old Master, it may be barbaric to use it, crop it and overlay lettering, but it isn't illegal. If it is the work of a contemporary artist, you would be infringing if you reproduced it without permission. Moreover, if it was never published or was published in a limited edition of fewer than 200 signed and numbered copies, the artist has even more rights: Removing the artist's signature, or distorting the original work (by trimming it in size or adding an overlay of words to it), are both violations of the Visual Artists Rights Act (the U.S. version of what other countries call "moral rights") and are further copyright infringements.



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# DON'T EXPRESS YOURSELF

How to avoid email faux pas.

By Jenny Baranick

**W**hen I tell someone I am an English instructor at a fashion college, the person usually looks at me like I just told them I teach the waltz to mermaids. I explain that until my students are as successful as the Chanel brand and can afford to hire someone to write for them, they will have to craft their own cover letters, resumes, press releases and website copy. One form of writing I simply can't imagine any career-oriented person escaping is email.

"Dance like no one is watching and sing like no one is listening, but email like everyone in your office is reading."

We communicate via email with everyone because it is such an effective means of transmitting information. Let me rephrase that: It can be effective. It can also be dangerous. Certain email mistakes can cost us job opportunities, create confusion, compromise workplace relationships and even get us fired.

The email address you choose should identify *who* you are rather than *what* you are. I receive student emails from *hotmama*, *cutesurfer-chick* and *egyptiangoddess*. My biggest fear is that these students will include such inappropriate email addresses on their resumes. This fear is by no means unfounded: Companies have reportedly received resumes from applicants whose email addresses included the phrases *shakinmybootie* and *sxykitten*. Traditionally, a professional email address includes a version of the applican-

cant's name; however, even names can pose problems. Use a modified form of your name if it is long or difficult to spell. For example, if your name is Christopher MacGhilleseatheanaich, create a user-friendly version for email. Also, if you have a name common enough that you must include a number, avoid a 0 (zero), because it can easily be mistaken for the letter "O." And, lastly, if you use an unconventional spelling of a common name, like *Stephenie* instead of *Stephanie*,

consider using your first initial and last name (unless your last name is MacGhilleseatheanaich).

Although conventional wisdom dictates that we should dance like no one is watching and sing like no one is listening, I advise you to email like everyone in your office is reading. Most of us have either received an email that wasn't intended for our inbox or accidentally sent an email to someone for whom it was not intended. This often happens because we mistakenly click *Reply* instead of *Forward* or vice versa. And, sure, I could advise you to click more carefully, but let's be honest: We are often in a hurry, and with *Cc*, *Bcc* and *Reply All*, mistakes are bound to happen.

Sometimes we write an email to someone that says something critical about someone else, but we end up

accidentally sending it to the *someone else* — probably because that person's name is on our mind from writing the note. My friend Paul received such an email, in which one of his colleagues complained to another colleague about what a bad mood Paul was in that day — but to her horror, she sent the email to Paul instead of the other colleague.

It would probably be better if we simply refrained from sending "criticizing" emails altogether. Too risky. Speaking of which, here is a cautionary tale involving a former co-worker of mine. He sent an email that included a politically incorrect joke to a friend at the company. However, in addition to the joke, the email included relevant company information and, consequently, was forwarded to other employees — until it landed in the inbox of someone whom the joke deeply offended. The lesson here: Save your opinions about co-workers and jokes for happy hour — just make sure Paul isn't sulking at the table next to you.

We live in a time when self-expression is embraced. We personalize everything from ring tones to license plates to iPod earbuds. Our professional emails, however, are not the vehicles through which we should express our creative name-giving skills, opinions regarding co-workers' moods or our controversial sense of humor. That's what anonymous online chat rooms are for! **T**

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# SERVICE WITH A SMILE

How hospitality industry leaders make guests feel welcome.

By Jack Vincent, CTM, CL

**I**n the high-end hotel industry, you just can't afford to get it wrong," says Sreevalsan Balakrishnan of the United Arab Emirates.

Balakrishnan should know. He is the area director of food and beverage for Banyan Tree Hotels & Resorts, one of Asia's most luxurious hotel groups. He says communication and leadership are critical components in the hotel and hospitality industry.

"When customers gather information online about our resorts, expectations are created," Balakrishnan says. "When they book through travel agents and are told about our resorts, expectations are again created. We

Now he designs and implements training for the food and beverage teams in three resort properties across Indonesia. Balakrishnan says the training is crucial and a challenging balancing act. "It's as much about expressing the key concepts as it is about engaging the staff and listening to them. If it's too complicated or you don't engage them, you lose them. This is bad for morale and bad for business."

## Cultivating Commitment

Shan Nawaz Hassim is a hotel food and beverage specialist in Eastern Europe and Asia. He formed Chisinau

Leograd Hotel & Convention Center (Chisinau's premier high-end hotel property) shortly after it opened, the staff had little experience. "The hotel management had goals, but these goals were not communicated effectively to the staff," Hassim says. "There was a gap between what management wanted to achieve and what staff members were able to achieve."

Using his Toastmasters skills, he clarified goals and objectives for both staff and management. "We made it the best hotel in the city because we learned to communicate with bosses, with peers and especially with customers," says Hassim. "We created a policy of 'ask, listen, help,' which was important at every level."

Hassim insists that his real job, in the end, was creating more leaders, regardless of titles.

"It's the same in our club. Leadership is not just about a team of officers. To achieve Distinguished Club status, we have to involve the members. It's the members who earn Distinguished status for the club. They sell the club to other members. They fulfill important roles at the meetings. They make new-member satisfaction a reality. It's not just the officers."

## Building a Brand

Niko Viramo is the founding member of Toastmasters Vienna Speakers club in Vienna, Austria. He uses many of the communication skills he acquired as a Toastmaster, not just for lead-

**"We made it the best hotel in the city because we learned to communicate with bosses, with peers and especially with customers."**

absolutely must deliver on the brand expectation. Delivering involves clear communication between staff and customers, as well as between management and staff."

## Speaking Is Leading

Balakrishnan improved many critical skills when he joined Sharjah Toastmasters in Sharjah, United Arab Emirates. "Before [joining Toastmasters], I was quite shy as a speaker. It was difficult for me to lead my kitchen and dining room teams in one-on-one situations, and especially in staff meetings."

Toastmasters, the first Toastmasters club in Chisinau, Moldova. This English-speaking club was such a success that within six months after its chartering, Hassim supported two other founding presidents in the startup of Romanian- and Russian-language clubs in Chisinau.

Hassim sees a direct relationship between leading the startup of local Toastmasters clubs and having the skills to build a more-committed professional team of chefs and waiters. When he took over as director of food and beverage at the upscale

## BE PRESENT OR WIPE OUT

By Jack Vincent, CTM, CL



Niko Viramo from Vienna, Austria, takes a Zen-like approach to leadership and communication. He says the most important factor is being *present*. “When you are fully present and fully aware, you become more effective at communicating and leading.”

Viramo discovered this while competing in extreme sports, from extreme running to surfing. “When you are surfing on the edge of a curl, you are either 100 percent present, or you wipe out. It’s that simple,” Viramo says with an intense look in his eye.

“When you run at the outer limits of your abilities, your body tries to distract your mind so you slow down. Only by being totally present will you know just how hard to push yourself, to continually improve your performance over the long term, and to reach your very best on any given day.”

Viramo took this fully present state from extreme sports to the area of interpersonal engagement, and he honed this skill at his Toastmasters Vienna Speakers club. Whenever someone else was speaking, or whenever he himself spoke, he tried to block out all distractions. At first it was not easy, but eventually he learned to become fully focused on the moment, on the human interaction.

He then started seeing the results in his hotel management business activities. “When pitching potential investors,” Viramo says, “you have to be very convincing, or you wipe out. To be convincing, you have to be fully present. This creates an aura of honesty and authenticity, which is absolutely necessary in order to be trustworthy.”

ing hotel operations, but for driving growth through investment.

Throughout his career, Viramo has worked at hotel properties ranging from budget to five-star. He recently acquired Azalea Hotels, and is rebuilding the company around the Austrian Fizz Hotel brand and its succinct “Sleep Smarter” slogan.

Developing the brand platform involved identifying the target audience and finding unique selling points that appeal to that audience. Then, Viramo insists, “*How* you say it is just as important as *how much* you say.” It today’s world, people have limited time to pay attention. “Try to say too much and you lose them,” he notes.

“In anything and everything, Toastmasters has helped me in the hotel and hospitality business,” says Viramo, and nowhere have the stakes been higher than in securing investors.

“Similar to building a Toastmasters club, we don’t want just anybody who walks in the door. We want people who are aligned with the [organization’s] vision who will play an active role even after they commit.”

### Preparation Pays Off

When securing members or investors in business, you must be prepared for anything. “Preparation is key to a pitch,” Viramo declares. “Investors of course want a solid business plan that gets right to the point, but they also want a great story. I go into meetings with a clear objective, a compelling story and then we mutually determine if we are meant to be working together.” Table Topics helps enormously in equipping yourself for the unanticipated. “You can prepare for a lot of questions from prospective investors,” Viramo says, “but in nearly every pitch, you also get new ones.” Everyone has different needs that go beyond what you can expect.

Viramo prepares for questions that prospective investors or members may ask *him*, and he also prepares questions to ask *them*. “This is as much about getting them to like our story as it is about engaging them and listening to them. ... From investors to strategic partners, staff and customers, listening is the game changer.”

Hassim echoes this. “Customer satisfaction requires a lot of skills,” he says. “Perhaps the most underrated one is listening. Essentially, we are leading the customer, and customers are people. People are happier to be led by someone who listens to them than by someone who does not.”

### Learning to Listen

As the president of the Chisinau Toastmasters club, Hassim emphasizes the

power of listening. “When a first-time guest walks into a Toastmasters club meeting, we’ve learned to greet them warmly, look them in the eye, ask them a question or two and listen to them,” he says. “We’ve made that the duty of all our members. Then we never leave a guest without at least introducing them to someone else first.”

It is the same in the hotel industry, says Hassim, and it doesn’t stop at check-in. “Whenever a guest has a question or a problem, the first thing we do is look them in the eye and invite them to say whatever is on their mind.”

Hassim says that his food and beverage teams never direct a guest elsewhere to solve a problem. His team either finds a resolution directly or they personally walk the guest to someone else who can. They never leave a guest alone or with their problem unsolved.

Balakrishnan agrees. Before he was a Toastmaster, he would assume he knew exactly what the problem was. But if you want to exceed the expectations of a customer, you first need to understand them. This goes beyond direct customer interactions. “Whether it’s follow-up calls or asking customers while they’re on the property, we pay close attention to the varying tastes of different people, from different cultures. We want to know how they like their food prepared, how they expect their rooms to be set up and what leisure activities they like,” says Balakrishnan.

“It’s the same thing at my Sharjah Toastmasters club in Dubai and other clubs I’ve visited around Asia. We’re very intercultural, with members and guests from all over Asia and the world. While there is

a framework, we also listen to our members and visitors.

“Success comes from building a great concept — like our hotel chain or like the Toastmasters experience — through listening, presenting and listening again. Listen to the individual and continually modify. We are convinced that customers — people — are very loyal to this treatment.”

Indeed, in the competitive hotel industry, leaders just can’t afford to get it wrong. Communication skills are critical to getting it right. **T**

**Jack Vincent, CTM, CL**, is a member of Toastmasters Zug in Switzerland. He is a sales advisor and trainer, and the author of *Sales Pitches That Snap, Crackle ‘n Pop*. Read his blog at [BraveNewSales.com](http://BraveNewSales.com).

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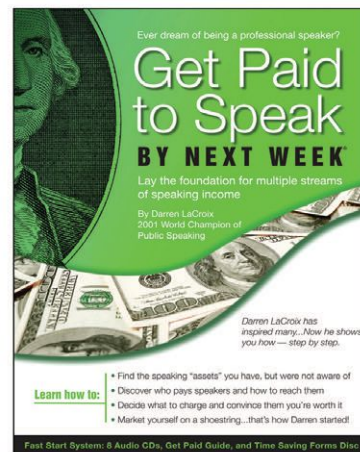


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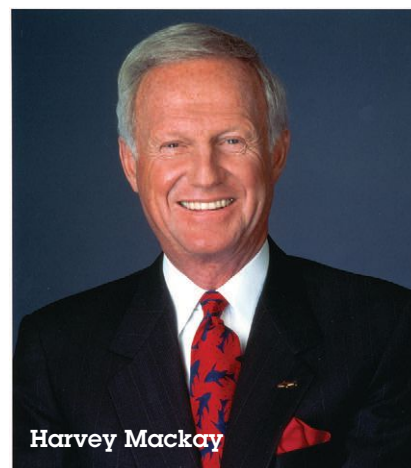
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# SELLING IN THE REAL WORLD

Tips from expert Harvey Mackay.

By Craig Harrison, DTM



**A**ccording to Harvey Mackay, everyone is a salesperson in one way or another. “Every day of your life you are selling ideas,” says the successful entrepreneur. “Whether you’re talking to one person or delivering a keynote, there is no difference.”

That is why sales skills are important. And if anyone knows the sales business, it is Mackay. He began working as an envelope salesman in

rational tips with practical, career-oriented advice. His books have been translated into 40 languages and sold more than 10 million copies.

## Persevere

One of the most important qualities of a salesperson — or anyone — is perseverance, says Mackay in an interview with the *Toastmaster*. If you want to sell something, the key is to try ... and keep on trying, even if it means getting

so doing whatever you can to get yourself in front of more people is beneficial.”

While many people attend networking events and collect stacks of business cards, Mackay says you have to do more than that if you want your efforts to pay off. “What good does it do making all those contacts if you don’t follow up on them? You must build and nurture relationships.”

## Touting Toastmasters’ Impact

Mackay speaks often of the importance Toastmasters played in his success. He recalls how his father insisted — not suggested, but *insisted* — that he join a club after graduating from the University of Minnesota. “At 21 I joined King Boreas Toastmasters in St. Paul, Minnesota, and without question it was one of the most important decisions of my life and career.

“Once you’ve been in Toastmasters and become an accomplished speaker,” he adds, “then over a lifetime you become a better leader, a better communicator, a better manager and a better salesperson.” **T**

**“If you want to triple your success ratio, you have to triple your failure rate.”**

his early 20s and at 26 founded the MackayMitchell Envelope Company. Today, he is chairman of the \$100 million company, which is based in Minneapolis, Minnesota, and manufactures 25 million envelopes a day.

Mackay, who joined Toastmasters as a young man, is a powerful communicator across a wide range of mediums. He has flourished in business, speaks around the world on various business-related topics, is featured in numerous television and radio interviews, and is a widely read author and newspaper columnist.

His most recent book, *The Mackay MBA of Selling in the Real World*, shares his hard-earned sales know-how from decades spent in the business arena. Like his other books, it is a best-seller on several prestigious newspaper lists and combines inspi-

rejected all the time. “If you want to triple your success ratio, you have to triple your failure rate,” he notes.

If economic times are tough or you are enduring a rough patch in your career, Mackay adds, stay determined and keep plugging away. “In business, prospects may seem darkest when really they are about to turn. A little more perseverance, a little more effort, and what seemed a hopeless failure may turn into a glorious success. There is no failure except in no longer trying.”

## Make a Connection

Another way to build success in sales is to develop relationships; that is also true when conducting a job search, says Mackay, especially in the area of networking. “Three-fourths of all jobs are found through networking,

**Craig Harrison, DTM**, is Past District 57 Governor and a member of the Toastmasters Leadership club in Oakland, California. He is a keynote speaker and principal of the training firm Expressions of Excellence! For more information, visit [SpeakAndLeadWithConfidence.com](http://SpeakAndLeadWithConfidence.com).

# MARKETING YOUR MESSAGE

Clearly define your communication strategy.

By Steve Magnino

**I**n yesterday's mail, my dog Lindy received a great offer from a local men's clothing store — 50 percent off the price of a sport coat with the purchase of a suit! As offers go, it's not a bad deal, but my guess is that the retailer probably won't achieve the hoped-for result. "They must not have realized that Lindy is a girl," my wife joked. "Or that her style is more casual," my son added.

"Sometimes people cram multiple messages into a single communication, which dilutes and fragments the message."

Communication strategies are important for creating messages that are relevant, appealing and differentiating. A communication strategy can be articulated in a one-page document and is a roadmap for messaging efforts. Whether promoting yourself, your product or your club, a communication strategy can help you craft effective messages that stand out, resonate with your audience and elicit the desired response. Include the following four elements when crafting your communication strategy:

## 1. Target Audience

Great marketing messages, like great speeches, begin with defining your target audience — the potential buyers of your product, service or offering. Persuasive messages must be tailored to the people you are trying to influence. It's tough, for example, to sell cat food to people who don't have cats.

## 2. Core Message

With your audience in mind, the core message can be developed based on what's most important to them. If you aren't clear about what's most important, it won't be clear to your audience either. Sometimes people cram multiple messages into a single communication, which dilutes and fragments the message. I once attended an advertising agency presentation for

a television commercial. The agency developed a storyboard without a communication strategy. The proposed commercial contained 18 messages! The commercial was never produced, and the company I worked for quickly found a new agency.

Two important aspects of the core message are your "point of difference" and the "reason why." Your "point of difference" is what makes you unique. The "reason why" is the evidence that supports your point of difference.

Across cultures and languages, meaningful core messages are the defining aspect of effective promotion. Look at how car companies around the world differentiate their products. Toyota talks about quality, Volvo talks about safety and Ford talks about the durability of its trucks.

## 3. Style and Tone

The style and tone deal with "the feel" of your message. "You've

got to speak in a voice that your audience will relate to," says writer Phil Andres, who won an Emmy award for the television show *Win Ben Stein's Money*. "Conversational, authoritative, even snide tones can work if they resonate with the people you're trying to reach."

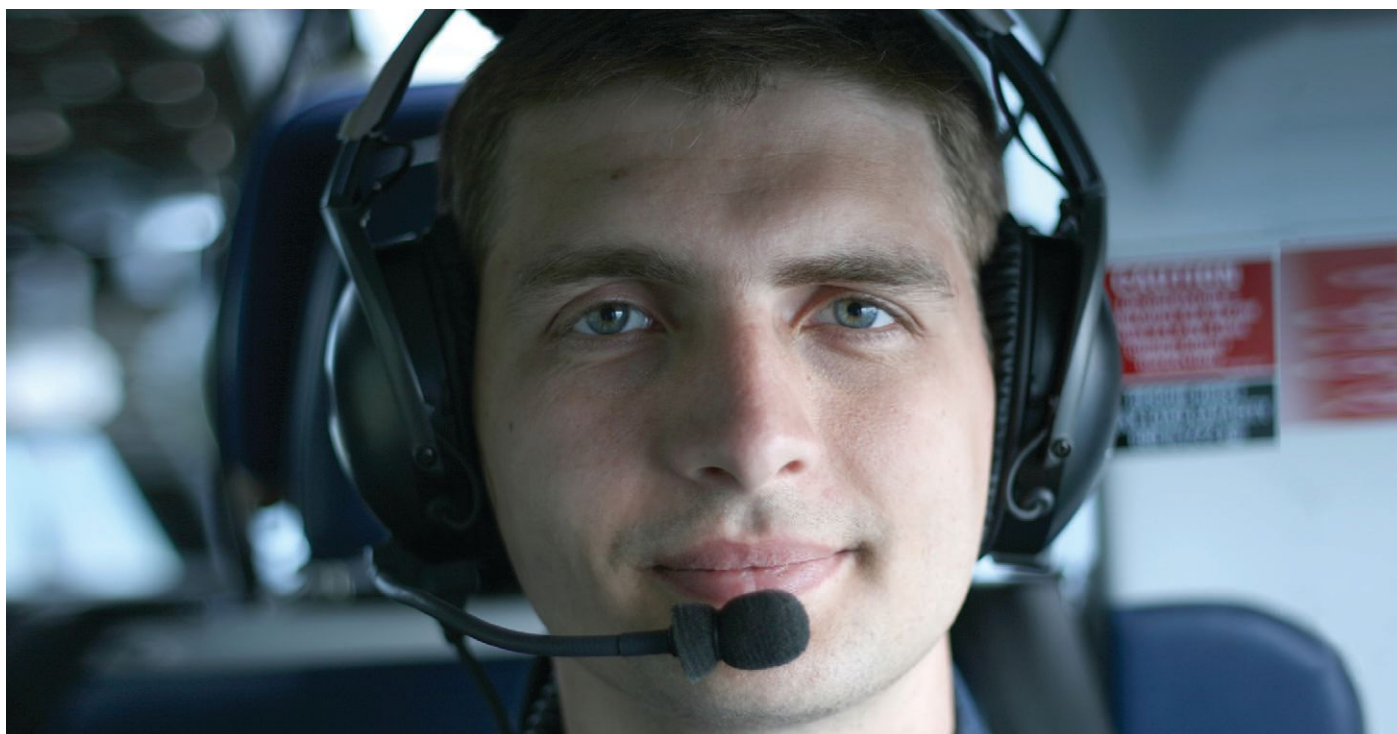
A doctor in a white lab coat, with a stethoscope over her shoulder, may be the perfect spokesperson for a new drug, but she may give the wrong impression for companies such as Heineken or Disney.

## 4. Desired Response

The final element is your call to action; what you want your audience to think, feel or do: "Ask for Behr Paint & Primer in One." Or, from Dr. Scholl's For Her: "Take two insoles and don't call the doctor in the morning."

A clearly defined communication strategy can enhance the effectiveness of your promotional messages and improve the chances of achieving your desired results. At the very least, it can help ensure that your marketing messages aren't wasted. If our local clothing store had an effective communication strategy, they would have known that Lindy is firmly committed to the coat she has. **T**

**Steve Magnino** is a marketing professional, speaker, consultant and freelance writer from Arlington Heights, Illinois. Contact Steve at [steve@stevemagnino.com](mailto:steve@stevemagnino.com).



# PILOTING YOUR PROJECT

Does your team know its mission?

By Jason Garrett

**I**n Toastmasters, you learn to effectively express your thoughts and ideas to an audience. However, as project leaders, it is not just *how* you communicate but *what* you communicate that makes the difference. Whether a club is organizing an open

picture looks like, a project is easier to complete when you understand what you are working on. By explaining the project, you get everyone working toward a common purpose. I speak from experience when it comes to small-team leadership: I practice those

aircrew present, we conduct a “mission brief” to ensure that everyone understands exactly what the mission is. This brief is an important reason for the success of military flight missions. The legendary baseball player Yogi Berra — famous for his quirky quotes as well as his sports skills — said, “If you don’t know where you are going, you might not get there.” This is certainly true for a helicopter aircrew, and it is true for your team as well: If members do not know what they are working to achieve, they might not achieve it.

Darla Nettles Edwards is a Toastmaster who has served in several officer roles since joining in 2005. She agrees that a team leader can’t be vague when giving direction. “You have to clearly communicate what you want and need from people.”

You also need to be supportive and a source for information, adds Nettles Edwards, a member of the TRC

“A leader’s expectations can mean the difference between average and exceptional performance on the job.”

house, a club contest or a holiday party, a project leader must describe the purpose of the project as well as the tasks, the timelines and any additional expectations. Doing this gives your team an excellent chance to succeed.

## The Project

As a team leader, start your project by explaining it. Just as a puzzle is easier to assemble if you know what the

skills every day as a commander in the U.S. Navy. As an officer and helicopter pilot, I have had the opportunity to lead flight crews and helicopter detachments on deployments around the world. (I am currently stationed at Pearl Harbor, Hawaii.)

For any team, working toward a common purpose is key. In naval aviation we practice this unity of effort before every flight. With the entire



Toastmasters in Charleston, South Carolina. “Make sure team members understand that you are there to help them, and that you are accessible.”

### Tasks

Have you ever joined a team only to find that no one knew what their individual tasks were? Nothing is more frustrating than volunteering your precious time only to have it wasted. In this type of situation, disappointed team members often disengage.

Leaders who do not know how to properly employ group members can lose credibility. A leader must identify the tasks required to complete a project and be prepared to assign them.

Divide your project into smaller and smaller tasks that can be completed by small groups or individuals. Once identified, assign the tasks as appropriate. This process will give you instant credibility as the project leader and also allow eager team members to quickly commit their time and energy to the project, vesting them in its outcome.

### Time


Most of us watch the clock all day. The clock allows us to pace our efforts to complete projects in a timely manner, make it to meetings on time and squeeze in extra work where we can. Imagine how hard it would be to pace your work if someone took your clock or watch away. That is what it's like when a team leader does not communicate the timeline or due dates for each task. Deadlines are rarely met.

Identifying deadlines for each task — and stressing why they are important to the project — creates positive pressure. Being on or ahead of schedule is the carrot that encourages team members to continue working at their current pace, while knowing that the team is falling behind schedule is the stick that motivates them to work harder to get back on track.

I can attest to the effectiveness of deadline pressure through my own experience preparing sailors for a deployment in the U.S. Navy. The pressure to train and ready U.S. sailors for a deployment date that can't be postponed is tremendous. Workdays are long and weekends are often sacrificed to ensure all preparations are made on time. Sailors are willing to put forth that extra effort to meet their deployment date.

### Expectations

While completing the project on time is the basic criteria for success, team leaders often have higher expectations. As a leader, convey those expectations to your team. In today's competitive workplace, a leader's additional expectations for his or her project can mean the difference between average and exceptional performance on the job. Most leaders I have worked with in the Navy are able to accomplish their assigned projects on time. But leaders who have the imagination and initiative to do more than the bare minimum, and to lead their team to achieve higher goals, are the ones who really get noticed.

Conveying your vision is one of the most important things you can do as a leader. By clearly explaining the project as well as the tasks, timelines and expectations, you enable your team to bring your vision to fruition. Such leadership will help your team successfully complete any project or endeavor, no matter how difficult it might be. 

**Jason Garrett** is a Toastmaster in Honolulu, Hawaii, and Area 11 Governor for District 49. He is a commander in the U.S. Navy and also part-owner of Garrett's Fireworks. Reach Jason at [jmgarretts.mailbox@gmail.com](mailto:jmgarretts.mailbox@gmail.com).

## TACKLING TEAM CONFLICT

Whether in school, at the office or on the playing field, being a “team member” is a challenging role. How do people with diverse backgrounds, abilities and belief systems set aside their differences and start working together for a common goal?

Elusive as good teamwork might seem, groups can take certain steps to overcome challenges and perform well. For most teams, some disagreements and tensions are inevitable. How a group handles those conflicts is key. One important tip: Do not sweep disagreements under the rug. Instead of the differences leading to nasty arguments that then escalate — or the discord being ignored, which causes tensions to fester — learn to embrace *productive* conflict.

Productive discussions focus on strategic concepts or ideas, not personality or political matters. Make sure people who shouldn't be involved aren't drawn into these conflicts.

Remember: Avoiding tough issues and personal confrontation will only lead to more problems down the road. In the end, conflict — handled productively — is an opportunity for your team to learn and grow.

# YOU'RE THE MAN

The tall and short of leading your team.

By John Cadley

**C**ongratulations! You've just been asked to lead a project. That means they either think a lot of you or nobody else wanted the responsibility. Either way, you're The Man. Oddly, even if you're a woman they still say, "You're The Man!"

So now you have to be a leader. Or at least act like one. Or at least *look* like one. Are you tall? If you're not, can you get tall somehow? Elevator shoes? Growth hormone injections? Stilts? I say this because tall people are automatically perceived to be

*"So now you have to be a leader. Or at least act like one. Or at least look like one."*

leaders. You have to look up to them whether or not you want to. If you're tall, people will assume you know what you're doing, even if you're as dumb as a post. And conversely, short leaders are always compared to Napoleon. They'll say you have a "complex" and that all your memos about objectives and deadlines are signs of a psychiatric disorder.

Another possibility: Have you ever been a Marine drill sergeant? If not, can you get a brush cut and a tattoo, and then act like one? I know this is asking a lot, especially if you are female, but trust me, it works. Any hint that you've led raw recruits under barbed wire with live ammunition whizzing overhead will guarantee loyalty and admiration from your team members for the life of the project, and well beyond. (A scar adds a nice effect too, by the way.)

If you're not tall and you can't fake the Marine thing, then you have to find some other way to command respect. This involves adopting a leadership style, of which there are many. There's the Participative style, where you give everyone a voice in the process. This sounds nice in theory, but more often than not it turns into a forum for everyone's personal agenda. Instead of talking about the project, you sit and listen to complaints about the phone system, the air conditioning and the bathroom paper towel

dispenser that's always jammed.

Then there's the Visionary style where you motivate your team with an inspiring vision of the future. Do you have one? If not, take some inspiring words like John F. Kennedy's "Ask not what your country can do for you, ask what you can do for your country" and adapt them. Something like: "Ask not what the project can do for you — ask what you can do for the project ... preferably before my salary review." You have to be careful, though. People don't always like visionaries. Think Mussolini. Yes, he made the trains run on time, but still, he's not someone you'd want to be in a breakout session with.

Or you can adopt the Action-oriented style where you lead by example. You're the one on the front lines, doing the job, setting the pace,

providing the momentum. That takes a lot of effort and unless I miss my guess, the whole point of becoming a project leader is getting someone else to do the work.

Next up would be the Goal-oriented style. This is when you clarify aims and make objectives crystal clear. The problem with this is that if you make the goal too clear, your team will actually reach it and then management will give you an even harder assignment. Project leadership is one thing, but let's not get carried away.

And finally there's the executive style where you lead because you're the boss and everyone has to do what you say — or else. This is called Theory X or management by fear — as practiced by people like Tomás de Torquemada, Vlad the Impaler and the late Kim Jong-il of North Korea. If you don't mind being compared to people like that, go for it.

So there you have it — a project and a style to lead it with. Sure, there will be sleepless nights worrying about the deadline, intestinal distress thinking about the budget, high blood pressure dealing with recalcitrant team members, unexplained hair loss, and a slight facial tic that suddenly developed when your boss told you how much was riding on the project. But that's okay. You can handle it. You're The Man. **T**

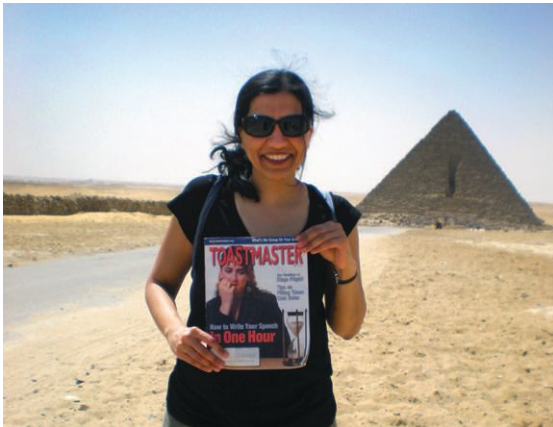
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**Hidemi Ohba, ACB**, from Yatomi, Japan, visits Tucson, Arizona.



**Nor Lida Dahalan, ACB, CL**, from Selangor, Malaysia, visits Kinabalu National Park in Sabah, Borneo.



**Renee Stanneart, CC, ALB**, from Scottsdale, Arizona, is "treetop trekking" in Barrie, Ontario.



**Greg McKeen, ACG, CL**, and his wife, **Kathy, CC**, from Oceanside, California, ride the London Eye in London, England.






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