

# TOASTMASTER®

[www.toastmasters.org](http://www.toastmasters.org)

MAY 2013

**10** SMART TALK WITH  
COLUMNIST 'MARILYN'

**22** IS IT RATIONAL TO  
IGNORE INTUITION?

**26** KEEPING MESSAGE  
COOL IN GREENLAND

A photograph of a man with dark hair and a beard, wearing a green sweater over a blue collared shirt, smiling and leaning forward to talk to an older man with grey hair. The background is slightly blurred, showing what appears to be a workshop or office setting.

## THE MANY FACES OF MENTORING

Help others while  
helping yourself.

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## MEMBERS ARE OUR FUTURE



**In 60 days we will reach the end** of the Toastmasters fiscal year. How are you doing with your educational goals? Is your club on track to earn Distinguished recognition? How are areas, divisions and districts doing? Every morning when I wake up, I ask myself, What have I contributed to this globally inspired organization? My goal is to help as many people as possible become better communicators and leaders. As a result, I convey the benefits and values of Toastmasters each day to friends and business clients.

Building quality clubs involves paying attention to the needs and aspirations of all Toastmasters members. When members give manual speeches, participate in Table Topics and take on roles during club meetings, they become better communicators and leaders. It is vital for club and district leaders to help members meet their goals.

**Building quality clubs involves paying attention to the needs and aspirations of all Toastmasters members.**

When members are in need and request assistance, it's an opportunity to point out the values and benefits they reap from our great organization. As Albert Einstein said, "When you do nothing, you feel overwhelmed and powerless. But when you get involved, you feel the sense of hope and accomplishment that comes from knowing you are working to make things better."

Our members are our future. Listen to their needs, and inquire about their aspirations. Invite them to take up leadership roles, and find out how you can help them become more effective and efficient leaders. Ask what you can do to help them gain more satisfaction from being members of our organization.

In 1997, Mok Chok San, president of Bukit Batok Toastmasters Club in Singapore, requested that I become club vice president education (VPE). I asked him what the expectations were, and he gave me a detailed explanation. I accepted the position for the 1997–1998 term because of his leadership. Performing the duties of VPE inspired me to take on additional leadership roles as I continuously inquired about new leadership opportunities.

I urge everyone to finish the fiscal year strong in the next 60 days by looking after members' needs in Toastmasters, where leaders are made. <sup>T</sup>

**JOHN LAU, DTM**  
International President

# TOASTMASTER®

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



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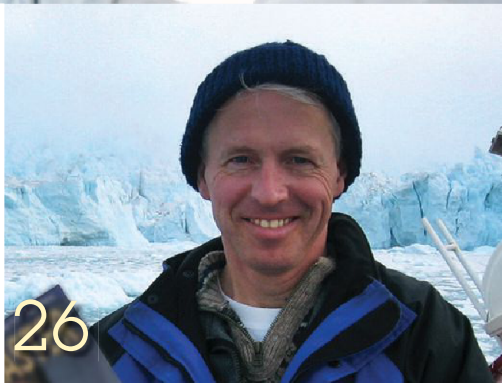
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Since 1924, Toastmasters International has been recognized as the leading organization dedicated to communication and leadership skill development. Through its worldwide network of clubs, each week Toastmasters helps more than a quarter million men 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.**



“Whereas we learn in moments of enjoyment, it is quiet persistence behind the scenes that makes a club work and reach Distinguished status.”

— John Lesko, DTM, PDG

### Mastering a Role

Thanks to Toastmasters, I was able to serve as master of ceremonies at our annual office party. I am the translator and interpreter for the Embassy of Ghana in Mali. When my boss entrusted me to be the emcee of Ghana’s Founder Day event, which is attended by more than 200 university students and faculty members, my heart raced, especially because I was a new employee. But when I thought about my success with Toastmasters, I felt ready to live up to his expectations.

I was able to successfully handle the ceremony because of the encouragement of my boss, the students and the senior Toastmasters who had given me evaluations in our club.

Tidiane Fofana, CC  
Bamako-Ciwara Toastmasters club  
Bamako, Republic of Mali

### Sharing the Message

I love that the February *Toastmaster* magazine highlighted a cause that is near and dear to my heart (and kidney and liver!). That issue is organ donation. The articles by Darren Cawley (“Proposing a New Life”) and about Johnny Thomas (“Johnny Thomas: He’s Got Heart”) both communicate the unique, powerful perspectives of organ recipients. I stand on the other side of the equation, as a family member of a donor. My mom’s organs were donated in 2007, bringing my family much joy after a tragic loss.

In 2009, I spoke about my experience at St. Patrick’s Cathedral in New York City, to 1,500 organ recipients,

donor families and doctors. I delivered the speech with many “ums” and much nervousness. Realizing how much more impactful I could have been, I joined MINY Toastmasters in 2011. I finally rid myself of the butterflies in my stomach and the filler words. I now feel not only confident, but excited about public speaking.

In my speeches, I hope to inform audiences about organ donations by sharing the donor family’s perspective.

Thank you, Toastmasters, for giving me the courage to convey such an important message.

Rakhi Datta  
MINY Toastmasters  
New York, New York

### Think Realistically

Kudos to Judith Tingley for her article “Positive Thinking Debunked” in the January issue. Her timely advice will serve all Toastmasters well. Whereas we learn in moments of enjoyment, it is quiet persistence behind the scenes that makes a club work and reach Distinguished status. To paraphrase Past International President Bob Blakeley, leadership is defined by results, not simply by positive attributes. Realistic thinking trumps overly positive “rah-rah-we-can-do-it” hype.

John Lesko, DTM, PDG  
Traveling TasteMasters club  
Stafford, Virginia

### Inspired Introvert

The title of the article “The Quiet Leader” caught my attention as I browsed through the December issue. It had never occurred to me that a quiet person could become an effective

leader until I read this article by Michelle Tyler. I discovered there are great leaders who help in shaping the world because they are introverts who listen, think, share ideas, and work calmly and efficiently. As an introvert myself, this made me think that—like many people out there—I could also become one of the great leaders in the world.

Roel Basera  
TMX Toastmasters  
Lapu-Lapu City, Cebu, Philippines

### Reflection in the Mirror

I’m 68 years old, and while most members in my Toastmasters club are looking through the windshield at their career, I’m looking in the rear-view mirror at mine. In my business life I made more than 250 in-person presentations to audiences ranging from 10 to 300 people. Looking back, I was either *selling* or *telling* them something. I wish I had heard about Toastmasters back then.

That was then. This is now. And I encourage everyone to join a local Toastmasters club. The little nuggets of information greatly improve each person’s communication skills. The Ice Breaker speech alone will have you looking in your own mirror—before it quickly becomes the rear-view mirror.

Richard Erschik  
Homestead Toastmasters  
Homestead, Florida

### Do you have something to say?

Write it in 200 words or less. Include your name, address and club affiliation, and send it to [letters@toastmasters.org](mailto:letters@toastmasters.org).

# FOR DIPLOMAT, NO MISSION IS IMPOSSIBLE

By Thabo Khasipe

*"Diplomacy is to do and say the nastiest things in the nicest way."*

— Isaac Goldberg

**I** am an ambassador for the Kingdom of Lesotho, a country in southern Africa. I have represented Lesotho in the Middle East since 2008, first in the Arab Republic of Egypt and now in the State of Kuwait. As a diplomat, speaking is

Please cut me some slack if I veer off the speech objectives. In my field, "veering off the speech objectives" pays the bills.

one of my key responsibilities. After a few years in Kuwait, I recalled my prior experience in the mid-1990s as a guest at a Toastmasters club in Maseru, the capital of Lesotho. Spurred by my burning desire to improve my public speaking skills, I set out to find a Toastmasters club. After two visits as a guest, I joined the Timbre Talkers club in Salmiya, Kuwait, as it "ticked all the boxes" for me.

Having been a member for almost a year now, I can definitely say it has been worth it. You see, whether public or private, speaking is central to the life of a diplomat. In my case, I wanted to polish my public speaking skills, but I didn't consider my existing skills too shabby. As a result, I came to the club with modest expectations.

Boy, was I wrong! It turned out that I was not only ignorant, but also

ignorant of my ignorance. What came as a surprise to me was how applicable the lessons I learned from the club meetings were to my job. American author Isaac Goldberg says, "Diplomacy is to do and say the nastiest things in the nicest way." Now, tell me that's not one of the key lessons of the Toastmasters experience: giving honest, negative feedback in the most positive and encouraging manner.


Giving feedback has never been my strong point. My personal and professional relationships are benefiting from the lessons I have learned in my club. While in the past I would have dished out a negative comment about a subordinate's work, I now focus on the positives and deliver the negatives as part of a generally positive package. You would expect this lesson to have been obvious to me. Indeed, at a theoretical level, it has been. However, nothing drives the lesson home more than listening to a positive evaluation of your own speech that is also interspersed with some honest feedback on areas that need improvement.

Of the lessons learned, perhaps the most surprising to me was listening. I mean, you do not come to a speakers' club to listen, do you? The Toastmasters club experience

encourages listening and, as a result, is fertile ground for learning from others.

From the moment the meeting starts, regardless of whether you have a meeting role, you are constantly tuned in to the speakers' gestures, messages and adherence to speech objectives. As a member of the audience, you also support speakers through encouraging facial expressions and applause while taking notes for crafting feedback. Doing all these tasks is impossible without attentive listening. I now feel that the audience is partially responsible for the success of any speech.

In typical Toastmasters evaluation style, I conclude by pointing out a key challenge that I face as a club member and diplomat. At the beginning of the meeting, the sergeant at arms points out that talking about politics, religion and sex is not permitted in our club. And then we are encouraged to craft speeches around our areas of expertise. How do I do that with politics on the prohibited list? The simple answer is diplomats are already very good at avoiding talking about their core business of politics.

To the evaluator of my next speech: Please cut me some slack if I veer off the speech objectives. In my field, "veering off the speech objectives" pays the bills. 

**Thabo Khasipe** is the ambassador of the Kingdom of Lesotho to the State of Kuwait, and a member of the Timbre Talkers club in Salmiya, Kuwait.



Kingdom of Lesotho ambassador  
Thabo Khasipe

# AROUND THE GLOBE

## INTERNATIONAL INTERPRETATIONS

### WHAT'S IN A NAME?

MAGNÚS  
KARLSSON  
*Sally Bryant*  
Eunha KIM

William Shakespeare thought a rose by any other name would smell just as sweet. Many people, however, would disagree. People's names—and the conventions for choosing them—are unique throughout the world.

For example, most Western cultures follow the “personal name–family name” rule (e.g., Sally Bryant). Most Icelandic people, on the contrary, do not use family names, but emphasize a moniker based on the father's first name. For example, if Karl has a son named Magnús, his full name is Magnús Karlsson, or Magnús “Karl's son.”

When East Asian people such as the Chinese and Koreans write their names in English, some prefer to use the Western order (personal name–family name). They may write their family names in capital letters to avoid confusion, e.g., Eunha KIM.

## WHAT'S THE BUZZ?

### WHAT IS YOUR FAVORITE TWIST ON TABLE TOPICS?

**Members contributed to the discussion on the LinkedIn Official Toastmasters International Members Group:**

“My favorite is when the Topicsmaster plays the role of editor of the *Toastmaster* magazine. Armed with actual article titles to use as prompts, he calls a mock meeting with members who play the roles of the magazine's writers. They are each asked to give a briefing about ‘their’ article. It's a lot of fun, and it encourages members to read the magazine articles in preparation for the next Table Topics session.”

— MARK ANDERSON, ACS, ALB  
PPD WILMINGTON TOASTMASTERS, WILMINGTON, NORTH CAROLINA

“One of my favorites is a ‘Dear Abby’ theme in which a Table Topics speaker must act as an advice columnist. The speaker draws a short question written on a slip of paper, and must respond to that question in the one- to two-minute time frame.”

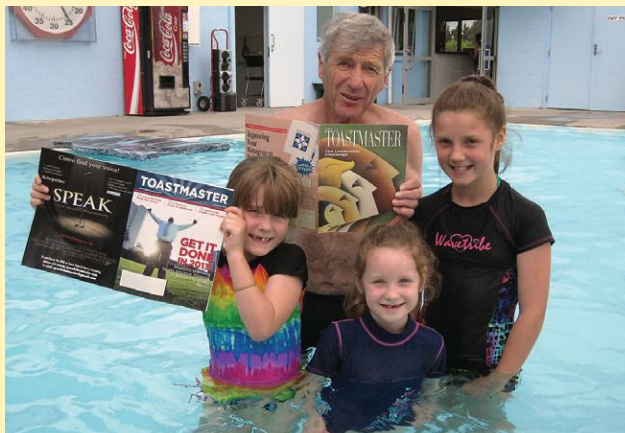
— MICHAEL BOSTICK, ACB, CL  
GOT TOAST? CLUB, INDIANAPOLIS, INDIANA

## SNAPSHOT

Donald Walker, ATMB, a charter member of the Hereford Street Toastmasters in Christchurch, New Zealand, goes for a swim with three of his granddaughters (from left):

Jorgia, 8, Tavia, 5, and Isabella, 11.

He is holding a *Toastmaster* magazine from 1990, while Jorgia's issue is more current.



## BOTTOM LINE



Cincinnati chili

## Convention Countdown: Featured Foods

While in Cincinnati this August for the International Convention, taste the local flavors. One of the area's most famous foods is Cincinnati chili. Enjoy it with spaghetti, cheese, beans and onions. The city's German heritage is evident in the schnitzels and the Bavarian cooking. Be sure to also indulge in Graeter's Black Raspberry Chip handmade ice cream. Register before July 26 to receive the full convention package at a discounted rate.

[www.toastmasters.org/Convention](http://www.toastmasters.org/Convention)

## MASTER OF CEREMONIES TIPS

### THE HOST WITH THE MOST

Serving as master of ceremonies is a balancing act. You must be a host, program facilitator, entertainer, presenter of speakers and timekeeper, all in one. Whether you emcee a charity event or serve as Toastmaster of your club meeting, these tips will help.

- **Keep introductions brief.** In his handbook for emcees, *Master the Ceremonies*, Toastmasters Accredited Speaker Dana LaMon, DTM, says introducing a speaker or performer should take one to two minutes. That's about 100–200 written words.

- **Make people feel welcome.** Use specific information, says Australian motivational speaker Rachel Green. For example, "To those of you who have traveled all the way from Newcastle, a big welcome."

- **Use original humor.** Offer personal anecdotes rather than recycled quips, says LaMon. "A humorous story about you and a notable individual in the audience, for instance, will go over better than a poorly told, heard-before joke."

## MEMBER MOMENT

### WORKPLACE PRODUCTIVITY EXPERT

Clare Edwards, CC, is a facilitator and coach who helps businesses build teams, adapt to change and improve performance. She joined Maroochydore Toastmasters Club in Maroochydore, Queensland, Australia, four years ago to overcome her fear of impromptu speaking. She has since won her area's Table Topics Contest. A former manager in the hospitality and corporate worlds, her goal is to speak internationally.

#### How has Toastmasters helped you in your profession?

I now think more clearly when challenged or when facilitating conflicts. My skills have improved significantly in those tiny details that evaluators pick up on, such as pacing, breathing, cadence and timbre. I am fully comfortable speaking in a neutral stance, whereas before I was moving all over the stage.

#### What do you like most about your club?

I love the balance our club has between maintaining the rigor of the process and being fun and informal. We're a cheeky lot, sometimes a little irreverent, yet always respectful. We take the role of mentoring seriously; I have loved watching one of our recent members blossom.

#### What is the most useful thing you gained from Toastmasters?

I think it's the feedback process. I can apply this to all areas of my work and life. It's a special blend of encouraging speakers not to shy away from areas of development while at the same time showing them the talents they might not even be aware of.

Learn more about Clare Edwards at [change-works.com.au](http://change-works.com.au).



Clare Edwards, CC

**Translated Manuals Now Available** Six manuals from the *Advanced Communication Series* can be purchased in the following languages: Arabic, Simplified Chinese, Traditional Chinese, German, French, Japanese and Spanish. The translated manuals include *The Entertaining Speaker* (Item 226A), *Speaking to Inform* (Item 226B), *The Professional Speaker* (Item 226G), *Persuasive Speaking* (Item 226I), *Storytelling* (Item 226K) and *Humorously Speaking* (Item 226O). Learn more about them at [www.toastmasters.org/Shop](http://www.toastmasters.org/Shop).

## AROUND THE GLOBE

### ADVICE FROM THE EXPERTS

**IN THIS MONTHLY COLUMN,** Accredited Speakers and Toastmasters World Champions of Public Speaking share lessons learned.



Accredited Speaker Dilip R. Abayasekara, DTMI, is a member of six clubs in the United States and Sri Lanka. He served as Toastmasters International President in 2005–2006.

#### How do you give a gracious acceptance speech when receiving an award?

A gracious speech features courtesy, kindness, tact, good taste and generosity. An award-acceptance speech has four parts:

- **Thank the organization** for the award. Feel the gratitude in your heart and express it with sincerity.
- **Turn the spotlight on others.** Acknowledge those who played a role in your success.
- **Remind everyone of the larger vision.** Build pride in the organization and remind the audience that its calling is greater than any individual.
- **End with inspiration.** Thank everyone again. Share an appropriate quote. Challenge everyone to live the vision.

## FACTS WORTH KNOWING OLDEST CLUBS

Some of the oldest Toastmasters clubs are still in existence, including the very first club ever founded, which will turn 89 in October. Visit the clubs' websites to learn more about them or email them to find out how they have withstood the test of time.

#### **Smedley Chapter 1, 1-F**

Tustin, California  
Chartered October 1924  
28 members\*  
[smedleyclub1.org](http://smedleyclub1.org)

#### **Anaheim Club, 2-F**

Anaheim, California  
Chartered January 1926  
13 members  
[2.toastmastersclubs.org](http://2.toastmastersclubs.org)

#### **Los Angeles Toastmasters, 3-52**

Burbank, California  
Chartered June 1927  
19 members  
[la3toastmasters.wordpress.com](http://la3toastmasters.wordpress.com)

#### **Santa Barbara Toastmasters, 5-33**

Santa Barbara, California  
Chartered March 1929  
26 members  
[sbtoastmasters.com](http://sbtoastmasters.com)

#### **Pasadena Club 6, 6-F**

Pasadena, California  
Chartered September 1929  
28 members  
[pasadena6.toastmastersclubs.org](http://pasadena6.toastmastersclubs.org)

#### **San Diego Toastmasters 7, 7-5**

San Diego, California  
Chartered April 1930  
40 members  
[toastmasters7.org](http://toastmasters7.org)

*\*Club membership numbers listed here were recorded in February 2013.*



### FROM THE ARCHIVES

In October 1962, Toastmasters International finally had its own World Headquarters building, in Santa Ana, California, not far from the YMCA where the first Toastmasters club met. Members are seen here waiting to tour the building.

## MENTOR MOMENT

**N**o one has the potential to influence a member's experience like a mentor. Julia Hinkle, CC, of the Dobson-Craddock Toastmasters club in South Charleston, West Virginia, wants to recognize her mentor, who also happens to be her son.



Julia Hinkle (right) with her son and mentor, Jason Krantz.

### Why did you join Toastmasters?

I retired in July 2011, so I have long hours to fill. My son and mentor, Jason Krantz, ACB, CL, convinced me to attend Dobson-Craddock Toastmasters meetings. I found it very rewarding, and soon joined.

**Tell us about your son.** Jason is a trainer for a power company. He is Area 62 Governor and past president of the Dobson-Craddock club, where he serves as sergeant at arms.

**How does Jason give feedback?** We talk on our way to and from meetings, but we also communicate through email. He is always honest. When I worked on my Ice Breaker, I read it aloud to him. Now I try to be more independent.

**What is the most important thing you have learned from him?** To share myself through my speeches. People relate to personal stories that are honestly told.

### What specific goals have you accomplished under Jason's guidance?

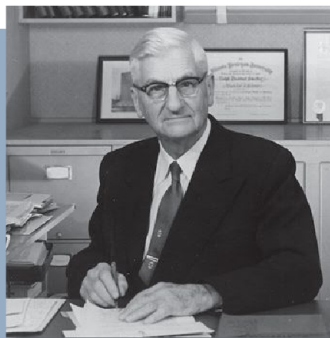
I took on meeting roles and became club secretary. I earned my Competent Communicator award in November 2012, and I am working on my Competent Leader award. I also recently assisted in officer training.

**What is your favorite thing about Jason?** His optimism. If a meeting is poorly attended, Jason sees it as an opportunity to take on another meeting role or make an impromptu speech.

## DR. SMEDLEY SAYS

Toastmasters founder Dr. Ralph C. Smedley shared many insights worth remembering, such as:

"Self-expression is one of the first steps toward leadership. Sometimes a man gets hold of an idea, and it shapes his whole life."



Dr. Ralph C. Smedley  
1878-1965

## LEARNING ABOUT OUR PAST INTERNATIONAL PRESIDENTS



Terry Daily, DTM  
Past International President  
1998-1999  
Plymouth, Minnesota

### Q: What inspires you?

**A:** Encouraging others and then watching them succeed. One of the greatest gifts you can give to another person is encouragement. It can be as simple as briefly saying "good job" or as complex as mentoring someone for a long period of time.

It is truly inspiring when you are able to see something in people that they do not see in themselves, and you are able to encourage them to succeed. That might mean taking on a leadership role in an organization, speaking in front of a large audience or applying for a new job. In a Toastmasters meeting, thoughtful evaluations provide constructive feedback along with a healthy dose of encouragement. Do you feel inspired after attending a Toastmasters meeting? I do, because of the supportive learning environment created by encouragement.

# IQ CHAMP OFFERS SMART TALK

*Parade* magazine columnist shares views on logic and leadership.

By Dave Zielinski

**M**ost readers of *Parade* magazine are likely familiar with its popular “Ask Marilyn” column, where columnist and author Marilyn vos Savant responds to questions and solves puzzles submitted by readers. The magazine, commonly inserted in the weekend edition of U.S. newspapers, has a circulation

the “educational and social” speaking category in 1999, and that she also is an executive at Jarvik Heart, which manufactures artificial hearts for use in the treatment of heart failure. (Her husband is Robert Jarvik, inventor of the Jarvik artificial heart.) In addition, vos Savant, who lives in New York City, is a multipublished

**Taking long-term actions based on short-term feelings is just as bad in our professional lives as it is in our personal lives.**

of 33 million, making it one of the largest periodicals in the world. Reader questions range from the mathematical to the philosophical to “just plain nuts,” according to vos Savant.

The fact that questions rarely stump vos Savant is little surprise, given that she was listed in the Guinness Book of World Records for several years as having the highest IQ for both childhood and adult scores—with that IQ topping out at 228. She has since been inducted into the Guinness Hall of Fame for that accomplishment.

What’s probably lesser known is that vos Savant was named by Toastmasters International as one of the year’s most popular speakers in

author and was named—among many other honors—one of 50 “Women of the New Millennium” by the White House’s Vital Voices: Women in Democracy campaign.

Here, vos Savant shares her thoughts on what goes into writing her *Parade* column, how she prepares for speeches, the best ways to persuade audiences, what makes for effective leadership and more.

**Q. What are some of the most common logical fallacies you see used in formal speeches? What about in attempts to persuade others in the workplace?**

**A.** What I hear and read most often are inappropriate analogies. This bad-analogy problem is rampant in society today. We see it employed in everything from speeches at political conventions to editorials on all sorts of subjects.

What I see in the workplace are appeals to emotions. But emotions are immediate, and taking long-term actions based on short-term feelings is just as bad in our professional lives as it is in our personal lives.

**Some believe the best way to persuade audiences is with factual material like data or text; others believe it’s with emotional or relational content like personal stories. What is the best way to impact audience thinking over the long term?**

For me, factual material doesn’t work because I know how selective it can be, and relational material is typically superficial. I’m more influenced by examples from many different contexts and situations, as varied as possible.

**What is the most challenging question you’ve received from a reader?**

**Columnist and author Marilyn vos Savant says no matter how clear you speak or write, you still will be misunderstood by many.**



If you saw my mail, you might not ask! Anyway, here's the question that I rank Number One in the Least-Likely-To-Be-Published category: "Which religion is the correct one and why?" Try tackling that sometime!

**How much time, on average, do you spend researching responses to questions submitted to your column?**

Very little. I don't like to answer questions that are researchable unless I think they would be especially interesting to readers.

**When you do have to conduct research, are there any techniques you use that might be helpful to our readers?**

When a fact is needed, I use only sources that are unassailable, such as the FDA [Food and Drug Administration] and NASA [National Aeronautics and Space Administration]. I've found that most so-called sources are full of error and bias.

**What lessons have you learned about writing more effectively in your time as a columnist?**

How much space do we have for this? A book? Well, I suppose one of the most important things I've learned is that everything one says or writes, no matter how clear, can and will be misunderstood by a large percentage of people, for reasons too numerous to list.

**When you were giving speeches regularly, what was your rehearsal routine? Did you use any specific strategies to memorize content?**

I always wrote out speeches beforehand and practiced reading them several times. This sounds awful, of course, but it does burn the content into your brain. Then, a couple of days before the speech, I would throw away the papers and notecards and just talk to (or with) the audience about the subject. The presentation is usually more important than the content, anyway.


**What are the leadership traits that you most admire, and why?**

I admire a visionary in thought who is practical in nature. I also admire an ability to see the overall landscape of an issue and understand the validity of the various positions so that effective agreements can be reached.

**Can people be taught to be effective leaders, or are the essential qualities inborn?**

I think many people can be taught, but why devote the time and effort? Aren't followers valuable? More than enough people will want and learn to be leaders without help. And "born leaders" can be effective in social arenas, but they're downright scary in political positions.

**Many people are dealing with growing workloads on the job. What are the best ways to manage work duties and still remain effective in that scenario?**

I suggest that people keep in mind that when they accomplish more and more, they will be given more and more to accomplish. You may want your employers to think you can do anything and everything, but do you really want them to treat you that way? If not, keep them advised while you're still ahead. 

**Dave Zielinski** is a freelance writer and frequent contributor to the *Toastmaster*.

# Meet Toastmasters' 2013 Golden Gavel Award Recipient: **SUSAN CAIN**

By Mary Nesfield

**A**t the 2013 International Convention this August in Cincinnati, Ohio, Toastmasters International will honor Susan Cain with the prestigious Golden Gavel award for her influential research in how introverts lead and communicate. Author of the best-selling book *Quiet: The Power of Introverts in a World That Can't Stop Talking*, and a celebrated TED speaker, Cain speaks and writes about the valuable skills introverts can bring to the world.

"What an incredible honor to be selected for the Golden Gavel award," says Cain, who credits Toastmasters with helping her feel more comfortable onstage. "I wish I could go back and tell myself of three years ago—my pre-Toastmasters, terrified-of-public-speaking self—that such a thing [the Golden Gavel award] would come to pass. I would have thought it impossible."

The Golden Gavel award is given annually to an individual distinguished in the fields of communication or leadership. Past recipients include Stephen Covey, Debbi Fields Rose, Zig Ziglar, Deepak Chopra, Art Linkletter and Dr. Joyce Brothers. (See [www.toastmasters.org/GoldenGavel](http://www.toastmasters.org/GoldenGavel) for a complete list.)

Cain's work has struck a powerful chord. Her 2012 book *Quiet* hit the best-seller lists of publications such as *The New York Times*, *The Washington Post*, *Los Angeles Times* and *Publishers Weekly*. The book gained additional recognition through

publications such as *O, The Oprah Magazine*, which lists it as one of the 19 favorite books of the year.

Her TED2012 presentation in Long Beach, California, titled "The Power of Introverts," has since generated nearly 4 million views. Even Bill Gates named it one of his all-time favorite TED Talks.

Educated at Princeton University and Harvard Law School, Cain practiced corporate law for seven years before she moved on to become a negotiations consultant. Her interests lie in mentoring, so she used her leadership and communication skills to train a broad range of clients in the art of negotiation, from hedge fund managers to TV producers, and even college students negotiating their first salaries. Companies such as Merrill Lynch and the nonprofit 100 Women in Hedge Funds benefited from her training methods and expertise.

But ultimately, Cain wanted to fulfill her childhood dream of becoming a writer. So she took the time to pursue her goal. She conducted six years of research in a subject she is passionate about: the differences between extroverts and introverts. A self-proclaimed introvert herself, she drew on cutting-edge research in psychology and neuroscience to explore the leadership potential of introverts. Through her writing, Cain developed a powerful voice as an advocate for introverts.

Cain touts the often undervalued qualities of introverted people and the contributions they can make to

the world, both professionally and personally. After all, she says, "Introverts have been changing the world for a long time, from van Gogh to Charles Darwin to Steve Wozniak."

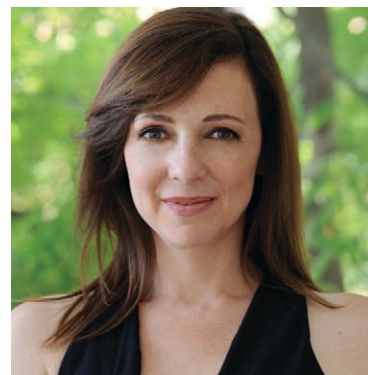
Soon after *Quiet* was published, Cain was giving media interviews and speeches around the world. In preparation, she challenged herself by joining a local Toastmasters club. But Cain would remain true to the quiet, soft-spoken person she is: "I'm focused on communicating in a style that's authentic to my personality," she wrote on her blog in 2011.

Cain developed a Toastmasters speech on the topic of encouraging introverts to speak up, which led to her TED2012 speech in Long Beach, California. She says her Toastmasters training helped her overcome her nervousness about speaking in front of the large global TED audience.

"Because of all the practice I got by delivering speeches in front of the supportive members of my Toastmasters club, I had the confidence to do it." **T**

**Susan Cain** will speak at the Golden Gavel Dinner on Friday, August 23, at the Toastmasters International Convention in Cincinnati, Ohio. For convention details and registration, please visit [www.toastmasters.org/Convention](http://www.toastmasters.org/Convention). For more information about Susan Cain, visit [thepowerofintroverts.com](http://thepowerofintroverts.com).

**Mary Nesfield** is associate editor for the *Toastmaster* magazine.



Susan Cain

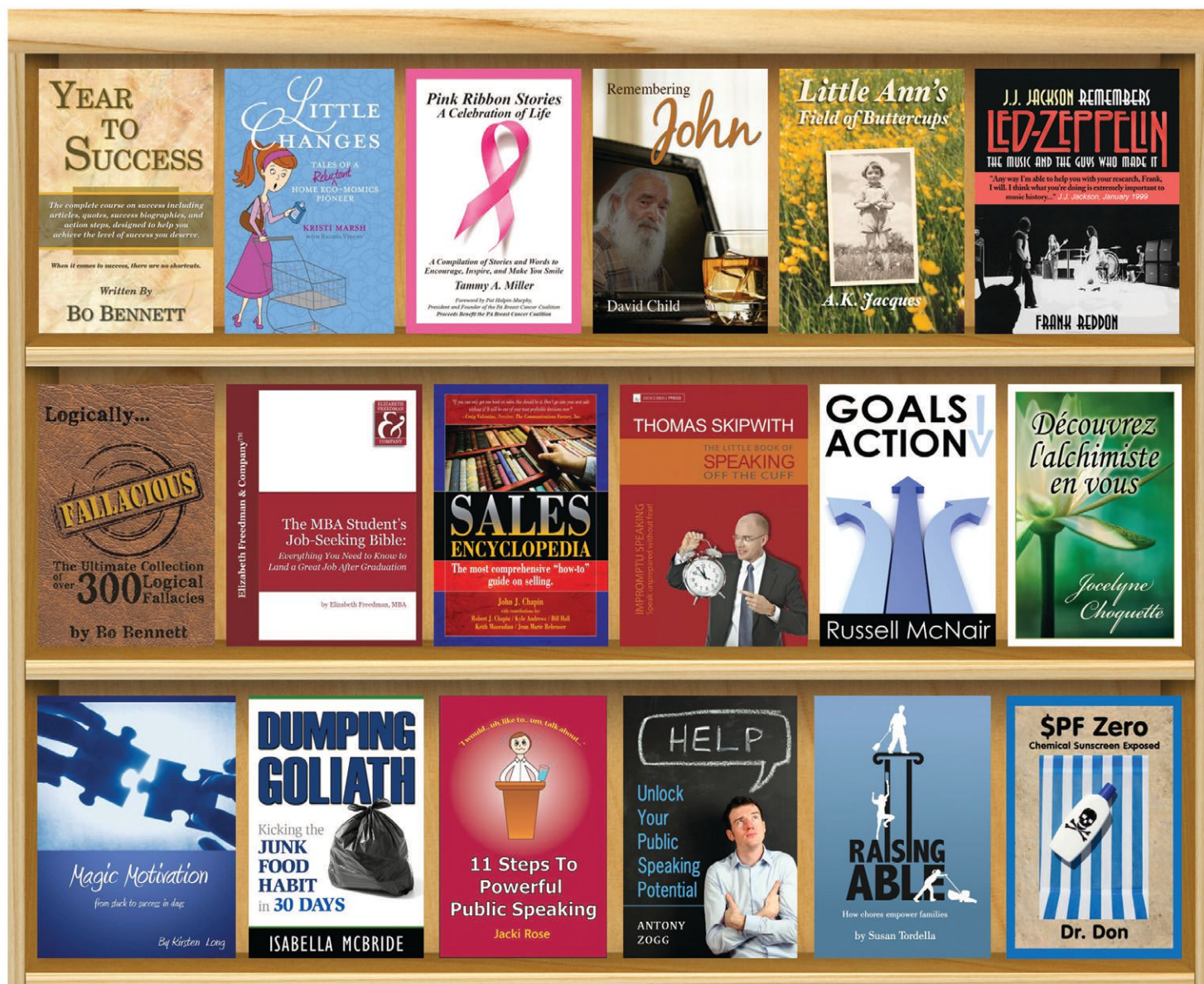
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# LESSONS FROM TOP BUSINESS LEADERS

How five high-profile executives inspire faith in their brands.

By Carmine Gallo

**T**o inspire is to elicit a fervent enthusiasm. Inspiring leaders are communicators who get their audience members excited about brands, products and ideas. Through their presentations, a number of today's high-profile leaders of global companies are transforming the way brands are pitched, and in doing so, provide fresh and interesting models to emulate. Here's a look at five of those leaders.

## Amazon.com CEO Jeff Bezos



The next time you deliver an important PowerPoint presentation—a product launch, investor pitch or speech to a new client—take a cue from Jeff Bezos

and ditch the bullet points. When Bezos unveiled the Kindle Fire HD in September 2012, his presentation slides were light on text and heavy on images. Bezos' strategy isn't new, of course, yet it's so rarely executed that it seems fresh to many people.

The typical PowerPoint slide has 40 words. In Bezos' presentation, it was nearly impossible to find a combined 40 words on 10 slides. He told

the story behind the new products in images and text. I'm not advocating that you ditch PowerPoint. I am recommending that you *ditch PowerPoint as we know it*—dull, wordy and overloaded with bullet points. You can have great ideas backed up by data and logic, but if you don't connect with people emotionally, it doesn't matter.

## Yahoo! CEO Marissa Mayer



Marissa Mayer is a persuasive speaker who understands the power of storytelling. When Mayer was the vice president of search products at

Google, she was known for launching products with minimal slides and a multitude of stories. In September 2010, she launched the search technology Google Instant at San Francisco's Museum of Modern Art. Instead of talking about the product's features and benefits, as most speakers would have done, Mayer told a story.

She took the audience back to 1935, the year the museum acquired Henri Matisse's painting "Woman with a Hat." "If you searched for

information on that piece in 1935, it would have taken you two days," Mayer said. She took her audience on a journey, telling listeners a story about how difficult it was to search for information before the advent of the computer, the CD-ROM and other technology. Then she said, "What took you two days in 1935 will now take you three seconds with Google Instant." The audience loved it. Instead of bombarding her listeners with facts, figures and technology jargon, she told them a story instead.

## Microsoft executive Panos Panay



When the new Microsoft Surface tablet was introduced in October 2012, the reviews were mixed. However, commentators

seemed to agree that the executive giving the launch presentation was an impressive communicator. *Time* magazine technology editor Harry McCracken tweeted that Panos Panay—general manager of Microsoft Surface—"has about 10,000% more passion than the average product guy."

Great product launches have a “wow moment”—that one moment in a demonstration where you say to yourself, I want one of those! Panay produced one such moment when he held the tablet at arm’s length and then dropped it on the stage. “Everybody told me not to do that, but I’ve got to tell you—it’s not going to break,” said Panay. “You can actually drop it in 72 different ways.” Twitter exploded when Panay dropped the tablet. He knew it would.

Great product launches have a “wow moment”—that one moment in a demonstration where you say to yourself, I want one of those!

#### Salesforce.com CEO Marc Benioff



If you want to command the attention of an audience, take a lesson from Marc Benioff’s keynote at Dreamforce 2012 in San Francisco.

(Dreamforce is Salesforce’s annual user conference.) Benioff rarely stayed on the stage; instead, he walked among tens of thousands of people in the audience. He didn’t simply walk toward the front row—he walked through the audience to the last row of the auditorium, making it difficult for the video operators and photographers to keep up.

Breaking down the wall between the stage and your audience is a technique reserved for the most confident presenters. To use it effectively, a speaker must be confident, passionate and prepared. Benioff is confident about Salesforce.com and its ability

to help companies use “the cloud” to transform the way they manage their sales teams and do business through social media. But while Benioff is sure of his message, he also rehearses for each major presentation. He gave the two-and-a-half-hour keynote with no notes. He shared the stage by interviewing special guests. Benioff knew where certain people were sitting in the audience and called upon those people in an interview-style conversation. These individuals included the

CEO of General Electric, the CEO of Virgin America and motivational guru Tony Robbins.

It’s hard to think of anyone who can upstage Tony Robbins, but Benioff came close. Benioff is a charismatic communicator because he breaks down barriers between the speaker and the audience. When you can do that well, the audience will remember you.

#### Founder of the Virgin Group, Richard Branson




No entrepreneur sells himself quite like Sir Richard Branson, founder of the Virgin Group, a conglomerate of more than 400

companies, including Virgin Atlantic Airways. How the illustrious Englishman pitches products provides valuable lessons for CEOs, managers, business owners, entrepreneurs and

aspiring leaders. I spoke recently to Branson about his latest book, *Like a Virgin: Secrets They Won’t Teach You at Business School*. He notes in the book that a business pitch should be confident, concise and clear. “Why can’t businesspeople speak simply, free of jargon and confusing concepts?” I asked him.

“I can’t speak for other people but dyslexia shaped my—and Virgin’s—communication style,” Branson said. “From the beginning, Virgin used clear, ordinary language. If I could quickly understand a campaign concept, it was good to go. If something can’t be explained off the back of an envelope, it’s rubbish.”

Too many business professionals underestimate the power of simplicity in pitching their ideas or presenting their products. An early Google investor once told me that if an entrepreneur cannot explain his product or idea in fewer than 10 words, an investor loses interest. Clearly, Branson values simplicity as well. In his book, Branson says he once pitched a business plan that fit on a beer mat. The idea was for a low-cost domestic airline in Australia to take on the Qantas and Ansett airlines. That “beer mat” pitch became Virgin Blue, now Virgin Australia.

Each of these five leaders captures our imagination with bold visions, outstanding execution and inspiring presentations. 

**Carmine Gallo** is a keynote speaker and communications coach. His books include the best-selling *The Presentation Secrets of Steve Jobs*. Learn more at [carminegalloacademy.com](http://carminegalloacademy.com).



# THE MANY DIMENSIONS OF MENTORING

Step up to teach, advise, encourage, motivate, learn—and lend a listening ear.

By Jennifer L. Blanck, DTM

**A**re you looking for ways to develop your skills, stay motivated, receive support or gain the understanding of an insider? Then it's time to get a mentor or two. Working with a mentor—both inside and outside of Toastmasters—offers many benefits.

**“When mentees are mentored correctly, their confidence and self-esteem skyrocket. Not only that, they strive forward a lot quicker.”**

— Vicki Wilson, ACG

For new Toastmasters, mentors help demystify the many aspects of club membership, such as club roles, norms, protocols and processes. These experienced members also provide insight into the Toastmasters communication and leadership tracks, helping members work through the manuals.

Odile Petillot, DTM, former District 59 Governor and a member of multiple clubs in Paris, says newcomers take comfort in knowing they'll have a veteran to help them begin their journey. “New members are aware that they will be associated with more seasoned members who will help them better understand the

educational program and assist them in their Toastmasters debut,” she says.

But the information mentors provide isn't restricted to the club level. They also shed light on the overall international structure of Toastmasters. Oftentimes they also provide insight on public speaking or leadership

issues beyond Toastmasters. A mentor can be the person you turn to for any question you may have.

The benefits of having a mentor apply to the corporate world, as well. Megan Pfaff, supply chain supervisor within Pepsi's division of Quaker products, is just starting to participate as a mentee in the company's mentoring program. She anticipates a range of potential benefits, which include gaining access to senior leaders at Pepsi and learning about other divisions and jobs throughout the company.

Pfaff says it's important to take the time to find the right mentor. “Find someone who is high-level, someone you're comfortable with and can give

you structured feedback,” she says. “It's not about someone who can do something for you, but rather someone you can bounce ideas off of.”

## Skill Development

New Toastmasters often rely on mentors for help with their first three to five speeches. Mentors help them learn and refine new skills and ensure that their speeches are focused on goals related to the manuals. Although speakers receive feedback after their speeches, they sometimes seek guidance *before* giving their presentation as well. Mentors can also help speakers brainstorm speech topics.

“Even veteran members can learn new ideas and try new approaches or styles,” says Petillot.

## Inspiration and Motivation

Sometimes a member reaches a plateau. When this happens, a mentor can encourage that member to move forward by suggesting new activities, such as participating in a contest or serving as a club officer. In addition, mentors help Toastmasters establish realistic but ambitious goals and hold them accountable to an action plan. This motivation helps new members get a strong start and inspires new or veteran members to remain active in their clubs.

## Moral Support

Mentors also help club members stay positive and focused. They provide a friendly face in the crowd and a supportive ear to listen to their hopes and fears. “When mentees are mentored correctly, their confidence and self-esteem skyrocket. Not

International to recognize members involved in the program.

Different types of mentoring opportunities are available. Whether newly formed or decades old, any club should consider these options:

► **One-on-one relationship:** This type of coaching pairs a mentor with a

also exists in the business world. For example, at Deloitte Consulting LLP—a subsidiary of Deloitte LLP, the global professional services firm—formal and informal mentoring programs exist. “Deloitte has an apprentice model,” says Tiffany Plowman, a manager at Deloitte Consulting. “Coaching and mentoring happen on a day-to-day basis as people do their work.” She also emphasizes the importance of having more than one mentor, and connecting with different people based on their strengths. “You shouldn’t rely on just one person for everything,” says Plowman. Instead of looking at mentoring as a singular relationship, she suggests envisioning it “as a network of people who can coach or guide you throughout your career.”

In addition to participating in mentoring programs in your club, you can look to your alma mater for mentoring opportunities. The University of Maryland’s School of Public Policy offers a mentor program to its former students. “We tell students they are building a team to help them with their career development,” says Bryan Kempton, the school’s career services and alumni relations director. “They get advice, find jobs and gain feedback.”

## Challenges

Mentoring programs also have their challenges—namely, that there’s no guarantee the relationship between the mentor and mentee will work. Wilson says it’s important that mentees have a say in the pairing. She suggests program coordinators give mentees the opportunity to reject an assigned mentor and request another.

It’s also essential to establish guidelines for the relationship. Whether it’s through a structured program or a decision made between mentor and mentee, it’s important to set parameters and discuss expectations at the beginning of the relationship. It’s also

“Even veteran members can learn new ideas and try new approaches or styles.”

— Odile Petillot, DTM

only that, they strive forward a lot quicker,” says Vicki Wilson, ACG, a member of the Whitehorse Toastmasters in Melbourne, Australia.

## Mentors Benefit Too

Mentors also learn from mentees. By assisting someone else, they improve their own speaking skills as well as other abilities. Petillot, a longtime mentor, says, “Mentoring is an excellent way to develop leadership skills and learn how to listen efficiently, how to teach somebody else, and how to pass on good tips one has learned.”

She also cites the emotional rewards of helping others grow and flourish. “I find it extremely satisfying to work as a mentor; you can feel great pride while witnessing your protégé develop and become a great speaker. Plus, many of them have also become real friends.”

## Club Benefits

Clubs also benefit from mentoring programs. When members are satisfied, the result is higher member retention for a club. The same principle applies in business and other organizations. If your club or organization doesn’t have a mentoring program, suggest starting one. Toastmasters International’s Successful Club Series includes a mentoring module that helps clubs establish a program. Mentor pins can also be purchased through Toastmasters

mentee for a specified number of speeches or time period. The traditional model is person-to-person contact; however, mentoring can also be conducted remotely by communicating through the use of email, telephone or webcam. Wilson uses email in all of her mentoring relationships. She says, “The only thing that email does not work for is body language, pronunciation and ‘ums’ and ‘ahs.’ This is hopefully rectified by mentors when they listen to their mentees at the club meeting.”

► **Assignment or project mentor:** This mentoring relationship exists for a specific assignment only. An example is the High Performance Leadership program. However, this arrangement can be made for any project, speech or other specified activity.

► **Group mentor:** Group mentoring provides a pool of people who are available to mentees, or even for each other’s purposes. Pfaff says Pepsi has a traditional mentoring program, as well as a group program called Mentoring Circles. “Pepsi encourages you to have a range of mentors, which allows you to gain exposure to different disciplines and higher-level opportunities,” she notes

► **Formal vs. informal:** Clubs can offer formal mentoring programs, but they can also encourage informal mentoring relationships. That dynamic

vital that the mentee take the initiative throughout the relationship. As Kempton says, “The onus of responsibility is on the mentee.”

But you don’t need a structured program to have a mentor. “Mentors get built into your life,” Kempton says. They can come from your place of em-

mentor based on the work he had accomplished for her organization. Then she asked if he was willing to meet with her. He was.

“If I want to stay in my current role, I often ask my mentor about new skills or training I can explore acquiring to strengthen my performance,”

**Mentors provide a friendly face in the crowd and a supportive ear to listen to [members’] hopes and fears.**

ployment, your volunteer activities or other aspects of your life. Sometimes the relationship occurs naturally, and sometimes it’s necessary to be proactive in creating a relationship.

Caitlin Halferty, a management consultant based in San Francisco, California, says she identified her

Halferty says. “If I want to move to a new role, I ask advice on a transition plan—identify skills or experience gaps and how to address and fill them. I don’t come to our meetings unprepared and expect my mentor to suggest topics to cover. I make sure to follow up on any suggested action items.”

You can create your own group mentoring program through professional online communities such as the LinkedIn Official Toastmasters International Members Group. One way or another, it’s a good idea to develop mentor relationships in your life. Toastmasters is an ideal place to make that possible. As Petillot says, “A mentor-mentee relationship is definitely a win-win situation, and one of the keys of the Toastmasters education program.” **T**

**Jennifer L. Blanck, DTM**, is the founder of the Georgetown Toastmasters club at Georgetown University in Washington, D.C. She is a freelance consultant and writer with more than 14 years of experience in higher education and seven years in public affairs.

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# LOOSEN UP!

Avoid the stiff mannequin-style delivery.

By Ernest C. Daw, ACG, ALB

**M**y greatest lesson in public speaking occurred while delivering my fourth speech in the *Competent Communication* manual. I practiced it four nights in a row, timing the speech and memorizing sentences. When the time came to deliver it, I strode confidently to the lectern, but I was nervous.

During the delivery, I suddenly lost focus. I became distracted by my own voice, and the seemingly ugly, dreadful noises it was making. I hesitated and lost my train of thought. My voice, body and mind stiffened, and I felt like a department store mannequin.

The seven minutes felt like years. All the rehearsing didn't save me from the obstacles I faced as I spoke, but I got through it.

We've all been told that preparation is the key to success, but that means much more than writing and rehearsing the words of a speech. When performing on stage, actors rely on the voice, body and mind to not only create a character, but to communicate that character to an audience.

The same concept applies to public speaking. Although a public speaker may not be creating a character, the ultimate goal is the same—it's communication. Even the best speech writer can come up short if his body lacks agility and his mind lacks focus. The following tips can help you loosen up your voice, body and mind for your next speech.

## Vocal Preparation

We all recognize when a delivery is monotone or a rhythm is repetitious. "The enemy of the speaker is sameness," says Patricia Fripp, an executive speaking coach.

Vocal variety is a product of the mind, but we often neglect our vocal system. This system comprises the tongue, mouth, vocal cords, facial muscles and the diaphragm, which allows us to breathe. By readying this system, you can deliver a wider range of sounds.

Prior to speaking, stand or sit in an upright position and relax. Slowly breathe in through your nose, hold your breath for two seconds, and then slowly exhale through your nose. Repeat this process, imagining your chest cavity is a balloon

filling up with air. Feel your diaphragm expand down toward your pelvis. When you release the air, feel your diaphragm contract inward and upward, pushing out air through your mouth. After a few cycles, you should begin to feel relaxed and centered.

Next, introduce your vocal cords to the routine. Emit a relaxed sound upon each exhale. The nature of the sound doesn't matter—just keep your throat relaxed and your mouth open. The sound will resemble a low hum. Recognize this sound as your true voice—the centered, relaxed sound of *you*.

## Agility facilitates communication, and a tense body is not agile.

Don't make the mistake of overlooking the role the mouth plays in speaking by overemphasizing the vocal cords and what goes on in the throat. We take articulation for granted, thinking we do it naturally. The lips and tongue determine diction. And don't assume every audience member has top-notch hearing. Listeners may not capture and comprehend our every word.

As you prepare to speak, limber up your face, mouth and tongue by conducting these exercises, preferably in front of a mirror:

**1 Relax your cheek muscles** by massaging them with your hands. Don't be concerned with looking silly (you probably will!), and notice how your face feels afterward.

**2 Continue to stretch** all the muscles in your face and head. Slowly work your jaw, and move your brow up and down. The more you stretch, the more agile your muscles become.

**3 Move your tongue** to explore your mouth while it is closed. Next, open your mouth and stretch your tongue beyond your lips in all directions. Then recite tongue-twisters

like the ones listed below. Begin slowly, and then speed up the delivery while maintaining perfect enunciation.

- *A giggling gaggle of geese*
- *A box of biscuits*
- *Peter Piper picked a peck of pickled peppers*
- *Irish wristwatch*
- *Unique New York*
- *Red leather, yellow leather*

### Body Preparation

Agility facilitates communication, and a tense body is not agile. To gain a better connection with your audience,

properly prepare your body by releasing any tension beforehand.

Most tension lies in the shoulders and upper torso. You can release this kind of tension in the following way:

- ▶ Stand upright with your feet directly beneath your shoulders. Don't lock your knees—maintain a slight “bounce” in the joints. Push your shoulders back in a comfortable way, and allow your chest to rest directly over your center-of-gravity. Let your arms hang at your sides, with your hands open. Try to release any tension in your body by imagining you are a puppet on a string capable of performing any desired motion.
- ▶ Roll your shoulders, first forward, then backward.
- ▶ Roll your hips in a circular motion, first clockwise, and then counterclockwise.
- ▶ Return to the position in the first step. From this position, you can move or gesture more easily, and communicate more fully.


### Mind Preparation

Have you ever been distracted while speaking, only to be thrown off-

course? Have you ever drawn a blank during a presentation? By centering yourself, clearing your mind and practicing visualization, you can avoid these types of obstacles. In the days before your speech, visualize your speech from the audience's perspective. See yourself at the lectern and hear yourself speaking. Consider these questions and adjust the mental image of your speech to draw a more favorable audience response.

- ▶ What are you doing that is most effective?
- ▶ What about your speech is particularly moving, and why?
- ▶ What about your presentation is funny?
- ▶ What questions do you have about the speech's content?
- ▶ Are you, as a listener, moved to action, better informed or entertained?

I remember the feeling I had the first time I used these warm-up exercises. I felt more alert, and more capable of directing my energy while on stage. Rather than monitoring every action and word, I focused on being my character and connecting with others.

I find that I am more relaxed, confident and self-aware if I spend about 10 minutes in a private place completing these exercises. Spend whatever time you can on these exercises, and loosen up! These techniques will not only help you be better prepared, you'll also build confidence. Give yourself the best possible chance of success. As Craig Valentine, the 1999 World Champion of Public Speaking, says: “If I can see it, I can be it!” 

**Ernest C. Daw, ACG, ALB**, is sergeant at arms at Blue Expressions Toastmasters club in Newark, New Jersey, where he has been a member since 1997.

# ARE YOU RATIONAL

How to draw strength from  
two problem-solving methods.

**H**ave you noticed the many opportunities to be a leader in Toastmasters? Have you seen notices about available leadership positions at work or in the community? Have you jumped in with both feet or felt hesitant? Leadership is hot. It's mentally stimulating and even fun. The world at large, with all its problems and needs, is clamoring for more women and men to step up and help solve problems—both big and small.

Brian Tracy, author of *How the Best Leaders Lead*, writes, “Your entire success as a person and a leader is determined by your ability to solve problems effectively and well. Whatever title is written on your business card, your real job is problem solver.”

When I read Tracy's comment, I thought, What better setting than Toastmasters to learn and practice problem solving and other leadership skills?

Club and district leaders solve problems on a regular basis. When you, as a functionary, do a particularly good job of solving problems, you become a leader and role model for other club members to emulate.

District 32 Governor Mary Morrison, ACG, CL, from Tacoma, Washington, approaches problem solving as a collaborative process. She says, “I like to gather people with knowledge and information about a problem and facilitate a conversation that each club can relate to.”

In such a process, the group identifies problems clearly, comes up with potential solutions, makes decisions, takes action and plans for follow-ups; it's a rational problem-solving process.

## Thinking Rationally

I first heard about rational problem solving as a first-year nursing student at the University of

# or *Intuitive?*

By Judith C. Tingley, DTM, Ph.D.

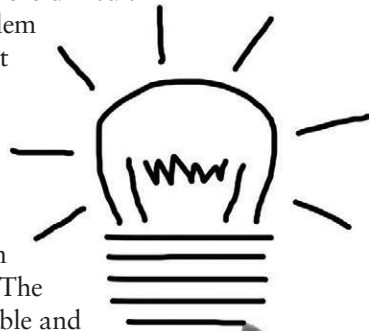
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Michigan. I didn't get it. I wondered what solving problems had to do with giving an injection. What I did know was that memorizing the steps of any nursing procedure was more difficult than understanding the problem that the procedure was meant to solve: for example, how to keep a patient free from infection or as comfortable as possible after surgery. Throughout my schooling, instructors discussed problem solving. I finally understood. The step-by-step process is a reliable and effective pattern for thinking that can be used for problem solving in various situations, including nursing.

Elena Brenna, ACB, CL, a member of U Speak Easy Toastmasters on Bainbridge Island in Washington, says she is naturally inclined toward rational problem solving in most aspects of her life. She attributes her style to her independent bent, which sends her to research the facts, make a plan, and execute and evaluate the plan in collaboration with others.

Brian Tracy suggests 10 steps for rational problem solving:

- ▶ Define the problem.
- ▶ Ask yourself, What else is problematic?



## WHICH METHOD IS BEST?

Last year I led a workshop at 2012 Open Mic Science, a monthly discussion about science topics held on Bainbridge Island, Washington. I asked the audience of about 50 people whether they preferred the rational or intuitive style of problem solving. The majority identified with the rational style, about one-third somewhat sheepishly said they were intuitive, and one member said she preferred using both styles. A few people weren't sure.

Audience members asked, "Which style works best?" A light-hearted, funny, but definitely competitive conversation ensued, featuring comments such as: "Those rational problem solvers are no fun—they're so serious and boring." "My husband is always telling me the right way is his rational way and any other way is illogical." "I always thought those intuitive types were in la-la land." "My wife does that intuitive thing, and it drives me crazy!" Research indicates that men tend to use the rational style more often, and women more often use the intuitive style.

Harmony was restored at the workshop when all audience members understood that using both styles of problem solving at the same time, for the same problem, leads to the best solutions. Respect for gender and style differences was renewed—at least for the moment.

- ▶ Restate the problem in a way that is clear and helpful in solving the problem.
- ▶ Determine all possible causes of the problem.
- ▶ Determine a variety of possible solutions.
- ▶ Decide which solution to try first.
- ▶ Assign responsibility for the solution.
- ▶ Set a timeline.
- ▶ Implement the plan.
- ▶ Evaluate the outcome. If the problem isn't solved, go back to the first step.

You may have your own system. It may be shorter and almost automatic for you. However, you may want to consolidate Tracy's steps and practice this leadership exercise. It is an analytic, deliberate, conscious and cyclical process. If you can't (or don't) choose a possible solution as you run through the steps, start over and redefine the problem or settle on a solution, even if it isn't ideal.

Tracy quotes George S. Patton, the famous U.S. Army general, about problem solving: "A weak solution vigorously carried out is usually better

than an excellent solution weakly pursued." When we take action to solve a problem, and the action doesn't result in a solution, we still gain information that may ultimately lead to a solution.

### The Benefits of Talking to Yourself

Recent research reveals a quirky side to the rational process. Talking out loud to yourself as you go through the steps of problem solving improves the chances of a successful outcome. By hearing yourself vocalize each step, you can avoid going off on useless tangents or following mistaken logic. I've done this—talking out loud to myself—feeling foolish and laughing at myself, but finding it helpful.

For years I believed rational problem solving was the only way for smart people to solve problems. Then a research study in a 2011 academic journal, *Psychology of Aesthetics, Creativity, and the Arts*, set me straight. The study indicates there is another valid style of problem solving—it's called the intuitive approach. The study says intuitive problem solving has advantages over the rational system as it produces

not only more solutions, but more creative solutions. This research also notes that we each have a preference for either the rational or the intuitive style, and that we tend to stick with the style we prefer.

Marcia Reynolds, leadership coach, founding member of the International Coach Federation and author of *Outsmart Your Brain!*, says, "I am by nature an intuitive problem solver, although I have tried to be more rational over the years, especially in running my business." It was her intuition, however, that prompted her to leap into coaching and help found the ICF.

In contrast, Harry Wolfe, ACS, ALB, of Park Central Toastmasters in Phoenix, Arizona, was solidly rational as president and treasurer of the club. "I just don't trust intuition, or any other way of solving problems," he says, although he admits to occasionally following a nonrational hunch.

The late Steve Jobs was viewed by many, including his biographer Walter Isaacson, as a genius and an intuitive problem solver whose success was based on his unique style of thinking. Bill Gates, in contrast, and more fitting with the perception of "techno geeks," used the rational style of problem solving in leading Microsoft.

### Producing "Aha" Moments

Intuitive problem solving is an automatic thinking process. It can produce "aha" moments for people who prefer it and are familiar with using it. Wilma Koutstaal, a cognitive neuroscientist and the author of *The Agile Mind*, shares some tips to increase your "aha" moments:

Consider this problem: You want to move into an open management position at work, but your boss doesn't seem to be considering you. You ask yourself, How can I influence my boss to think of me as a candidate for a management position?

- ▶ Ponder the problem as a question in your mind during a quiet routine time, such as before bedtime, on a walk or run, in the shower or when folding laundry.
- ▶ Leave the question alone—unanalyzed and untouched.
- ▶ Pay attention to dreams and random thoughts so when the answer pops into your mind you will see or hear it.
- ▶ Seek new experiences, such as starting a new hobby, making a new friend or taking a different route to work.
- ▶ Engage in brief meditation. It enhances the intuitive problem-solving process.

Although Elena Brenna, ACB, CL, the member of U Speak Easy Toastmasters, prefers a rational approach to problems, she says she turns to her intuition, hunches and just plain gut

feelings when people and personality issues arise. Past experiences with similar people and behaviors help her arrive at possible solutions. She's right on, notes Koutstaal, who says the best problem solvers routinely use both styles—rational and intuitive—regardless of their preference. The latest neuroimaging research has identified the brain patterns of these super problem solvers. The rational process takes longer, and is deliberate. The intuitive style takes less time, and is automatic. Together they produce the most creative and practical solutions to problems.

Participating in Toastmasters enlivens our thinking process, pushes us to be creative, and invites us to accept new challenges. Let's take advantage of the possibilities to ramp up our problem-solving and leadership skills in our clubs and

districts, at work and at home, and in our neighborhoods and communities.

Marquita Herald, author and blogger, says, "Problem solving is like building muscles; the more you do it, the stronger and more confident you will become." And the better leader, mentor and role model you will become.

As for me, I'm off to the brain gym to see if I can get my intuitive thinking jump-started. **T**

**Judith C. Tingley, DTM, Ph.D.,** is a member of U Speak Easy Toastmasters on Bainbridge Island in Washington. A psychologist, author and freelance writer, her recent focus is reading and writing about new brain science. Visit her blog at [intelligentwomenonly.com](http://intelligentwomenonly.com).

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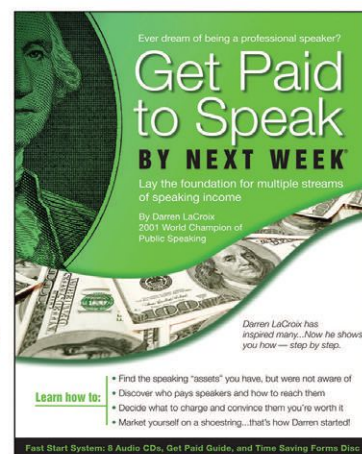
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The author (above) spoke to a live global audience from this deck in remote Ilulissat, Greenland.

# FROM GREENLAND TO EVERYWHERE

How I kept my cool when speaking live to a global audience.

By Carl Duivenvoorden, DTM

**I**n 2011, I took part in *24 Hours of Reality*, a marathon program to increase awareness about climate change. It was a wonderful opportunity for me—the program was live streamed via the Internet to a global audience. I'm a longstanding Toastmaster, but this event tested my skills to the limit. After all, speaking live to viewers around the world is quite a challenge.

Participating in *24 Hours of Reality* also taught me valuable lessons about speaking when things don't go as planned.

## The Setting

Coordinated from New York City, the program included 23 volunteer presenters speaking at 7 p.m. local time from cities around the world, including

Beijing, London and Rio de Janeiro. Former U.S. Vice President Al Gore was slated to speak in the 24th hour. I was scheduled for Hour 22 and would participate from Greenland.

Working with a producer, cameraman and satellite technician, I was set up to speak at Hotel Icefiord in the small town of Ilulissat. The hotel overlooked the fjord (a narrow inlet of the sea) where the iceberg that sunk the Titanic is believed to have originated. I have delivered many speeches, but the prospect of speaking live to a global audience brought back an unwelcome friend: nervousness. How would I do? How would my message be received?

My unease was compounded by the remote site—Ilulissat is 250 kilometers north of the Arctic Circle—

because it seemed to have potential for technical glitches.

I practiced until I knew my presentation slide by slide, word by word and gesture by gesture. I tried to anticipate—and plan for—anything that could go wrong. In addition, I wanted to tune in to watch, and hopefully learn from, the presenters who spoke before me.

## From Indoors to Open Air

Plans changed when organizers recognized that, among all the locations, Ilulissat presented a unique opportunity. Instead of speaking indoors to a live audience, I was asked to speak directly to the camera from an outdoor deck, with the ice-strewn fjord as a backdrop. The dramatic sight of icebergs behind me as I spoke would

reinforce my message. Because I would now be speaking outdoors, I could not use slides for my presentation. I felt confident I could handle the change, since I had some previous TV-related experience.

However, the night before my presentation I discovered the hotel's Internet connection couldn't support live streaming video. So much for viewing the previous speakers. Oh well, I thought. I'll just do a practice run-through once the camera is set up tomorrow.

The day of the presentation dawned bright, sunny and cool. The technical team began setting up on

the host introduced me. Suddenly, we were streaming live!

But circumstance still held a few surprises. I remembered to silence my phone when I set up the timer, but about 10 minutes into my presentation, I realized I should have set it to airplane mode, which would have prevented the phone from receiving calls, emails and text messages. An email arrived, and the vibration of the phone resonated loudly on the steel chairs. It startled the cameraman. I struggled to maintain a steady gaze and pace as he frantically ducked around the tripod, trying to figure out the source of the noise.

**I have delivered many speeches, but the prospect of speaking live to a global audience brought back an unwelcome friend: nervousness.**

the deck, but the procedure was more complicated than expected, and left no time for a run-through. Then my phone buzzed with an incoming text from my sister in Toronto wishing me well, and adding, "Wow—more than 4 million viewers now!" Gasp.

I opted to use my computer as a makeshift teleprompter, since slides were no longer an option. I grabbed several steel deck chairs, stacked them in front of the camera and placed my computer on top, just below the view of the camera lens. In the absence of a timer to keep me on track, I opened the stopwatch function on my phone, set it to zero and propped the phone on top of the stack of chairs.

As the clock ticked toward 7 p.m., the deck unexpectedly became frosty and slick. In fact, the producer slipped and nearly fell just before we went live. Note to self: No sudden moves once the presentation begins. At 7 p.m., I put on my best friendly face and listened through an earphone as

Then, about 20 minutes into the speech, I heard the unmistakable buzz of a commuter plane and realized we were directly beneath the flight path of the Ilulissat Airport. Again, I was challenged to hold a level gaze, tone and volume as the plane buzzed overhead.

As the final slide appeared on my computer, I delivered a well-rehearsed closing. After the program host thanked me, the producer said "Clear," and that was it: *24 Hours of Reality* had moved on.

### Key Lessons

Even before the lights were taken down and the camera packed, I reflected on the lessons I learned.

### 1 The bigger the presentation, the more important it is to practice.

This is a fundamental principle most Toastmasters learn early in their speaking journey, and it applies to any level of experience. It's also a key strategy for conquering nervousness.

**2 Body language and vocal variety are always important, but they are especially critical in front of the camera.** Gestures must be smooth and compact to stay within the field of view, but they must also be strong and precise. The voice must be clear and measured, with a special emphasis on tonal variation. (I thought I was using plenty of vocal variety, but a review of the video indicates I should have used more.)

**3 Things don't always go as planned.** Sometimes we need to exercise our leadership skills and help direct circumstances; other times we just need to roll with them.

**4 When it's live, the show must go on.** When distractions and glitches happen off-camera, keep the audience focused on the message and not the hiccups.

After my segment on the program wrapped up, the technician announced, "We now have 6.7 million viewers!" It was by far the largest audience I have ever addressed. As pleasant sensations of relief and satisfaction sank in, I felt grateful for Toastmasters, and how the skills I learned through this wonderful organization prepared me for the opportunity of a lifetime. **T**

**Carl Duivenvoorden, DTM**, served as District 45 Governor in 2004-05. He lives in Upper Kingsclear, New Brunswick, Canada, and works as a speaker, writer and sustainability consultant. You can watch a brief summary of his Greenland presentation at [climate.realityproject.org/video](http://climate.realityproject.org/video). (Look for the video titled "Hour 22: Ilulissat, Greenland.") Reach Carl via his website, [changeyourcorner.com](http://changeyourcorner.com).



# 28 SURPRISING USES FOR YOUR TOASTMASTERS SKILLS

Entertain at home, speak up at city hall, and impress at parties!

By Caren S. Neile, Ph.D., ATMS

**I**'ve often wondered where I would be today if I hadn't joined Toastmasters. The lessons I've learned about speaking and leadership have transformed my professional life in infinite ways. But what about the skills we use outside of work? How have individual Toastmasters speeches and roles enriched our everyday lives? As the English poet Elizabeth Barrett Browning said, "Let me count the ways."

Participation in Toastmasters—and in the manual speeches, projects, meeting roles and other activities listed below—will help you with the following common situations.

- ▶ **Accepting praise ("Accepting an Award" speech):** Many of us get flustered by compliments, whether they are offered in public or private. Completing this assignment in the *Special Occasion Speeches* manual helps us respond to everyday praise with sincerity and grace.
- ▶ **Back to school ("Research Your Topic" speech in the *Competent Communication* manual):** With the rise of online education and the decline

of the economy, many adults are back in the classroom, in one form or another. Credible and appropriate research is the shortest route to an A grade.

- ▶ **Budgeting (club treasurer, club president):** Club leaders make a number of decisions about how monies are appropriated. What great training for determining our own family budgets.
- ▶ **Community service ("A Fact-Finding Report" in the *Speaking to Inform* manual):** Most of us care about people and issues in our communities. Now we can take charge of a meeting or bring much-needed information to a committee.
- ▶ **Conflicts with teammates ("Defusing Verbal Communication" in the *Interpersonal Communication* manual):** Whose turn is it to bring sandwiches to the poker table? Nobody wants to derail leisure activities with petty quarrels. Toastmasters to the rescue.
- ▶ **Courtroom defense ("The Speech to Inform" in *Speaking to Inform*; Table Topics):** My first "paid" speaking engagement was when I defended myself against a traffic ticket. The judge said

he liked my story so much that he knocked off \$15 from my fine!

- ▶ **Customer service complaints ("Organize Your Speech" in the *Competent Communication* manual):** So you've waited in line for an hour to return a computer. When it's finally your turn, you'll save time if you can be clear and concise.
- ▶ **Creativity (Table Topicsmaster):** When we exercise our creativity, we think creatively in a variety of situations, from problem solving to poetry writing.
- ▶ **Dating ("Conversing with Ease" in *Interpersonal Communication*; club meetings):** A good date requires good conversation. And that requires good listening. We learn both in our club meetings.
- ▶ **Dieting (club meetings):** Maybe it's a stretch, but not much of one. Dieting is about focus, motivation, desire to succeed and discipline. So is Toastmasters.
- ▶ **Entertaining children (*Interpretive Reading* and *Storytelling* manuals):** Reading aloud and giving storytelling



speeches enable us to command children's attention by delivering engaging stories.

► **Eulogy ("The Touching Story" in *Storytelling*; "Speaking in Praise" speech in *Special Occasion Speeches*):** Comedian Jerry Seinfeld has reported that due to the fear of public speaking, most people would prefer to be in the casket rather than deliver the eulogy. But not Toastmasters!

► **Event planning (area, division and district governors):** When you've planned a training or conference, you recognize all the work and know-how that goes into it. Area, division and district governors learn to excel at this all-important task.

► **Focus (club meeting roles such as Ah-Counter, grammarian or evaluator):** With all the distractions in contemporary life, learning to focus on details in club meetings has never been more important.

► **House of worship ("The Moral of the Story" in *Storytelling*; "Inspire Your Audience" in the *Competent Communication* manual; inspirational message at the beginning of club meetings):** Many laypeople present portions of worship services, deliver readings, teach Sunday school or generally take leadership roles in religious groups. Most Toastmasters skills are useful for these tasks.

► **Job interviews (Table Topics):** Being able to confidently speak off the cuff during a job interview is an invaluable skill.

► **Mentoring young people (mentoring a member or club):** Mentoring

takes place not only in the office, but anytime a more experienced person supports someone less experienced.

► **Nonprofit board meetings (serving in leadership roles; working in the *Competent Leadership* manual):** Whether you are helping the Boy Scouts or your block organization, leadership skills learned in Toastmasters will help you shine.

► **Online communication (serving as an officer or meeting Toastmaster):** Officers who communicate online with club members throughout the week learn to be precise, concise and timely with their online messages.

► **Open-mike night, variety show ("Make Them Laugh" speech in *The Entertaining Speaker* manual):** Not many of us are professional entertainers, but we can still sparkle at amateur events, particularly as master of ceremonies.

► **Parenting ("Asserting Yourself Effectively" in *Interpersonal Communication*; serving as sergeant at arms, evaluator, general evaluator):** Parenting requires, among other things, great communication skills, discipline and the ability to anticipate and prevent problems. Club leadership, in particular, is ideal for acquiring these skills.

► **Parties ("Conversing with Ease" in *Interpersonal Communication*; giving your Ice Breaker):** Use your conversational skills to shine at the next party you attend.

► **Retirement parties ("The Roast" speech in *Special Occasion Speeches*):**

Good-natured teasing has a time and a place, and retirement parties among family and friends are a great time for funny stories and jokes about the guest of honor.

► **Road rage ("Defusing Verbal Criticism" in *Interpersonal Communication*):** Don't let your emotions overcome your logic in a dangerous situation. Good communication skills even help us with self-talk.

► **Time management (being timer; giving speeches within time limits):** Time isn't always on our side—sometimes it can cause us to miss a vital appointment. Learning that seconds really do count is an invaluable lesson.

► **Town hall meeting ("The Abstract Concept" in *Speaking to Inform*; serving as Ah-Counter):** You can make a difference in your community simply by speaking for a minute or two at a legislative forum. The key is to get right to the point and avoid the urge to hem and haw.

► **TV interview (Table Topics):** The next time you witness a fire or accident, you may be called on for an on-air account. And you'll be ready!

► **Volunteering in school (All):** There are few Toastmaster skills that don't apply to school volunteers! **T**

**Caren S. Neile, Ph.D., ATMS**, has taught storytelling studies at Florida Atlantic University since 2001, thanks in large part to joining Toastmasters in 1998. She has presented at two Toastmasters International conventions.

# SMART MONEY

A financial ignoramus stumbles blindly into his retirement years.

By John Cadley


**T**his is less a column than a confession. Here I am, a man in his 60s who worked a job and raised a family. I go to church, pay my taxes, keep my property up, remember my wife's birthday, trim the hair in my ears regularly—and ... well ... I don't know what a no-load mutual fund is. Or preferred stocks. Or even, God help me, a fixed annuity. I know—it's pathetic. I'm supposed to know. Now that company pensions have gone the way of the dinosaur, I'm responsible for

understand the magazine's articles. The writers presume a knowledge I do not have. For instance, they say I can put my money in an actively managed fund or a tracking index.

I had to Google every one of those words just to get a vague sense of what they were talking about. Apparently, an actively managed fund is one where lots of people put their money in a collective pile and one financial expert decides how to invest it. This manager works for one of the big

or municipalities that promise to pay me back with interest. The returns aren't as great as with stocks, but I have the assurance of doing business with well-known companies and solid communities. Of course, the personal finance magazine that tells me this is also reporting how a "well-known" company like Hewlett-Packard lost 79 percent of its share value amidst a wave of fraud, scandal and executive incompetence, and the "solid" community of Harrisburg, Pennsylvania, is bankrupt. Why don't I feel safe? To me, buying bonds sounds like loaning money to my teenage son.

The ultimate goal of all this financial acumen, the personal finance magazine tells me, is so I can enjoy a comfortable retirement and send my children to college. Then it tells me that for a "comfortable" retirement, I'll need assets somewhere north of \$2 million, and about the same to send my kids to college. I would rephrase that to "Retire comfortably or educate your children. Pick one."

Then there's my friend Roger who thinks financial security isn't even possible, yet swears he has a retirement plan that guarantees he'll never have to worry about money. "Really," I said. "What plan is that?" Roger said, "It's called death." Viewed from that perspective, a cardboard box over a heating grate looks like a condo in Boca. 

**John Cadley**, a former advertising copywriter, is a freelance writer and musician living in Fayetteville, New York.

*If I don't get smart about money, I'm liable to spend my golden years in a cardboard box over a heating grate.*

my own financial future, which means I need to get "smart" about money.

I don't want to get smart about money. For starters, it requires arithmetic. I hated arithmetic when I was 12, and I hate it now. It also requires planning, organization, keeping records, delayed gratification and being an adult—which I also hate. Accountants and bankers are smart about money—but they are the very people I have assiduously avoided all of my life because they make me feel like a 2-year-old for not knowing what pork belly futures are.

On the other hand, everyone I know says if I don't get smart about money, I'm liable to spend my golden years in a cardboard box over a heating grate.

So I subscribed to a personal finance magazine, the kind that promises to demystify the world of finance for the average person like me. Well, maybe not like me, since I can't even

Wall Street firms that have driven us to the brink of the fiscal cliff. So I'm supposed to be smart with my money by giving it to a person who evidently isn't so smart about money. Sounds a little weird, but what do I know?

Or I can choose the tracking index. Wikipedia says an index fund is a "collective investment scheme (usually a mutual fund or exchange-traded fund) that aims to replicate the movements of an index of a specific financial market." The only word in that whole jambalaya of jargon I understand is "scheme," which usually comes right after the name Ponzi.

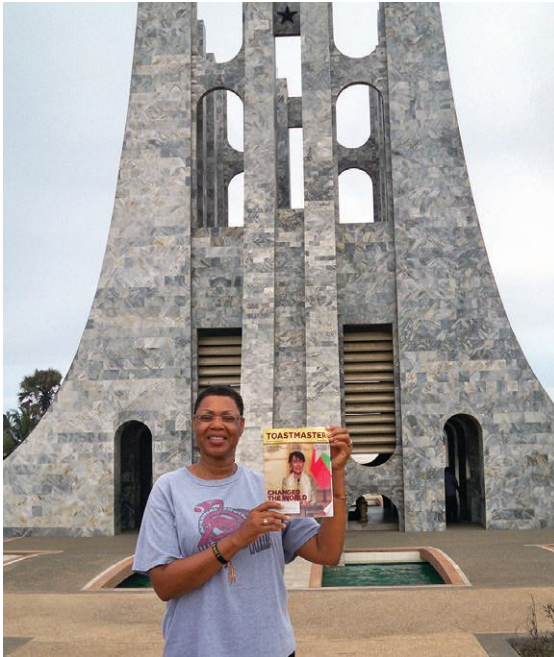
I can also invest in individual stocks, which they say makes me a part owner of the company. If the company does well I get to share in the profits. If it does poorly I get to explain to my wife why we can't afford food this year.

Or I can make a "safer" investment in bonds, which are loans to companies

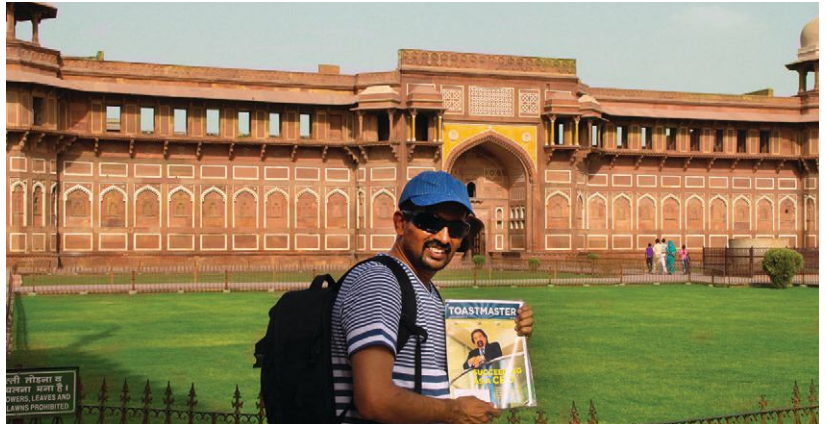
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**Ida Hayes** from Silver Spring, Maryland, poses for the camera at **Kwame Nkrumah Memorial Park** in Ghana, West Africa.



**Manohar V.M.** from Manama, Kingdom of Bahrain, visits **Agra Fort** in Agra, India.



**Julie Vowell** from Everett, Washington, stands near the **Columbia Icefield** in Jasper National Park in Alberta, Canada.



**Terri-Lou Trainor and husband Ron** from White Rock, British Columbia, Canada, smile near **Sugarloaf Mountain** in Rio de Janeiro, Brazil.



**Anne Freeman** from Naracoorte, South Australia, braves the cold near **Whistler Mountain** in British Columbia, Canada.



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