

THE MAGAZINE FOR COMMUNICATORS & LEADERS | MAY 2014

# TOASTMASTER®



## Cultural Intelligence

Are you CQ smart?

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## The Power of Mentoring

A formal program goes a long way.

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# Where Leaders Are Made




What exactly do we mean when we declare audaciously in our Toastmasters tagline, “Where Leaders Are Made”? We can follow that question with another one: What qualities do we consider when we think of a leader? While leaders have many important attributes, the two fundamental and universal qualities are confidence and communication—the two C’s. Who would follow a leader who lacks confidence and is a poor communicator?

Think of the journey we took to achieve our Competent Communicator awards. Our self-confidence grew as we progressed through the 10 manual speeches. We learned to speak with sincerity (from the heart), organize our speeches and speak to inspire. If we have any doubts about our progress, we only have to look at those around us. We often see progress in others more readily than we see it in ourselves.

**We often see progress in others more readily than we see it in ourselves.**

It is also a truism that leadership is experiential—it cannot be learned from reading or listening to lectures. When we assume club meeting roles—from Table Topicsmaster to Toastmaster of the day—we conduct or lead that session. It is our planning, organization and direction of the session or meeting that determines the result. The same is true when we assume club or district leadership roles and progress further to the international level.

As we climb the Toastmasters leadership ladder, we are faced with different challenges that allow us to step out of our comfort zone and stretch ourselves. When we move from club operations to area and division levels, we go from “doing” to coaching (which happens when we help others achieve their goals). Once we enter the district level, our challenge becomes that of planning, organizing and leading teams to help the district achieve its goals. In each level, we are called on to tap into different skill sets.

When members progress in their leadership journey to serve on the Board, they are asked to let go of their operational instincts. They learn instead to think strategically, and rely on their experience and wisdom. In my six years on the Board, I have had the pleasure of witnessing the personal growth of those who are actively engaged in Toastmasters: Where Leaders Are Made. 

**GEORGE YEN, DTM**  
International President

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**WHERE LEADERS ARE MADE**  
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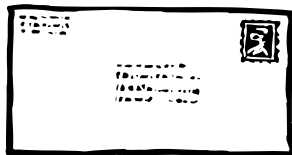
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“As someone with a severe speech impediment, I want to say thanks to Toastmasters, because I now speak fluently and with confidence.”

—Laurie O'Donoghue, ATM

### Looking Toward 2024

When I read International President George Yen's January Viewpoint, “When Toastmasters Turns 100,” I especially appreciated that he asked members to imagine what Toastmasters will be like in 2024. I imagine joint meetings among different clubs, areas, divisions and even districts—through teleconferencing.

What's more, 2024 will mark the first decade of the revitalized education program. When we look back, we will be happy we embarked on that project. To make 2024 even more meaningful on a personal level, my goal is to achieve my second DTM. Although it's not easy, I believe everything is possible in Toastmasters as long as I set my goal and don't give up.

**BRUCE YANG, DTM**  
Taichung Toastmasters  
Taichung, Taiwan

### Club for Stutterers

I am a founding member of the Smooth Speech club in Burwood, Australia, which was formed in 1958 by Doug Sprinks, DTM, and to this day is still going strong. Doug and I were members of separate clubs at that time and we both were treated stutterers. As someone with a severe speech impediment, I want to say thanks to Toastmasters, because I now speak fluently and with confidence.

My question is ... are there any other clubs set up exclusively for stutterers?

**LAURIE O'DONOGHUE, ATM**  
Smooth Speech club  
Burwood, New South Wales, Australia

### Cheers for Cadley

I love John Cadley's work! I always read his column first. It's always good for a laugh, or at least a smirk. His February column, “Defining Love,” was very funny, with some good points. It's funny how true it is: “Love” is our most powerful word, and we still can't say for sure what it means!

**TERIESE STUBBLEFIELD, CC**  
Unity IV Toastmasters  
Warren, Michigan

### Public Praise

I get so excited when I receive my *Toastmaster* magazine. Now that there is also a digital edition of the magazine, I am really happy to have it wherever I am. I make it a point to read the magazine again on the day of my club meeting, because there is always something relevant that fits with the meeting theme.

I especially liked the article “Going Public” by Caren Neile (February). It was super helpful for someone who, like me, is aspiring to become an international speaker. Thank you for such great information.

**TERRI HOLLEY, ACB, ACL**  
Voices of Aaron Toastmasters  
Atlanta, Georgia

### A Rejuvenating Step

In her article “Recapture the Love for Your Club” (February), Nicole Sweeney Etter suggests taking a step back from a leadership role to help you regain enthusiasm. This is what I did this Toastmasters year and it worked out well for me. I found myself enjoying speech preparation, reading about presentation delivery, and training my voice by singing while watching YouTube.

Last December, I delivered an hour-long presentation about astronomy at a local elementary school through a Toastmasters Speakers Bureau. I used

the speaking techniques I learned at the 2013 International Convention in Cincinnati, Ohio. I will continue to visit local clubs while I travel.

**YUKO KOMATA, DTM**  
Speechmasters Advanced Toastmasters  
Knoxville, Tennessee

### Great Ideas

The article “9 Proven Ways to Spread Your Ideas” by Carmine Gallo (February) was one of the best I've ever read about presenting. Its unique TED slant, backed up with research in cognitive science and persuasion, along with the author's tight and motivating writing style, created a “jaw-dropping moment” for me.

I'll remember the message and buy Gallo's new book about TED speakers.

**JUDITH C. TINGLEY, PH.D., DTM**  
U Speak Easy Toastmasters  
Bainbridge Island, Washington

### DO YOU HAVE SOMETHING TO SAY?

Write it in 200 words or less. State your name, member number and home club, and send it to [letters@toastmasters.org](mailto:letters@toastmasters.org). Please note: Letters are subject to editing for length and clarity, and may be published in both the print and electronic editions.



Have you checked out the digital *Toastmaster* magazine yet?

If so, please send your feedback to [letters@toastmasters.org](mailto:letters@toastmasters.org). Your opinion matters!

To find the *Toastmaster* magazine app, visit the Apple App Store, Amazon Appstore and Google Play store.

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## Harness the Power of Mentoring

By developing a member's skills you improve your own.

How a club started a formal mentoring committee to standardize the mentoring program.

*By Julie Bawden-Davis*

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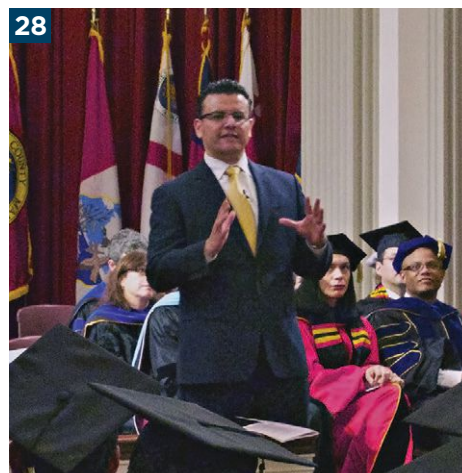
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*Enjoy the magazine on the go!*

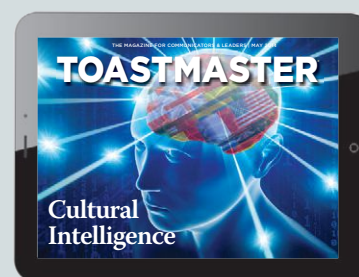
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- iPad (second-generation iPad and newer)
- Android (4.03 or later)
- Kindle Fire HD

Simply download the Toastmasters International app for your tablet from the Apple, Google Play or Amazon app stores.

For more information, go to [www.toastmasters.org/magazine](http://www.toastmasters.org/magazine).

*\*The May issue will be available soon.*



### May Digital Content Highlights

- Watch videos on cultural intelligence (CQ) and see cross-cultural situations that illustrate the importance of CQ.
- View a photo slideshow of Matt Krause's walk across Turkey, which took him seven-and-a-half months to complete.
- Watch motivational speaker Jesse Mejia deliver a commencement speech at the University of Maryland College Park.

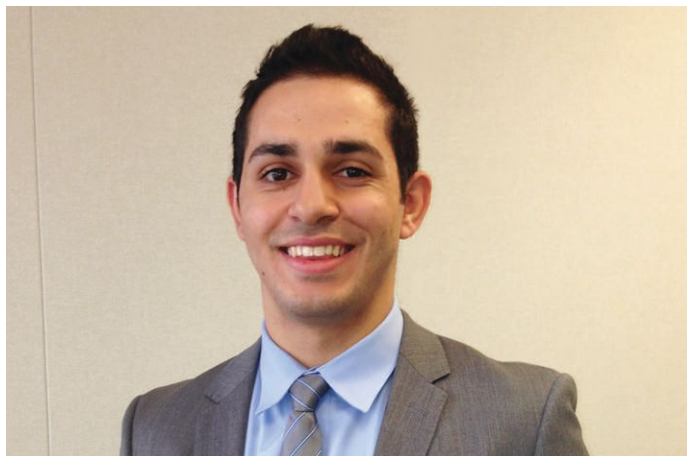


# AROUND THE GLOBE

## MEMBER MOMENT



### Aiming High at Bank of America



Joey Abram

Joey Abram joined Toastmasters after he graduated from college and began his career in a new city. Armed with a bachelor's degree in political science from the University of California, Los Angeles (UCLA), Abram is an operations project consultant at Bank of America's headquarters in Charlotte, North Carolina. He helps the company improve its internal procedures on various projects. Abram is vice president membership of the Bank of America Uptown Toastmasters. He enjoys playing basketball and flag football with friends, reading inspirational books and articles, and writing songs, essays and speeches.

#### When did you decide to pursue your current field of work?

I have been interested in operations and project management for a couple of years. Because I'm 22 years old, though, there are many career paths I haven't learned much about. The great thing about my job is that I am in a rotational program, called the Operations Management Analyst Program, so I will take on a whole new line of business in July.

#### As a child, what did you hope to do?

I wanted to be a rapper. I have always loved literature, rhyme schemes and clever puns. I also always wanted to write a science-fiction book series.

#### What's the most useful thing you have gained from Toastmasters?

The ability to take pride in who I am by sharing myself through speeches. Before Toastmasters, I felt nervous and ashamed to present tidbits of my inner self with the world, but Toastmasters has helped me become more in tune with who I really am, as well as who I strive to become.

#### Who is your role model?

Coach John Wooden, the former head basketball coach of the UCLA Bruins team. He won 10 national championships in a 12-year period. He exhibited the definition of leadership, and created the Pyramid of Success, a framework of values and traits that makes each person a better individual and teammate. An English major, Wooden understood there were optimally efficient ways to communicate his ideas to his team.

#### What are your goals?

To participate in the Toastmasters International Speech Contest at the club level and beyond. I'm inspired by the 2013 winner, Presiyan Vasilev and his "Changed by a Tire" speech, and I would be ecstatic if I ended up in Malaysia in August for the International Convention.

#### What have you accomplished as vice president membership?

I created a list of books, speakers, articles, blogs and even speaking exercises that I recommend members study in their free time. Creating such a resource has proved invaluable to members who are eager to improve their skills.

Submissions and recommendations for Member Moment are accepted at [submissions@toastmasters.org](mailto:submissions@toastmasters.org). Include "Member Moment" in the subject line and attach a high-resolution photo (1MB or larger).

## In Brief

### VISIT THE HALL OF FAME

See monthly DTM awards and club anniversaries of 20 years or more at [www.toastmasters.org/HallofFame](http://www.toastmasters.org/HallofFame).

### FREE RESOURCES

Take advantage of the free educational and marketing materials that Toastmasters International provides. Download them at [www.toastmasters.org/digitalcontent](http://www.toastmasters.org/digitalcontent).

### CROSS-CULTURAL COMMUNICATION TIPS FOR THE INTERNET

Visit Jesse Lyn Stoner's blog to learn simple ways to demonstrate your respect for cultural differences via email and video conferences. <http://ow.ly/umkpY>

### INTERESTING IMAGES

Show off your photography talents in the "Snapshot" section (opposite page). Send your photo relating to communication or

leadership (at least 1 MB) to [photos@toastmasters.org](mailto:photos@toastmasters.org). There is no need to display the *Toastmaster* magazine.

### GO PAPERLESS

If you prefer to read the *Toastmaster* on your tablet or online, you may opt out of receiving the print edition. Send a request to [membership@toastmasters.org](mailto:membership@toastmasters.org).



Members from five clubs in the Philippines, led by Area Governor Delia Suplig, ACB, ALB, gathered for area-level International Speech and Table Topics contests in February. The clubs are based in Lapu-Lapu, Mandaue and Cebu City. In the International Speech Contest, Rosylle Cayacap, CC, a member of Mactan Toastmasters in Cebu City, spoke about laughing styles and taught attendees the “pigeon bird” laugh, spurring audience members to cover their mouths and smile.

## FACTS WORTH KNOWING

# The Seven Learning Styles

Everyone has a preferred method of learning. Seven basic learning styles exist, and each one uses a different part of the brain. People may use more than one method when they learn; in fact, when we use multiple styles, we use more parts of the brain and remember what we learn better.

The next time you practice a prepared manual speech, try incorporating more than one method of learning. Your speech may resonate with more members of your audience.

## VISUAL



**Preferences:** Images and spatial understanding

**Location in Brain:** Occipital and parietal lobes

**Speaking Strategies:** Mind maps, slideshow presentations

## AURAL



**Preferences:** Sound and music

**Location in Brain:** Temporal lobes

**Speaking Strategies:** Record yourself practicing speeches; include rhymes or jingles in speeches

## LOGICAL



**Preferences:** Logic, reasoning and systems

**Location in Brain:** Parietal lobes

**Speaking Strategies:** Focus on speech structure: introduction, key points and conclusion

## VERBAL



**Preferences:** Words, both in speech and writing

**Location in Brain:** Temporal and frontal lobes

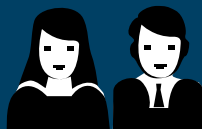
**Speaking Strategies:** Write out your speech and read it aloud; practice vocal variety

## SOCIAL

**Preferences:** Work in groups or with other people

**Location in Brain:** Frontal and temporal lobes and limbic system

**Speaking Strategies:** Brainstorm ideas with a group; practice in front of others



## SOLITARY

**Preferences:** Work alone and use self-study

**Location in Brain:** Frontal and parietal lobes and limbic system

**Speaking Strategies:** Practice by yourself; visualize yourself at the lectern



## PHYSICAL

**Preferences:** Your body, hands and sense of touch

**Location in Brain:** Cerebellum and motor cortex

**Speaking Strategies:** Rehearse with gestures; act out scenarios





## WHAT'S THE BUZZ?

### How do you tackle Table Topics?

"I use one of the following lead-ins, because it gives me time to think: 'I appreciate your concept. Let me recap ...' or 'As I understand it, you indicated/want to know ...' or 'That's an interesting viewpoint.' From there, I may ask a rhetorical question of the audience, cite a piece of literature or segue into my speech by saying 'That reminds me of ...'"

**Phyllis Thesier, ACS, CL**

Articulators club  
Marlborough, Massachusetts

"I don't just practice Table Topics at meetings; I also practice at work and at home. My wife is very creative, and during our conversations we ask each other questions, which I think of as Table Topics. At work we usually have a 'Topic of the Day,' so that also gives me an opportunity to practice."

**Paul McCloud, ACB, CL**

Hi-Noon club  
Little Rock, Arkansas

"When doing Table Topics, I like to keep three things in mind: 1) Give an introduction, a body and a conclusion—structure can make a Table Topic stand out; 2) make it personal—I try to tell a personal story rather than giving my opinion or relaying abstract ideas; 3) show emotion—whether it's excitement or sorrow, emotion allows the audience to connect with you in a way that nothing else will."

**Tanya Ruppell**

IBM Ottawa Toastmasters club  
Ottawa, Ontario, Canada

Members contributed to the discussion on the LinkedIn Official Toastmasters International Members Group.

## QUOTE OF THE MONTH

"All our dreams can come true, if we have the **COURAGE TO PURSUE** them."

— WALT DISNEY

## INTERNATIONAL INTERPRETATIONS

### Creepy Crawler Cuisine

Many Westerners consider bug-eating nothing more than comedic relief on TV reality shows like *Fear Factor* and the wildly popular *Survivor* series. Yet plenty of folks around the world eat certain insects regularly as part of their diet—and have done so for thousands of years.

In fact, bug-eating (called *entomophagy*) is common in many cultures, including developing regions of Latin America, Africa, Asia, Australia and New Zealand, particularly where food is scarce. Those who do it say it's safe, but they advise to cook any insects you plan to eat (to kill any parasites that might exist).

The most popular insects being eaten for food? Think crickets, cicadas, grasshoppers, ants, mealworms, scorpions, tarantulas and various species of caterpillars. Apparently, these critters are a good source of protein and calories.

The idea is even catching on in certain U.S. circles. One loosely organized group in northern California calls itself the Bay Area Bug Eating Society (or BABES); members pride themselves on ingesting insects.

Interested in giving it a try? A book by David George Gordon called *The Eat-A-Bug Cookbook* (originally published in 1998) could give you some tips. The book—organized by bug type—includes some creative dishes with punny names, such as Three Bee Salad, Scorpion Scallopine, Party Pupae and Pest-o.

You never know. As mothers everywhere have said for years: Try it. You might like it.



*If you ingest insects, be sure to cook them first.*

## LEARNING FROM OUR PAST INTERNATIONAL PRESIDENTS



**ALFRED R. HERZING, DTM**

Past International President  
2001–2002  
Fullerton, California

### A Memorable Moment

I have had many memorable moments in my life, and one occurred last September, as I celebrated the 20th anniversary of Yorba Linda Achievers, a club that I chartered. As the club's founding father, I hadn't thought this far into the future.

Judy Guthrie, a longtime member, organized the celebration to include former members. What made the event so memorable was realizing how many lives had been touched and changed for the better through participation in the club.

Most recently, I chartered the UniteOC club. I look forward to celebrating its 20th anniversary too. I encourage each one of you to share the gift of Toastmasters by starting a new club. Bring your idea to your district team. Become a club sponsor and/or mentor and you, too, can experience a memorable moment by bringing Toastmasters to a whole new group of people.



## MEET MY MENTOR



# Carol Kirchner, DTM

No one has the potential to influence a member's experience like a mentor. Ken Harrison, ACG, ALB, is an area governor, a member of SBC Toastmasters in Savannah, Georgia, and a major in the U.S. Marine Corps Reserve. He shares how his mentor, Carol Kirchner, DTM, has helped him.

### Why did you join Toastmasters?

In 2003, one of my military supervisors mentioned that he joined to improve his speaking skills. Six years later, in 2009, I was one of 20 applicants chosen out of 160 to interview to be a military liaison to the United States Congress. However, I was unprepared for the five-panel interview. It was then I decided to tackle my public speaking deficiencies.

### Tell us about your mentor.

Carol is co-owner of Smart Feet, a shoe store in Savannah. She has been my mentor since I joined Toastmasters.

I thought I knew what being a leader meant, with more than 20 years in the military and in business, but Carol taught me that leadership requires vision, reassurance and wisdom. She demonstrates these attributes through genuine caring for others, motivating them to reach their potential in Toastmasters and in life. She is by far the best mentor I have ever had.

### What goals have you accomplished while under Carol's guidance?

Carol asked me to join the club leadership team as vice president public relations. She guided me with honest, but thoughtful, evaluations. She made me a better leader and speaker but, most of all, she made me a better human being.

### How has Toastmasters helped you meet your professional goals?

As owner of KMH Educational Enterprises, I provide motivational speaking and leadership training to clients, using my natural storytelling style and the training I receive as a Toastmaster.

### What is your favorite thing about Carol?

It is her passion for Toastmasters. She's been a member for more than 30 years. She started our club in 2009 because many [small-business owners] couldn't speak effectively to promote their businesses. She set the standards high, which earned our club the Smedley Award, Talk Up Toastmasters recognition and five straight years as President's Distinguished.

### NOMINATE YOUR MARVELOUS MENTOR!

Do you know an exceptional mentor who has positively influenced you or other Toastmasters? Send a 200-word description and photo (1 MB or larger) to [MentorMoment@toastmasters.org](mailto:MentorMoment@toastmasters.org).



FROM LEFT: Carol Kirchner and Ken Harrison

## INTERPERSONAL COMMUNICATION TIP

# Remembering Names



It seems simple enough. When you talk to someone, say his or her name. It's key to making a personal connection. But what if you can't remember it? What if names consistently elude you?

Here are a few helpful hints:

**Be certain.** If you're unsure of someone's name, double-check with the person, writes career coach Joyce Russell in the *Washington Post*. "It is okay to say, 'Your name is Chuck, right?'" she notes. Even if you are wrong, the person will appreciate your effort, and it's better than never saying the individual's name because you're afraid you'll say the wrong one.

**Practice repetition.** When you meet new colleagues, make a point of saying their name every time you see them, especially when you say hello. The repetition helps plant the name firmly in your mind.

**Pronunciation matters.** If a person has a name that's difficult to pronounce, don't avoid dealing with it. Ask the individual to pronounce it for you. This shows people that their name matters to you. "Even if you have known someone for a long time, just ask, 'Have I been saying your name correctly?'" writes Russell.

When you address a person by name in a one-on-one conversation, it conveys respect and sincerity. And you're likely to have better, more productive conversations. As leadership coach Kristi Hedges says in a [Forbes.com](https://www.forbes.com) article, "It makes people feel good to hear their name, and they pay greater attention."



# TRAVELING TOASTMASTER



**1 | MARK MONNINGER OF RANCHO CUCAMONGA, CALIFORNIA**, attends the 2014 Winter Olympics in Sochi, Russia.

**2 | LINDA AND WILLIAM CROSSMAN, FROM MARLBOROUGH, CONNECTICUT**, stand among the ruins of Angkor Wat in Siem Reap, Cambodia.

**3 | CARLOS GRACIANO FROM TORONTO, ONTARIO, CANADA**, watches the FIFA Confederations Cup semifinals in Belo Horizonte, Brazil.

**4 | DOUG ERNST FROM SAN DIEGO, CALIFORNIA**, dives 65 feet at the Blyth Straits off Volivoli Beach in Fiji.



View more photos on your tablet or on our Facebook page: Toastmasters International Official Fan Page.



**PICTURE YOURSELF HERE!** Pose with the *Toastmaster* magazine in your exciting surroundings. Email your high-resolution image (at least one megabyte) to [photos@toastmasters.org](mailto:photos@toastmasters.org). Bon voyage!



# Constructing Compassion

How I learned to motivate others with a positive approach.

BY NATASHA D. COBB, DTM

In 2007, I became a construction and engineering project manager with Gude Management Group in Atlanta, Georgia. At the time, the average age of a project manager in my company was 50, and I was in my 30s. This did not inspire confidence in my leadership ability, and I knew gaining the confidence of my team would be a challenge.

Construction is an industry in which time really is money. Every action has a consequence and mistakes are not usually met with compassion. I was convinced this was the norm in other fields as well. That was, until I joined Toastmasters in 2009. As a member, I encountered leaders who tempered their criticism with compassion and who engendered team spirit. After seeing Toastmasters come together to mount successful membership campaigns and execute flawless speech contests, I realized how the Machiavellian leadership to which I had become accustomed was not ideal. I committed to becoming an effective communicator, and was determined to motivate team members by providing positive, constructive criticism.

I delved into the *Competent Leadership* manual and then, after earning my CL, I plunged into the *Successful Club Series*. The techniques I learned through giving manual speeches and serving in club meeting roles translated to my professional work. My interactions with co-workers, clients and subcontractors became less contentious, and goals were accomplished without rancor.

Then, after being a Toastmaster for less than a year, I was thrust into the role of vice president public relations when the club's previous VPPR relocated to another state. I inherited a team that functioned like a well-oiled machine—and the last thing the group wanted to do was change its modus operandi to match my new vision.

My first idea was to create a social media presence for our club. This was still a relatively new concept and I faced an uphill battle convincing members how the club could benefit. The largest amount of resistance came from a long-standing member. I took a positive, rather than a critical, approach. Knowing what social media had done for my company, I pulled the member aside and mined his many years of experience to find out what piqued his interest. I then asked him to co-chair our public relations committee. He became my most loyal ally, and eventually helped



*As a young project manager, Natasha Cobb led a strong team by providing positive and constructive criticism.*

me convince the rest of the club that social media was the wave of the future for club PR.

Later on, when visiting clubs as an area governor, I was struck by the creative way one particular club recognized member achievements. Kari Evans, ACS, ALB, the club's vice president education, was the driving force behind the creativity, so I decided to draw on her talents. I invited her to join me on my visits where she spoke about her best practices. The results were phenomenal. Not only did *her* club produce three Toastmasters who achieved three educational awards in one program year, but another club in the area was able to do the same.

By serving in various club leadership roles, I learned to galvanize my Toastmasters team to become President's Distinguished for two straight years. I enthusiastically tackled speech contests and reveled in the support of my team.

My club success crossed over into my career. I was able to spur employees to achieve their goals.

During one challenging project, a client asked me to complete additional work but did not give me extra time to do it. When I gathered my team to discuss a solution, I noticed that our project scheduler offered some good suggestions. I tasked him with fleshing out one of his ideas and formulating a plan. With my backing and encouragement, he sought out additional project-management training and is now an assistant project manager at Gude Management Group.

My company's leaders took notice of my style and asked me to give several presentations over the course of one year at senior leadership meetings—on teamwork, motivation techniques and how to keep morale high. Now I am a senior project manager poised to become a vice president. The leadership skills I have acquired in Toastmasters have allowed me to successfully lead others through effective communication and a positive, constructive approach. Any leader can experience the same success. ■

**NATASHA D. COBB, DTM**, is a member of three clubs in Georgia, including the L'Ville BGC Toastmasters in Lawrenceville. She is a division governor and an Ambassador on Toastmasters' Revitalized Education Committee. Cobb is the founder of *The Success Within*, a career coaching firm.



# Matt Krause, CC: Culture Seeker

Toastmaster traveler treks across Turkey.

BY LINDA ALLEN

*"Life begins at the end of your comfort zone."*

— Neale Donald Walsch

**F**or those nestled cozily in the security of their comfort zone, Matt Krause, CC, is a wonder, a free spirit, maybe even a curiosity. But for those who live life as an adventure, the American's 1305-mile (2100-kilometer) walk across Turkey in 2012 is inspiring.

After more than a decade of extensive international business and travel experience, Krause faced a crossroads in his life in 2011. His marriage had ended and he didn't like his job—standard ingredients for a mid-life crisis. "I could get hair plugs, a red sports car and start chasing after college co-eds," Krause says, "or I could do something really big and unusual. The first option would make

Krause prepared for his walk across Turkey much like a Toastmaster prepares for a speech: by planning, organizing, practicing and presenting.

me a smaller person. The second one would make me a bigger person, one that would make me proud of myself. I would be able to say, "That was a good use of time on this earth."

The second option won. "I put my life where my mouth is," he says.

An idea germinated, and a plan began to take shape. Inspired by Rory Stewart's book *The Places In Between* about his trek across Afghanistan and his longer walk across Iran, Pakistan, northern India and Nepal, Krause decided if Stewart could walk across all those countries, he could walk across Turkey, where he had lived and worked for six years.

When Krause returned to the United States in 2009, he was asked about the cultural differences he had seen in Turkey. Krause recognized a need in others to connect with people as individuals, not as "templatized" (Krause's word) stereotypes. "I really wanted to tell them how people are so much the same," he says. "Living in Turkey reminded me that most of what we are as human beings and how we act in any given situation are pretty much the same: We can't take our eyes off our differences. It's just human nature. I think our focus on differences makes us more afraid of each other than we need to be."



## Overcoming Fear and Worry

Krause admits to being fearful as he prepared for his journey—fear for his personal safety with negative "what if" thoughts and worst-case scenarios. "We let fear drive important life decisions because it is so powerful," he says. "But just do it—whatever you were going to do—anyway. Fear and nervousness are natural emotions that will not, and probably should not, go away. They are horrifically bad indicators of whether we should do a given task."

Krause credits his Toastmasters experience with helping to ease his fears and push beyond his comfort zone. He joined Toastmasters while teaching English in Istanbul. One of his students asked if he knew of a place for practicing speaking skills in a more advanced environment.

Krause checked the Toastmasters website, but since no clubs existed in Istanbul, he and his student started one in March 2007, and they invited friends to join.

"I led the meeting even though I didn't know what I was doing," Krause says. "I was so nervous; I could barely remember my own name. I had been to a couple of meetings years before, which made me one of the most experienced people in the room!"

One visitor asked, "What's different about this?" as a result of having unsuccessfully tried starting a club a few years earlier. Not knowing how to reply, Krause simply said what came naturally: "Even if no one else comes, I will." Today, the Istanbul Toastmasters club has 62 members.

## Gearing Up

Krause prepared for his walk across Turkey much like a Toastmaster prepares for a speech: by planning, organizing, practicing and presenting. He spent hundreds of hours researching the terrain, the weather, and the availability of shelter, groceries and restrooms en route. He also walked 1,200 miles in 12-mile increments for conditioning to maintain stamina six months before his trek.

He planned to complete the trip in six or seven months by walking four hours each day, leaving the remainder of the day for writing web posts and notes for a book he intends to publish to





1. A radio station interviews Matt Krause (left) about his walk. 2. Matt Krause rests at a teahouse near Ortaören, and swaps stories with the owner. 3. On the final day of his walk, friends join Matt Krause near the city of Van for breakfast.

share his experiences. The main purpose of the trip, however, was to spend as much time as possible with people he would meet along the way—and learn more about their culture. He reserved one week each month in layover cities to rest.

Throughout the year leading up to the trip, Krause developed his writing and speaking skills by writing a newspaper column and two books, and giving media interviews and Toastmasters speeches about his trip plans.

Equipped with a backpack, tent, cell phone and laptop, Krause set off on September 1, 2012, from Kusadasi in western Turkey on the Aegean Sea coast. He planned to head east through the southern half of Turkey through Konya, Adana along the Mediterranean Sea, Sanliurfa and Diyarbakir. On April 13, 2013, Krause ended his walk at Van, near the border of Iran, accompanied by friends who walked the last three miles with him to celebrate the final steps of his journey.

## Embracing a New Culture

Each day of Krause's trip started with his rule for experiencing a new culture: "Every morning, set aside everything you think you know about the world, and that day, let the world present itself to you as it is, not as you *think* it is. Learn as much as you can. But know that tomorrow you will be doing the same thing again, including setting aside what you will learn today."

To share his seven-and-one-half months of memorable experiences, Krause created a website, [heathenpilgrim.com](http://heathenpilgrim.com), where he compiled photos, trip updates and anecdotes. He chose the name "heathen pilgrim" as a reminder to relax his grip on things he held dear and experience the world before him. "Sometimes the best way to solve a particular challenge is to not overpower it with conviction to prove I am right," he says, "but to submit to it, stop resisting and just listen."

Days on the walk unfolded with serendipity and spontaneity, like the day he planned to visit the Caves of Heaven and Hell, or Cennet ve Cehennem, named for their extreme ascent and

descent. His goal was to get just one photo of the site, which he achieved in a car ride offered by a local restaurant owner headed to his business nearby. Krause spent the day enjoying the restaurant and views of the Mediterranean Sea in the company of the owner and a couple who later took him back to his route that evening. "In Turkey, I can expect one thing: A few times each day, I'll be presented with an unexpected opportunity. Someone will offer me a ride, or invite me to dinner or a wedding."

People in Turkey pride themselves on their hospitality. Krause enjoyed forming friendships while drinking tea with shopkeepers, joining families for dinner, sleeping on people's living room floors, visiting classrooms and enjoying other social opportunities. He intended for his website followers to note the similarities of the people he met, rather than the differences, while traveling vicariously with him through the Internet.

Krause dedicated every day of his walk to special people in his life, including his parents, brother, friends and supporters. One day, he recalled having a difficult time getting motivated to start walking. When his usual sources for motivation didn't work, he thought of a friend in Istanbul. By imagining her voice in his head, the encouraging words he thought she would say were enough to get him going that day.

What's next for Krause? He's working on another great adventure: building a presentation training business in Istanbul, making new friends and reestablishing his life after divorce. He also encourages people to step outside their comfort zones by regularly sharing his experiences in talks at schools, nonprofits and civic groups, and in Toastmasters. "You'll do yourself a world of good, and more importantly, you'll do a world of good for others, too." **T**

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# The Theme Team

Spice up your club with themed meetings.

BY CAREN S. NEILE, ATMS, PH.D.

The first thing I noticed about Florida's Boca Raton Toastmasters club was the tantalizing aroma permeating its meeting room. As I sat there in 1999, open-mouthed (and eventually full-mouthed), I watched three members present cooking demonstrations as their speeches—the results of which we happily consumed during a break.

The warmth, friendliness and sense-satisfying pleasure I felt that evening was the best introduction to a club I can imagine. Not only that, but well over a decade later, I

"I loved our 'Roll/Role' theme," said Nan Norton, ACG, CL, a founding member of the Busy Professionals club in Paris, France. "It was a clever way to explain meeting roles, especially to new members and guests.

"Founding member Curtis Broderick [ACB] brought different rolls and spreads to the meeting," she explained. "Before each section, such as evaluations [which club members associated with a hard roll], we took a few minutes to enjoy that type of roll. It was so much fun! Everyone loved it, and members still refer to it." The club also created an air

*The meeting ambiance was certainly worthy of a wedding: The Toastmaster of the day donned a tuxedo; love songs quietly played on a portable stereo in the corner; sparkling cider, punch and decorated cupcakes were served, and a door prize was awarded to the person who was in the longest-lasting marriage. Even a photographer was on hand to document the event.*

Club meeting themes can include popular TV shows, books, movies or celebrities; hobbies like dancing or chess; pets (preferably on leashes or in cages); specific professions like medicine or law; countries—including one's own; musical instruments or music styles; fashion; and, if your club is on the informal side, pajama parties or theater games. Another one for this year is the 90th anniversary of Toastmasters International.

For a club that's going through a slump, or one that needs a boost in membership, a themed meeting can be just the thing to spice up attendance.

can still recall the extraordinary homemade hummus made by Jazmin Meaux, CTM.

Did the club serve meals every week? Not at all. This was a themed meeting, the first of many I was to enjoy in my years as a member. While it is easy to see how themes can be fun, it took me a while to fully appreciate the rationale behind them.

What is a themed meeting? It can be as simple or as complex as the Toastmaster desires. One club held an Academy Awards movie-themed meeting at which the Toastmaster wore a tuxedo, Table Topics questions were related to movies, and winners gave acceptance speeches. Another Toastmaster held a Halloween-themed club meeting and encouraged us to tell scary stories, dress in costume and bring candy to eat during the break. Holidays are especially ripe for such meetings, but themes can be as broad as the interests of the club members.

travel theme with clever introductions about short flights and pilots, and hosted a James Bond theme: "License to Speak."

Other clubs have held "Murder Mystery" and Olympics-themed meetings, and also used a baseball theme that included calling the General Evaluator "head umpire," the Topicsmaster the "pitcher" and speakers "batters." Luiz da Silva, CC, ALS, and Jody Berwick, ACB, ALS, from the Flagship Speakers club in Fort Worth, Texas, were treated to a marriage-themed meeting by fellow members in 2009, just two weeks before their big day. In Table Topics that night, members took the extra step of comparing Toastmasters skills to those needed for a successful marriage. The bride and groom were the only speakers, and their speeches were wedding toasts. Flagship club member Tony Bieniosek, DTM recalls the event:

### What are the Benefits?

Why hold a themed meeting? First and foremost, a good theme can provide a lot of fun and variety for members and guests alike. Rare is the themed meeting that doesn't elicit some degree of laughter at the cleverness of the Toastmaster, the speakers or others for incorporating their language, content or clothing into the theme. For a club that's going through a slump, or one that needs a boost in membership, a themed meeting can be just the thing to spice up attendance.

Meetings with themes can also serve as a great introduction to new members and guests. My first impression of Boca Raton Toastmasters was of a close-knit group that conducted extremely professional, organized meetings. And when I say guests, I don't mean only those new to





*The Parlez Blue club in Ottawa, Ontario, Canada, held a movie-awards themed meeting in February. Club president Trevor Comeau (pictured wearing a suit) brought an actual Oscar to the meeting—the award was given to Comeau's grandfather-in-law in 1976 for Best Documentary Feature. For Table Topics, members were awarded the Oscar and delivered acceptance speeches.*

Toastmasters. Visiting area and division governors, for example, can get a positive feeling about a club and its officers from seeing how much attention is paid to a themed meeting. This can result in opportunities down the line when that governor selects a Contest Toastmaster. Not only that, but more than one governor has been inspired to have a theme at area or district conferences, as well.

A themed meeting can introduce members to new speech ideas. For example, a storytelling meeting can highlight the talents of storytellers in the club, as well as inspire any member to complete the *Storytelling* manual. The *Humorously Speaking* manual can be the impetus for a humor-focused meeting, while members working on *Speeches by Management* can contribute to a business-themed meeting.

On the other hand, a theme can help members share their knowledge and experience, and help everyone get to know each other better. Are you a nut about sailing? Display your interest and your know-how with a nautical theme. Are you a classical music fan? Share that with fellow members, and they will learn something not only about you, but also about classical music—a subject that is important to you.

Perhaps most important of all, a themed meeting is a creative challenge for all members. For those performing club meeting roles, coming up with clever ways to match the theme to Table Topics, the word of the day and evaluations can be an interesting puzzle to solve. For members, themed meetings encourage them to think out of the box. We all know a member whose speeches tend to focus around one topic. A theme may at first feel limiting to this speaker but, in fact, if presented with enthusiasm, the opportunity allows her to stretch her skills and grow. After all, isn't that what Toastmasters is all about?

### Tricks of the Theme Trade

Like anything in Toastmasters, a themed meeting must be carefully planned. Will the topic be meaningful to most, if not all, members? Avoid inappropriate topics such as politics, religion and anything else that can cause contention. Be sure to give everyone advanced notice, especially those with meeting roles, so they can prepare their responses to the theme.

Because the Toastmaster is in charge, he or she has the final say on how elaborately the theme will be followed. Will the agenda reflect it? What about the room

set-up? Introductions? Should members bring items such as food, a musical instrument or a costume to the meeting? Also, how will you engage members who aren't particularly interested in, or familiar with, the theme? Finally, be sure guests understand that these special meetings are uncommon. Otherwise, they may think they've wandered into a wedding—or a bakery!

Some clubs, like Boca Raton Toastmasters, feature a different theme each week. Others do it as occasionally. Whichever you choose, I encourage you to try a different meeting format at least a few times a year. What do you have to lose but your complacency? **T**

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# Harness the Power of Mentoring

By developing a member's skills you improve your own.

BY JULIE BAWDEN-DAVIS

It might be depicted as made of metal, but the ladder of success is actually a network of interlocking hands. Those on an upward climb make it to the next “rung” thanks to an outstretched hand, and many of those hands belong to mentors.

Mentoring is the hallmark of success in the Toastmasters program. Members excel when helped by a more advanced member—and new and established members alike accomplish goals they might not otherwise reach on their own. Mentees benefit greatly when mentors pass on their own unique brand of knowledge, insight, perspective and wisdom.

In turn, mentors get a chance to give back to their club by helping mentees improve their skills and grooming them for leadership roles.

A prime example of this dynamic is the Management Development Program for Women (MDPW) Toastmasters club in Ottawa, Ontario, Canada. In 2011 the club formalized its mentoring program by creating a mentoring committee. “There is no better place to inspire, nurture and support positive growth in yourself and in others than in the Toastmasters pay-it-forward culture,” says Shirley McKey, DTM, a founding member of the club and a mentor.

When the club was getting ready to charter 10 years ago, McKey and others received help from a dozen or more members from







*A Toastmasters mentor gives back to his or her club by nurturing another member's growth. This leads to self-reflection and benefits both parties.*

District 61. "As founding members with little Toastmasters experience, we learned from our main mentors, Richard Inomata and Mark Ashmore, who had gained experience in other clubs," she says. "We quickly learned from them how to mentor each other and succeed as a club."

The club came out of the MDPW program at the Centre for Research & Education on Women and Work, based at Carleton University's Eric Sprott School of Business in Ottawa. The program stemmed from research that showed women were not advancing in their careers at the same pace as men, says Aemilia Jarvis, the center's associate director and a club member. The MDPW program, which focuses on the soft skills women

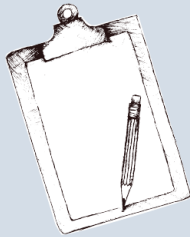
need to lead effectively in the workplace, pairs nicely with Toastmasters. "Having a mentor is very important to any woman who would like to advance in her career," Jarvis says.

### **Anatomy of a Mentoring Committee**

In the club's early years, charter members learned from each other as they moved through the Toastmasters program. "We didn't think about openly sharing what we had learned with new members because we didn't want to seem pushy," says McKey. "Unwittingly, we had expected that new members would learn through osmosis, much as we had. We didn't recognize that new members were seeing us as cliquish and unwelcoming."

Through a member survey, the founding members analyzed why guests were not joining and new members weren't staying. It was then that they put a formal mentoring program into place. In 2011, one of the club's founding members, Margaret Walton, was named chair of the group's first official mentoring committee. Walton, ACS, ALB, gathered all the information she could find on Toastmasters mentoring and developed customized tools for the club. Walton sent an email to the club's most experienced members, asking for mentor volunteers. The original mentoring committee, which started with five active members, now has 13.

To ensure the success of the mentoring program, and to help mentors and mentees



## A Mentoring Checklist

With the advice and guidance they offer, mentors can dramatically improve a fellow member's Toastmasters experience. To be as effective as possible in this role, mentors are expected to:

**1 Clarify expectations.** Initially, and throughout a mentoring partnership, both parties must openly communicate their expectations for the relationship to be a success.

**2 Be available.** Your mentee should feel confident that you are available, within reason, to answer questions and provide support. To make your mentee feel supported, try to take time for a quick chat, email or text whenever possible.

**3 Check in often.** Mentoring is a two-way street. For fear of being bothersome, a mentee may hesitate to reach out. If it's been a while since you heard from your mentee, pick up the phone to keep the communication open.

**4 Encourage goal-setting.** Chances are your mentee has goals, which is why your mentorship was requested in the first place. Keep the mentee on track by providing challenges, and then shepherding the process to help the member achieve his or her goals.

**5 Be patient.** Mentoring is not a race to the finish line. Yes, there are goals to be reached and skills to be learned, but just because your mentee isn't moving as quickly as you would if given the same circumstances doesn't mean your mentorship skills are lacking. It is important to recognize that every member is essentially a volunteer with different goals, time constraints and values.

**6 Be positive.** Stay upbeat and encouraging. Your mentee will have ups and downs. Not every speech will go as planned and not every goal will be met the first time around. It's your job to point out the positive and keep your mentee motivated to keep trying.

**7 Be kind.** Take a page from the Toastmasters code of conduct and always be courteous. Your mentee may not always give the best speech, but you never want to make the person feel inadequate, so choose your words carefully. Always be honest, but diplomatic.

**8 Don't push.** A mentee should never feel obligated to take your advice. Mentoring is not a dictatorship. It's counterproductive to expect a person to always agree or feel comfortable with your suggestions.

— Julie Bawden-Davis



From left: Margaret Walton, mentoring committee chair for the MDPW Toastmasters club, Monique Tremblay displaying the first-place award she won in a division-level Table Topics contest in March, and Monique's mentor Shirley McKey.

connect, Walton gathers information on all members and matches mentors to mentees based on what she knows about their personalities. She asks all mentees to complete a questionnaire regarding their background, interests and objectives, including areas in which they want to improve.

Each mentee also gets a development worksheet with the name and contact information of his or her mentor, a place for goals

**“When you're dealing with someone's future and they're relying on you, relevancy is really important.”**

— Toastmasters mentor Jack Nichols

and objectives, suggested actions and target dates, and a checklist to help mentees know what to expect after the first week, first month, second month and so on.

Mentors are also given direction regarding what is expected of them, including specific tasks such as explaining club roles to new members, discussing the communication and leadership tracks and providing assistance with speech topics.

The committee meets twice a year, or more as needed. Walton keeps communication flowing via email. Although she remains hands-off when it comes to the mentee/mentor relationship, she follows up with all participants every six months. As chair, she handles any problems or concerns that may arise in these relationships, and encourages members to give her feedback.





*Mentors, like Margaret Walton (left), Shirley McKey (in black jacket) and Michelle Reis-Amores (tan jacket), allow others to benefit from their knowledge and experience by openly sharing lessons they have learned.*

### Should You Mentor?

Ask Toastmasters who are dedicated to mentoring and they'll tell you that the benefits of guiding members are numerous. A mentor's responsibilities typically include the following:

- Welcome new members and explain the Toastmasters program
- Recognize and nurture the skills a member already has
- Inspire mentees to take on more challenging roles and goals
- Help members avoid common mistakes and attain goals faster and more efficiently
- Motivate mentees to complete the Ice Breaker and move on to manual speeches
- Direct members as they navigate new terrain
- Nurture members' confidence in every area of life

Mentors who excel share certain qualities, including the ability to listen well, empathize and motivate. Jack Nichols, DTM, a 25-year veteran member, was mentored by longtime Toastmaster H. Al Richardson, DTM, PID, and now mentors others. "Great mentors actively listen to their mentees so that what is being said is

fully understood," says Nichols, who is a member of the Professional Speakers Club 9 in Anaheim, California. "They allow their mentees a chance to speak and then ask specific, clarifying questions that reveal the motivations and goals of their mentees."

Effective mentors consider what it was like when they were new members. Many of the thoughts and feelings mentees

### Effective mentors consider what it was like when they were new members.

experience are similar to the ones they had, and mentors who more easily see from a mentee's perspective are better equipped to offer valid suggestions.

As chair of the mentoring committee, Walton often talks about the importance of growth and motivation. "When both of my mentees got to a certain level with their speeches, I began encouraging them to take on executive roles, and both had terms as president of the club," says Walton. "It became very important to me to keep mentoring them through their term to pass on my experience as former club president."

One of Walton's mentees took some time off, but when the mentee resumed her membership Walton suggested she take an executive role to get back into the

fold. "Sometimes pointing out members' qualities boosts their confidence enough that they realize they can take on these roles," Walton says.

To remain effective, mentors must also stay relevant, says Nichols. "As a mentor, it's my responsibility to keep myself educated and up-to-date, so that I'm passing on current real-world information

that will help my mentees in the here and now," he says. "When you're dealing with someone's future and they're relying on you, relevancy is really important."

### Enjoy the Journey

Mentees undoubtedly benefit from the wisdom of more experienced members. But mentors also profit from the relationship. Become a mentor, and you, too, will have an excellent opportunity to reflect on yourself, your goals and what you want from the Toastmasters program. **T**

**JULIE BAWDEN-DAVIS** is a freelance writer based in Southern California and a longtime contributor to the *Toastmaster*.

# Hearing Voices!

Use characters, personas, puppets and animal sounds to boost your vocal variety.

BY CRAIG HARRISON, DTM

Everyone agrees that more vocal variety in speeches is preferable. But how does one add more vocal variety? What are the best ways to vary your tone, pitch, cadence, volume, inflection and intonation? There is a long list of strategies and ideas you can draw from.

## Storytelling and Characters

Many Toastmasters use storytelling to stretch their vocal skills. One reason stories can be fertile ground for vocal variety is that they are often full of characters. You can exaggerate each character's voice. One character may have a high and squeaky voice while another's voice might be low and sinister.

By first creating different physical characteristics—such as posture and presence—for each character, speakers tap into the corresponding voices for such physical manifestations of their characters.

## Talking With Your Hands

Some members have improved their vocal variety by giving puppet shows, using finger puppets or hand puppets where each one not only looks but also sounds different. In entertaining puppet shows, the little characters feature different styles of speaking and varying accents, and they use different registers to distinguish themselves from each other and help the story along.

## A Family of Sounds

A great vehicle for showcasing vocal variety is a speech describing an



*Linda Henley-Smith uses puppets in her education session at the 2011 International Convention.*

inter-generational family dinner where kids, parents and grandparents interact. Think of a family reunion or a holiday meal. Kids' voices are usually higher; grandparents may speak more deliberately or with traces of an accent if they originally came from another country.

We all have interesting characters in our families. Part of what makes them interesting is their manner of speaking: their vocal stylings, vocabulary and unique way of expressing themselves.

## Practice Personas

Creating a new persona can be fun and liberating. Just like wearing a costume at Halloween can free us up to act beyond our usual comfort zone and inhibitions, dressing in a persona's costume similarly frees you to embrace vocal variety where you might otherwise demur.

"When you connect with a persona, people connect with you!" says Leona Hamel, DTM, a member of the Les Toastmasters Passionnés (Passionate Toastmasters) in Granby, Quebec, Canada.

Many years ago she created a character for one of her speeches: the romantic

LouLou L'amour. Recalling the experience, she says she used a sensual French voice to mesmerize her audience with the "language of love" as she baked chocolate chip cookies. Dressing the part further helped her deviate from her usual vocal patterns, exaggerate her voice and infuse her words with passion.

Little did she know at the time that this character would have "legs" and return every few years for other Toastmasters events. She's now working on a book based on this character. *C'est la vie!*

To expand my vocal variety, I once became an evangelical preacher, the Very Right Reverend Verbal T. Toastmaster. I used an accent drawn from America's Deep South, elongated my vowels and spoke in rhyme (and even in tongues) when I told audiences "I aaaaaam the veeeeeeery Riiiiight Rev-verrr-rend Verbal Teeeeee Toastmasterrrr!" Dressing the part with a yellow silk robe and a tambourine at my side helped me stay in character.

## Who Will You Be Today?

For your next speech, think about becoming a boardwalk barker or a



racetrack announcer or a newscaster with pronounced elocution.

Consider Toastmasters 1994 World Champion of Public Speaking Morgan McArthur. What did he do after winning that title? He spent \$2,000 to attend a two-week course on how to become an auctioneer. Already gifted with an ability to mimic voices and sounds, McArthur says, “I am a huge believer in the power and essential nature of using your instrument to be more impactful, powerful and versatile. And I always like to expand the tools in my toolkit.”

Auctioneering helped McArthur with enunciation as he compressed his words while speeding up his delivery. “Auctioneers have an ongoing conversa-

tion with bidders,” he says. “Their conversation is a hybrid between speaking and singing.”

## To expand my vocal variety, I once became an evangelical preacher, the Very Right Reverend Verbal T. Toastmaster.

Spring, Maryland, re-created an opera scene. “I impersonated three characters from Mozart’s *Don Giovanni*, speaking (not singing) the lines,” he says. “Don’s character was baritone, the statue Il Commendatore and the servant Leporello were both basses. I impersonated the baritone with an unnatural baritone inflection. I differentiated between the bass characters by using a quicker, more detached articulation for one.”

“Practice, practice, practice until it’s like a Pavlovian reflex!” Margrave counsels. “It has to make sense to your voice.”

Write a speech with dogs or cats in it, lions or tigers, egrets or even a parakeet with an

### Exploring the Animal Kingdom

Animals have their own unique sounds. Animals have their own unique sounds. Write a speech with dogs or cats in it, lions or tigers, egrets or even a parakeet with an

You might describe a recent networking event you attended and conversations with the various characters you encountered: the loud salesperson, the whisperer, the question-asker, the sultry-voiced hostess, the ill-mannered student, the boastful businessperson, the bellicose lawyer, etc. Give us dialogue with vocal variety.

I once heard a Toastmaster open up his pocket address book and, using its contents, give a reading full of drama, pauses, bold declarative statements, rhetorical questions and different accents, about his friends, colleagues and contacts in the address book.

### “Going for Big”

Remember to practice your various voices. Lisa Safran, an improv expert and presentation coach in San Rafael, California, recommends the technique “Six Voices in 60 Seconds”: “Set a timer for 10-second intervals and each 10 seconds speak as if you are a completely different character,” says Safran. “In order to find your natural voice and one that has variety, go first for extremes and then dial it back. One of my acting teachers taught us that it was all about going for big, and then reigning it in.”

To get the most out of the vocal variety assignment in the *Competent Communication* manual (Project 6), try exploring exaggeration. For many, vocal variety doesn’t come naturally. Through the process of deliberately exaggerating the voices in your speech, you are forced out of your comfortable vocal registry and pushed to explore extremes, often with comedic effect. Let go of your inhibitions. Stretch those vocal chords and remember, variety is the spice of life. ■

attitude. You might write about your visit to a zoo. Whether you give us the animals’ native sounds or anthropomorphize and let your animals speak your native tongue with their own (animal) accent, variety will ensue.

McArthur, who has a degree in veterinary medicine, has been known to make the sounds of dogs, hogs and galloping horses in his speeches. He recommends the book *Mouth Sounds* by Fred Newman.

Consider giving a speech about sounds heard off-screen in a movie theatre: whispering, loud cell phone conversations, judgmental snipes about how others are dressed, opinions about the actors and special effects, and more.

### All The World’s A Stage

A speech incorporating sounds heard at a flea market, a farmer’s market or at an international airport terminal, or backstage at a playhouse or the opera house, would also allow for various sounds, accents and even languages.

### Scene and Heard

A great way to invoke vocal variety is to re-create a scene from your favorite play or movie and share it with your audience within your speech. Some go Shakespearean. Others prefer more current content. I once performed a scene from the movie *Pulp Fiction* where I played John Travolta’s character and my fellow Toastmaster played Samuel L. Jackson’s character.

Veteran member Andrew Margrave, DTM, of Speakers Corner Club in Silver

**CRAIG HARRISON, DTM**, is a past district governor, professional speaker and founder of [www.ExpressionsOfExcellence.com](http://www.ExpressionsOfExcellence.com). He is a member of Evening Stars and Lakeview Toastmasters club, both in the San Francisco Bay Area.



*Cultural intelligence, or CQ, is a measureable skill like IQ, with four key dimensions: drive, knowledge, strategy and action.*

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# Why You Need Cultural Intelligence

Leaders of culturally diverse teams must understand different norms and expectations.

BY DAVE ZIELINSKI

William Weech received one of his first lessons in leading in a cross-cultural environment while working as a young manager in the country of Serbia. Weech, now a leadership development specialist with the U.S. Foreign Service Institute, was conducting a job review with a subordinate. He started by asking the employee for a self-assessment; how did he rate his own performance to that point?

“He was dumbfounded by the request,” Weech says. “He said, ‘What do you mean? You’re the boss. You’re supposed to tell me how I’m doing.’ It made no sense to him.”

After some explanation about this appraisal practice, and assurances from Weech that he, too, would share his perspectives on the subordinate’s perceived strengths and weaknesses, the employee gave his opinion of his own performance, offering insights that helped him improve going forward.

## The Culturally Intelligent Leader

Such management scenarios have grown more common as leaders around the globe find themselves managing or interacting with people from different cultures. Whether it’s leading a “virtual” work team with members from Bangkok, Barcelona and Boston; negotiating sales contracts across borders; or expanding business operations into new regions, leaders increasingly need a high level of “cultural intelligence” to perform effectively in their jobs, experts say.

David Livermore, Ph.D., president of the Cultural Intelligence Center in East

Lansing, Michigan, and author of the book *Leading with Cultural Intelligence: The New Secret to Success*, believes a leader’s cultural intelligence, or CQ, is a “soft” skill with direct impact on bottom-line results. Livermore says cultural intelligence is a measureable skill like IQ or emotional intelligence, with four key dimensions: drive, knowledge, strategy and action. (See the accompanying article “Do You Have These Four CQ Skills?”)

CQ is more about taking time to understand and adapt to different cultural norms, Livermore says, than it is about memorizing a list of etiquette “do’s and don’ts” of global cultures. It’s also not just a warm-and-fuzzy approach that honors human differences—CQ has direct profit-and-loss implications. For example, Livermore’s research found that hospitals run by leaders with high cultural intelligence are more effective at treating immigrant patients, leading to fewer lawsuits for misdiagnosis of those patients. The research also found that project managers with high CQ can better motivate peers to accomplish shared goals, and that entrepreneurs with high CQ

are more likely to create opportunities in emerging markets.

While most leaders don’t advance to their positions without some ability to read and adjust to those who differ from them—whether those differences are nationality, gender, race, thinking style or generation—what separates high CQ leaders from their low-scoring counterparts is an ability to apply cultural intelligence amid the stress and rush of daily business, Livermore notes.

“Lack of cultural intelligence becomes a bigger problem when leaders are under stress or pressure,” he says. “In those situations it’s easier not to care about someone’s view toward hierarchy, their concerns about saving ‘face’ in different cultures, or different orientations toward time or deadlines.”

## Teamwork and Trust

When people don’t feel a leader understands or respects their cultural norms—or the challenges of working around a given culture’s holidays or traditions—it can undermine teamwork, productivity and trust, Livermore says.

"If you think your manager doesn't really understand what it's like to get something done during Chinese New Year when you're working with Chinese manufacturing plans, it can start to erode trust," he says. "And many of us from Western cultures would say if there's a problem, let's get it out into the open and deal with it. Yet a majority of other cultures would say you shouldn't address conflict head-on, believing it needs to be done in more nuanced or face-saving kinds of ways."

Leaders in multicultural environments also tend to underestimate the "sense of relatedness" they need to create to establish trust among their colleagues, says Aad Boot, founder and managing partner of

HRS Business Transformation Services, a consulting company in Brussels, Belgium, that specializes in intercultural leadership issues and runs the *LeaderWatch* website.

Leadership teams with a multicultural makeup often hit early roadblocks because they jump right into making strategic or tactical decisions without first taking time to understand cultural differences in terms of decision-making styles, views on transparency and more, Boot says.

"If you don't pay specific attention upfront to how leadership teams perceive and understand each other, relationships can break down in a hurry," Boot says. "A sense of relatedness means first building a foundation where you create a deeper

"We've found that if diversity is simply left on its own, it can do the reverse and lead to gridlock and frustration," he says. "The key is that there has to be an intentional way of nurturing and tapping creativity, rather than presuming it's going to happen on its own."

Livermore once worked with a global pharmaceutical company on a campaign designed to get employees to contribute new ideas about improving the company's products or services. The campaign was called "Speak Up." While some leaders thought employees would jump at the chance to voice their opinions, they found that employees in regions like Asia-Pacific were resistant to the idea.

## To Adapt or Not to Adapt?

Being culturally intelligent doesn't mean being a "cultural chameleon," says David Livermore, an expert on cross-cultural behavior. While there are clearly situations where you'll want to fully adapt to other cultures, in other cases such behavior can be seen as inauthentic, or may even offend your core values. The latter cases can include situations such as when excessive drinking occurs at business dinners or when a professional code of ethics doesn't allow you to accept gifts.

Asking a key question can help you make the "adapt or not" decision, Livermore says: Is it a tight or loose culture? The characterization refers to a culture's level of tolerance for people who deviate from its preferred norms.

"Determine how rigid the expectations are that you conform to a certain culture," he says. For example, expectations are high that women should adapt to the cultural norms in Saudi Arabia. Conversely, if you're in a country like the Netherlands or Thailand, Livermore says, you'll want to adapt on some level to be appropriate, "but there's no cultural expectation that you be all things to all people."

**Project managers with high CQ can better motivate peers to accomplish shared goals, and entrepreneurs with high CQ are more likely to create opportunities in emerging markets.**

understanding of what things like trust, openness or mutual respect mean to people from different cultures."

### Where CQ Pays Dividends

While cultural intelligence is important as a general leadership skill, it can have a particular payoff in high-stakes scenarios. Consider negotiation situations, be it haggling over a sales contract or a salary increase. "I'm not sure CQ is any more relevant than when negotiating, since it's largely about understanding another person's point of view and what might constitute a 'win' for them," Livermore says. "We've done a lot of research that finds a correlation between executives' cultural intelligence scores and how well they are able to negotiate contracts cross-culturally."

Another such situation is when leaders try to foster innovation in organizations, whether aiming to create cutting-edge products or more efficient work processes. While there's a common belief that diversity in culture, expertise or thinking styles can be a boon to innovation and creativity, Livermore's research found that this is true only if individuals exhibit cultural intelligence.

"Employees in that culture had concerns about their ideas being judged, losing face or being viewed as incompetent if their ideas weren't accepted," Livermore says. To adjust, the company created more discrete ways for people to contribute ideas, so they wouldn't have to participate in open brainstorming with colleagues.

Cultural intelligence also is increasingly important in tailoring marketing campaigns to diverse audiences. Livermore recently worked with a benefits company that was creating a retirement ad targeted to the Hispanic community. An early draft of the campaign featured a couple walking together along an idyllic beach.

"While that might be appealing to many Americans, Hispanic cultures might not be able to relate, since to them a good retirement often means something different, [like] being surrounded by extended family close to home," Livermore says. "Being alone as a couple in an exotic location wouldn't have the same appeal."

### Speaking Across Cultures

Culturally intelligent leaders also modify their approaches when speaking



to audiences from other cultures. Dianna Booher, CEO of Booher Consultants, a Dallas, Texas-based company that helps clients improve their oral, written and interpersonal skills, says cultural differences often factor into her presentation strategies. Booher, who has presented around the world for two decades, still asks a trusted source from the local culture where she'll be speaking to review her slides or script in advance of many speeches. "They might find something I overlook, be it a slide color that's considered offensive in a certain culture or use of a metaphor or humor that might not go over well," Booher says.

### Aim for Understanding

Livermore works to slow his rate of speech when speaking to different cultures or non-native English speakers. He also eliminates potentially confusing idioms and limits U.S.-centric references. When speaking recently in Japan, Livermore reduced the amount of content he would typically deliver in an hour-long presentation by one half so he could focus on more deliberate speech and use of more concrete examples.

Livermore also suggests asking someone from the local culture about questions likely to come up in Q&A sessions. He recently watched a North American executive give a presentation to a group of Asian executives in Singapore. While the speech was well-received, the executive was caught unprepared by follow-up questions such as, "Do you have anyone on your company board from Asia?" and "What are you changing about your business strategy given your interest in Asia?"

Other speakers adapt their audience-participation techniques to other cultures. Weech, the Foreign Service Institute specialist, is a fan of using interactive exercises in his leadership training sessions. But when conducting training in Kenya, he encountered some resistance to an exercise where participants were asked to work in small breakout groups and then report their findings to the larger group.

"Because they live in a hierarchical culture, the Kenyans didn't have much interest in hearing their peers present," Weech says. "When their peers were speaking, people

would largely ignore them and keep working." So Weech made a change and instead asked each breakout group to report first to him, and then he presented that group's findings to the whole class.

"They viewed me as more of an authority figure because I was the instructor, so when I said something, they paid attention and wrote it down."

Whether you're leading, collaborating or speaking, it's clear that success in culturally diverse situations requires a more mindful, situational understanding of the

different norms and expectations at play. "A key rule of cross-cultural leadership is if you try to find the right or wrong answer, you will lose," says Boot. "There is more gray scale than black and white involved in these situations. It's much more about working to understand those from other cultures without trying to find the right or wrong in their behavior." **T**

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**DAVE ZIELINSKI** is a freelance writer based in Minnesota and a frequent contributor to the Toastmaster.



## Do You Have These Four CQ Skills?

Cultural intelligence (CQ) is a concept based on years of academic research across dozens of cultures, says David Livermore, president of the Cultural Intelligence Center in East Lansing, Michigan. That research shows leaders with high CQ have strength in four distinct areas, all of which are required to lead effectively in culturally diverse situations.

**Drive.** This is a leader's level of interest and motivation to adapt cross-culturally. Conventional thinking holds that most people are naturally motivated to acquire cross-cultural capability, Livermore says, but that's not always the case. Drive determines whether leaders have the confidence and resilience to deal with the challenges presented by intercultural work.

**Knowledge.** This dimension captures a leader's level of understanding about culture and how that knowledge is applied to conduct business across borders. CQ knowledge not only is about grasping how a distinct culture influences the way you think and behave, Livermore says, it also includes overall understanding of the ways cultures vary from one context to another. It requires a macro-level understanding of ways that communication styles, prevailing religious beliefs, gender role expectations and more differ across cultures.

**Strategy.** This refers to leaders' level of awareness and ability to strategize across cultures. Livermore says this capability requires "slowing the pace long enough to carefully observe what is going on inside our own and other people's heads." While many leaders can "wing it" in meetings with their own cultures, they need more forethought in cross-cultural contexts since many of the rules change.

**Action.** This is a leader's ability to act appropriately in a range of different cultural scenarios. One of the most important components of this capability is knowing when to adapt to another culture and when not to, Livermore says. Leaders with high CQ learn which actions will—and won't—enhance effectiveness in certain cultures and then act on that knowledge.

# Speaking in the Dark

A blind member shares how she overcomes obstacles.

BY MARY HILAND, ACS, CL

It's 7:25 on a Monday night, and my Toastmasters meeting will start in five minutes. I am the Toastmaster for the evening. The voices of my fellow club members blend around me as I check the agenda, which I have translated into Braille in my notetaker. All speakers and evaluators are present. The Table Topicsmaster has asked me how much time she should allow for Table Topics. It should be smooth sailing.

Being responsible for running the meeting doesn't scare me; I'm a very organized person. I don't mind the extra stage time; I thrive on it. Even so, it is my least favorite meeting role.

Eye contact is impossible for me, but I have an effective workaround.

As a person who is totally blind, I face an extra layer of anxiety. When I try to shake hands with the first speaker, will he reach for my hand, or will he leave me standing there with my hand extended like a hopeful hitchhiker? When I return to my chair to listen to the speaker, will I walk straight without drawing attention to myself, or will I look like a drunken sailor? When I return to the lectern after his speech, will he still be there, ready to shake my hand, or will he have already left? (Leaving the lectern is a definite no-no, but it can happen with new members.) These are some of my worries as a blind Toastmaster.

My concerns continue when I'm at the lectern again. Gestures are at the top of my list. I'll never forget the kind evaluation I received after my Ice Breaker, for which



*Gesturing and facial expressions are two techniques Mary Hiland practices to feel more natural while standing and speaking at the lectern.*

I held onto the lectern tightly, giving the impression that I was scared stiff. My evaluator said, "With time, you will feel more comfortable moving away from the lectern." What a gentle way to say it. I needed to move and use facial expressions.

## Working Around the Problem

To overcome these obstacles, I developed workarounds. I practice making my gestures and facial expressions look natural—I have not been able to see the

ones that other people use for many years. I choreograph and rehearse gestures for my speeches. I used to worry that they looked rehearsed until I read that some of the World Champions of Public Speaking do the same.

All of the experts agree: Eye contact with your audience is crucial. This is impossible for me, but I have an effective workaround. Early in my speech, I try to say something funny. Once I get a laugh, I remember where those laughs came from and then



look in that direction from time to time. I translate ear contact into eye contact.

Over the years, I've become fairly comfortable with stepping out from behind the lectern, but for speech contests, I use a not-so-secret prop. Before my speech, I place a small rug in front of the lectern, and I stand on it for the duration of my speech, stepping to the right or left, but never leaving home base. It gives me a tactile frame of reference so I don't wind up addressing the back wall.

I'm still working on a graceful way to approach the lectern and then return to my seat unassisted. It would be easy if we met in a conference room with a table lectern set up. Then I could sit nearby and gracefully step over to the lectern. In our meeting place, however, the lectern is out in the middle of nowhere, facing rows of chairs in a large

church sanctuary. My fellow Toastmasters kindly offer a guiding hand or an elbow.

At the 2013 convention of the American Council of the Blind, held in Columbus, Ohio, I presented a workshop where blind Toastmasters from around the United States joined me in talking about the benefits of Toastmasters. My fellow members shared their own workarounds, discussing how they use timing lights and Braille notes, how to obtain manuals in an accessible format, and whether or not they bring a guide dog to the lectern.

Being a blind Toastmaster isn't much different from being a blind anything. We just have to figure out the workarounds. Being blind should never keep someone from experiencing the joy of a Toastmasters meeting. If you know someone who is blind or visually impaired, please invite him or

her to join Toastmasters, just like you would anyone else.

Now it's 7:30, and the president has brought the meeting to order. I'm introduced as the Toastmaster for the meeting. I take a deep breath, square my shoulders, take four strides forward, shake hands with the president, and begin. ■

**MARY HILAND, ACS, CL**, is a member of the Gahanna club in Gahanna, Ohio.

To inquire about Toastmasters materials available for vision-impaired people, please contact the orders group in the Member Services department at World Headquarters. You can email [supplyorders@toastmasters.org](mailto:supplyorders@toastmasters.org), or call 949-858-8255.

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Jesse A. Mejia, ACB, CL:

# Inspiring the Next Generation

Bilingual commencement speaker connects with new grads—and their parents.

BY JULIE BOS

**A**s the son of Salvadoran immigrants, Jesse Mejia is a U.S.-born Latino who was raised in the high crime, drug- and gang-infested areas of South-Central Los Angeles. Yet he'd be the first to say that where you start doesn't dictate where you end up.

Mejia's father, a landscaper, and his mother, a homemaker, instilled in him the importance of pursuing goals with vigor and enthusiasm—and the guidance paid off. His passion to motivate and help others inspired him to start his own company, MBA Catalyst, which helps professionals lay the groundwork to obtain a Master of Business Administration degree. Mejia himself earned an MBA from Georgetown University in Washington, D.C.

Mejia, ACB, CL, joined Toastmasters in 2007 as a member of the Powertalkers club in Detroit, Michigan. He eventually joined two clubs in Maryland, and one of those was Oradores en Español, where speeches and evaluations are given in Spanish. In 2009 he won the District 36 Humorous Speech Contest, and in 2010 he finished 3rd at the district level in the same contest.

Mejia has become an award-winning motivational speaker and has spoken at several prestigious American universities, including Georgetown, Syracuse, Cornell, and Dartmouth College.

## What's it like to deliver keynote speeches at top universities?

If you mean do I get nervous, the answer is yes. But do I get more nervous when speaking at top universities? No. I've done keynote speeches for high schools and I've found myself just as nervous there as when speaking at the University of Maryland in front of 600 people.

## How did you learn to manage stage fright?

The truth is, through practice at Toastmasters. I've been involved in public speaking since a very young age. I can trace it back to fifth grade, when our homework assignment was to memorize a poem and recite it in front of the class. Over time, as the groups [I spoke to] became larger, I realized the nervousness never really goes away. As someone once said, there's no magic pill to make you feel comfortable. You just get better with repetition. That's

why I enjoyed Toastmasters so much, because it is one of the few places where you can be 100-percent vulnerable in front of strangers and nobody is there to criticize you.

## How do you motivate a class of graduates?

Through humor and providing specific examples of how I overcame various challenges. I relate my personal story to theirs and speak to specific challenges I know their families had to endure. I show empathy and describe how I, too, faced the same frustrations, and what methods I used to deal with those frustrations. Through storytelling, I deliver three specific messages that I want them to remember.

## What messages do you like to convey?

Typically, the audiences I get invited to speak to include young people who face challenges to achieve their goals, whether they are children of immigrants or at-risk youth. One of the few things I always try to convey is, "Let people know that hard work will never scare you." I stress that because many younger people will say something is "hard." But I say, "So what? It's been hard for you to get where you are."

I also encourage students to give back. I'll say, "People were generous with you, so be generous with others."

## Do you have any clever speaking tactics?

Sometimes, depending on the audience, I use my ability to go back and forth between Spanish and English. I use that to make myself unique, because I can deliver the speech in two languages at the same time. For example, in every commencement speech, I give thanks to the parents of the students. During my speech at the University of Maryland, I said in Spanish, "To every mother and father who made sacrifices so their child could have success, to you we say thank you," and the applause got louder as I completed my sentence. Throwing those little nuggets in to certain members of the audience really goes a long way, especially if they don't speak English.





*Jesse Mejia, an award-winning motivational speaker, is shown at right delivering a keynote speech at the 2013 University of Maryland College Park Latino graduation ceremony. He talks about the importance of hard work and generosity, and thanks the students' parents for their sacrifices.*

### **Are there any rules about when to use humor to connect with audiences?**

Humor is one key to being memorable, so give it a shot. If you find it's not working, be a strong enough speaker to skip over it and continue with your speech without missing a beat.

### **In what ways have you benefited from Toastmasters?**

The main thing is [being part of] a community of like-minded individuals who are committed to becoming stronger public speakers. Number two, Toastmasters allowed me to practice outside of work hours, which was important to me personally. And finally, I actually developed some very good friendships with people who now serve as speaking coaches.

### **Is there a specific speaker you admire?**

I listened to Zig Ziglar, Tony Robbins and other nationally recognized speakers to get tips on how to develop stage presence, but I follow a motivational speaker from Atlanta, Georgia, named Victor Antonio, because he shares a similar background and message as mine. He was on a circuit with the University of Phoenix and his style of speech was so impressive that I found myself hitting rewind on YouTube.

### **What did you learn from Antonio?**


Victor uses facial gestures, humor and storytelling unlike anyone I have seen, and although my style is not like his, what I learned from him is how to get large audiences to become active participants during a speech. An example of this is using a strong voice to ask a large audience to "stand up and cheer"—and not to be afraid if the line does not work.

We've all heard speakers who start with something like, "How many of you ...?" or "Raise your hand if ...," but those tricks are just not effective or engaging. I try things like, "Clap if you hear me" or "Stand up if ...," and once you get the courage to ask that of a large audience—and they respond—you ride that wave. I learned how to control an audience of 400 people when, about five years ago, I would have struggled to control an audience of 20.

### **There's an art and science to motivating others. What does it take for a speech to stick?**

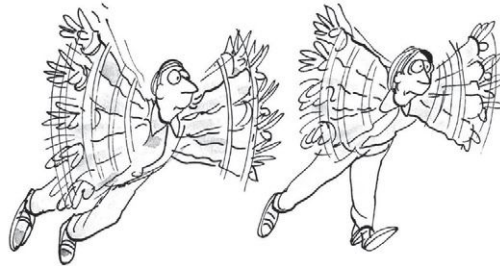
I think speaking is more science than art. Before any speech, I do my homework and try to understand the audience. I get to the venue early and ask about the people who will be there and the way they may think. Once I get that down, I can focus on the art—the style of being engaging and trying to develop humor.

### **What do you enjoy most about delivering commencement speeches?**

Honestly, it's the reaction I get from parents. That, to me, is the winner. I typically get some compliments from students, but I know they are in a natural state of excitement. When parents come up and tell me how I moved them, that compliment takes a whole new form. 

Check out Jesse Mejia's talents on YouTube at <http://youtu.be/rmZWQDCBLcE>.

**JULIE BOS** is a freelance writer based in Southern California.



# Be a Mentor!

## And cross your fingers.

BY JOHN CADLEY

If you're going to be a mentor, you'd better define your terms. Mentor was the tutor of Telemachus, son of Odysseus, so make sure people don't think you're a figure from Greek mythology. They may start asking you how to friend Helen of Troy on Facebook. Mentor is also the name for a line of computer operating systems, a graphics company, a reconnaissance satellite, a film, a college, a supplier of medical products, and God help us, a heavy metal band. When people are looking for a mentor, it's usually not someone in tight leather pants and purple face paint with "Party Junky" tattooed on his forehead.

A mentor is also not a life coach. Life coaches must be certified. They pay a lot of money for hours of training so they can have a certificate that allows them to charge *you* a lot of money

If you've ever had to ask a 6-year-old how to work your smartphone, you've been reverse mentored.

to, well, coach your life, I guess. Basically, they get you to set goals and then they push you to do something about actually achieving them. I thought that's what my wife was for.

A mentor, on the other hand, is simply somebody who has knowledge and experience you don't have. They may want to share it; they may not. After all, if they mentor you properly, then you'll know everything they do and you'll take their job. On the other hand, active mentoring is nice because you get to experience that warm, smug feeling of superiority over someone who knows less than you do. (Unless it's something called "reverse mentoring," where the mentee is older and has more overall experience, while the mentor is younger but has superior expertise in one particular area. If you've ever had to ask a 6-year-old how to work your smartphone, you've been reverse mentored. You've also been publicly humiliated by someone who doesn't even know what mentoring means.)

Other methods of mentoring include "accompanying" mentoring, where mentor and mentee work side by side—like a seasoned police officer and a rookie. If all goes well, the rookie will soon

learn how to spot suspicious activity, handle domestic disputes and help people who've locked themselves out of their cars. More important, he will know how the sergeant likes his coffee and where to find the best doughnuts in town.

Then there is "showing" mentoring, where the mentee is thrown into a situation before he or she is ready—a sort of sink-or-swim approach. This happens when a boss tells his underling, "I'm not prepared for this meeting. You take it. If things go south I'll have to fire you, but I'll give you good references."

"Catalyzing" mentoring is an offshoot of sink-or-swim. It's when things escalate quickly and there's no time to cover all the fine points. For instance, when the Lone Ranger and Tonto were suddenly surrounded by hostile Indians, the Lone Ranger said, "What do we do now?" and Tonto said (as he mounted his horse), "I'm sure you'll figure it out."

"Showing" mentoring is when the mentor leads by example. Business tycoon Donald Trump demonstrated this technique recently by showing his mentees how to make a lot of money while doing very little: Just set up a university and offer seminars that teach students how to become rich. In this case, the mentees learned the hard way: They were the ones forking over the money and Mr. Trump was the one getting rich—or richer—while reportedly doing very little of what he had apparently promised, like designing the curriculum, hand-picking the instructors and making personal appearances.

Finally, there is "harvesting" mentoring, where the mentor tests the mentee on what he or she has learned. This is a tricky one. If you're a flying instructor 20,000 feet in the air and you start having chest pains, you don't want to ask your student if he remembers how to land the plane and hear him say, "I was afraid you were going to ask me that."

The lesson mentors should take from all this is to choose your mentee carefully. You could be part of a nice success story—or the victim of a crash landing. ■

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



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