

TOASTMASTER®

* HOT SUBS

* LAMB AND FRIES

The College Club Experience

Students and staff practice together.

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How to stay cool under pressure.

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Executive chef and Toastmaster
Shelly-Ann Lovell-Williams

Addicted to Inspiration



Imagine the average person's routine—the person who goes to work every day and hopes the day will be uneventful. This person looks forward to returning home at the end of the day to relax and have a restful night in preparation for the following day. This is what I call a life that is dull, and “voluntarily uneventful.”

Yours truly was one of those “voluntarily uneventful” individuals who let life pass me by peacefully. I used to think that life is about easy living.

It was not until the strange thought of retiring early (at the age of 38) from my secure, high-profile, low-paying government job that a new idea was born. During the decision-making process for my retirement, I realized that decisions for change cannot be easily made, for they can come only through a continual flow of inspiration. I started on a quest for avenues that gave me high doses of inspiration.

I used to think that life is about easy living.

In my early years, I discovered a love of extreme sports. I believed that these sports were my source of inspiration; but realistically, I could not have these extreme experiences often enough to keep my inspiration level consistent. Soon I realized that inspiration can come from every corner of life; I needed only to seek it out.

As one who is deprived of a talent for music, not being able to keep up with any rhythm for even a minuscule interval, I once believed that music was not for me. I now realize music is my biggest source of inspiration. I am an avid follower of worldwide talent competitions like *American Idol*, *The X Factor* and *Arabs Got Talent*. I love to watch talent shows, music carnivals, concerts and even personal, web-posted clips. What I like in particular is how we can have music, and its performers, with us throughout the day, thanks to the Internet and YouTube.

Seeking inspiration continually, I now realize that we can see inspiration in every person we meet, even in the typical person going about his or her daily work routine, because we can inspire them just by showing them the path, if they are willing to follow it.

I voluntarily declare, publicly, to each one of you that I am officially addicted to inspiration. The cool thing about that is it's absolutely legal, and all who are addicted to it will be rewarded rather than punished. ■

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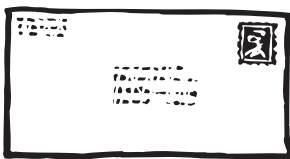
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“The most important lesson I learned is how the benefits you receive are in direct proportion to the efforts that you put in.”

— Ed J. Mihalka, DTM

Leading with Love

I read Linda Allen’s article “Leading With Love” in the *Toastmaster* magazine (February). As a business person in tourism, real estate and aviation, I am in full agreement that love and caring is every bit as important as the bottom line. Allen’s story enforces the fact that each individual is not just an employee but a real person with day-to-day challenges that are brought into the workplace. All too often we employers forget that. Thanks for the reminder.

John Brewer, DTM

Premier Toastmasters
Charlottetown, Prince Edward Island,
Canada

Key Steps

I was pleased to read the February Viewpoint “View from the Top” by President Mohammed Murad, DTM. The personal, local story reaches far beyond. It is marvelously written. It applies the core values of Toastmasters to every step of our life’s journey. The key steps of vision, knowledge, plan and execution are fundamental to success. Thank you for a very reflective, informative, educational and appealing article.

B. Nayak, Ph.D., CC, ACB

Charleswood Club
Winnipeg, Manitoba, Canada

Good Sell

The article “A Speech is a Love Affair” by Jack Vincent (February) was the best I have ever read. I have 30-plus years as a salesperson and sales manager, and my level of expertise in these areas is significant.

This article reminded me of how much a speech (which the author compares to a love affair) is like a sales presentation. In selling, you have to seduce the buyer (get him or her to like you), engage the buyer (tell how your product will benefit him or her), and win the buyer’s heart by provoking deep thoughts and feelings about whatever you are selling.

If a speech is like a sales presentation, and they both are like a love affair, maybe that is why selling and speaking are so much fun for those of us who do it well.

Jim Crutchfield

Morgan Martin club
Virginia Beach, Virginia

Cherished Awards

I joined Toastmasters in September 1969. The most important lesson I learned is how the benefits you receive are in direct proportion to the efforts you put in. In addition to all the many awards I earned, the speaking and leadership skills I developed and the self-confidence I gained helped me in my work. I was a top marketing representative for a major insurance company, and I was one of the top 10 producers for the entire United States for 11 consecutive years before I retired.

My most cherished “awards” are a membership pin I was given and the many friends I gained over my 45-plus years.

Now that I am past the age of 88, I no longer drive; but I am still mentally alert, and email keeps me in touch with my friends. And so I say a toast: “To Toastmasters, the very best investment I ever made.”

Ed J. Mihalka, DTM

Westwinds Toastmasters
Covina, California

The Value of Evaluation

What sets Toastmasters apart from all other public speaking organizations? Evaluation.

Great evaluations produce great speakers. Evaluations also become the hallmark of great clubs. When they are effective, clubs grow and speakers improve. Each of us bears a responsibility to evaluate, for we may be the deciding factor that motivates or inspires a member to continue in the program, or to leave and never return.

The essence of evaluation is this: To accurately observe and make practical suggestions that encourage speakers to maintain their strengths and recognize their weaknesses. As long as we are diligent in the task of observation, and tactful with constructive feedback, Toastmasters will remain the greatest value in the speaking and leadership experience anywhere.

Commit yourself to becoming a great evaluator. You’ll find the rewards in refining the skills of other speakers priceless.

Rocky Nichols, ACS, ALB

Lakeshore Toastmasters club
Grand Haven, Michigan

Discriminatory Words

The article “From Toastmistress to Toastmaster” by Cindy Podurgal Chambers, DTM, (February), is a sober reminder that overt discrimination against women, such as excluding them from clubs due solely to their gender, was still sanctioned until relatively recently. Thank you for shining a light on the challenges and successes of our bold foremothers!

A vestige of those times lingers in the word “Toastmaster.” A master was male. Historically, he owned people, including his wife. Over time the word has come to mean “one who is skilled at something,” but to my ears master still says male. On the other hand, mistress meant “a woman kept by a man especially for sexual pleasure.” Today it’s been reclaimed to mean “a woman in a position of control,” but for many of us the word mistress still implies kept.

Given the history of these words it’s interesting that the early Toastmistress would covet being called a Toastmaster. Let’s move out of that language zone entirely with this gender-neutral moniker: “Toasties.”

Roberta Guise, CC

Townsend Toastmasters
San Francisco, California

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. Please note: Letters are subject to editing for length and clarity, and may be published in both the print and electronic editions.

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Handling the Heat in the Kitchen

Chefs must stay cool under pressure and earn the confidence of their teams.

Leadership is the key ingredient in high-stress professions.

By Dave Zielinski

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Executive chef and Toastmaster Shelly-Ann Lovell-Williams in her restaurant Firewood Food Stop in Trinidad.

Photo by Salim October of Foto Melange.

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In the late 1960s, U.S. prisoners of war in a North Vietnamese prison camp met secretly for heartfelt communion through the spoken word.

By Jan Henrikson



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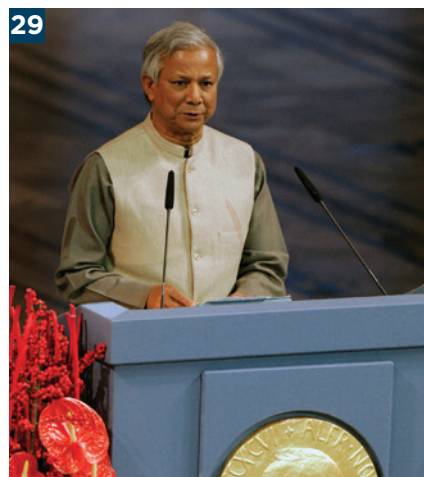
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MEMBER MOMENT



A Rising Leader



Matthew Martinez

Matthew Martinez is a college senior with big plans and a bright future. Within several months of joining Toastmasters, Martinez, 22, formed a club at Chapman University in Orange, California, comprising undergraduate students, faculty and staff. He is currently president of the CU Toastmasters, and is also a member of another club in Orange, the Paul Revere Toastmasters.

A communication

studies major, Martinez credits Toastmasters for helping him shine in his roles as a campus tour guide and a coordinator of activities for the school's fraternities and sororities. Desiring a career in sales, Martinez completed a successful internship with a leading global healthcare company, which allowed him to accomplish something many college graduates struggle to achieve: He secured a full-time job in his chosen field that begins immediately following his graduation in May.

What inspired you to join Toastmasters?

I joined at the recommendation of another student's father, who was on one of the campus tours I led. He told me I had talent and the potential to become even better at public speaking. I went to my first meeting and have not looked back.

How is Toastmasters helping you achieve your career goals?

I attribute all of my success as a leader and young professional to my involvement with Toastmasters. My aptitude for public speaking and the confidence I have developed comes from regular practice in front of an audience.

What's it like having club meetings at 8 p.m.?

As college students, we are nocturnal! I know meeting at 8 p.m. does not seem ideal to many others, but in the busy life of the average college student, there is no better time. You would think meeting so late would be exhausting, but I often find myself feeling energized when we adjourn the meeting. We originally had meetings at 10 p.m., but since we received a great amount of interest from Chapman University staff, we wanted to make it easier for them to attend.

What makes a college club stand out from other Toastmasters clubs?

As college students, many of us are still very young and timid when it comes to public speaking. Our club's members undergo a remarkable change as they become more confident and professional. The lessons learned include skills not only in public speaking but also in group facilitation, business acumen and organizational management.

I am motivated by the members' different stories and ideas, and how we all learn more about one another.

What do you tell others about Toastmasters?

I tell them public speaking is important in every facet of your professional career, and it is never too early or late to start. It is where you will find individuals who share your passion for self-improvement and developing as a leader. You grow with the help of your club members and they grow with your help.

In Brief

MEMBERSHIP-BUILDING PROGRAM

Encourage members to participate in the "Beat the Clock" membership-building program that runs May 1–June 30. For details, visit www.toastmasters.org/MembershipContests.

QUICK SPEAKING TIP

Use common language. Impress your audience through your presentation and mastery of your topic—not through complicated words. For example, say "use" instead of "utilize." See a list of 90 brief tips at www.toastmasters.org/90thAnniversary.

WE'RE HERE TO HELP

Toastmasters Member Services staff is available to assist you 6 a.m.–7 p.m. Pacific Time. Call +1 949-858-8255, or visit www.toastmasters.org/ContactUs for email addresses to various teams. Find answers to frequently asked questions at www.toastmasters.org/FAQ.

PERFECT SPEECH TOPICS

Learn the three questions you must ask yourself before choosing your next speech topic. Andrew Dlugan, ACG, CL, offers his advice at sixminutes.dlugan.com/speech-topics.



REGISTER NOW!

The 2015 International Convention will be held August 12–15 in Las Vegas, Nevada.

Visit www.toastmasters.org/convention for more information.

SNAPSHOT



The women of a Toastmasters club in Dhahran, Eastern Saudi Arabia, held their first meeting in September. With 42 members and growing, the club serves the needs of anyone who yearns for additional personal enrichment activities. The club's environment gives members the right setting to build their skills to become confident speakers and leaders. Club officers are pictured in the front row (from left to right): Sayeeda Waheed, Arafah Qureshi, Najat Y. Abu-Haliqa, Club President Akanke Abdul-Khaaliq, Hanan Imam and Nuha Hashem.

TECHNOLOGY TIP

Smartphone Photography

The best camera is the one that's with you, and often times it's your smartphone. The number of global smartphone users will surpass 2 billion in 2016, according to *The Telegraph* newspaper. Whether you left your dedicated camera at home or your smartphone is your primary camera, these basic tips will help you take publication-worthy pictures.

- **Clean your lens.** Eliminate pocket lint and fingerprints for a clearer photo.
- **Set the resolution high for better quality.** Most smartphones' built-in camera apps are pre-set to high resolution.
- **Know your settings.** Don't rely on the auto mode. Most smartphones have settings for the focus, exposure, white balance and ISO. Match them to the environment you are shooting in. For example, white balance offers Cloudy and Daylight settings, which are more suitable for outdoor shoots, and Fluorescent and Incandescent settings, which are used indoors.
- **Don't zoom or use the flash.** These features are not reliable on smartphones. Get closer to your subjects or find another source of light.
- **Use the back camera.** Front-facing cameras are convenient for taking selfies, but rear cameras on smartphones typically capture more detail.



Learning your phone's features and settings will help you capture images like a pro.

- **Turn the phone sideways.** The landscape orientation will allow you to get more in.
- **App it up.** Varying in cost and experience level, apps make it easy to edit and share photos. If you use one to shoot photos, make sure it is set to high resolution.

SEND US YOUR PHOTOS The Publications team is always seeking high-resolution photos (1 MB or larger in file size) of members and Toastmasters events for use in online and print publications. For more information, please visit www.toastmasters.org/Submissions.

AROUND THE GLOBE

WHAT'S THE BUZZ?

How do you avoid “freezing” during Table Topics?

“Things that help me in Table Topics speech contests are remembering that I don't have to rely on truth, reality or logic in my answers. For instance, if I'm asked how I would handle a particular situation, I could tell how I'd handle it as if I were a superhero or a rich, powerful billionaire.”

Aric J. Isom, Sr., ACB, ALB

Prime Time Toastmasters
Riverside, California

“This structure, passed down over time in my club, gives any speaker a very simple method to answer any question. It's the PREP Method:

Point—make a point or statement about the question

Reason/Rationale—tell why you feel a certain way

Evidence—give an example

Point—summarize or restate your point”

Carol Pace, DTM

BodyShops club
Denver, Colorado

“Be easy on yourself. A past World Champion of Public Speaking came from my home club years before I joined. When he attended the next club meeting after his win, he froze during Table Topics. If it can happen to a brand new champ, it can happen to anyone. The point is to do your best, laugh and get psyched up for the next time.”

Steve Piet, DTM

Rise and Shine club
Idaho Falls, Idaho

Join the conversation on the Official Toastmasters International Members Group on LinkedIn.

QUOTE OF THE MONTH

“A LEADER
is a dealer
in HOPE.”

— NAPOLÉON BONAPARTE

INTERNATIONAL INTERPRETATIONS

Cross-cultural Dining Etiquette

Have you ever “licked your plate clean?” It may have been because your mother encouraged you to finish every last bit of food on your plate or else there'd be no dessert. However, in countries such as Russia, it is rude to finish every bite, because it signals to your host that he did not provide you enough food. But in India, finishing everything on the plate is considered a sign of respect; wasting food can be insulting to the host and to the food.

Your parents may have also told you that belching at the dinner table is discourteous, but if you're from China, it is a sign of appreciation and satisfaction.

Even the pickiest eaters probably enjoy some form of noodles or soup. Many Asian noodles, such as pho, ramen, udon and soba, are made for slurping, and in Japan, you may be the odd man out if you don't set down your chopsticks and slurp it up.

Parties in the United States often offer a plethora of “finger foods” such as chicken wings, chips and dip. People in Ethiopia use communal plates without cutlery as well. But in Chile, it is poor taste to pick up any food with your hands.

Table manners can vary in each country whether it's a meal at home or a business dinner with executives. So the next time you dine in another country, make sure you do your research ahead of time and mind your table manners!

Sources: traveltips.usatoday.com, lifestyle.iloveindia.com, reachtoteachrecruiting.com, unitedplanet.org



Asian noodle dishes are made for slurping.

90TH ANNIVERSARY

Serving up a Scrumptious Speech

If you're looking for sage advice about how to craft a speech, why not receive it from Toastmasters founder Ralph C. Smedley?

In 1952, Toastmasters International published a document by Smedley called “Speech Engineering—25 Ways to Build a Speech.” In it he offers guidance on the format, outline and content of your next speech. The following example shows the author comparing a presentation to a mouth-watering meal:

“Dinner starts with a cocktail, an appetizer for the good things to come.

Then comes the salad, a tasty bit to give the [enticement] effect. Next we have the entrée, a broiled steak of tempting flavor and tenderness, trimmed up with choice vegetables, and relishes.

Finally there is the dessert, delightful, delicious, and fully satisfying as the finish of a perfect meal.

The speech can be worked out similarly by the competent ‘chef’ who takes the trouble to serve his customers—the audience—an attractive and nourishing menu.”



MEET MY MENTOR



Dinorah Rivera Bido, CC, ALB

No one has the potential to influence a member's experience like a mentor. Molly Assad, ACB, CL, a real estate broker, is a member of Momentum Toastmasters in Santurce, Puerto Rico. She shares how her mentor, Dinorah Rivera Bido, CC, ALB, a government employee and president of the Momentum club, helped her.

What drew you to Toastmasters?

I was searching for an English-speaking group to join near my home when I found Momentum Toastmasters. I joined in November 2012. Most of the groups in Puerto Rico are conducted in Spanish, and English is my primary language, so I wanted to improve my public speaking in my mother tongue.

Tell us about your mentor.

Dinorah has been my mentor since I joined the club. Her enthusiasm and dedication make her stand out—you would think she is everyone's mentor. More than anything else, she loves to see the transformations that occur when people start believing in themselves.

Dinorah works two jobs, yet manages to serve as club president. She goes the extra mile—coaching and encouraging everyone she meets. She organizes social activities to help create a family atmosphere in our club, and makes sure everyone feels welcome. She is like a mother to us.

How has Dinorah helped you?

Dinorah listens to me when I practice my speeches, and gives me feedback such as where to add or delete material. This helps me to be more concise and direct. Because of her mentoring, I have competed in several speech contests, including the time when I represented Puerto Rico in a regional competition. She loves giving guidance and providing suggestions, and she stands on the sideline like a proud parent cheering me on.

What was your biggest challenge during club meetings?

My biggest challenge in Toastmasters was mastering my timing. The challenge is in knowing when to wind down and give an effective and timely close.

What do you like best about Dinorah?

My favorite thing is her laugh. It is contagious, and punctuates her humorous speeches.

What was the best feedback she has given you?

To pause occasionally when speaking. I remember it every time I give a speech.



FROM LEFT: *Dinorah Rivera Bido and Molly Assad*

SPEECH READINESS TIP

Have a Pre-Presentation Plan

It's time—just about—to deliver your speech. In a few hours, you'll be standing in front of the audience. You've already done all you can to prepare: practiced over and over, timed yourself with precision and dressed for success. But can you take any last-minute steps to be at your best?



These Toastmasters tips will help you warm up for a winning presentation.

Know the room. Just as it's important to know your audience, it's important to know the space where you will speak. Arrive early, walk around the speaking area, get comfortable with the view, and practice using the microphone and any visual aids.

Exercise your vocal chords. If you have time, complete some quick exercises before your speech to help relax your voice, control your breathing and improve your articulation. Find exercises at www.toastmasters.org/199.

Visualize yourself giving your speech. Imagine yourself speaking, your voice loud, clear and confident. Visualize the audience clapping—it will boost your confidence. See yourself being successful.

Final thoughts. As the speaking time draws closer, try to relax and take deep breaths. Don't be alarmed by butterflies in your stomach. Remember: Being nervous is natural—and it can be a good thing. Turn that nervous energy into enthusiasm.

A final thing to tell yourself: The audience is on your side. They want you to succeed. They're not waiting to pounce on your mistakes, so don't obsess about making them. Enjoy yourself and embrace the experience!



TABLET SPECIAL: Download the tablet issue for a new mentor tip each month.

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) of you and your mentor to MentorMoment@toastmasters.org.

TRAVELING TOASTMASTER



1 | VINCENT LIEU, DTM, FROM VIRGINIA BEACH, VIRGINIA, stands before the Gothic cathedral Duomo di Milano in Milan, Italy.

2 | LASELL SWART, FROM RANDBURG, SOUTH AFRICA, proudly reaches the highest point in Africa at Uhuru Peak, Kilimanjaro, in Tanzania.

3 | DR. SHIRLEY B. GARRETT, ACS, ALB, FROM HUNTSVILLE, ALABAMA, visits the Library of Celsus in Selcuk, Turkey.

4 | XUANANG LV (LEFT), CC, ALB, AND YUNQING WAN (MIDDLE), BOTH FROM DUBLIN, IRELAND, AND ZHUOHUI LUO (RIGHT), FROM KARLSRUHE, GERMANY, take in the view from the Cliffs of Moher in County Clare, Ireland.



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

PICTURE YOURSELF HERE! Pose with the *Toastmaster* magazine or tablet app during your travels and submit your photos for a chance to be featured in an upcoming issue. Visit www.toastmasters.org/Submissions. Bon voyage!

Traveling and Teaching

How I helped Tibetan refugees learn English.

BY DEBBIE MCKEOWN

While the need for good verbal communication is an everyday fact of life, its importance is often amplified when we travel. I have a life-long love affair with travel and am proud to have visited 46 countries and all the continents. However, I am not so proud to admit that I speak just one language, English.

During my travels, miscommunication occurs simply because of my inability to communicate in the local language. For example, in China I once asked hotel staff for a large towel to use as a yoga mat. My message was not getting through, so I offered more complex explanations. Finally, with a smile and a confident nod of understanding, the staff member presented me with a spoon for eating yogurt!

I knew this would be a tough task, but Toastmasters has reminded me I am capable of taking on challenges.

While this type of predicament is humorous and often an inevitable part of travel, it's not so funny when you are unable to clearly convey your thoughts with those around you in day-to-day life. Since joining Toastmasters, I've been thinking more about the importance of communication. I recently spent a week in India, volunteering with an organization that supports Tibetan refugees who fled their homes due to religious persecution; I tutored people in English language skills and led conversational classes. I knew this would be tough, but Toastmasters has reminded me I am capable of taking on challenges.

Many of my students spoke only Tibetan. Learning English would allow the refugees not only to communicate with local people, most of whom speak English, but also to converse with English-speaking tourists and obtain tourism-related jobs in hotels, restaurants and shops.

In morning tutoring sessions I worked with two women, Pema and Dolma. They were intensely focused on learning English as a way to get a job to support their children, send money to their parents and



Debbie McKeown stopped along the kora walk encircling the Dalai Lama's temple to view the prayer flags on a recent trip to India.



provide for their own needs. As the week progressed, I challenged the women to express themselves on increasingly complex topics, both verbally and in writing. In our final session, they relayed stories about their home villages in Tibet. Pema wrote about a persistent bear

that kept visiting her village. Using her new arsenal of English vocabulary, she engaged us in a lively discussion about the incident.

It had Dolma and me laughing.

Dolma expressed how she missed her mother. While consulting her

Tibetan-English dictionary, she described her beautiful home in Tibet and her hope to be reunited with her mother.

In my conversational classes, I led groups of seven to nine people, which was daunting for me. I have never been comfortable speaking in larger groups. But Toastmasters has helped me overcome my nervousness; I make a point of speaking in every club meeting—whether it's giving a speech or taking on a meeting role—and gradually I have become more confident. I drew on this experience as I led the conversational classes, and as the week went on, I felt more at ease.

I often started a session with a specific topic, and asked each person in the group to talk about it. It was fascinating to hear the cultural differences and similarities that arose. A discussion about food led to the students encouraging me to try the Tibetan staple tsampa, which is made from barley flour. Some younger students said pizza is much better, and they debated about the best pizza in town. It was rewarding to see their progress in one week.

I found it rewarding to help people improve their lives through better language skills. I made new friends, learned firsthand about Tibetan culture and acquired a heightened appreciation of the importance of communication. ■

DEBBIE MCKEOWN is a member of the Ring Masters Toastmasters club in San Ramon, California. When not working on a speech, she can be found hiking Mount Diablo, and various trails, in the eastern San Francisco Bay Area.



Olá, Brazil!

Volunteer leader spearheads initiative for club growth.

BY SHANNON DEWEY

When Susan Hawkins, ACS, ALS, moved to Brazil three years ago for a new adventure, she didn't anticipate her journey would uncover a greater purpose through Toastmasters. Since relocating from London, England, where she developed her Toastmasters passion, Hawkins has been immersed in an expansion effort that is evolving every day.

In the last few years, Toastmasters International's Board of Directors has explored the growth of clubs in developing markets around the world and identified Brazil as having excellent potential for Toastmasters expansion. As a result, Hawkins, in September 2014, became the organization's first-ever developing market specialist. In this volunteer role, she has taken the lead in growing Toastmasters clubs in Brazil.

Hawkins is founder of the Vila Olímpia English Toastmasters (VOETM) club and a member of the São Paulo Toastmasters club, both in São Paulo, Brazil. To better understand how the Brazilian culture would lend itself to Toastmasters growth, she visited clubs throughout Brazil to share ideas and best practices. Hawkins has also taken on marketing efforts with a team of local leaders to encourage membership and club progression.

Growth of Toastmasters in Brazil is focused on cities with existing clubs in São Paulo, Rio de Janeiro, Porto Alegre and Curitiba. Clubs—both Portuguese- and English-speaking—have

Members of Fala Bonito!, a Shell Brasil corporate club, gather together in Rio de Janeiro for a Toastmasters meeting.

opened within communities and corporate offices; eight clubs are currently chartered and an even greater number of prospects are coming together.

Hawkins, 32, holds a bachelor's degree in economics and management from the University of Oxford in England, and is a Chartered Financial Analyst (CFA). Her successful career includes 10 years at the Bank of England and EY (formerly Ernst & Young). She is currently the managing partner at SHP Training in São Paulo, a company that provides training for professional certification in finance, accounting, valuation and financial English.

Her contribution to Toastmasters began long before she moved to Brazil, when she wore many hats and helped charter, re-launch, coach and sustain clubs while living in England.

"I feel honored to be chosen to help with this new development at Toastmasters and to be the first person taking on this role," says Hawkins. "I think it's an amazing opportunity to be able to grow Toastmasters in Brazil; I feel like I'm at the right place at the right time, and I think Toastmasters will be of enormous benefit to the people here."

How did you first become involved with Toastmasters?

In 2005, I joined the club MLP (More London Place) London Bridge Speakers sponsored by my employer, EY. At the time, I was

a trainee at the firm and worried that I might be required to speak in public. I was very shy, and during my first meeting I was asked to give a Table Topic. Even though I went bright red while speaking, I had a sense of accomplishment when I finished and ever since then I've been addicted.

After overcoming your shyness, what happened next?

I got more involved in Toastmasters leadership in 2008 when I was asked to serve as club president. One of my goals at the time was to run my own business (which I am now doing!), and I was persuaded to accept the role when the area governor at the time pointed out that becoming club president could help me to develop the skills I needed to be successful with my company. With the help of my area governor and others, the club turned around and became very strong.



Susan Hawkins

What brought you to Brazil?

I moved to Brazil at the end of 2011 because I wanted new challenges in my life. I was already learning Portuguese, had Brazilian friends in London and had visited Brazil on holiday. I was ready to do something totally different.

Were there any Toastmasters clubs when you arrived?

When I moved to São Paulo there was one Toastmasters club and it was for Portuguese-speaking members. I joined it, but my Portuguese wasn't good enough to give a speech, so I helped with organizational tasks and did basic roles like timer. After about a year, I opened the English-speaking VOETM club at the EY office in São Paulo, and was very involved as its president. Meetings in the club are conducted in English, which is very beneficial because many of the members like to practice their English and listen to native English speakers.

How would you compare the club meetings in Brazil to the ones in London?

They run pretty much the same way, but culturally they are different. The Brazilian members see the meetings as very formal, which is not typical of their culture. A difference between clubs in London and in Brazil is that many members in Brazil are working through the *Competent Communication* manual now, and it's all still new to them. Also, Brazilian members are confident and outgoing, and in the United Kingdom people tend to have more difficulties with public speaking because they are often more reserved.

What attracts Brazilians to Toastmasters activities?

The members really enjoy the feedback portion of the meeting because of the honest advice they receive. They enjoy learning

how to structure their speech to get their points across and use body language to back up the speech. As well as improving their public speaking skills, I've seen many members dramatically improve their leadership skills through Toastmasters.

How does word spread of Toastmasters in Brazil?

Many people hear about Toastmasters while living abroad. People also find out about clubs through word-of-mouth or on Facebook. Also, an employee will hear about a company's corporate club through internal meeting announcements sent by email.

Why do they join?

Most people who become members are native Brazilians, and if the club is English-speaking, they usually join to improve their English along with other skills. In a Portuguese-speaking club, the pull is to practice public speaking and leadership skills, learn how to come across in a better way and achieve more for themselves outside of Toastmasters.

What are some highlights of your experience in Brazil?

There are so many! Seeing people become more confident in their roles as club officers following Club Officer Training is one of them, as are the visits from 2013-2014 International President George Yen and from Toastmasters International CEO Dan Rex and COO Sally Newell Cohen.

Given the "newness" of Toastmasters for most people, the challenge has been to make meetings interesting and dynamic to keep visitors and members coming back. Since the newer Brazilian members are unfamiliar with the Toastmasters program, meetings at the beginning tended to be very methodical. At the English-speaking clubs, people are often worried about making mistakes. At the VOETM club, I make a point at the beginning of each meeting of telling members that it's OK to make mistakes in English. It's all about communicating and making sure people understand your message. As the club has matured, the meetings have become more energetic and motivating.

What do you hope to see for Brazilian clubs in the near future?

I hope we can open as many new clubs as possible, as well as hold onto the members of the current clubs. In order to achieve this sustainable growth, we are building a leadership team in Brazil that will focus on both new club growth and club quality. Key people in this team include VOETM President Bill McCrossen, CTM, CL; São Paulo Toastmasters Club President Manuel Matos, CL; and VOETM VPPR Denise Suyama. We are also connecting with Brazilian members from the United States and other countries who will act as "virtual mentors" online to support this team and the new club officers in Brazil. The expansion effort is still evolving, and I am honored to be a part of it. ■

SHANNON DEWEY *is the editorial coordinator for the Toastmaster magazine.*

My Five Top Tips for the Budding Mentor

What you need to know to become a trusted advisor.

BY ALEX MALLEY

This article originally appeared on the LinkedIn Publishing Platform and was republished here with permission.

I have recently been thinking about the critical role of mentors in our society.

There comes a point in many people's careers when they elevate from mentee to mentor. It is a milestone which in many ways marks the transition from manager to

The best mentors are those who say the least, but provide a sense of conscience that the individual may, or may not, be taking the correct path.

true leader. I regard the opportunity to become a mentor—a trusted advisor—as a gift and a responsibility not to be taken lightly.

However, I find it puzzling that so many senior people in business struggle to embrace the role willingly and with gusto.

When I talk with those people about why they do not mentor, I frequently receive reasons littered with feelings of unease and doubt. They feel uncomfortable with the idea of offering career advice to a young professional who does not work directly for them. How could they offer guidance to a person who works outside of their own professional context? That is the point, I tell them. And it is not all about giving advice, or telling someone what to do. Yet, reluctance in many persists.

So, in the spirit of dispelling these misconceptions, and based on my 20-plus years

of experience in mentoring people from all walks of life and professions, here are my five guiding principles for the budding mentor.

1 You do not need to know all the answers.

The role of the mentor is to provoke the individual into thinking about what they should be considering when faced with an issue or circumstance. The best mentors are those who say the least, but provide a sense of conscience that the individual may, or may not, be taking the correct path.

2 Ask the right questions.

Sometimes the mentee is so entrenched in an issue, incessantly thinking about it and drawing negative conclusions, that they have overwhelmed any potential for a rational perspective. Asking considered questions can help encourage the individual out of their cocoon, and pull free of the destructive bunker-mentality. It should help them start thinking differently about whatever it is that they are facing.

3 Avoid over-mentoring.

A lot of people fall into the trap of collecting mentors, building a stable of experienced people that they regularly turn to for guidance, to avoid ever having to think for themselves. So, upon meeting with your mentees, ask them if they have anyone else performing a similar role in their lives. Also, do not be overly accessible. It will not help them in the long run as, again, they will be in a position to think for themselves.

4 Do not be afraid to share anecdotal advice.

Sometimes fledgling professionals believe what they are feeling or facing is unique



Alex Malley, CEO of CPA Australia

to them. Chances are what they are going through is not uncommon, and might be something you have encountered yourself. Relating to them through anecdotal advice, sharing insights on common experiences and challenges—swapping war stories, if you like—can help build a real bond, enlighten the individual's perspective and help build trust between the two of you.

5 Mentoring is not the same as managing.

Unlike a manager, it is important for a mentor to create a relationship grounded in independence. Maintaining objectivity is essential for the meetings to be worthwhile for both the mentor and mentee. You can become close, but ensure it is not at the expense of why you're sitting across the table from each other. Substance and internal challenge is a stronger beast than positive reinforcement for the sake of it.

To me, whether you are in business, politics, sports or the community, if you are in a leadership position, you have an undeniable responsibility to make yourself available for less experienced individuals to tap into your wisdom and experience. In the spirit of mentoring, I hope my suggestions offer some guidance to those of you wanting to guide. ■

ALEX MALLEY is chief executive officer of the multinational organization CPA Australia, author of the bestselling book *The Naked CEO* and host of the leadership television series *The Bottom Line*. He has addressed business and leadership events throughout Asia-Pacific, and is a regular contributor to *The Huffington Post*.

The Two-way Street of Mentorship

How a well-planned alliance serves both a mentor and a mentee.

BY KRISTEN MARBLE, ACB, CL

The year was 1220 B.C., and war between the Greeks and Trojans raged on. Greek literature informs us that Odysseus, the King of Ithaca, left his home to fight in the Trojan War. Odysseus faced grave uncertainty and struggle—not because of the war—but because his absence required him to find someone to look after, care for, advise and teach his son Telemachus.

Odysseus must have pondered the questions: Who would be wise and trustworthy? Who could be trusted to

Mentorship pushes both parties to new levels of thought and performance.

undertake such an important task? He eventually chose the person who would serve as a guide, teacher, friend and advisor to Telemachus—his name was Mentor.

And so began the use of the title “mentor”—a title given to Margaret Thatcher as she guided John Major. Obi-wan Kenobi mentored Luke Skywalker, and Aristotle mentored Alexander the Great. Bing Crosby mentored Frank Sinatra, and Tchaikovsky mentored Rachmaninoff.

Mentorship is a planned, deliberate relationship that provides the mentee with insight necessary for his or her personal and professional development.

Mentoring allows individuals to:

- See new possibilities
- Recognize possible obstacles
- View situations from another perspective
- Realize and experience the value of working with a mentor

While the benefits to mentees seem quite obvious, the mentor can also grow, gain new skills and learn new perspectives in the process. But mentoring can be challenging. It is often neglected and frequently ill-defined; but when done correctly, the rewards and benefits are great.

An appreciation of mentoring begins with the understanding that a mentor is a GIFT:

G Goal-Guide: Mentors get to know their mentees personally, and help them to establish their goals and develop action plans. They help their mentees reflect on outcomes, and teach them to adjust goals and plans accordingly. Mentors also encourage risk-taking.

I Interested Insight-Giver: Mentors ask questions and help their mentees explore issues. They provide honest, positive guidance—sandwiching critique amid encouraging praise.

F Flexible Friend: Mentors are flexible as they establish a rapport with their mentee, while offering encouragement and support. They listen, and often play the role of a coach or role model.

T Trusted Teacher: By establishing trust within the mentoring relationship, the mentor and mentee share information and keep confidences. Mentors give advice based on their experience. They train and teach their mentees, and give them the opportunity to practice and try out new ideas.

And yet, although a mentor is a gift, mentorship is a two-way street. To receive the gifts of mentorship, mentees must GIVE themselves to the process:

G Get to Know: As a mentee, you must take the driver’s seat by asking your mentor for meetings. Be prepared with an agenda of preplanned discussion topics.

I Initiate and Inquire: The gift of mentorship will only be realized to the extent that you are open and accessible to the relationship. Take the initiative to stay in touch, ask questions and demonstrate interest.

V Value Perspective: Your mentor doesn’t have to be just like you. Learn to value your mentor’s unique perspective. Invite feedback and be willing to learn and grow.

E Express Yourself: Be specific with your needs, and articulate your appreciation for the attention and time your mentor gives you.

Einstein once said a problem cannot be solved with the same level of thinking that created it in the first place. Mentorship pushes both parties—the mentor and the mentee—to new levels of thought and performance. The relationship solves problems and creates solutions.

Through mentoring it becomes possible to live courageously and reach far beyond known personal and professional boundaries. For example, mentors are depicted in the caves of the Pyrenees Mountains in southern France. Ancient drawings on stone include the repeated images of men taking children on a tour (as in “mentour”) to what they understood as the edge of their physical world. Once there, the men beseeched the children to live courageously and reach far beyond their known boundaries.

So too it is with modern-day mentoring. **T**

KRISTEN MARBLE, ACB, CL, is an associate pastor in Wichita, Kansas. She is also a teacher, writer and speaker.

Handling the **Heat** in the **Kitchen**

Chefs must stay cool under pressure and earn the confidence of their teams.

BY DAVE ZIELINSKI

Marshall Shafkowitz knew early in his career the kind of leader he wanted to become when ascending to the job of head chef. As an up-and-coming cook in the restaurant industry, it wasn't uncommon for him to be berated and even physically intimidated by head chefs for making mistakes.

"I had things thrown at me and chefs order me to go peel 50 pounds of shrimp," Shafkowitz says. "That was and still can be the norm in the industry. But I vowed then and there never to be that kind of ruthless head chef when my time came."

Shafkowitz, a Toastmaster for many years, has honored that pledge and gone on to become a kinder, gentler—yet still highly successful—head chef with two decades of experience running award-winning kitchens. He might be the anti-Gordon Ramsay—the chef notorious for screaming at contestants on the Hell's Kitchen TV show—of his field.

Ask him to identify the one leadership trait that's key to success in the demanding head chef role, and he's quick to say patience.

"When you're in the pressure cooker of dinner service, and one of your stations is getting slammed and is six tickets behind, that's when a head chef calmly walking over to bail out the line cook can make all the difference," says Shafkowitz, who lives just outside of Chicago.

Success in the Kitchen

There may be no better testing ground for leadership, communication and mentoring skills than the high-stress kitchens of the restaurant industry, where performance pressures are fierce and getting work teams to function as seamless machines is crucial to success. Master that environment as a leader, say Toastmasters with a long history in the culinary field, and you know you've earned your stripes.

In a field where temperamental head chefs are popularized by TV shows, chefs like Shafkowitz have chosen a different path to leadership success. While screaming "Where's the food?!" to a late-on-the-trigger line cook or sous chef might be the easier and more cathartic response, top chefs who keep their composure maintain the confidence of their staffs and engender stronger staff loyalty.

"Patience is of utmost importance," says Shelly-Ann Lovell-Williams, CC, who operates the Firewood Food Stop, a Cajun and Creole restaurant in Trinidad. The head chefs who communicate effectively, and with respect, benefit in the long run, she adds.





Executive chef Shelly-Ann Lovell-Williams of the Nepuyo Toastmasters club in Trinidad explains a technique to her protégé and line cook, Shaquel Lovell, at her Cajun and Creole restaurant, the Firewood Food Stop.

“People are happier to come to work, they don’t take as many sick days and they are more productive for you.”

Not that it’s always easy to convey calm in such a high-stakes environment. The stresses of working in commercial kitchens can affect a head chef’s emotions—something that Armando Cristofori, DTM, has witnessed firsthand. “I have seen a chef chase a protégé out of a kitchen with a large knife,” says Cristofori, a culinary researcher in Australia.

The chef’s emotions permeate the kitchen, often influencing cooks, dishwashers and others by osmosis, says Shafkowitz, now a senior director of curriculum at the Delta Career Education Corp. in Chicago. (He was a founding member of the Career Education Corp. Toastmasters club.) “The chef sets the tone, and if they are patient and calm throughout prep, the environment is actually a pleasure to work in,” he says.

The best kitchens reflect head chefs who have studied the art of effective leadership and communication, adds Cristofori, who has provided staff training and evaluations in the industry since 1985. “It’s not

There may be no better testing ground for leadership, communication and mentoring skills than the high-stress kitchens of the restaurant industry.

about dishes burning or people yelling at each other or showing raw emotions,” he says. “In most real kitchens the chef and the food-and-beverage director have properly done their jobs of training, mentoring and coaching their staffs. They have a passion and real plan as to how their kitchens should be run, and flare-ups are few and far between.”

LEADERSHIP



Shelly-Ann Lovell-Williams teaches the art of grilling to Shaquel Lovell.



As owner of the restaurant, Shelly-Ann gives Shaquel a classroom session on cooking techniques.

Connecting with the Customers

An ability to communicate well—not just with staff but with customers—is more vital than ever today, says Scott Plowman, ACB, owner and CEO of three popular restaurants in Wichita Falls, Texas.

“If you don’t communicate effectively, it’s hard to run any business, be it a restaurant or a bank,” he says. “Our business isn’t just about putting together beautiful plates or cooking well.”

Many chefs tend to be on the shy side, he notes, preferring to express themselves through the creativity and mastery of their

“More customers want to hear directly from chefs these days about cooking techniques or ingredients.”

— Texas restaurateur Scott Plowman, ACB

cooking. “But more customers want to hear directly from chefs these days about cooking techniques or ingredients, in part because of the influence of the food shows on TV,” says Plowman, a member of the Wichita Falls Toastmasters club. “Young chefs have to understand there will be a time they have to get out and speak in their careers, and I often encourage them to join Toastmasters.”

Plowman says Toastmasters helped him cope with his own speaking anxiety and build important new skills. “It’s helped me become more organized in my thinking, create better agendas at work, get to the point quicker and communicate more effectively with my restaurant staff,” he says.

Shafkowitz says body-language skills honed in Toastmasters are helpful when running a kitchen. “If you’re an executive chef standing there in your crisp whites, with arms crossed and looking down your nose at other cooks, it sends a message of elitism,” he says. In other words, a good head chef understands that he or she is not the most important person in the restaurant.

“My name has been at the bottom of many menus, but no one knows better than me that the people I’ve worked with have been essential in getting me to this position,” Shafkowitz says.

Mentoring and Training

Before the rise of culinary schools and Food Network cooking shows, many chefs earned their stripes through mentoring programs of French origin known as “staging” (from the word “*stagiaire*”—pronounced “stah-zhee-EHR”). Akin to unpaid internships, aspiring chefs would work under the wing of established pros to learn the tricks of the trade. While less common today, a form of staging still occurs in many of today’s kitchens, where head chefs develop and assess the skills of cooks-in-training.

Good mentoring is essential to well-run kitchens, but it’s not a skill mastered by many, Shafkowitz says. Effective mentoring starts with an ability to work with wildly different personality types, he says. “You never know who’s going to walk through your kitchen door. Whether it’s a new culinary school grad who thinks he knows everything or a convict just released from prison, if they have a willingness to learn, you have to become invested in training and mentoring them.”

Mentoring different types of people is also a key aspect of the Toastmasters experience. Good mentors can assist their protégés in many ways: They help new members become familiar with the education program, the club format and meeting roles, and the available resources to improve their speeches. They also help boost their protégés’ confidence, and provide encouragement as well as valuable feedback to help the member improve his or her speaking skills. Mentoring will remain a vital component of the Toastmasters learning experience in the revitalized education program.

In the culinary field, trainees who demonstrate potential and a relentless desire to learn quickly set themselves apart,



Shafkowitz says. “You see that spark within the person that you want to help turn into a flame,” he says. “You teach them the skills you know, including things they might not be doing in their regular cooking role, but also show them the decisions you made and how your career progressed as a result.”

Good mentoring also is about allowing trainees to learn from errors, a process that takes time and patience, says Cristofori, a member of Nerang Toastmasters in Nerang, Queensland, Australia. “It’s also about focusing on core strengths that each and every protégé possesses,” he says. “But the chef must allow them to make mistakes to bring these core strengths out into the open. A great chef sees a protégé as an uncut diamond.”

Lovell-Williams, a member of the Nepuyo Toastmasters club in Arima, Trinidad, says taking time to cultivate good relationships with staff pays dividends when mentoring. “I think you can be a good boss and a good teacher too,” she says. “When someone trusts or respects you, they can be more receptive when you train or mentor them. I want people to feel I’m approachable.”

People only grow through discovery, the opportunities to influence decisions and effective feedback, Lovell-Williams says. “It’s not just about me being the boss, making all of the decisions, and everyone in the kitchen has to simply follow,” she says. “I want to know what people think, what their ideas are, who they are away from work. Then they can take some responsibility and I can take some responsibility.” ■

DAVE ZIELINSKI is the editor of *PresentationXpert* newsletter, which provides tips for designing and delivering high-impact presentations (presentationxpert.com). He also is editor of the book *Master Presenter: Lessons from the World’s Top Experts on Becoming a More Influential Speaker*.



THE ART OF GOOD MENTORING

Good mentoring relationships have long been a key to the cocoon-to-butterfly transitions made by aspiring head chefs and other leaders-in-training. But mentoring is often a misunderstood practice, says Chip Bell, co-author with Marshall Goldsmith of the book *Managers as Mentors: Building Partnerships for Learning*.

In an interview, he outlined three keys to effective mentoring in any work environment:

“I like to think of it as a mentor being a guide on a treasure hunt, and the protégé has to do the digging.”

Learning is a door opened from the inside.

“Your first goal as a mentor is to create the kind of trusted relationship where the protégé becomes willing to open that door and let you in,” Bell says. When protégés believe they’re in a relationship that’s not dangerous, experimentation and goal-stretching risks are more likely to occur, he notes. Protégés must feel free of rebuke or judgment in mentoring relationships. That means mentoring should be positioned more as a learning partnership rather than a traditional teaching “parentship” or expert-to-novice transaction.

Promote the power of discovery. Learning doesn’t just happen when a mentor provides information. “I like to think of it as a mentor being a guide on a treasure hunt, and the protégé has to do the digging,” Bell says. “The mentor can provide guidance and direction, but in the end it’s about helping them discover knowledge or insight. You can’t dig for them.”

Make knowledge immediately relevant. While children might be tolerant of the delayed application of learning, Bell says adults want to quickly see how knowledge will help them on the job or in their personal lives. Protégés also will be resistant if the knowledge is positioned only as good for the organization or the mentor.

The Hanoi Hilton Toastmasters

In the late 1960s, U.S. prisoners of war in a North Vietnamese prison camp met secretly for heartfelt communion through the spoken word.

BY JAN HENRIKSON

Editor's Note: This is a condensed version of an article that originally ran in the October 1999 issue of the Toastmaster magazine.

Ten men dressed in blackened underwear and drenched in sweat took turns giving speeches. They weren't merely members of Toastmasters. They were also U.S. prisoners of war in a North Vietnamese prison camp. It was the late '60s. Many of them were fresh from months in solitary confinement.

"Comments are kept to a minimum in solitary," cracks Laird Guttersen, a retired colonel in the Air Force, who lived through five years as a prisoner of war (POW). Just 18 when he joined the U.S. Army Air Corps, he was 42 when a Chinese Mig-21 fighter jet fired a heat-seeking missile and shot down his plane.

Guttersen and a friend surreptitiously organized Toastmasters activities in a communal cell within the Hoa Lo prison—or, as it was sarcastically called by the POWs there, the "Hanoi Hilton."



The late Laird Guttersen, who helped organize the Hanoi Hilton Toastmasters during the Vietnam War, speaks at a Tucson, Arizona, hotel in 1976. Guttersen eventually became a longtime member of a Toastmasters club in Tucson.

Guttersen's group called themselves the Hanoi Hilton Toastmasters club. (After the war, the club was granted a charter membership by Toastmasters International.) The activities were aimed at helping the men rebuild their dignity. They spoke to feel themselves alive, to activate the elegance and nobility of the human spirit under impossible circumstances.

They used bamboo strips to design pens. Diarrhea pills and cigarette ashes to make ink. Toilet paper to write up the lesson plans and list of officers. When the guards became suspicious and rationed out smaller and smaller portions of toilet paper, they made paper out of a bread and water paste.

"One time after an interrogation, the guards stripped me down and found

HANOI HILTON POSTSCRIPT

BY PAUL STERMAN

three bottles of ink, half a dozen pens and pencils,” says Gutteresen. “Bits and pieces of anything loose I could steal. Because we didn’t have anything, it was important to be a kleptomaniac.”

The prisoners of war spoke to feel themselves alive, to activate the elegance and nobility of the human spirit under impossible circumstances.

Keeping Time

The men created a time-keeping pendulum out of string and stone. Unfortunately, the swing of the pendulum frequently hypnotized the timekeeper. “It was a thankless job,” quips Gutteresen, who first discovered Toastmasters while working as an Air Force recruiter in New Orleans, Louisiana.

In a prison raid one day, the North Vietnamese seized the sheets of paper listing the club officers’ names, dragged the officers out and tortured them.

“Toastmasters today often have a hard time finding officers for their clubs. I say, ‘You think *you* had a hard time finding officers. You should have seen us trying to find officers after five were beaten up.’ Yet they did.

According to Gutteresen, such devotion stemmed from the fact that they ran the Hanoi Hilton Toastmasters club exactly like the clubs in the States. They even appointed a treasurer, although they had no money.

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After his 1973 release as a U.S. prisoner of war in North Vietnam, Laird Gutteresen remained deeply involved with Toastmasters until the final years of his life. The longtime Tucson, Arizona, resident, who helped organize a secret Toastmasters club in the infamous Hanoi Hilton, was a member of several clubs. He earned a DTM, competed in speech contests, served as a contest judge and attended district conferences.

Gutteresen was a member of the Northwest Casas Adobes club in Tucson from 1990—when the club started—to 2005. He died the following year, at 80.

Judith Norris, DTM, was a fellow member in Northwest Casas Adobes for many years. She still has a vivid mental picture of Gutteresen delivering his speeches.

“He was very eloquent, and he was—because of his manner and his military presence and his way of handling himself, physically even—very impressive,” Norris says of the retired Air Force colonel.

“With what he had to say and how he went about saying it,” she adds, “he was someone you always wanted to listen to.”

Gutteresen’s Toastmasters experience served him well. He gave speeches to local and U.S. audiences about his experiences as an American POW, and he was an outspoken advocate for military families whose loved ones were prisoners of war or missing in action. Gutteresen gave frequent media interviews as well. He also ran for political office, losing a 1976 bid for the U.S. House of Representatives.

In their Toastmasters club, Gutteresen rarely spoke about his war experiences, says Norris. But she does remember one club meeting when he did. The club president at the time had asked him to speak about his time as a POW. Specifically, says Norris, he wanted Gutteresen to explain “how you deal with that kind of pain and agony, and to answer the question of how people manage to get through something so unbelievably horrible and still come out the other end.”

The club president set aside the entire meeting for Gutteresen’s speech. As Norris remembers it, the former fighter pilot spoke, without notes, for the better part of an hour. He talked about the torture he endured but also about how, ultimately, he had to mentally forgive his captors in order to survive the psychological trauma.

“It was very, very powerful,” says Norris, still a member of the Northwest Casas Adobes club. “As you can tell, it’s something I have never forgotten.”

Charter Membership

Less than six months after Gutteresen’s release in 1973, the Hanoi Hilton Toastmasters received a charter membership from Toastmasters International. In 1986, Toastmasters presented a copy of that charter to Col. Ben Pollard, who had participated in the Hanoi Hilton club as a POW. John Stark, DTM, the District 5 governor at the time, and Herb Nowlin, DTM, then a member of Toastmasters’ Board of Directors, gave it to Pollard at a District 5 Conference. Both Stark and Nowlin are Vietnam War veterans.

“Colonel Pollard was visibly moved by the surprise charter presentation and so was his wife Joan,” recalls Stark, who also awarded Pollard the district’s Communication and Leadership Award.

Nowlin, a longtime Toastmaster, was a reconnaissance pilot in the war. He says the Hanoi Hilton club is a dramatic testament to the power of Toastmasters even in its most primitive form. “Toastmasters was an important function in their lives. They went to a lot of trouble to do it—if they got caught, they got tortured.”

Norris, too, says she’s amazed and inspired by how POWs like Laird Gutteresen created a Toastmasters club in the darkest of places—and drew comfort from it.

PAUL STERMAN is senior editor of the *Toastmaster magazine*.

EILEEN HOPE, DTM, a past District 5 governor, contributed to this article.

Higher Education Isn't Limited to the College Classroom

Campus clubs allow students and faculty to fail and get feedback to improve.

BY JENNIFER L. BLANCK, DTM

In 2013, Serene Selli's nerves got in the way when she spoke before an audience. "My heart rate would skyrocket," she says, "and sometimes my mind went completely blank." Luckily, Selli's mother was once a Toastmaster, and she knew the experience could help her daughter.

A student at Texas A&M University in College Station, Texas, Selli discovered Aggie Toastmasters on campus and knew it was time to join. Halfway through the *Competent Communication* manual, Selli began to feel more confident giving speeches and participating in Table Topics. But her progress didn't stop there. "I have become much better at expressing myself," she says, "not only in my speeches, but also in everyday conversations." Like so many others, Selli credits evaluations for the improvement.



The Benefits of Campus-based Clubs

Selli values her club's unique culture. All members are college students who are unified by similar goals. Selli appreciates their motivation to learn, and their diverse backgrounds, experiences and interests. And the convenience of an on-campus club is hard to beat.

For Marcel Admiraal, Toastmasters was on his to-do list for a long time. After working for 15 years, he returned to school to earn a Ph.D. at Imperial College in London and joined the Imperial College Speakers club.



Admiraal sees Toastmasters as part of an ongoing learning process—a natural fit for a university setting. He says, “Most of our members are young undergraduates who would probably not join another Toastmasters club because the demographics are so different. A college club is far more inclusive of young members.”

Like Selli, Admiraal values the evaluation component of the Toastmasters program. Throughout his career, Admiraal says he delivered hour-long presentations to customers about the benefits of the latest versions of his employer’s products and services. But

he rarely knew if he was effective, “except for the indirect feedback of how many customers bought the new versions.”

With Toastmasters, Admiraal is learning how to improve his skills. He has identified his areas for growth, and is focusing on improving his vocal variety and stage presence. His efforts in Toastmasters have already paid off—literally. When seeking funding for his Ph.D., he presented his research idea to the college’s selection panel and was awarded funding despite an extremely competitive environment.

COLLEGE CLUBS



Members of the Aggie Toastmasters club at Texas A&M University attend the club's award ceremony in December.



Members of the Dubai Men's College Toastmasters club conduct a demo meeting at Beijing Normal University in Beijing.

Admiraal also appreciates how his club members are motivated to learn and progress in the leadership track. For example, a new member recently admitted feeling more comfortable each time she presented her timer's report.

Not Just For Students

Learning in a campus-based club isn't limited to students. Like many other campus-based clubs, AUT Toastmasters in Auckland, New Zealand, is open to all staff and faculty at Auckland University of Technology (AUT).

The biggest challenge for campus-based clubs is membership retention.

Rachelle Ferguson is both a student and a staff member at AUT. She joined AUT Toastmasters last year to improve her confidence after an unexpected opportunity arose at work. Ferguson, a research officer, was asked to make a brief announcement to a group of about 60 people. "It seemed an easy enough task," she says, "but as I spoke into the microphone on the podium, I was surprised at how nervous I felt."

Ferguson quickly immersed herself in the full club experience—going from delivering an Ice Breaker to becoming club president. The investment paid off. She says she now thinks more clearly and speaks up with confidence at work. Her Toastmasters skills will also benefit her when she delivers presentations for her doctorate degree.

While it's typical to see staff at campus-based clubs, faculty participation can be a different story. Not all clubs are successful in recruiting faculty members; however, Christine Coombe, DTM, is the epitome of an active faculty member. She joined Toastmasters

in 2003 and rates her experience highly, saying, "The second best thing I've done for myself and my professional development has been my participation in Toastmasters—in both the communication and leadership tracks." The first thing was obtaining her Ph.D.

In 2005, she helped charter the Dubai Men's College (DMC) Toastmasters club in Dubai, United Arab Emirates, and served as division governor as well as in other leadership positions at the club and area levels. Her involvement in the leadership track has been instrumental to her professional activities, particularly when she served as convention chair for the 2006 TESOL (Teachers of English to Speakers of Other Languages) International Association Conference, and as president of the association in 2010–2013. Being selected as convention chair inspired her full commitment to Toastmasters.

"When I learned I would be speaking in front of 7,000-plus teachers at the opening ceremonies, I knew I had to do something," she says. "Without Toastmasters, I could never have survived the event."

She also enjoys observing the incredible growth in the student and faculty members in her club. She notes that a major benefit of belonging to a campus-based club is students and faculty having an opportunity to build rapport.

Campus-based Club Challenges

It is often difficult for faculty to attend Toastmasters meetings during the day due to their workloads and busy schedules. To mitigate that, the Dubai Men's College club offers evening meetings, and several English-language teaching faculty members have joined a club she recently chartered—TESOL Arabia—which meets on weekends.

Christine Clapp, DTM, public speaking lecturer at George Washington University in Washington, DC, and a charter member of the university's Toastmasters club, says her club doesn't often



The AUT Toastmasters club in Auckland, New Zealand, is open to all staff and faculty at Auckland University of Technology (AUT).

draw faculty members. She says, “Part of that can be attributed to the perception, or misperception, among professors that they are good public speakers because they frequently stand up in front of students to lecture, and colleagues to present research.” But she says even faculty members can learn to be more engaging presenters.

Clapp says the George Washington University club attracts mostly students, especially those in undergraduate and graduate business programs. Many members are also non-native English-speaking students and university staff.

A major benefit of belonging to a campus-based club is students and faculty having an opportunity to build rapport.

Coombe, Admiraal, Selli and Clapp agree that the biggest challenge for campus-based clubs is membership retention. Schedule conflicts and competing interests such as term changes, graduation and campus events factor into a high membership turnover. Selli says, “Since there are hundreds of campus organizations to choose from, it can be difficult for students to work Toastmasters into their schedules.”

Because academic pursuits at a college or university naturally come first, Coombe says participation in the DMC club drops during midterms and final exams. In fact, Imperial College Speakers holds meetings only during the school term because, during exams and vacations, not enough members attend to make meetings viable. Then at graduation, students usually leave their clubs. Some find other clubs to join, but others simply move on to a different phase in life.

Clapp says campus-based clubs can remain strong by opening membership to the entire university community, including alumni

and local residents, who often participate longer than the typical student. She says, “You need to have a few ‘elders’ to maintain continuity and to support leaders among the more transient segments of the club membership.”

Even with all these challenges, campus-based clubs recognize Toastmasters’ educational benefits and its natural synergy with higher education. The supportive club environment facilitates learning and allows members to make mistakes, which is not necessarily encouraged in the classroom. Ferguson of AUT Toastmasters says she was thrilled to find a supportive group where she had the freedom to fail and get feedback to improve. As Selli says, “It is inspiring to see people who initially struggled with public speaking turn into the polished, confident and entertaining speakers they are today. They are a true testament to how the Toastmasters program can be tailored to fit students’ needs.” As a result, members have inspiring stories of growth to tell—about themselves *and* others. **T**

JENNIFER L. BLANCK, DTM, is a charter member and vice president mentoring of the Skylarks Toastmasters club in Budapest, Hungary. She is a career consultant and regular contributor to the *Toastmaster magazine*.

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The Hanoi Hilton Toastmasters

continued from page 21



Maison Centrale—the infamous “Hanoi Hilton” prison in the Vietnam War—is now a museum.

Unlike their lives in the States, though, they didn’t have to juggle meetings in between frantic schedules, jobs and love lives. Instead, they met secretly in between sessions of the “rope trick,” a torture devised—at the very least—to dislocate shoulders. Screaming through the eyeballs was a more common form of expression than language.

“By forgiving Big Ug, there’s no way he could destroy me.”

— Laird Gutterson

During one particularly despairing session of the rope trick, Gutterson’s nose stopped inches away from the blood- and mud-smearred wall when he saw the words, “Keep the faith, baby,” scratched into it in tiny letters.

A meeting of the Hanoi Hilton Toastmasters was much like suddenly feeling the impact of those four words in the midst of terror. Heartfelt communion through the spoken word was a delicacy, a medium of deep healing, far more satisfying than tapping and sweeping out codes.

And it brought them closer to their primary mission—to learn how to express themselves clearly so they would be able to translate their nearly untranslatable experiences to the general public and their loved ones when they finally returned home.

Gutterson recalls, “One speaker could barely put a sentence together. He stumbled and stammered, but by the time

he did 10 speeches, he was lucid, fluent and coherent, if not brilliant.”

Lucid, fluent, coherent and free. These Toastmasters didn’t stop speaking once they were released during the Paris Peace Accords. Much to the chagrin of a three-starred general, Gutterson used his powerful voice to speak out for those left behind, becoming the godfather of the POW/MIA movement. Today he notes, “I have the sense that if I’m going to get up and give a speech, somebody needs to hear what I have to say.”

The Power of Forgiveness

When he talks about his five years in a prison camp, Gutterson speaks not to sensationalize the torture in an “I Fought 1,000 Snakes in Hanoi” tabloid fashion, but to show the power of forgiveness. After endless months knotted in a constant web of anger, fear and hatred, Gutterson knew that if he were to survive, he had to learn how to feel even the smallest spark of love again. Daily, he began summoning the image of his young daughter throwing her arms around his neck and saying, “I love you, daddy.” That vision alone flooded him with waves of unconditional love.

Eventually, he began superimposing this love symbol on the guards, especially “Big Ug,” who’d been particularly savage with him. Twice a day for three years, he practiced this vision of love until he actually began to feel sorry for his captors. “By forgiving Big Ug, there’s no way he could destroy me. I couldn’t hurt myself or my loved ones over him.”

Gutterson has shared this tale over and over again. A man walked up to him out of the blue one day and said, “You don’t know this, but I heard you speak for an hour two years ago. I had decided to commit suicide that night, and your talk changed my mind.”

As Gutterson says, “With your increased skills of communication in Toastmasters, you know you can influence people. You just never know whether you’ll influence one person or a thousand people. You may change the course of history without ever knowing you’ve done it.”

At least 10 men can testify to that. **T**

JAN HENRIKSON is an author in Tucson, Arizona.

Embracing Change

Seven ways to stand out in a rapidly evolving workplace.

BY SCOTT STEINBERG

You only need to look at the rapid transformations in technology—whether with mobile devices, Internet search engines or social media—to know that ongoing change is the new normal. This means that those in the working world will face many novel challenges in the coming years.

So how should we approach change in the global workplace? That's a question I put to leading innovators while conducting

“Change will happen whether we want it or not, so the best thing we can do is prepare ourselves to greet it.”

—Scott Steinberg

research for my book *Make Change Work for You*. I talked to people such as bestselling authors and prominent bloggers Chris Brogan and Seth Godin, and leaders at such business heavyweights as FedEx and Intel. Their responses can be summed up like this: “We get two choices: Address this change or ignore it. Change will happen whether we want it or not, so the best thing we can do is prepare ourselves to greet it.”

As an author of several books on leadership and innovation, and a consultant to many high-profile businesses, I've learned that the only viable solution for remaining relevant is to embrace change. In fact, the only way to stay successful, let alone ahead of the curve, is to overcome our concerns and dare to do things differently.

Tips for Tackling Change

The first step in accepting change is to adopt the courage to do so. Specifically, we must be willing to change, adapt, speak up and take action, even in the face of the most unexpected events and disruptions. The more we practice this type of thinking and action, the more we learn about the challenges we face and how to overcome

them, the more leeway we give ourselves to take smart risks, and the more we can adjust when changes in strategy are needed.

Stephen R. Covey famously wrote about seven habits that highly effective people have in common. Here are seven additional habits such people share—and the ways you can courageously apply each to vault yourself ahead of the pack, regardless of what the future brings.

1 Become Essential: Make yourself irreplaceable to your organization. Purposefully seek out skills, insights and capabilities that are singular and difficult to come by, let alone outsource. For example: You might become your employer's go-to expert on reconciling complex regulatory issues, or its foremost authority on new and emerging software technologies.

2 Pursue Ongoing Development: Make personal and professional development an ongoing pursuit, and actively work to gain talents, training and experience today that will be in demand tomorrow.

3 Create Your Own Luck: Rather than wait for opportunities to come to you, put yourself in fortune's sights. Push your creative thinking and problem-solving abilities in new directions. Team up with colleagues, volunteer to work on new projects, and start new initiatives at work that can help you both expand and demonstrate your professional capabilities.

4 Improvise: Successful leaders must make and act on firm decisions—but also to adjust their opinion when necessary



Scott Steinberg

(i.e., gather as much data as possible, make educated choices, then be willing to adjust and improve strategies as they see the results of their choices unfold).

5 Become a Lifelong Learner: Don't just be smart about one subject, be conversant in many. The more professional capabilities and resources you have at your disposal and the more situations they're applicable to, the more resilient you'll be.

6 Don't Clock Out: Off-hours present ample time to invest in experiments, side projects and hobbies that can help you forge a competitive advantage. Use this time to accelerate your learning, showcase creativity and demonstrate your unique talents.

7 Be a Risk Taker: Doing nothing seems like a good way to avoid mistakes—but in a changing world, current strategies can quickly become less reliable and relevant. Instead, be *risk-averse*: Accept that change is headed your way and continually make educated bets that help you move forward in your business or career.

Don't sit still while times, trends and competitors are evolving: If you want to succeed, embrace change and future-proof yourself. Staying ahead of the curve is easier than it sounds, as long as you're relentlessly practical, persistent about forging ahead and willing to stay in constant motion. ■

SCOTT STEINBERG is a professional speaker and author on leadership and innovation. He is also the head of the management consulting and corporate training firm TechSavvy Global. Visit his website at www.AKeynoteSpeaker.com.

Lights, Camera...ACTION!

Couple finds new career success with acting gigs.

BY SHANNON DEWEY

She was born in the Year of the Rat, given the gift of wit and a sense of humor according to the Chinese zodiac.

He was a struggling actor when they met in 1987, often pegged for stereotypical Asian roles, which was the norm back in the day.

When Stephen Woo, CTM, and his wife, Barbara, ACS, CL, married a year later, he gave up his acting career to develop a telecommunications company and start a family. Together, they always try to find the funny in life, which has led them down an amusing path as both Toastmasters and actors.

“Toastmasters has taught us to be different—to be unique and to share our own personal story.”

“I joined Toastmasters 10 years ago with the intention of wanting to be a transformational communicator,” Barbara says. “I was a top producer in my sales and marketing job, where I needed to be very assertive. I wanted to get to those corporate meetings and have people really listen to me, and that’s what Toastmasters taught me.”

The Woos reside in Torrance, California, and are members of the Improv and Humor Toastmasters in their hometown. Previously, they were members of the Torrance Chamber of Commerce Toastmasters as well as the Toast of the Bay club, where Stephen served as the founding president.

When their two adult daughters flew the coop a few years ago, leaving them empty nesters, the Woos, who are semiretired, felt they needed something exciting to do. That’s when Stephen decided to make his comeback as an actor and began marketing himself and Barbara in 2014 as a duo for acting gigs.

Stephen recalls their early successes: “One of our first auditions was through Skype for a TV series called *Freakshow*,” he says. “The casting director was asking

us all kinds of questions on the spot and I thought, *This is Table Topics*. We blew the director away with our audition thanks to our experience from Toastmasters. No ‘ahs’ or ‘ums.’

“All the skills we’ve developed that we use for our auditions come from Toastmasters.”

The Woos, who have nearly 30 years of combined experience as members, are finding steady work in the acting business. With the help of Stephen’s professional marketing background, they typically land a job each week. Their acting gigs

have consisted of feature motion pictures, commercials, independent films, Internet shorts, reality TV, music videos as well as educational and corporate videos.

“When an audition is posted online, within the hour there are already hundreds of submissions,” Barbara says. “How do you stand apart? Toastmasters has taught us to be different—to be unique and to share our own personal story.”

Filming for the REP

Recently, the couple participated in a series of videos that Toastmasters International is filming for the revitalized education program (REP). These online resources will serve as teaching tools for members. They will provide examples of everything from how to deliver strong speeches and evaluations to how to plan projects and manage successful events.

Because they are professional actors, the Woos auditioned for the videos and were hired by Toastmasters. (The filming includes professional actors as well as members who volunteer their time and aren’t asked to audition.) Being actors and Toastmasters, the Woos brought valuable insight to the filming process. The couple



Stephen and Barbara Woo

says performing in the REP videos felt like sitting in a club meeting. The supportive atmosphere along with the sense of evaluation left them feeling right at home.

Stephen says, “The director will give you feedback on how to improve and everyone’s giving comments and tips.”

Stephen can recall a time when his acting profile wasn’t so diverse. Thirty years ago, show business required you to have an agent, he says, and he was often left waiting for a phone call, which ultimately led him to be considered for cliché roles related to his Asian descent.

“I tried to tell my agent I don’t fit that part,” Stephen says. “With the way it is now, I can manage things myself, and it’s Internet driven.”

Whether you’re a seasoned Toastmaster or you’ve just joined a club, the Woos advise you to start developing your leadership skills right away.

“Explore all the clubs in your area, then go to several meetings and find what’s compatible,” Barbara says. “Once you join, take on a leadership role. The more involved you get, the more you grow.”

“Improve yourself and attack your fears,” adds Stephen. “The first time I had to make a speech I was so nervous; but the more you do it, over and over again, it becomes natural. If you’re afraid of heights you go skydiving, if you’re scared of water you learn to swim and if you fear public speaking you join Toastmasters.”

You can find out more about Stephen and Barbara Woo on their website, 2woos.com.

SHANNON DEWEY is the editorial coordinator of the Toastmaster magazine.

Meet Toastmasters' 2015 Golden Gavel Award Recipient: Muhammad Yunus

BY JENNIE HARRIS

Toastmasters International will honor Muhammad Yunus—the 2006 Nobel Peace Prize winner—with the prestigious Golden Gavel award for his leadership and influence in the field of microfinance. An economics professor, founder of Grameen Bank and humanitarian, he is widely credited for his work to end poverty through microcredit and cause-driven businesses in his home country of Bangladesh and throughout the world.

Yunus will be honored this August at the 2015 Toastmasters International Convention in Las Vegas, Nevada. Toastmasters' Golden Gavel award is given annually to an individual who is distinguished in the fields of communication

and leadership. Last year's honoree was Rohana Rozhan, CEO of Astro Malaysia Holdings, a leading consumer media entertainment group in Southeast Asia. Others include John C. Maxwell, Susan Cain, Stephen Covey and Deepak Chopra.

audience beyond, get a better understanding of a philosophy of leadership whose time has come.”

A native of Bangladesh, Yunus pioneered the concept of microcredit while a professor of economics at Chittagong University in 1976. He visited an impoverished village with his students during a country-wide famine and observed how loan sharks preyed on the poor. To help, he began lending small amounts of his own money to villagers. Then, Yunus tried to persuade a Bangladesh bank to lend money to the poor but the bank refused, so he borrowed money in his own name and lent it to the villagers. Borrowers consistently repaid their debts, reinforcing Yunus's case.

“Poverty is the absence of all human rights.... The frustrations, hostility and anger generated by abject poverty cannot sustain peace in any society.”

and leadership. Last year's honoree was Rohana Rozhan, CEO of Astro Malaysia Holdings, a leading consumer media entertainment group in Southeast Asia. Others include John C. Maxwell, Susan Cain, Stephen Covey and Deepak Chopra.

The 2006 Nobel Peace Prize was awarded jointly to Yunus and Grameen Bank, a bank Yunus established in 1983 in Bangladesh that provides small loans—known as microcredit—to impoverished people, mostly women. Since 2011, Grameen Bank provides services in nearly all villages in Bangladesh. While the bank operates in Bangladesh only, a global version known as Grameen Foundation works with organizations around the world to help them serve poor people.

“Professor Yunus embodies the Toastmasters philosophy of service leadership and its core values of integrity, respect, service and excellence,” says Immediate Past International President George Yen. “As this year's Golden Gavel recipient, he will help our members, as well as the

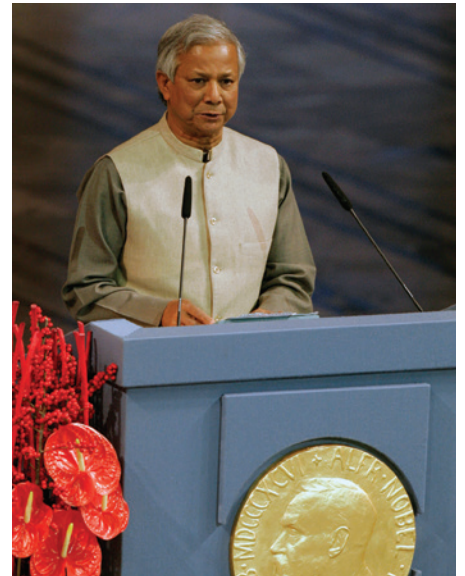
In 1983 the government authorized the establishment of Grameen Bank.

Yunus didn't stop there. He wanted to solve other problems as well, so he created businesses to do so. He has since founded more than 50 companies or joint ventures. Businesses typically strive to make a profit—the bigger, the better—but Yunus saw a need for companies that simply cover their own costs while addressing human problems such as poverty, education and healthcare. He calls these “social businesses.”

For example, Grameen Kalyan and the multinational yogurt company Danone (known as Dannon in the U.S.) formed a joint venture to create a special yogurt for children in Bangladesh where more than half of children suffer from malnutrition.


Early in his life, Yunus committed himself to eliminating poverty. His biggest influence was his mother, who helped any poor person who knocked on their door.

“Poverty is the absence of all human rights,” he said in his 2006 Nobel Prize



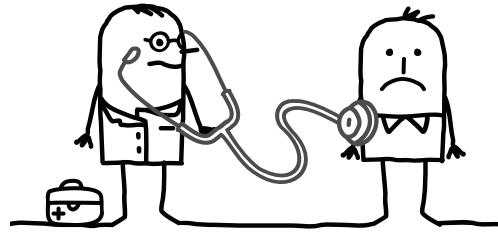
Muhammad Yunus delivers his Nobel Peace Prize acceptance speech.

speech. “The frustrations, hostility and anger generated by abject poverty cannot sustain peace in any society.”

Yunus received a Fulbright scholarship to study in the U.S. where he earned a doctorate in economics. He is currently chairman of the Yunus Center in Bangladesh and chancellor of Glasgow Caledonian University in the United Kingdom. He serves on the board of several international advisory groups and has received numerous awards from governments, universities and organizations around the world. He authored the books *Banker to the Poor*, *Building Social Business* and *Creating a World Without Poverty*. 

Muhammad Yunus will speak at the Golden Gavel Reception on Friday, August 14, at the Toastmasters International Convention in Las Vegas, Nevada. Register today at www.toastmasters.org/Convention.

JENNIE HARRIS is an associate editor of the Toastmaster.



Orthopathic

Don't feel sorry for me. Feel sorry for my doctor.

BY JOHN CADLEY

Dear Mr. Cadley,

I'm writing to review the points we discussed in our office consultation of April 3, 2015, regarding your total hip replacement. They are important and I'm not sure you fully understood them. Every time I tried to explain the procedure you stuck your fingers in your ears and sang "la-la-la-la-la."

As to your first question—"Do I know what I'm doing?"—the answer is yes. I'm a board-certified orthopedic surgeon with 27 years of experience who performs about 250 arthroplasties a year.

There is certainly no need to worry that your physical therapist will have you "screaming like a heretic at the stake."

Consequently, you may rest assured that I know "where the hip bone is connected to the thigh bone," as I believe you put it.

Regarding your query of "Will this hurt worse than a flu shot?"—I can assure you that our anesthesiologists are among the finest in the northeastern United States. They will make sure you are comfortable before, during and after surgery. I know you were particularly concerned about the spinal block. All I can say, Mr. Cadley, is that while all surgeries have their risks, in 27 years of operating room experience I have never seen an anesthesiologist "jam the wrong nerve" and cause a patient to "punch himself in the face." It simply doesn't happen.

Speaking of risks, you seemed particularly agitated during that part of our conversation, and I apologize if I was a little rough in preventing you from climbing out the window. A fall of 40 feet onto the top of a parking garage would necessitate far more surgery than a hip replacement, I can assure you. You must understand, Mr. Cadley, that we are required by law to inform you of anything that might compromise an optimum outcome. That does not mean these complications will occur. In fact, they rarely do. Our objective is to give you all the information you need to make an informed decision about your healthcare and not, as you put it, to "scare the living bejesus out of you." Apprehension is normal before surgery, and while I cannot give you a "handful of Xanax," as you requested, I certainly understand your nervousness.

You also asked about surgical "power tools" and whether I use Craftsman or DeWalt. The answer is neither. Orthopedic surgical instruments are precision-engineered by companies dedicated exclusively to the healthcare field. We do not buy them at Home Depot. Consequently, your perception that the anterior arthroplasty I plan to perform on you will be like "a carpenter going through wallboard with a Sawzall" is, while colorful, significantly off the mark.

I apologize if any of this sounds condescending. Major surgery is serious and you have every right to be concerned. That's why I'm so glad you asked if the procedure could aggravate some other pre-existing condition. It's an excellent question and the answer is yes—in some cases. But not in yours. Rest assured, Mr. Cadley, that there is absolutely no medical reason why an anterior total hip replacement will increase your fear of clowns.

I also noticed that when we spoke of your own role in recovery you seemed surprised. Medicine has come a long way but "miracle" is a term we use figuratively, not literally. You cannot "get up off the table and walk home." A program of rigorous physical therapy is essential for the results we both desire. You must do everything your physical therapist tells you, and yes, that does mean "work." It will not be easy but it *will* be well within your abilities. Thus, you have no reason to think of your physical therapist as "Torquemada," and certainly no need to worry that he or she will have you "screaming like a heretic at the stake." Really, Mr. Cadley, you have quite an imagination.

Lastly, as to why the pain scale "only goes up to 10," I really can't tell you. It just does.

I hope these brief remarks have allayed at least some of your fears. Hip replacements have a high rate of success and I'm confident you can look forward to a time when you will no longer, as you put it, "waddle like a duck."

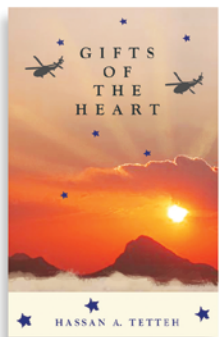
Best regards,
William Cranston, MD, Chief of Orthopedic Surgery 

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

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The eBookIt.com bestseller *Gifts of the Heart* is a powerful and rich story that takes you on a fast-paced adventure around the world and changes your life forever. Hassan Tetteh tells the story of Dr. Kareem Afram, a young surgeon, who comes of age serving his country in the Afghanistan desert where he encounters the fragility of life. The story is at once raw and beautifully allegorical. The book transcends any particular creed. Ultimately, it is about living with a sense of unflinching gratitude for the gifts of life and using those gifts in service to something beyond ourselves.

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This simple-to-read fiction book is set in Singapore. *Happy Go Lucky* is about making changes in our lives based on what makes us happy and eventually we will attract happy people and lucky outcomes that we dream about. The key highlights includes Happy's birth

in 1984, living in a public flat, studying in a neighbourhood school, serving in the army to escort the President on the police bike, selling insurance, romances, achieving financial freedom with multiple sources of passive income and meditation to discover his purpose of living. In the end, Happy realised his ultimate dream of a happy family, running a resort and cruise service to connect with whales and dolphins in Australia!

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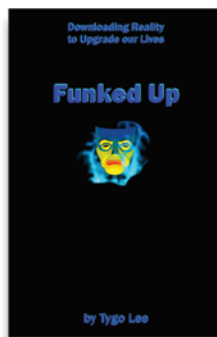
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In addition to all the good stuff in life, we tend to mess things up a lot too, and *ignoring* our difficulties or detrimental behavior doesn't make it all go away. In general, a lot of our problems arise from our *self-centered* and *materialistic* orientations along with our negative or violent *emotional swings*. Hey, isn't it about time we started getting ourselves...

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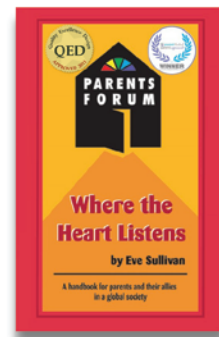
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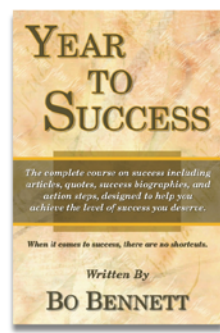
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