

# TOASTMASTER®



## How Technology Has Changed Public Speaking

From soapbox  
to teleprompter

# The 3 C's of Team-building



When I started attending International Conventions as the spouse of a district and area governor about a dozen years ago, I noticed the interactions of district leaders. Some leaders stick together like glue, while others go their own separate ways, barely talking to each other. In the years since joining the Board in 2006, I realized that the manner in which the


top three district officers interact with one another is a fairly good indicator of the quality of teamwork among them, and in turn, a predictor of their district's success in the year ahead.

If leadership is about influencing others to achieve a common goal, then the first task is to build a team, or as the 2012 Golden Gavel recipient John C. Maxwell said, "From me to we." To get to the "we" requires the three C's:

**Communication.** For an organization dedicated to communication and leadership, it is ironic that members of a district leadership "team" at times fail to communicate with one another, especially on important things like goal setting, strategy and decision making. Communication is the basic ingredient for establishing essential trust, which in turn empowers the team to be successful.

**Collaboration.** Only with communication can there be collaboration, which is what makes members function as a team. For a leader to gain the collaboration of the team members, he or she needs to have an open heart and mind. We need to overcome the all too human attachment to being right. This would mean putting aside our ego and being willing to be wrong.

**Commitment.** Once a team has communication and collaboration, it can get the commitment of its members to move toward a shared vision and goal. An individual's power is raised exponentially with the help of a team. When a district member sees the 3 C's in her leadership team, she is inspired to emulate the behavior of those leaders and give them her support.

Whether you are a club or district leader, Toastmasters is a great practice field for leadership. Since you aren't giving Toastmasters members a job or a paycheck, they follow you only because they choose to. As you exercise this purest form of leadership, look around to see if you are empowering or disempowering your team. 



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International President

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### Toastmasters International Mission:

We empower individuals to become more effective communicators and leaders.



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

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### Alumni Contributions

The article “Go Back to College—As the Teacher!” by Jennifer Cunningham (August) was amazing, and very timely. I recently visited The Johns Hopkins University in Baltimore, Maryland, and discovered that many changes have occurred since I graduated from the school. They now have a Toastmasters club! It got me thinking about how to best mark the upcoming alumni celebration. As we consider ways to make college campuses conducive to Toastmasters clubs (and vice versa), we are in a unique position to motivate, inspire and promote communication and leadership to those coming after us.

In addition to the post-secondary programs Cunningham’s article alludes to, I would add that high school alumni groups also give us the opportunity to give back by speaking, and to potentially impact the futures of others.

**KEMI TOMOBI, ACG, ALB**

Life Learners Club  
Rochester, New York

### Leaders or Followers?

In the May Q&A with Marilyn vos Savant (“IQ Champ Offers Smart Talk”), I was stunned by Ms. vos Savant’s response to the question “Can people be taught to be effective leaders, or are the essential qualities inborn?” I agree with her that many (or most) people can be taught, but she goes on to say, “Why devote the time and effort?”

I believe Ms. vos Savant failed to consider her audience: members of an organization whose tagline is “Where Leaders Are Made.” Yes, followers are valuable, but don’t we want to choose whether to be a leader or a follower in any given situation? When we find ourselves in circumstances where leadership is lacking, don’t we all want the skills to contribute in a positive way?

We’re not all aiming to be politicians or inspirational speakers. Many of us simply

want to be empowered to step up to the plate when the situation calls for it. That’s leadership, too.

**EILEEN PALSSON, CC, CL**

ReadSoft Toastmasters  
Kista, Sweden

### Praise for College Clubs

I very much enjoyed reading “When Clubs Mean Business” by Jennifer L. Blanck (August). As an undergraduate, I would have liked it if my school had a Toastmasters club. One can never underestimate the immense value of Toastmasters. The saying “practice makes perfect” holds great merit. I look forward to using the article to help encourage others. I may even encourage my alma mater to start a Toastmasters club.

**EZIM AMAN, CC**

Castleton Toastmasters  
Indianapolis, Indiana

### Not Happy with Magazine Changes

I, for one, have not found the changes to the *Toastmaster* magazine over the last two years to my liking. Since the new branding, the *Toastmaster* seems to have changed from a fun, simple and effective member-friendly publication to a “bells and whistles” publication made to read more like a professional journal that focuses on communication for specialized groups like doctors, lawyers and politicians.

The July issue, with its special medical theme, belongs in a doctor’s office, not a regular Toastmaster’s mailbox. I miss the old *Toastmaster* magazine!

**MICHAEL MASEK, DTM**

Katy Toastmasters  
Katy, Texas

### Members Do So Much

I absolutely agree with the May Viewpoint by 2012–2013 International President John Lau (“Members Are Our Future”). Being the president of the Macau Toastmasters club, I realize how vital members are; they not only help the club expand, but they convey the benefits and values of Toastmasters to their friends and business clients.

As Dr. Ralph C. Smedley said, “Ours is the only organization I know dedicated to

the individual. We work together to bring out the best in each of us and then we apply our skills to help others.” I keep delivering the best of our club to everyone I know.

Besides attending club meetings and participating in meeting roles, members show their talents and abilities to the public, revealing how Toastmasters can make people better communicators and leaders.

**ROSA LAU, ACB, CL**

Macau Toastmasters club  
Macao, Macau

### Practicing and Pausing

“Practice Pays Off” and “Use a Pause to Punch Up Your Punch Line,” by Lynn MacKaben Brown and John Kinde, respectively (June), are eye-openers. The authors’ practical life examples touch the heart and inspire us to follow in the same footsteps.

At times, I remain confident and deliver speeches reasonably well—but it’s different with Table Topics. However, after reading Ms. Brown’s masterpiece, I feel I can do it! It is Table Topics that prepares one for leadership. Once I am done with this exercise in improvisational speaking, I savor the experience. It helps me prepare me for additional unforeseen situations.

Also, John Kinde is absolutely correct in his emphasis on the pause. The pause is a meaningful communication. It broadens the value of a speech like spices in a delectable dish.

**SULTAN PATEL, ACB, CL**

SABIC Stars club  
Riyadh, Saudi Arabia

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### DO YOU HAVE SOMETHING TO SAY?

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



Find the *Toastmaster* magazine app on the Apple App Store



# A Tragic Death Becomes a Tipping Point

How I turned my grief into a message of hope.

BY TAMMY LANGLEY, CC

I was far from home, visiting my daughter on the Oregon coast when shocking news crashed over me like a tidal wave. My friend Mary (a pseudonym) had been murdered. (Her husband was later found guilty of the crime.)

For several hours, I sat looking at the gray ocean as my emotions ebbed and flowed like breakers on the sand. I couldn't imagine the horrific pain Mary's children, family and friends were feeling. My own grief was indescribable. Mary was an amazing teacher and community volunteer. Her tragic death would leave a void no person could replace.

Malcolm Gladwell suggests in his book *The Tipping Point* that one idea, event, decision or person can become a catalyst for colossal change. Mary's death became a tipping point for me. She no longer had a voice, but I did.

I returned home to Idaho where I volunteered at the Nampa Family Justice Center as an advocate for those affected by domestic abuse, family violence and sexual assault. At the age of 51, I had yet to speak of my own violent attack and how it had affected me. I broke the silence by sharing my story with the local newspaper. This created a ripple effect, with community service clubs, churches, schools and city leaders all asking me to speak. At the same time, I applied for and received a scholarship to attend a seminar on public speaking. While there, I learned about Toastmasters.

## Honing a Message of Hope

In March 2011, I joined Toastmasters because I wanted to learn how to communicate the message of hope, help and healing in the most effective way possible. To be taken seriously, I needed to deliver my message with excellence. I pursued that excellence every week at our club meetings.

I participated in a community event to draw awareness to family violence. Without any notice, I was asked by two news stations and the *Idaho Press-Tribune* for an interview. My initial reaction was panic. With only five minutes to prepare, I took a

short walk to calm myself. Taking a deep breath, I spoke these reassuring words: "Tammy, Toastmasters has prepared you for this moment. You are ready. Go speak with confidence."

The value of Toastmasters starts with a safe and supportive environment. The moment I walked into my first club meeting, I felt welcomed by a group of people who knew what it was like to face their fears of public speaking. They set the example by mentoring and encouraging me to take the next step.



*Tammy Langley is an advocate for victims of domestic abuse at the Nampa Family Justice Center in Nampa, Idaho.*

Mary's death became a tipping point for me. She no longer had a voice, but I did.

## Spreading the Word

Today, I regularly invite people to attend a weekly Toastmasters meeting. I do this as chairwoman of VOICES, a group where survivors of domestic abuse and/or sexual assault offer a promise of hope by sharing stories of freedom and encouragement through education.

However, speaking my story in public involves risk. I often feel vulnerable and exposed. Not everyone embraces the uncomfortable message of domestic violence and its impact on society. But I have made a determined decision to push back the darkness by using my voice.

Eleanor Roosevelt said, "You gain strength, courage and confidence by every experience in which you stop to look fear in the face. Do the thing you think you cannot do."

Mary's death changed me. I gained strength and courage. Through the support of Toastmasters, I now speak with confidence and invite others to join me on the path of excellence. **T**

*TAMMY LANGLEY, CC, is a freelance writer and works as an advocate at the Nampa Family Justice Center in Nampa, Idaho.*

# AROUND THE GLOBE

## In Brief

### HAPPY ANNIVERSARY!

The first Toastmasters club met 89 years ago in Santa Ana, California. Why not plan a special anniversary meeting in your club? See the timeline at [www.toastmasters.org/Timeline](http://www.toastmasters.org/Timeline) for historical milestones.

### CALL FOR PRESENTERS

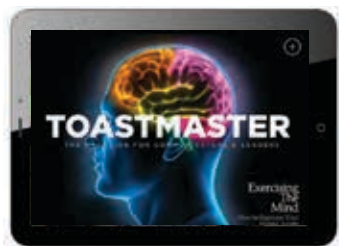
Toastmasters International is seeking great speakers for the 2014 International Convention in Kuala Lumpur, Malaysia. If you or someone you know have proven experience in addressing international audiences and an ability to engage groups of 500 or more, apply at [www.toastmasters.org/CallForPresenters](http://www.toastmasters.org/CallForPresenters).

### FUTURE CONVENTIONS

Every August, members around the globe convene to celebrate the year's successes with like-minded friends. Learn about future International Conventions at [www.toastmasters.org/Convention](http://www.toastmasters.org/Convention).

### WANT TO GO PAPERLESS?

If you prefer to read the *Toastmaster* via the iPad app or the online flipbook, you may opt out of receiving the print edition. Send a request to [magazine@toastmasters.org](mailto:magazine@toastmasters.org).



### CLUBS IN MORE COUNTRIES

Toastmasters welcomes clubs in eight additional countries: Afghanistan, Antigua/Barbuda, Cambodia, Colombia, Dominica, Israel, Lao People's Democratic Republic, and Rwanda.

## MEMBER MOMENT

### Dreams of Diplomacy



Ever since he was a boy, **Tidiane Fofana**, CC, CL, has wanted to be a diplomat. He now works at the Ghana Embassy in Mali as a translator, interpreter

and public relations officer—a good start toward reaching his goal, says Fofana.

President of the Bamako-Ciwara Toastmasters club in Bamako, Mali, he speaks French, English and German, as well as local Mali languages. Fofana uses his translation skills for embassy functions, official meetings and visits from dignitaries. In addition, he teaches English as a foreign language to local adults.

The game of cricket is Fofana's passion. He coaches the sport to young people and is president of the Malian Cricket Federation.

### What do you like about living in Mali?

I am very proud of its culture and the warm welcome we extend to visitors. Mali is one of the most welcoming countries in the world.

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

In my work, I need to be a good communicator and a good leader. In addition to my other duties at the embassy, I also act as the master of ceremonies for most of the public events held there; the regular and intelligent practice of Toastmasters rules helps a great deal in this regard.

### How do your communication skills benefit you as a cricket coach?

My skills help me to motivate the kids, while urging them to go forward. These skills help me to be more attentive and a good counselor.

## INTERNATIONAL INTERPRETATIONS

### What's in a Yawn?

Yawning is the involuntary act of opening the mouth to take a deep breath, yet not all yawns are the same. Each culture has its own perspective on yawning.

For example, in India, some people believe yawning is dangerous, thinking bad spirits can enter the body through the mouth. In many other cultures, yawning is thought to communicate tiredness or boredom and is seen as a sign of disrespect or contempt.

Despite the negative connotations, recent studies have revealed a component of empathy in some yawns. Garrett Norris, a lecturer in psychology at the University of Leeds in England, believes "contagious yawning indicates empathy ... [and] an appreciation of other peoples' behavioral and physiological state." Italian researchers agree, also finding a correlation between yawn contagion and empathy, according to a 2011 behavioral study.





## SNAPSHOT



*District 25 Division Governor Jamie Pickering, DTM, of the Aegonizers club in Bedford, Texas, scuba dives in the Columbia Deep Reef in Cozumel, Mexico. A dedicated Toastmaster, she tried to get the turtle to attend a meeting.*

### WHAT'S THE BUZZ?

My club has a FreeToastHost website. How do I insert images and graphs into the site?

“You can go to the FreeToastHost support group via the link provided in the ‘Members Only’ menu on your club website. It provides answers to questions about how to use the program, with these answers being produced both by support group personnel and by other Toastmasters who volunteer as FreeToastHost ambassadors. The support group section includes several discussions about handling pictures.”

**J. Bradford Seabury, ACB, CL**  
Ad Libs Toastmasters,  
Portsmouth, New Hampshire

“I was the web administrator when we started our club six years ago, and I found the FreeToastHost online help files helpful, as well as the comments forum. If you are not sure about how to do something, you can usually find the solution in either of those places.”

**Dorothy De Young, DTM**  
Brainwave Speakers club,  
Toronto, Ontario, Canada

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



“It is not the size of words that counts, but the clearness with which they represent your thoughts.”

**DR. RALPH C. SMEDLEY**  
1878-1965  
TOASTMASTERS FOUNDER

### ADVICE FROM THE EXPERTS

## Jock Elliott

2011 WORLD CHAMPION  
OF PUBLIC SPEAKING

In this month’s column, Jock Elliott, the 2011 Toastmasters World Champion of Public Speaking, shares lessons learned. He is a member of the Adventurers club in Brisbane, Queensland, Australia.

### How did you overcome stage fright and nervousness?

Nerves are a valuable source of energy to be directed into the speech, rather than into the speaker. It took me years to relax on stage, while my speech did the running around and screaming. My confidence lies in my preparation: When I have a carefully structured and targeted script that I know well, I’m less nervous. I have my notes in my pocket, so I have no fear of forgetting my lines. I build up physical energy beforehand by pacing as I check my script. I take some long, slow, deep breaths to oxygenate myself and slow down, and a sip of water, and then, “It’s show time, folks!”



## AROUND THE GLOBE

### LEARNING ABOUT OUR PAST INTERNATIONAL PRESIDENTS



**JACK GILLESPIE, DTM**  
*Past International President*  
1991–1992  
Winnipeg, Manitoba, Canada

## What inspires you?

The words of our late Executive Director Terry McCann inspire me: “Jack, it’s all about the club! The club is where it all happens.” The words of Past International President Theodore Wood (1986–87) also inspire me. He said, “The club is the delivery system of Toastmasters International.”

New members in my Toastmasters club inspire me with their enthusiasm, new ideas, willingness to participate and eagerness to take on leadership roles. New members focus on the club. That is where they take their first steps into the wonderful world of life-long, self-directed learning.

And so, to all of my Toastmasters mates: Remember to nurture your club. That’s where it all happens. In the words of Dr. Ralph Smedley, “Make your meeting the most attractive spot in town when the hour of assembly comes around.”

### MEET MY MENTOR

## Francesco Vecchiè, CC, ALB

No one has the potential to influence a member’s experience like a mentor. Laura Hoti, CC, ALB, an investment bank operations manager and member of the Milan-Easy club in Milano, Italy, shares how she has benefited from her mentor, Francesco Vecchiè, CC, ALB, of the same club.

### Why did you join Toastmasters?

My manager recommended it. Once I joined, my company saw improvement in my speaking abilities and added Toastmasters goals to my professional objectives.

### What were some challenges you wanted to overcome in Toastmasters?

I am a U.S. citizen, and while my use of the Italian language was fine, I felt uncomfortable speaking in formal occasions. I wanted to improve my level of confidence, particularly in front of senior executives or important clients.

### Tell us about your mentor.

Francesco Vecchiè has a knack for creating an atmosphere of understanding. He helps mentees meet their goals or deliver speeches by breaking down a problem and analyzing each aspect—through emails or phone calls, as preferred by the mentee—sometimes over a meal! He recognizes the

efforts of others, while not mentioning his own. I don’t know how he finds the time to do all that he does, while managing personal hobbies, which include dancing Argentine tango.

### What goals have you accomplished with the help of Francesco?

Francesco convinced me I could achieve a Competent Leader award despite time constraints. He also helped me, when I was vice president education, to earn our club’s Distinguished recognition for the first time—and he gave me all the credit. I’ve also become a mentor myself, mentoring Antonio De Nes since he joined our club in 2011. Since then I’ve also mentored two additional members, and one experienced member, with the preparation of speeches in English.

### What is your favorite thing about Francesco?

It is his credibility.



**FROM LEFT TO RIGHT:** *Francesco Vecchiè, Laura Hoti, and her mentee, Antonio De Nes.*





**TECH TIP**

## Boost Your Facebook Quotient

“Like” it or not, Facebook is a great place to interact with Toastmasters friends. Use these shortcuts to maximize your social networking experience on the Toastmasters International Official Fan Page:



**Tag friends to customize and highlight your posts.**

Type an “@” sign within your post, and begin typing a friend’s name. A drop-down menu appears that will allow you to select the correct name.

**Show where you’re posting from.**

Click on the Google Places icon under the text field to type in your location.

**Browse photos with ease.**

Once in the “theater” mode, you can use the arrows on your keyboard to view images.

**Use hashtags to call attention to your posts.**

Type the “#” sign, followed by a word or words without spaces inserted (e.g., #whereleadersaremade) to create a searchable link.

FROM THE ARCHIVES



*Stephen Covey (left) receives the 2004 Golden Gavel award from then-International President Ted Corcoran, DTM. Covey died in July 2012 but remains famous for his time management business and books, most notably The Seven Habits of Highly Effective People, which sold more than 25 million copies worldwide.*

FACTS WORTH KNOWING

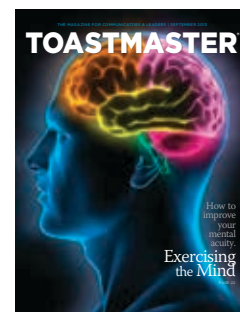
## Evolution of the *Toastmaster* Magazine

When comparing the first *Toastmaster* magazine with a recent issue, it’s clear it has evolved in many ways. Not only has the magazine’s appearance changed significantly, but technology has provided a variety of ways to interact with its content.

1933



The first issue was published in April 1933 as a quarterly 20-page newsletter. It featured brief news from most of the clubs that existed at the time. The magazine measured only 3.5-by-6 inches and could fit in the palm of a hand. It was printed with black ink on a mimeograph—a low-cost printing press.



2013

Today, the 8.5-by-11-inch magazine has 32 pages that offer information on a range of topics. It is produced on a web-fed press that has wide rollers spinning at high speeds. This month, circulation almost reached 308,000 copies.\* An online edition of the magazine is available, and as of September 2013, members can download an app to read it on an iPad.

\* Circulation does not coincide with paid memberships. Members who belong to more than one club receive multiple magazines, and non-members can pay to subscribe.



The GPS Girl:

# Helping Us Find Our Way

Australian voice-over artist leads from the driver's seat.

BY CRAIG HARRISON, DTM

**H**er voice is in 100 million GPS (Global Positioning System) units worldwide, including Garmin, TomTom, Navman and Mio products. You've likely been in cars and elevators and on hold with her ... and some of you have cursed her when lost, or professed your love for her for helping you navigate your route.

Karen Jacobsen—known as the GPS Girl—is the woman behind the voice. She is also heard in automated voice systems for telephones, elevators and

“I have had hundreds of experiences of people wanting to tell me their GPS stories ... people apologize for yelling at me.”

hotels. Besides being a voice-over artist, she is a speaker, singer and songwriter.

Currently a New York City resident, Jacobsen grew up in Mackay, Queensland, Australia (where she idolized the Australian singer and actress Olivia Newton-John). She began singing at age 7 and completed a Toastmasters Youth Leadership program in high school.

Success hasn't come easy to Jacobsen: She spent years battling stage fright. But these days she sings and speaks to large audiences ... and provides directions to millions of people around the world.

**Q: How did you become the universal voice for GPS navigators?**

**A:** Would you believe it was through an audition? A couple of years ago I received a call out of the blue from an agent whose client was looking for a native Australian female voice-over artist living in the northeastern United States. I thought, *That job is mine!*

I went to downtown New York City to audition. The client was creating a text-to-speech system and said it would take about 50 hours to do the recording. I read a few sentences in a very calm and consistent Australian accent and tone. They [the people running the audition] gave me a little direction and I read a few more lines. They said, “That is wonderful—our people will book you.” I got the job on the spot. It was an amazing thing.

**What were the recording sessions like?**

The client had me record a maximum of four hours a day to allow my voice to sound calm and consistent and avoid fatigue. For three weeks I recorded from 9 a.m. to 1 p.m.

**What do people say to you when they recognize your voice as the same one they hear on their GPS?**

I have had hundreds of experiences of people wanting to tell me their GPS stories. They are very familiar with me, because to them I represent a real driving companion. They feel they are, or have been, in a relationship with me!

I have people apologize for yelling at me, apologize for cursing me. One woman apologized for strangling me when the GPS cable got caught on the steering wheel as she tried putting the GPS device on the windshield.

One doctor thought I was a former patient based on my voice. A friend from Australia “bought me” (through the GPS system) as a Christmas gift for her husband. Other friends I ride with wanted me to give live directions from their car's back seat to compare them to “Australian Karen's” vocal stylings from the front seat.

One time I was in an elevator with my family at the airport in Brisbane [Australia] and was told, over the public address system, what floor I was on—in my own voice! My father said, “Karen, that was you, wasn't it?!”

**Have you always had a poised presence? Are you a natural?**

Not at all. As a child, and into adulthood, I was extremely anxious and fearful. To be



*Karen Jacobsen, known to commuters for her voice in GPS systems, is a singer and songwriter who also delivers speeches at conferences and other major events.*

frank, I had to overcome chronic anxiety to become somebody who could be in front of people or in the studio without panicking. I worked through this for decades.

### **How did fellow Aussie Olivia Newton-John influence you?**

When I was 7, I saw this blonde Australian singer on TV who had moved to America. She had become so successful and she loved the U.S. I wanted to be just like her. She had an amazing impact on me.

A few years ago I was invited to a black-tie gala where Olivia Newton-John was to perform and be honored. My husband and I were told that we would sit at Olivia's table.

At the gala we saw her seated, surrounded by people. We were escorted through the crowd and were suddenly face-to-face with Olivia Newton-John. I was awestruck. I gushed, "Oh! I just really want to acknowledge and thank you for being such an inspiration on all the major decisions of my life, from what I do to where I live." She said, "What a lovely thing to say. What is your name?" I said, "I am Karen Jacobsen," and she said—and I kid you not—"You are Karen Jacobsen? I love your CD!"

### **How do you get comfortable when performing onstage?**

I try to remember to focus on the people I perform for. Whether it's a singing



*Jacobsen provides directions to drivers from GPS units in automobiles throughout the world.*

performance or a speech, if I start to feel nervous I make a point of remembering that I will only be anxious if I focus on myself. When I am focused on the audience, I am not nervous.

### **When you aren't doing voice-over work, what else are you involved in?**

I remain active as a singer. My eighth music CD was released last March. I recently published a book, *The GPS Girl's Road Map for Your Future*, and I divide my time between singing at public events and for corporate clients. I've maintained my "GPS Girl" brand across my different offerings: concerts, speaking presentations and songwriting. I help people recalculate, give them direction and show them how to create the road map for their life. **T**

*Learn more about Karen Jacobsen at [www.thegpsgirl.com](http://www.thegpsgirl.com).*

**CRAIG HARRISON, DTM, PDG**, is a professional speaker and co-founder of the LaughLovers Comedy club in Oakland, California, and the founding chairman of the National Speakers Association's Storytellers Professional Emphasis Group. Learn more about him at [www.SpeakAndLeadWithConfidence.com](http://www.SpeakAndLeadWithConfidence.com).

# Getting the Message Out

Newspaper columnist shares PR strategies.

BY MARIE HULETT, ACB, CL

If you are thinking about taking on the public relations duties for your Toastmasters club, or for another organization that you are passionate about, consider these tips for success from members who have already traveled down that path.

Lisa Berry, DTM, the 2012–2013 public relations officer (PRO) for District 58 in South Carolina, recommends checking the websites of your local television stations to see if they have any morning shows you could appear on.

“Many stations will have ‘spots’ for nonprofits that are free of charge,” Berry says. If they do, obtain the appropriate request forms, fill them out and send them in. Do the same thing with local radio stations, she advises.

If you do have a media opportunity, Berry adds, provide compelling information to your audience.

“Appeal to the ‘What’s in it for me?’ factor,” she says. “People are so busy and have so many options nowadays that just speaking about [Toastmasters] is no longer enough. We need to appeal to an audience’s needs, wants and desired achievements in order to get their attention.”

Berry recalls being interviewed on her local ABC-TV station regarding an upcoming District 58 conference. She explained that she joined Toastmasters because the ability to communicate effectively was something she lacked in her personal and professional life. This is something that many viewers may relate to.

## Be Enthusiastic!

Sylvia Nilsson-Barkman, DTM, lieutenant governor marketing for District 64 in Manitoba, Winnipeg, Canada, says it’s important to convey genuine enthusiasm for the events you are publicizing.

“If you have ever heard former [U.S.] college basketball coach and broadcaster Jimmy Valvano speak, then you heard his advice to approach life events with



*Many local TV stations have free time slots available for nonprofit organizations.*

## Photography Tips

When you are trying to gain publicity, pictures are your friend. And with modern cameras, amateur photographers can now shoot professional-quality images that even 10 years ago would have been challenging to produce.

First, familiarize yourself with your camera’s functions. (Yes, that does mean you have to read your instruction book.) Find out where to select “image quality.” Most digital cameras will allow you to set a file size or resolution. Always select the highest-quality choice from this menu option. If you are shooting for print, your images should be at least 300 DPI.

If you are photographing a portrait, use the “portrait” function of your camera. Move in close to your subject and frame him or her with just a little headroom. Don’t position your subject up against a wall. Instead, find a background with depth and color variety. Focus carefully on your subject and not the background. If you have automatic focus on your camera, learn how to use it. Proper focus is essential to a good portrait.

Good lighting is absolutely necessary for high-quality photos. But please don’t make your subjects stand with the sun blazing into their eyes; no one will be happy with the squinty and most likely over-exposed results. Instead, shoot on a cloudy day, or in the shade, with a few streams of sunlight sneaking in to highlight hair or other accent areas, if possible. Diffused light, especially in the early morning or early evening hours (the golden hours), will yield beautiful photos.

— By Marie Hulett

press, the top. Write down any questions you have and bring them to the press conference. You can also contact the media on your own.

John Schultz, CEO, former CEO for United Crew Workers Justice, announced many conference guests after participating. Thank media and, if you happened to see or hear about anything, let them know. **Thank them!**

When the press is still, ask the press to contact their contacts. You can also contact the media directly. **Thank them!**

John Morgan, CEO, former CEO of United in the UK, said of press, “pressing conference is your opportunity. If not, you should let the media know what is going on, and communicate with people about what is going on. That’s Morgan’s, thank to me.”

When you are in the middle of a press conference, it is a good idea to have a copy of the press release on hand. This will help you to refer to the press release as you speak, and you can communicate with your audience.

For more information about public relations in the industry, visit [www.tourism.org/industry](http://www.tourism.org/industry) or [www.tourism.org](http://www.tourism.org).

**DAVID MILLER, CEO, former member of the Board of Directors, Executive Director of the United Way, Chicago. Share your ideas about public relations with your colleagues.**

## How to Write a News Release

The most widely used means of informing the media of an event is through a news release. With a well-crafted pitch, the news release alerts journalists and editors about an event and serves as the basis for a potential news story. Generally, it is best to tell Who, What, When, Where, Why and How in the first two sentences of the release (called the “lead”). The lead provides readers with an attention-grabbing “hook” and includes the basic information that journalists need to decide whether to proceed with your story.

Begin by identifying the event (name, exact date and location) and previewing the topic to be discussed. You can use the template on [www.tourism.org/PDF/resources](http://www.tourism.org/PDF/resources) to get started. Photos, graphics and logos are available at [www.tourism.org/BrandPortal](http://www.tourism.org/BrandPortal).

In the second paragraph, quote the most important person in the release, when applicable. In the remaining paragraphs, restate three to five main points that might benefit the targeted news outlet and its audience. Use bullet points to highlight important information. Close by providing contact information and a club or district website. At the bottom of the release, include the Tourism for International logo from [www.tourism.org/](http://www.tourism.org/) for the plate.

Make your release easy to read and no longer than 300 words.

## How Your News Release Should Look

Follow these guidelines:

- News release should be no longer than one page.
- Include the “Media Contact” information in the upper right-hand corner of the release. Under this title, include the first and last name, telephone number and email of your contact person (typically you).
- In the top left-hand margin, insert the Tourism for International logo from the Brand Portal.
- Create a headline in bold type and center it just above the first line of the body of the release. Make it the most important, significant or surprising fact in the release.
- The more care you put into crafting a news release, the greater the possibility it will be used.

# Mapping Out a Clear Message

A three-step process to organizing your thoughts.

BY JOE COOKE, J.D., ACB

**A**t the beginning of each school term, I hold a short brainstorming session with my students, prompted by the question, “What attributes do you appreciate in a great speaker?” I get lots of shout-outs for presentation, eye contact, movement, variety and other elements of style and voice. Inevitably, we all agree that we appreciate a speech that is well-organized and easy to follow. One approach to effective speech organization that I teach is what I call Cloud Theory.

Clear writing and clear speaking are a result of clear thinking.

Cloud Theory in speech construction is based on one fundamental principle: Clear writing and clear speaking are a result of clear thinking. Cloud Theory, as applied to organizing and outlining written and verbal communication, is a way of clarifying thought. The process focuses on the organic nature of converting many ideas into a unified whole, like rain into a barrel, rather than the more technical mind-mapping process, which is a more formalized, complex procedure.

Here’s how the three-step process works: (1) Brainstorm ideas without regard to organization, (2) write each good idea in one of three clouds drawn around the central issue, and (3) convert your cloud “map” into a traditional outline.

The ideal outline for a short speech, say three to 15 minutes long, should be limited to three main points. The first step is brainstorming. You can do that by yourself, or with one or two trusted cohorts. Brain-



storming should be nonjudgmental. Include any idea that comes into your head as you discuss or think about your topic. Carry a journal or composition book or use a digital device to record your ideas as they come to you. Do not rely on memory. Later, when you are grouping your ideas into clouds, select the best ones.

### Start Mapping

Once you’ve exhausted your workable (and ridiculous) ideas, map out your clouds on a piece of paper. Begin by drawing a circle in the middle of a page, and have it represent the central idea or topic. Next, draw three large clouds around the circle.

In my public speaking courses, I establish the general scope of the final speech as “Someone You’d Like to Meet.” I set this out on the first day of class, and then also assign the first speech—a benchmark speech, which is simply a two-minute introduction of the person each student has

picked for his or her final speech project. At that point, I introduce Cloud Theory and we work together, in class, on creating an outline.

For example, I choose someone currently in the news, and write the person’s name in the middle of a circle that I draw on the board. That is the topic. Next, I switch to another whiteboard and, as a class, we brainstorm things about the topic.

Recently, we performed this exercise based on Burmese pro-democracy leader Aung San Suu Kyi. After a short brainstorm session, we compiled the following list: Burma (now called Myanmar), politics, military junta, father, democratic movement, house arrest, Peace Prize, incident at Irrawaddy Delta, current events, mother, husband, studies, travel, spiritual practices, followers.

Once you have a good list of major and minor points, cloud them up by placing points from your brainstorm list into

one of the three clouds that you drew. You might end up moving your points from one cloud to another, but the goal is to find commonalities, relationships and other natural or logical connections between ideas. When finished, you'll have three clouds full of ideas, with some on the cutting-room floor (you may pick them up again later). See the illustration below for an example of how we clouded up our points for Aung San Suu Kyi.

### Create Headings and an Outline

Finally, label each cloud to create major headings. Now you have your topic, three major headings and points supporting each one. Look for the logical segues between clouds and create a five-part outline.

After less than an hour, our prototypical benchmark speech for Aung San Suu Kyi came out like this:

**Introduction:** Aung San Suu Kyi. She's been called Burma's Iron Lady, but she's anything but that. She is as supple as a willow, strong as an oak, placid as a calm lake and deep as the Pacific Ocean. The military junta that has controlled Burma, now called Myanmar, has had her under house arrest for most of the past 30 years for the crime of promoting democracy in her country.

### Body:

1. My speech will briefly describe Myanmar, where it is, the political climate and how it came to be, and why the people so desperately seek a more democratic form of government.
2. Then, I will introduce Aung San Suu Kyi more thoroughly, who she is, what she believes and why, including information about her mother, her father, the places she's studied, the people she's admired and why, and other influences on her life and her philosophy.
3. Finally, I will talk about the activities that led her into peaceful conflict with the government, and ultimately, to her long-standing house arrest and a Nobel Peace Prize in 1991. I will finish with the current events in Myanmar that indicate that the country is finally moving toward democracy.

**Conclusion:** Aung San Suu Kyi is more than just an icon for democracy. Her decades of peaceful resistance and loving self-sacrifice have been instrumental in bringing world awareness and internal change to her beloved country. She's stood up to armed soldiers and years of persecution, and yet she's retained her sense of loyalty, pride and dedication.

I will end my speech with these two quotes from Václav Havel, one of the leaders of the Velvet Revolution that brought Czechoslovakia out from under the Communist regime:

"The salvation of this human world lies nowhere else than in the human heart, in the human power to reflect, in human meekness and human responsibility." And finally, "Work for something because it is good, not just because it stands a chance to succeed."

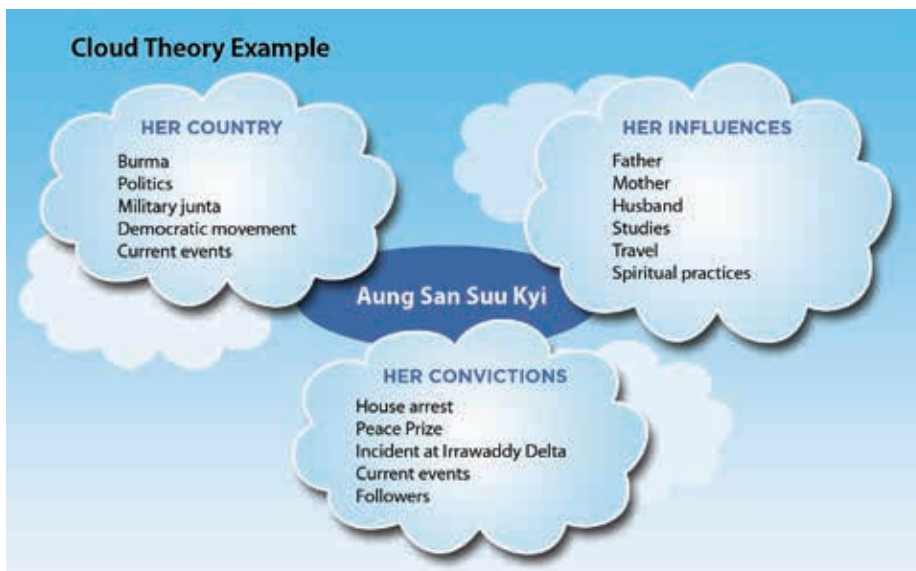
## Look for the logical segues between clouds and create a five-part outline.

It's tempting to shorten the process, but that's one of the reasons people get stuck when writing a speech. They try to create an outline from scratch, before brainstorming ideas and clouding them up. You'll find outlining, writing and presenting easy, fast and efficient when you follow the cloud process step-by-step, in order. As you get better with this methodology, you can create more clouds; but for most short speeches, three clouds is plenty. It achieves the goal of creating an ordered, interesting and clear presentation.

In summary, the three-step cloud process to create a five-part speech is to:

1. Brainstorm.
2. Cloud up your thoughts.
3. Outline your speech.
4. Edit and revise the outline.
5. Rehearse and perform your well-organized, easy-to-follow speech.

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# Speaking Face-to-Face

How to work a room in the digital age.

BY SUSAN ROANE

More than a thousand consultants for a top international accounting and consulting firm gathered in Florida for networking, golf and a global conference. Attendees were Bluetooth-wearing, laptop-carrying, smartphone-clutching adults of varying ages. They listened in rapt attention as the company's senior vice president described a new mandate for them: "Stop relying on technology to communicate with clients! Increase your number of face-to-face meetings."

I was there to teach these consultants how to do precisely that. As I looked around at the attendees, it was apparent they were uncomfortable with this new approach. We all know people who prefer to communicate digitally rather than in person. We see them preoccupied with their electronic gadgets while ignoring people around them. Consequently, they

miss opportunities for serendipitous connections and conversations.

"Everything good in life begins with talking with each other one-to-one," Daniel Pink writes in his *New York Times* best-seller *To Sell Is Human: The Surprising Truth About Moving Others*. His premise: We are all selling, even if our job is not in sales.



## Preparation Is Pivotal

The easiest way to connect with people face-to-face in any situation is to be prepared. To be prepared to "work a room"—and most high-profile leaders are good at doing that—keep the following three tips in mind.

**1 Plan a conversational self-introduction.** Know how you're going to introduce yourself in a business or social gathering. Begin by preparing a greeting seven to nine seconds long; tailor it to the event you are attending to give others a context for your appearance. Instead of simply reciting your job title, convey the *benefit* of the work you do, suggests executive speech coach Patricia Fripp. This allows the person you are speaking with to ask the first question, putting him or her more at ease.

**2 Write out three to five conversation starters.** Choose interesting





“Everything good in life begins with talking with each other one-to-one.”

— AUTHOR DANIEL PINK

Members enjoy networking at the 2013 International Convention in Cincinnati, Ohio.

topics to bring up in case there is a lull in conversation. Newspapers are full of interesting items worthy of conversation. By virtue of writing topics down, you will remember them. Start with “small talk” as if it’s the warm-up for the “big talk.”

**3 Adjust your attitude.** If you go everywhere with the expectation that you’ll have a good time meeting new, interesting people and making solid contacts, you will do that. Conversely, if you attend an event thinking, *What a waste of time*—then it will be.

### What Do Leaders Do to Be Notable?

■ **EXTEND A HAND.** According to David Schwartz in *The Magic of Thinking Big*, “Leaders lean into conversations and extend their hand for a handshake.” By

doing so, they welcome and include others. They also set the tone for the event, the company or the conference.

■ **APPEAR APPROACHABLE.** When Woody Morcott was CEO of the Dana Corporation, a \$7 billion company, he wore a Looney Tunes tie to an event attended by his division presidents, vice presidents and their spouses. During the reception, before the presentation I was about to give, I asked him about it. “Susan, it’s precisely because I’m CEO of a \$7 billion multinational corporation that I wear this fun tie. I want my senior executives and their spouses to feel comfortable approaching me. And this tie will do that.”

■ **GIVE OTHERS SOMETHING TO TALK ABOUT.** Former U.S. Secretary of State Madeleine Albright wore a

variety of dazzling brooches during her diplomatic career. The brooches served as a playful form of nonverbal communication, giving people something to talk about when they greeted her. “It’s complementary to the verbal. It’s an icebreaker, an opener,” Albright said in a 2010 interview with *Smithsonian Magazine*.

■ **CONVERSE WITH EVERYONE.** It’s surprising how many spouses and guests of those invited to an event are ignored. Avoid making that mistake. Leaders who conduct social events for employees and colleagues make it a point to converse with their spouses or guests. Once, during a presentation for an association of mid-sized banks, a spouse stood up and said, “My husband’s senior vice president ignores me as if I don’t exist. Who does he

# Making the Most of Meetings

How can we get the most out of both small and large group meetings? Much like the answer to the classic question, “How do you get to Carnegie Hall?” You practice, practice, practice.

Here is a game plan for working any room:

- Prepare for meetings by checking websites and search engines for names of event sponsors, members, speakers and attendees.
- Prepare an engaging seven- to nine-second self-introduction and tailor it to the event to give others context for your presence.
- Follow the local and national news—including sports, entertainment and book and restaurant reviews—to be knowledgeable and conversant.
- Prepare three to five conversational topics for subjects of interest.
- Listen intently to a person’s answers rather than thinking of what to say next.
- Leave your Bluetooth, smartphone and other electronic devices out of sight.
- Give people something to talk about by wearing an eye-catching pin, a fun or interesting tie, a colorful scarf or a hat.
- Bring your best manners with you wherever you go. You can’t go wrong being well-mannered.
- Approach those who look or sound like they are having a good time. Target those who are alone or in groups of three or more.
- Exit conversations graciously.
- Be warm, welcoming and interested—be the one who introduces people to each other.
- Go everywhere to have a good time, and you will!
- Take every chance you get to mingle in face-to-face space, whether by addressing a group or being one of the invited guests, and you will soon become a master of in-person communication.

think has the ‘ear’ of the CEO [her husband] when we have dinner or drive up to visit our son in college? You can bet I’ll make sure he doesn’t get a promotion.”

### Make Others Comfortable

One way to be comfortable in any face-to-face situation is to focus on making others feel comfortable with you. It’s what Toastmasters do during every meeting—warmly greet and attend to guests. Therefore, we can be gracious and welcoming at every event we attend.

Adele Scheele, an acclaimed career strategist, speaker and author of the best-seller *Skills for Success*, suggests that we always “act like a host.” Hosts make others feel welcome and comfortable by approaching and greeting them. As people respond, conversation flows.

Hosts also introduce people to each other, even if they’ve recently met. Hosts address others in a tone that is enthusiastic while providing information that will spark interest and create conversation.

### Establish Trust

One of the key responsibilities that Toastmasters leaders have is to recruit members to serve as officers, conference and contest chairs, contest judges and more. Personal interaction is key to getting people to serve in volunteer roles, says Craig Harrison, DTM, a past district governor. Few people will respond and say yes to a mass-communication message asking for volunteers, he notes.

“Your recruitment rate skyrockets when you ask face-to-face,” says Harrison, who has recruited board of directors members for multiple nonprofits. “Personal communication, listening and eye contact help seal the deal!”

### Limit Your Virtual Communication

It can be so much easier, faster and more convenient to use social media and digital means of communicating for *some* things, like confirming a meeting or indicating a time delay. However, it is less so for issues that require thoughtful communication.

I was an early adopter of social media. I am a blogger and a LinkedIn and Facebook member. I also tweet. Each form of social media has its place, but the point to remember is that the online world can support, but not *supplant*, face-to-face communication.

No matter how many text messages or emails we send and receive, we also need to be comfortable, competent and confident with in-person communications, whether it’s one-on-one or as a group.

### The Gift of Personal Connection

When we are learning, mixing or socializing in groups, whether the gatherings are small or large, something special happens that doesn’t happen virtually. Yahoo CEO Marissa Mayer recognizes



that something special happens when people are together; earlier this year she mandated that company employees work in the office in lieu of working virtually from home. She said she enacted the policy to promote exciting ideas, noting at a conference in April that people are “more collaborative and innovative when they’re together.”

### Business Travelers Go the Extra Mile

I have noticed that the number of million-mile business travelers has increased; perhaps because sales and high-level executives know the importance of going the distance to meet their clients. Personal encounters, including hand-shaking, establish and set the tone for business relationships.

In meetings, some of my clients include associates from around the world. They expect members of their team, including executives, sales representatives, office staff and managers, to meet, mingle, connect, engage and converse. Executives want to build team spirit, and so they foster cross-platform and cross-division communication.

### Tech Tactics

Still, staying in contact virtually to share facts and data makes sense. Skype, FaceTime, GoToMeeting and web-based conferences provide users with an opportunity to have a visual presence. However, these types of virtual connections, while beneficial, are not the ideal substitute for in-person communications. If you embrace the opportunity to build rapport, trust and connections with people, you will glean the unexpected benefits that only occur as a result of face-to-face communication. **T**

**SUSAN ROANE** is a speaker and the author of *How to Work a Room and Face to Face: How to Reclaim the Personal Touch in a Digital World*. For more information, or to take her *Schmooze Quotient Quiz*, visit [www.susanroane.com](http://www.susanroane.com) or Twitter @SusanRoAne.

# Are You Digitally Dependent?

## Millennials: Unplug yourselves to form meaningful connections.

BY RYAN JENKINS, ACB

**E**ver had this internal conversation: Why meet when you can call? Why call when you can email? Why email when you can text? Why text when you can tweet? I have this internal conversation daily.

For many millennials (people born in the 1980s or 1990s, according to Merriam-Webster), the art of face-to-face communication seems archaic and outdated, since we can shoot off a text or tweet in a few finger flicks, or connect with a group instantly via Google+ Hangouts. However, face-to-face communication is alive and well; if used correctly it can make you stand out in today’s crowded talent pool.

In my studies as a millennial speaker, different generations have varying communication preferences. Younger generations prefer high-tech while older generations prefer high-touch (aka face-to-face communication). Many of today’s hiring managers and decision makers are seasoned leaders who still prefer to connect in person before making decisions. Give yourself the best shot to succeed by harnessing both high-tech and high-touch communication.



Millennials can boost their careers by learning how to connect genuinely offline.

### Connect Online and Offline

I get feedback all the time that millennials miss opportunities for promotions or closing deals due to their lack of offline connection skills. I urge to you become a “double threat,” someone who can connect quickly online *and* connect genuinely offline. (To the older generations reading this article: The pendulum swings both ways, and you may need to stretch yourselves to become more agile in your high-tech communication abilities.)

Offline communication can take a multitude of forms, such as one-on-one meetings, team meetings, conferences, parties, impromptu connections and live speeches. Each situation has its own ripe opportunity to make an impression and solidify a connection. Elevate your influence with the five rules of face-to-face communication, which apply whether you are on the receiving or delivering end.

**1 Be prepared.** Face-to-face communication deserves forethought. Every communication (whether offline or online) has a purpose. Spend time before such an interaction to gather your

## MAKING CONNECTIONS

thoughts and establish the purpose and desired outcome. I recommend using the app Evernote to capture any necessary information before, during and after the communication. If you use your smartphone to take notes, inform the individual so she doesn't mistake you for rudely texting during the conversation.

Give yourself the best shot to succeed by harnessing both high-tech and high-touch communication.

**2 Be present.** Face-to-face communication deserves full attention. Much like when we drive a car, if we allow our mobile devices to distract us, the likelihood of veering off course increases dramatically. Effective preparedness and intentional note taking will help you stay on track. Establish strong eye contact. Resist the urge to multitask. Silence your

phone, and do not check it unless you are expecting an urgent message. (If you are, mention it before you start conversing.)

**3 Be responsive.** Face-to-face communication deserves full participation. Great conversation is like a tennis match: One person serves up his thoughts and the other reciprocates, back and forth, back and forth. But in order to successfully hit the ball over the net, you must be paying close attention to every detail of the communicator's words, body language and tone of voice. Add to the dialogue with relevant questions, stories, analogies, thoughts or facts.

**4 Be concise.** Face-to-face communication deserves brevity. These days, people have more than they can handle, so be respectful and keep your communication succinct. Building rapport with small talk can be helpful, but limit it to less than five minutes. Put a time limit on the conversation so you both can stay on point.

**5 Be consistent.** Face-to-face communication deserves the real you.

Social media enables us to create online personal brands that allow others to learn more about us. Many people will search for you online so they can size you up. Make sure your online presence communicates who you truly are.

Time will tell how new technology such as augmented reality or holograms will alter how we communicate in person in the future; but for today, face-to-face communication resonates with many of today's leaders. Arm yourself with these five rules today and thrive tomorrow. **T**

**RYAN JENKINS, ACB**, is a member of Peachtree Toastmasters in Atlanta, Georgia, and a millennial speaker, blogger and podcaster. Visit his blog at [www.ryan-jenkins.com](http://www.ryan-jenkins.com) or follow him on Twitter @theRyanJenks.



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# How to Be a Great Mentor

The 7 traits mentees look for in mentors.

BY JENNIFER PRZYBYLO AND NINA VASAN

**T**he concept of a mentor was introduced to us by Homer. In the *Odyssey*, Odysseus, on the eve of his epic voyage, leaves his son Telemachus in the care of his trusted friend, Mentor. It is later revealed that Mentor is actually Athena—the goddess of wisdom, inspiration, skill and strategy—in disguise.

Mentors play a critical role in the personal and professional development of individuals. Their insight and practical experience pave the roads to success for future generations.

As students, we are fortunate enough to encounter potential mentors on a regular basis. Our experiences in engaging with possible mentors range from never getting a reply, to getting an introductory email, to learning to count someone as family. What turns an adviser or boss into a trusted mentor, someone whom others turn to for wisdom, inspiration, skill and strategy?

What can you do to maximize your effectiveness as a mentor? Below we present—from the perspective of a mentee—seven habits of highly effective mentors:

**1 Humanize yourself.** Sometimes the impressive titles on your desk and the awards on your wall can make you seem pretty intimidating, discouraging us from speaking frankly about our problems or asking questions we fear will seem silly. We wouldn't be meeting with you if we didn't already respect and admire you, so don't be afraid to admit your own stumbling blocks. Make yourself more relatable by sharing a big mistake you made, a regret you have or something you'd do differently in hindsight. Such a confidence makes it easier for us to admit our own struggles and helps us see that failures are natural pit stops on the road to success.

**2 Make regular appearances.** Just as constellations offered ancient civilizations comfort with their seasonal presence, you give us reassurance when you

check in with us periodically. Sometimes we hesitate to contact you until we have something big to report. Make an effort to keep in touch, especially if you haven't heard from us in a while. An unsolicited email with a link to an article of interest and a line asking how we're doing is a thoughtful and easy way to reach out.

**3 Provide balanced feedback.** Once you feel you've gotten to know us, give us honest feedback about our performance and personality. One of Nina's most influential mentors is like a coach. When Nina was having a hard time, this mentor told her that she believed in Nina's potential and listed qualities she saw as her strengths. She shared a few things Nina hadn't identified, and her encouragement changed the way Nina thought about herself. She told Nina not only how she could improve, but also gave her specific, actionable recommendations for how to do so. She anticipated the hurdles Nina might face and provided strategies for how to best tackle them.

**4 Ask for something in return.** No good relationship is one-sided. You are giving a lot to your mentees, and while many mentors consider the feel-good nature of mentoring reward enough, don't hesitate to ask your mentee for a favor or two.

For example, if you're a professor, perhaps your student mentee can advise incoming students on how to make the most of a research internship with you, or serve on a department curriculum review committee to determine more effective ways of teaching the material. We're flattered to be asked and welcome the opportunity to show our gratitude.

**5 Foster community.** Establish a sense of community by inviting us and your other mentees to group get-togethers outside the office or classroom. This "behind-the-scenes" exposure to your world allows us to learn about the many

other parts of your life you value beyond work, such as family, friends and hobbies. Jennifer's mentor hosts a holiday party each year, as well as periodic happy hours at local restaurants.

**6 Make introductions.** Just as companies have a board of directors to guide their growth, we benefit from developing a diverse board of mentors or a mentoring team. Like the pantheon atop Mount Olympus, a group of mentors can offer broad expertise and even create the opportunity for new partnerships.

Encourage us to think critically about whose guidance can build on yours and address the other needs or facets of our life. Connect us with individuals you know, and ask us if there is anyone else we might like to meet. Make an email introduction, or even better, arrange a coffee break or lunch during which you can introduce us personally.

**7 Be a mentee.** Our experience as mentees is the foundation for our own budding efforts as mentors. Everyone from the middle-school student to the most senior CEO can benefit from being both a mentor and a mentee. Continue investing in yourself and your own development.

Whether you're a seasoned mentor with many mentees or a new mentor just starting to cultivate your first mentoring relationship, keeping in mind these points will help ensure that both you and your mentees grow and strengthen as a result of your mentorship. ■

**JENNIFER PRZYBYLO** is a student leader at Stanford University's School of Medicine in Stanford, California. **NINA VASAN** is a social entrepreneur and student at Harvard Medical School in Boston, Massachusetts. Przybylo and Vasan are co-authors of the new book *Do Good Well: Your Guide to Leadership, Action, and Social Innovation*.

# How Technology Has Changed Public Speaking

From soapbox to teleprompter—the evolution of public speaking brings new challenges.

BY DENISE GRAVELINE

Right after Wyoming became a U.S. state in 1890, a celebration ensued that included a speech from a woman named Theresa Jenkins. According to historian and journalist Gail Collins, Jenkins could be heard by the crowd that extended as far as four blocks away.

“It turned out she had been practicing by standing out in the open prairie, giving her speech while her husband sat in a buggy, backing farther and farther away and yelling ‘Louder!’” Collins wrote in a *New York Times* column.

Today, technology would reshape that speech for Jenkins—and for her audience. Instead of a long, loud speech, she’d give a short, intimate TED talk. Her makeup, hairstyle, wardrobe and unobtrusive microphone would be planned with high-definition cameras in mind, recording her every move. Her talk would be live-streamed on the Internet, archived on YouTube and live-tweeted by the audience. With slides projected behind her, and an on-stage monitor in front of her displaying the words of the speech, there’d be no need for a lectern, text, memorization or even staying in one spot. Her listeners wouldn’t have traveled for hours to see her in person—they would be just as free to roam, or not attend at all. Technology would let the speaker reach millions, even if no one else was in the audience on site.

We’ve gone from long-winded, flowery oratory to slickly produced speeches that can be tweeted or live-streamed. Speakers are more polished and poised than ever, thanks to technological wonders.

Which technologies, in particular, have led to significant changes in what speakers—and audiences—could expect? What are the implications for audiences, speakers and society?

## Amplification of Sound

Civil War scholar Harold Holzer, author of *Lincoln at Cooper Union: The Speech That Made Abraham Lincoln President*, pokes fun at old- and new-style speaking and technology in the introduction to his book’s paperback edition:

*More than nine hundred people filled the Great Hall of Cooper Union in New York to hear Abraham Lincoln’s*



*great speech that night ... The orator made careful use of the microphone, aware that the event was being taped for television. Audience members could not help but notice how frequently he gulped Poland Spring water as he held the hot, floodlit stage for nearly an hour and a half. Only one cell phone rang during the entire evening.*

Holzer's description, obviously, is not of Lincoln delivering his speech—it's of a re-creation by actor Sam Waterston 144 years later. When Lincoln did speak, Holzer notes, his voice, pitched higher than many of the great orators of his day, didn't need a microphone and "carried into crowds beautifully."

Lincoln died before he could benefit from either the microphone or recorded sound. Both technologies emerged in the 1870s and have been revolutionizing public speaking ever since. In an article about Bing Crosby and singing, Paul Ford discusses the impact of microphones on singers, and his observations are just as applicable to public speaking:

"Microphones changed everything. Rather than spraying the balcony with emotion (or using a simple megaphone for amplification), the act of performance became more intimate, the singer more vulnerable," Ford writes in "How Bing Crosby and the Nazis Helped to Create Silicon Valley," posted on the *New Yorker* magazine's website ([www.newyorker.com](http://www.newyorker.com)).

As microphones evolved, far more vocal subtlety could be conveyed. "The dynamics of entertainment allowed for quiet. A different sort of voice found its place on stage," writes Ford.

Speakers owe Crosby credit for helping to advance the development of magnetic tape recording, in which he personally invested. "Suddenly audio—recorded media—was flexible," Ford writes. "It could be cut and pasted, rearranged, and edited."

*As public speakers, we've gone from long-winded, flowery oratory to slickly produced speeches that can be tweeted or live-streamed.*





## HOW TECHNOLOGY REVEALED THE *UM*

When Thomas Edison figured out how to record sound, that new technology inadvertently helped public speakers discover something that, for the most part, had previously escaped their notice: the *um*. The little gap-filling word, which occurs in some form in every language and makes up about 10 percent of normal speech, came to attention when speeches could be played over and over again.

This development is described in Michael Erard's book *Um...: Slips, Stumbles, and Verbal Blunders, and What They Mean*.

*Gramophones, phonographs, wax cylinders, resin discs, telephones, microphones, then wire recordings and radio broadcasts, then talking pictures: these new technologies let people hear speech as it really was for the first time—an activity that happened in time, dynamic and not frozen in writing.*

Though he invented the device that made the *um* evident, Edison wasn't immune to *ums* himself. Erard writes, "We have evidence of American 'umming' with the oldest extant recording of Thomas Edison's voice, which dates to 1888."

— Denise Graveline



*Modern technology shows that speeches of the past, such as the ones Martin Luther King Jr. gave, are "highly tweetable."*

### The Advent of Television

With its ability to let distant audiences see as well as hear the speaker, TV had a dramatic impact on public speech. In her book *Eloquence in an Electronic Age*, Kathleen Hall Jamieson summed up that impact: "A talent for digesting a speech into a memorable phrase is a characteristic of eloquent persons. In our age of television, where political speakers are more likely to be heard in news clips than in any other environment, the value of this talent is magnified." She's speaking about the soundbite, which in recent U.S. presidential elections has dropped to a mere eight seconds or less, according to a 2011 *Boston Globe* article.

Television changed more than simply the length of speeches being broadcast. With it came other inventions, like the autocue (more commonly known as the teleprompter), invented in 1950 for a television program. Eventually, the advances reflected on television would fit onto a smaller screen with the explosion of online video. Small screens helped to shift rhetorical styles from

a more masculine, stentorian tone to the conversational, quieter "it's just you and me" approach.

The reason is simple: Cameras can zoom in to create an intimate experience between the viewer and the speaker. Suddenly, tactics for playing to the big crowd didn't work as well.

"Small details in a speaker's verbal and non-verbal behavior may appear very noticeable and exaggerated when seen close-up on the small screen," writes Max Atkinson in *Our Masters' Voices: The Language and Body-language of Politics*. Such dynamics gave rise to the low-key style of public speaking considered best-suited for televised talks and TED talks.

Atkinson, writing on his blog ([maxatkinson.blogspot.com](http://maxatkinson.blogspot.com)), points out the trend in Britain for politicians to prefer TV interviews instead of speeches—divorcing the speaker from a live, reacting audience. "As a result, effective political speech-making has become a dying art," he writes.





Speakers such as U.S. President Barack Obama use teleprompter technology to look and sound more polished.

### Problem or Opportunity?

Public speakers see technology as both a problem and an opportunity. In the course of protesting technology's negative impact on public speaking, a few myths get created.

The chance to look and sound effortless or more polished may be a problem for speakers if technology smooths out rough edges at the expense of a real connection.

For example, some critics suggest that speechwriters are now focused solely on crafting "tweetable" lines in major speeches—pithy sentences that allow someone to "retweet" the writer's post on Twitter to fit within the 140-character limit, with room to spare.

Recently, however, Yahoo News created an interactive tool that lets you measure the "tweetability" of several major speeches of U.S. President Barack Obama. His speeches get a mixed ranking; some are ranked very tweetable, others less so. But when the tool is used on major speeches of the past, they, too, turn out to be highly tweetable. Malcom X's "The Ballot or the Bullet" speech comes in at a 78 percent tweetability rating and Martin Luther King Jr.'s "I've Been to the Mountaintop" speech at 81 percent. It's possible that an excellent speech also is a tweetable speech, without any extra help from the writers.

One of technology's opportunities for speakers—the chance to look and sound effortless or more polished—also may be a problem for speakers if technology smooths out rough edges at the expense of a real connection. Holzer, the Civil War scholar who reviewed the accounts of people who attended Lincoln's 1860 speaking tours, says observers were initially taken aback by the future president's uncommon speaking style and tone—not considered at all polished in his day.

*They all seem to say, for the first 10 minutes I couldn't believe the way he looked, the way he sounded, his accent. But after 10 minutes, the flash of his eyes, the ease of his presentation overcame all doubts, and I was enraptured ... All of a sudden it's the ideas that supersede whatever flaws there are.*

Contrast that with a more recent example shared by Michael Erard, author of *Um...: Slips, Stumbles, and Verbal Blunders, and What They Mean*. In an interview, Erard says that U.S. Secretary of Education Arne Duncan spoke flawlessly in expressing sadness over the 2009 beating death of a 16-year-old. So flawlessly that "he didn't sound genuinely sad, outraged, or shocked," adds Erard.

*It was umless, pauseless, fully fluent. He sounded as if he was reading—as if his outrage was scripted... the requisite, ritualistic expression of a human emotion by an institution's human spokesperson, but not the genuine interaction between one human and other humans. I think people should talk like people—why would we want to sound like machines?*

British speaker coach Peter Botting, who has worked with speakers around the world, says that kind of perfection spells trouble for the average speaker. "The quantity of polished input that audiences now experience—or are subjected to, due to technology—means that expectations for speakers are higher than ever before," says Botting in an interview.

Far from adding to the speaker's credibility, he believes that the trend toward overly polished speakers results in "soaring levels of public skepticism." He calls authenticity "the new must-have that is seldom given to the audience." **T**

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# Say It with Poetry

How musical rhythms and vivid language can punch up your speech.

BY KATE BATEMAN

*Poetry is music written for the human voice. — Maya Angelou*

**W**hich opening line makes your ears perk up: *These smaller and more agile forces represent an elite band of highly motivated war fighters.* Or, from Shakespeare's Henry V, *We few, we happy few, we band of brothers; for he today that sheds his blood with me shall be my brother.*

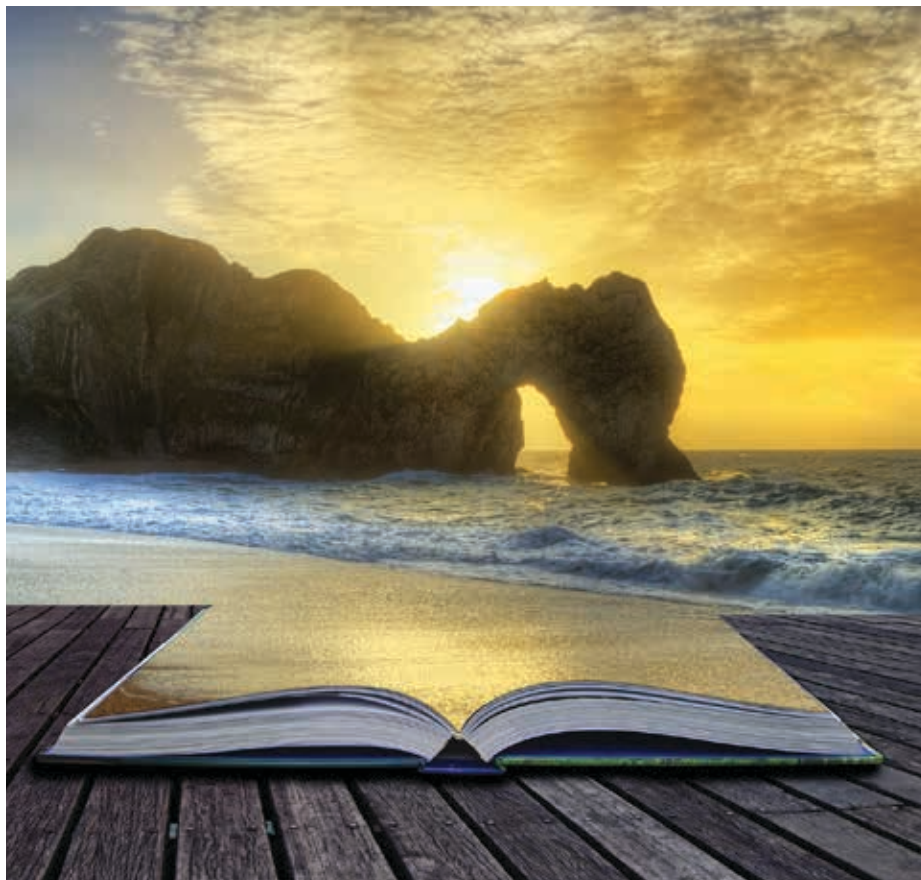
We can be forgiven for not writing poetry to match that of the most famous bard of the English language. But sometimes, in modern-day communications, we lose sight of the value of poetry.

In many workplaces, tired jargon—often rendered meaningless by overuse—reigns. A “paradigm shift” to “leverage new capabilities” might sound smart at first, until you try to figure out what

Good poetry—good writing, for that matter—has economy. It uses no more words than are needed, and the shortest words appropriate.

it means. We've endured death-by-PowerPoint replete with nouns made into verbs by adding “ize”: *incentivize, operationalize, systematize.* Some jargon is certainly useful and necessary among specialists. But all too often, we use overly technical or wordy language. Most of the time, simple is better.

How can we avoid eye-glazing language? How can we breathe life into speeches and presentations?



*Reading poetry can provide inspiration for speeches.*

African-American poet Maya Angelou said, “Poetry is music written for the human voice.” Poetry, like your presentation, is meant to be voiced and heard. So for a start, we can inject our words with a little poetry, a little music. Here are five tips for doing so.

**1 Read poetry and song lyrics for inspiration.** Reading good poetry—in your mind, or better, aloud—can spark ideas about how to say something more compellingly. If you don't know where to start, begin with the greats, classic and

modern: William Blake, William Wordsworth, Walt Whitman, Emily Dickinson, Robert Frost, T.S. Eliot, Seamus Heaney, Pablo Neruda, Sylvia Plath, the list goes on. Or the greats in whatever language is your medium.

African-American poet Langston Hughes wrote, *I've known rivers: / I've known rivers ancient as the world and older than the flow of human blood in human veins.* What about those lines grabs your ear? Maybe in your speech, the repetition of a key phrase would help your audience focus on it—and thus remember it.



What's most important, though, is to read poets whose work you enjoy. Reach across time, space, gender and race to discover new territory. Or if not poetry, turn to song lyrics. From golden oldies like "Stand by Me" (*When the night has come / and the land is dark / And the moon is the only light we'll see / No I won't be afraid.*) to contemporary artists such as the band Coldplay (*Look at the stars, / Look how they shine for you, / And everything you do, / Yeah, they were all yellow.*). That's poetry, too.

**2 Draw on all five senses.** Poets go beyond painting a picture; they make it real with sound, smell, taste and touch. Because the sense of smell is closely related to memory, describing a scent or taste can enliven a story you are telling. In the famous madeleine scene in Marcel Proust's *Remembrance of Things Past*, the taste of a tea-soaked cookie spontaneously calls forth a memory: *I feel something start within me, something that leaves its resting-place and attempts to rise, something that has been embedded like an anchor at a great depth.*

A sound, touch or scent can take your audience there, more powerfully than can an image alone. In "The Gift," Chinese-American poet Li-Young Lee wrote, *I can't remember the tale, / but hear his voice still, a well / of dark water, a prayer. / And I recall his hands, / two measures of tenderness / he laid against my face.*

**3 Listen to the sound, pace and rhythm.** You can hear the cadence in "older than the flow of human blood in human veins," and in "a call to bear the burden." You can hear it in Winston Churchill's 1940 speech to the House of Commons:

*And even if, which I do not for a moment believe, this island or a large*

*part of it were subjugated and starving, then our empire beyond the seas ... would carry on the struggle, until, in God's good time, the new world, with all its power and might, steps forth to the rescue and the liberation of the old.*

This is where the music comes in. The sound of the words, how they fit together, whether they flow. When rehearsing a speech or presentation, we instinctively listen for fluidity. If you repeatedly stumble over a phrase, take the time to smooth it out. Again, reading good poetry aloud will help attune your ear to the music you're aiming for.

**4 Challenge yourself with simile and metaphor.** Simile is the comparison of one thing to another, using "like" or "as"; metaphor is a comparison without using "like" or "as." These parts of speech make poetry soar, as an updraft rushes—beneath wings and carries a bird higher. So, too, can simile and metaphor enrich your words and deepen their meaning.

American poet Mary Oliver's poem "The Deer" begins, *You never know. / The body of night opens / like a river, it drifts upward like white smoke, / like so many wrappings of mist.* Oliver transforms the night into something physical, then fluid, then ethereal; she changes its form and meaning through simile and metaphor.

**5 Keep it simple.** Good poetry—good writing, for that matter—has economy. It uses no more words than are needed, and the shortest words appropriate. For Abraham Lincoln's first inaugural, in 1861, his Secretary of State, William Seward, drafted an ending: "I close. We are not, we must not be, aliens or enemies, but fellow countrymen and brethren." Lincoln's revision was more

powerful: "I am loath to close. We are not enemies, but friends. We must not be enemies."

Even the 13th-century Persian mystical teacher and poet Jalaluddin Rumi was

To really get your listeners' attention, punch up your presentation with the clarity, color and music of poetry.

startlingly direct: *The minute I heard my first love story / I started looking for you, not knowing / how blind that was. / Lovers don't finally meet somewhere. / They're in each other all along* (translated by Coleman Barks).

So we come full circle. Keeping it simple is about keeping it easy for listeners to follow—that is, easy to understand. Sure, you must use the technical vocabulary of your profession. But to really get your listeners' attention, punch up your presentation with the clarity, color and music of poetry. **T**

**KATE BATEMAN** is a freelance writer and former U.S. State Department civil servant. She is currently living in southwest England.



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# Like Wow! Slang Is Ill, Chill and Copacetic

If variety is the spice of life, slang is the spice of language.

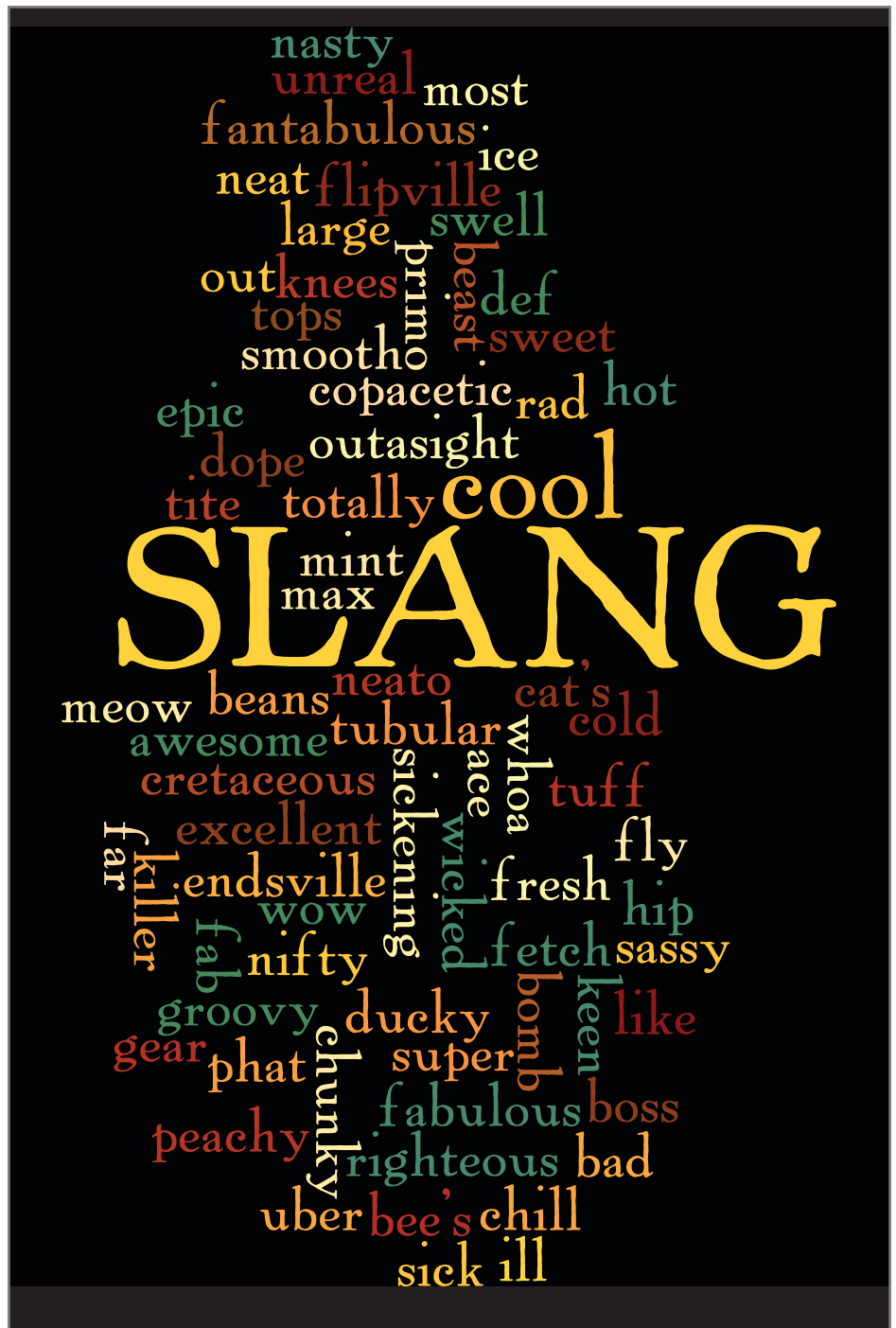
BY RICHARD LEDERER, PH.D.

**S**lang is hot and slang is cool. Slang is righteous and slang is wicked. Slang is the bee's knees, the cat's meow, the cat's whiskers and the cat's pajamas. Slang is swell, ducky, peachy keen, super, tops, nifty, far out, groovy, hip, excellent, endsville, flipville, copacetic, outasight, and totally tubular. Slang is fresh, fly, phat, fabulous, fantabulous, uber—da bomb. Slang is ace, awesome, bad, sweet, smooth, sassy, unreal, primo, fab, gear, tuff, the most, the max. Slang is beast, boss, dope, tite, mint, neat, neato, nasty, fetch, chill, cool beans, ice cold, large, rad, sick, sickening, ill, killer, def, epic, chunky, cretaceous, whoa, and like wow!

That's more than 60 ways of saying that if variety is the spice of life, slang is the spice of language. Slang adds gusto to the feast of words, as long as speakers and writers remember that too much spice can kill the feast of any dish.

What is slang? In the preface to their *Dictionary of American Slang*, authors Harold Wentworth and Stuart Berg Flexner define it as "the body of words and expressions frequently used by or intelligible to a rather large portion of the general American public, but not accepted as good, formal usage by the majority." Slang, then, is seen as a kind of vagabond language that prowls the outskirts of respectable speech, yet few of us can get along without it.

Nobody is quite sure where the word *slang* comes from. According to the illustrious American journalist H. L. Mencken, slang developed in the 18th century (it was first recorded in 1756), either from an erroneous past tense of *sling* (*sling-slang-slung*) or from the word *language* itself, as in (*thieve*) *s'lang(uage)* and (*beggar*)*s'lang(uage)*. The second theory makes the point that jargon and slang originate with,



More than 60 slang terms describe the word "wonderful."

and are used by, a particular trade or class group, but slang words come to be slung around to some extent by a whole population.

### Slang Is Universal

Slang is nearly as old as language itself, and in all languages at all times some slang expressions have entered the mainstream of the vocabulary to pollute or enrich, depending on one's

“Slang,” said American writer Carl Sandburg, is “language that rolls up its sleeves, spits on its hands, and gets to work.”

view of the matter. We find traces of slang in the Sanskrit of ancient India, where writers amused themselves now and then by calling a head a “dish.” The 14th-century English poet Geoffrey Chaucer used *gab* for “talk” and *bones* for “dice,” exactly as we employ them today. William Shakespeare, the literary lord of stage and classroom, coined *costard* (a large apple) to mean “head” and *clay-brained* and *knotty pated* to mean “slow of wit.” We discover “laugh yourself into stitches” in *Twelfth Night*, “not so hot” in *The Winter’s Tale*, and “right on” in *Julius Caesar*.

There are some very human reasons why the river of slang courses through every language. One of them is that people like novelty and variety in their lives and in their language. To satisfy this urge, they continually coin new slang words and expressions. This article began with 60-something breezy ways of saying “wonderful,” but that feat pales next to the 2,964 synonyms for “drunk” that Paul Dickson trots out in his book *Drunk*—from the euphemistic *tired* to the comical *plastered*, from the nautical *afloat* to the erudite *Bacchi-plenus*, from the elegant *inebriated* to the uncategorizable *zoozled*.

Second, slang allows us to break the ice and shift into a more casual and friendly gear. “What’s cooking?” or “How’s it going?” sounds more easygoing and familiar than “How do you do?”

“Slang,” said writer Carl Sandburg, is “language that rolls up its sleeves, spits on its hands, and gets to work.”

### Slang in the Business World

A third motive is sheer playfulness, which we see with slang at play in the world of business. *Blamestorming* (rather than *brainstorming*) is “the act of meeting to discuss a failure and find a scapegoat.” A *carbon Bigfoot* is an anti-environmental type who has zero regard for the magnitude of his carbon footprint. And *bang for the buck* means that your business is getting the most firepower for each dollar that it spends.

Finally, as English writer G. K. Chesterton proclaimed, “All slang is metaphor, and all metaphor is poetry.” Slang abounds in fresh figures of speech that evoke arresting word pictures in the mind’s eye. Commercial slang often employs comparisons with sports because both commerce and sports are competitive enterprises that require team efforts to succeed. Thus, if your corporation is *ahead of the count*, that means you’re ahead of the game because, like a baseball pitcher, you have more strikes than balls against the batter. You’ve been able to *level the playing field* and generate *a ballpark figure*. Your business plan is *a real gamechanger*.

Slang is a powerful stimulant that keeps language alive and growing.

*This is an updated version of Richard Lederer’s article “Slang As It Is Slung,” which originally appeared in the April 2005 Toastmaster magazine. T*

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## Colorful Lingo of the Virtual World

Are you a mopper? Have you exhibited crypto rage? Do you ever feel tweepeish about your tweets?

If you understand these questions, you are clearly familiar with online slang. As the world of online activities expands, so does the lingo describing such activities. Let’s look at the language in those opening questions. According to the website NetLingo:

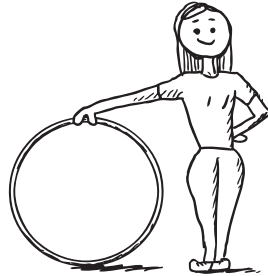
- *Mopper* is a mobile shopper, someone who uses mobile devices to shop online.
- *Crypto rage* is akin to *road rage*—except the angry actions are carried out on computers rather than drivers of cars.
- *Tweepeish* means to feel sheepish or sorry about something you tweeted.

An older slang term is *blog*. Coined in 1999, the word is a contraction of the term *web log*. Plenty of colorful jargon is tailored to the world of Twitter—or the Twittiverse, as it’s known. Examples from NetLingo:

- *Tweeps*—a person’s Twitter followers, as in “Twitter peeps” (as in “Twitter people”).
- *Tweetup*—a meetup of people who use Twitter.
- *Twitterati*—the tweeting elite, those whose Twitter feeds draw thousands of followers.
- *Twibe*—a group of Twitter users interested in a common topic.

There are even online slang expressions to describe online slang, including *blargon*, *cyberslang*, *e-lingo* and the classic *geek-speak*.

— the Toastmaster staff



# Marketing Mind Control

The shocking truth about why you just bought a hula hoop.

BY JOHN CADLEY

I was an advertising copywriter for 33 years and I have the facial tic to prove it. In fact, you may be familiar with some of my more memorable slogans: “Void Where Prohibited,” “Some Assembly Required,” and—my personal favorite—“Past Results Are No Guarantee of Future Performance.” There was a joke we used to tell: Don’t let my mother know I work in advertising. She thinks I play piano in a brothel. Ha-ha. Get it? Like working in advertising is worse than ... well, you know. Why is this?

It’s because people think advertising is some kind of insidious form of mind control where marketers brainwash gullible consumers into buying products they don’t need. Yeah? So? What’s wrong with that? If you only bought stuff you really, really needed you’d have food, water and a toothbrush—and maybe a transistor radio in case a giant asteroid hits the earth and you want to know if you should go into work. Let me tell you some things about advertising and marketing. Advertising tells you what to buy. Public relations messages tell you what to think—although that isn’t so bad. Thinking is hard. If you want to do it for me, knock yourself out.

Millions of people go to work every day to make tons of stuff. If nobody buys what they make, then we’re going to have the biggest garage sale you ever saw. Do you need a hula hoop? No. Do you get a feeling of enormous accomplishment when you actually manage to keep the thing around your waist for a few turns, just like those little kids who do it for hours with annoying ease? Yes! You’re also providing work for the medical profession when you throw your back out. So there—a seemingly useless ring of plastic suddenly becomes a path to personal ego gratification and a way for the local chiropractor to feed his family.

This whole mind control thing started with a guy named Vance Packard back in 1957. He wrote a book called *The Hidden Persuaders* in which he portrayed ad agencies as laboratories run by evil scientists picking apart the human brain to find out how people really make decisions, going so far

as to hire psychiatrists to help them plumb the depths of the subconscious. To hear Packard tell it, Foote, Cone & Belding, one of the biggest agencies of the time, should have been called Freud, Jung & Rorschach. What they found is that we’re all a bundle of unconscious fears, insecurities, doubts, yearnings and emotional needs—something they could have learned in two hours by going to a Woody Allen movie. To their way of thinking, the real answer to why I buy a certain brand of toothpaste isn’t “to promote good oral hygiene.” It’s “because my mother never loved me, and if I have fewer cavities and whiter teeth and fresher breath, maybe she will.”

Having worked in agencies for many years, I can tell you this: I saw lots of crazy people, but they weren’t scientists. They were copywriters and art directors hiding in their offices burning incense, chanting incantations to the gods, and sifting through goat entrails hoping to find an idea for the campaign that was due in two days. If there was any psychiatry involved, it was to keep them from developing the psychosis that comes from staring at a blank sheet of paper for days on end. Trust me, there’s nothing sadder than to see a bright, educated, creative person wandering around the office yelling, “An idea! An idea! My Audi A8 W12 with BOSE surround sound, rear seat entertainment, and rear view camera for an idea!”

The real tragedy is that none of this is necessary. Forget the behavioral research and the demographic profiles and the Ph.D.’s in marketing. Just draw a big starburst and put “Free” or “Discount” or “Buy One, Get One Free” in the middle. You’ll get trampled by the people busting through the doors. Science? Hardly.

So get out there and shop, folks. You’ll satisfy some deep-seated psychological needs for acceptance, you’ll stimulate the economy, and you’ll keep ad people from jumping out the window. But hurry—the sales end Saturday. **T**

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



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**1 | ELISABETH DANCET FROM NYONS, FRANCE**, skis in front of the highest summits of the Swiss Alps in Verbier, Switzerland.

**2 | GRETA MORGAN FROM BONITA, CALIFORNIA**, rides her Husqvarna sport bike in Ocotillo Wells, California.

**3 | NUNO FARIA FROM PORTO, PORTUGAL**, stands with the Burj Al Arab, a luxury hotel in Dubai, United Arab Emirates, in the background.

**4 | SANTHOSH M. SUNNY FROM KOCHI, KERALA, INDIA**, smiles by Niagara Falls in Ontario, Canada.

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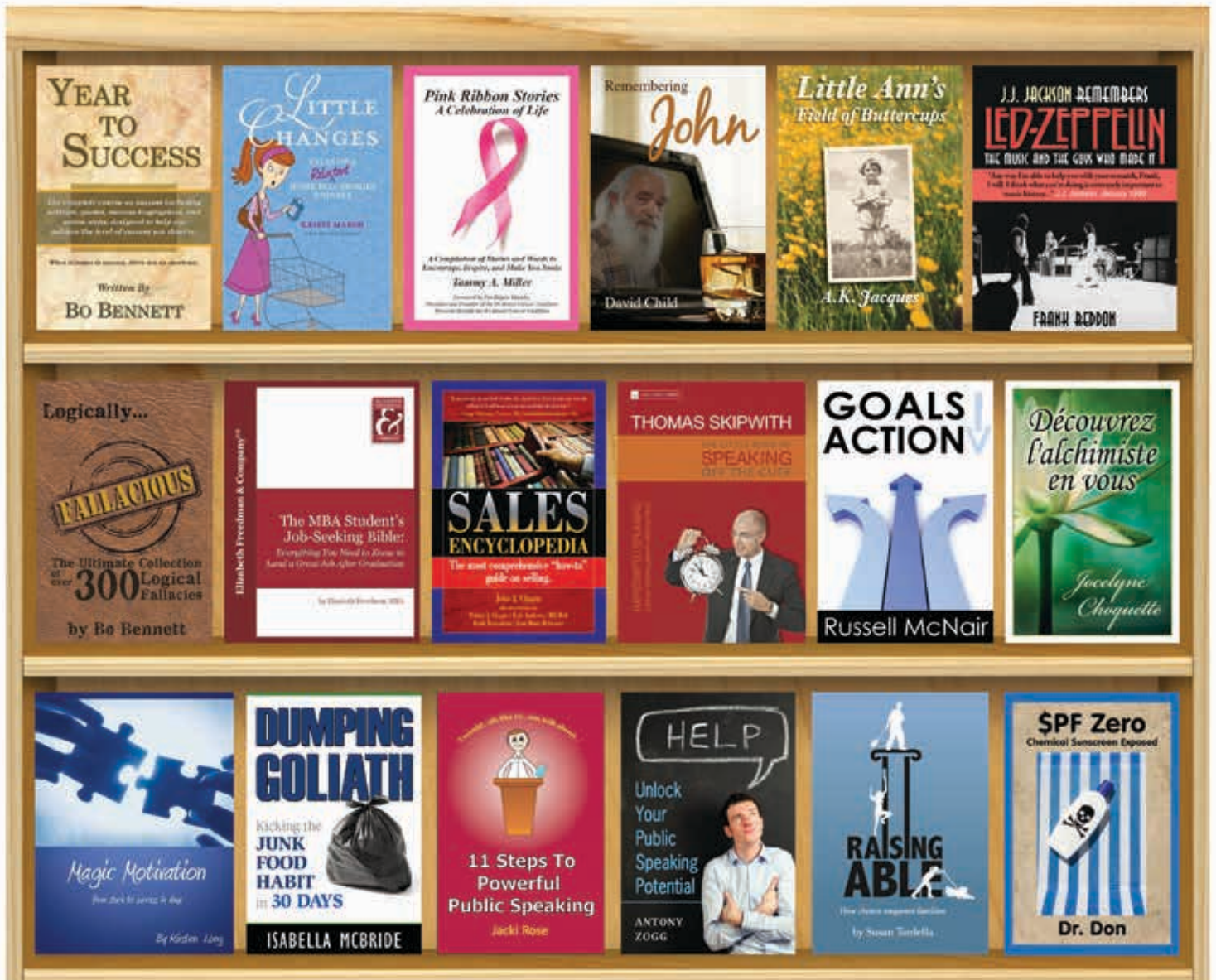
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