

Addictions Training as a Career Path for Trainers

Of

Color

How to Start and Sustain a Successful Training Career

by

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INTRODUCTION

Why I Wrote This Manual

Training in the addictions field has provided me a great life. It has allowed me to see the world, from Louisville to Los Angeles, from Liverpool to London, and from Liberia to Lithuania. I have trained in huts, on reservations, and in five-star hotels. Training has allowed me to see Niagara Falls, the Grand Canyon, the Red Mountains of Sedona, the Big Ben in London, and the largest waterfall in West Africa. I have eaten lunch at training seminars with mayors, governors, and Native American and African chiefs. My training life has taken me to Canton, Ohio, Springfield, Massachusetts, and Cooperstown, New York, where I realized my childhood dream of visiting the football, basketball, and baseball halls of fame.

Training has allowed me to feel that I matter. Delivering an average of 125 speeches a year for the past twenty years and regularly hearing comments such as, “You make a difference”, “We improved our program following your training”, and “The techniques you shared in the training really helped our clients”, I feel a sense of fulfillment.

Yet, with all these exciting and enriching experiences, I feel that something is missing. What is missing are the voices of more people of color as trainers in the addictions field.

At most conferences where I present, I am often only one, or one of two, people of color in the entire program. As a middle-aged African American male, I am in the fall of my career. The next will be winter and thus retirement. As I

approach that final season, I am writing this workbook as a blueprint to help more people of color enter and sustain rewarding careers as trainers in the addictions field.

Chapter 1 explains why your voice is desperately needed as a trainer in the addictions field. *Chapter 2* describes strategies to move beyond the voice of doubt that says, “I could never succeed as a trainer in the addictions field”. In this chapter I include excerpts from interviews conducted with veteran trainers of color on how they defeated that voice and went on to rewarding training careers. *Chapter 3* discusses steps for getting started as a trainer in the addictions field, and *Chapter 4* presents marketing strategies for beginning trainers in the field. *Chapter 5* presents strategies for sustaining a successful training career, and *Chapter 6* offers a special note for experienced trainers who are stuck in their careers as trainers. *Chapter 7* offers ideas for taking your training career to the next level, relationship building for greater success, and how to prepare the next generation to carry the mantle.

Mark Sanders

CHAPTER 1

Your Voice is Desperately Needed

The addictions treatment field is in a state of crisis! As the country is in the midst of a recession, the likes of which we have not seen since 1939, the funding for addictions treatment is being cut throughout the nation, creating a need for communities to “heal thyself”.

As a field we know more today about addiction as a brain disorder and what research says “works in therapy” than in any time in the history of the addictions field. Yet, premature termination and relapse rates remain extremely high. Approximately 50 percent of chemically dependent clients fail to make their second outpatient session (Miller & Rollnick, 2002). Over half of chemically dependent clients drop out of treatment prematurely, half relapse, and 80 percent of those relapses occur within the first ninety days of discharge (White, 2005).

Yes, your voice is desperately needed!

Chemically dependent persons of color face unique challenges, including:

- The war on drugs. In the midst of the crack-cocaine epidemic, which plagued urban America, the war on drugs increased prison populations, between 1986 and today, from 400,000 inmates to approximately 2.4 million inmates. African Americans and Latinos account for approximately 70 percent of individuals in the criminal justice system, disproportionately individuals with alcohol and other drug problems, leading Pastor Cecil Williams to conclude that, “This is no war on drugs. This is a war on men of color” (Williams, 1992).

- Managed healthcare. This effort at cost containment emerged at the same time that crack cocaine took a strong hold on communities of color. Just when communities of color were plagued by a drug that required shelter for treatment and recovery, residential safe havens closed due to managed care, and communities of color were hit particularly hard.
- Child welfare system. In the midst of the war on drugs, we also began to hear stigmatizing language such as “crack babies”, used to describe the babies born to mothers who were exposed prenatally to cocaine. Thousands of these mothers of color had their babies taken away at birth, based upon the increased stigma of addiction rather than solid research.
- Communities with high risk for relapse. In many urban communities populated by people of color, there are a number of factors that put chemically dependent clients of color at risk for relapse, as they return to these communities upon discharge from treatment. These factors include high unemployment rates, poverty, easy access to drugs, and destructive peer groups.

Why the Voices of Trainers of Color are Desperately Needed

The aforementioned problems—the state of the economy, high relapse and premature termination rates, the war on drugs, which led to high incarceration rates for people of color, managed care, the child welfare system as a new frontier, and clients in communities of color returning to high risk communities—are reasons why your voice is desperately needed. Even with our increased

knowledge in the science of addictions, as a trainer of color you have much to offer, including:

- Knowledge of cultural pathways to recovery. The Alkali Lake Native Tribe of British Columbia Canada went from 100 percent alcoholism to 95 percent recovery. Their primary method of recovery involved a return to cultural traditions that were lost as a result of forty years of heavy drinking. Perusing the research on evidence-based practices, I have yet to read an outcome that is as great as this, and I have never heard trainers presenting on evidence-based practices mention this (*The Honour of All*, 2006).
- The Native American Wellbriety Movement. This movement has achieved outstanding results, and, in my opinion, it could revolutionize addictions recovery if there were more presentations about this amazing approach to addictions recovery. Spearheaded by Don Coyhis (White Bison), the Wellbriety Movement views the “entire community as the treatment center.” This approach would force counselors to leave the comfort of their offices and engage in community development, tap into the strengths of community, and participate in resource development, in order to help facilitate recovery for clients.
- Faith-based recovery. The African American community responded to the war on drugs, the crack cocaine epidemic, and the managed care crisis by forming faith-based drug ministries. Today each denomination of African American faith-based communities has drug ministries that facilitate

recovery (McGovern & White, 2002). If this success were shared more in trainings, participants might be prompted to ask how they might facilitate recovery in their own communities as well. This faith-based approach to recovery also challenges the long-held belief in addictions treatment that there is only one way to recover. Audiences could be inspired as they discover how Pastor James Meeks in Chicago turned the largest liquor store in his community into the largest religious bookstore and led a crusade to lure hundreds of cocaine users into treatment and organized a movement to make his community alcohol free.

- Ancient healing rituals. China has healing rituals that date back to B.C. As a field we have borrowed several of these Eastern healing practices, which are currently being utilized in addictions treatment, including acupuncture detox and mindfulness meditations as a part of cognitive behavioral therapy. China also recovered from a nationwide opium epidemic. With so many communities of color plagued by addictions, could we learn from this? In my twenty years of full-time training, I have rarely seen an Asian trainer nor heard presentations on Eastern approaches to healing. I have read that in the Seventh Century the Islamic prophet Muhammed led a movement that virtually eliminated alcoholism on the entire peninsula of Saudi Arabia (Nadvi, 1981). Perhaps his approach could be used to decrease alcoholism in Harlem, South Central L.A., or a barrio in East L.A. To date, I have not seen an Arab trainer in the addictions field.

- Extended family orientation. Many communities of color view the extended family as a primary unit. Research reveals that family therapy and family support are evidence-based practices and can serve as protective factors for substance abuse prevention (Brown, 2000). There is much that you can teach about this.
- Storytelling tradition. Let's face it, training can be boring. In fact, many workshop participants attend with low expectations and have often been heard to say, "That was a great training. I didn't fall asleep." Stories make trainings more interesting. The fact that so many communities of color have rich storytelling traditions could be a gift to the training world. Several years ago, I was invited to facilitate a workshop on evidence-based practices with a number of Native American tribes. I was told that the group was "resistant to evidence-based practices", because they believed that "wisdom passed down from ancestors and a return to cultural practices, such as the use of sweat lodges and the medicine wheel, was all they needed". Based on these beliefs, I decided to begin my presentation with the use of storytelling prior to my discussion of evidence-based practices. At the end of the presentation, a tribal chief told me, "A few months ago, we had another speaker do a presentation with our tribe on evidence-based practices. We were so against his approach that out of discomfort he abruptly ended the presentation. When you told us stories you tapped into our tradition of storytelling, and we felt an immediate bond with you. We were comfortable enough to hear your message".

There are many benefits to storytelling in training.

- ❖ Factual information is easier to remember if it is connected to a story.
 - ❖ Stories can keep audience members awake. (You can have the best training material in the world, and it won't matter if the audience is asleep.)
 - ❖ Stories reach the hearts of audience members. Once the heart is open for learning, the head will follow.
 - ❖ Stories build rapport between the speaker and the audience and the audience members with each other, creating an atmosphere more conducive to learning.
 - ❖ Stories make the training hour fly.
- Cultural competence. A lack of cultural competence and cross-cultural tension can be a major cause of premature termination (Sue & Sue, 2007). As a speaker of color, you are able to increase the cultural competence of counselors who work with members of your cultural group. You possess "insider information", which allows you to impart that information to others, including knowledge of indigenous healers in the community, community strengths, protective factors, and resources available in the community to support recovery. One such example of a champion for recovery is Lien Du, a Vietnamese immigrant who noticed that alcoholism and gambling among Southeast Asians (Laotians, Cambodians, and Vietnamese) dramatically increases when they come to

live in America. Lien Du took matters into her own hands. She had the state DUI laws translated into seven Asian languages, so that recent immigrants would know the dangers of drinking and driving. She had the *South Oaks Gambling Screen* translated into four languages (Hmong, Vietnamese, Cambodian, and Laotian). She organized trainings to help Southeast Asians become certified as chemical dependence and gambling counselors. She has recruited monks (influential in the culture) to support prevention, intervention, and treatment efforts. Noting that there is no Vietnamese word for “fetal alcohol syndrome”, she started a campaign to educate her community about fetal alcohol syndrome, which led to a movement to discourage drinking during pregnancy. As a trainer, Lien Du could do a lot to educate the public on the use of indigenous healers, cultural pathways to recovery, community mobilization, and how communities can heal themselves.

- Creativity. While no culture has a monopoly on creativity, the use of drumming, music, storytelling, poetry, etc., common in the cultures of many communities of color, could lend itself to spicing up trainings, which are often humdrum and downright boring.

CHAPTER 2

The Voice of Doubt – “I Can’t Do This” – “Yes, I Can!”

Something is gnawing at you. You feel you have something to say that could best be expressed in a training presentation. You feel that what you have to say could dramatically increase recovery rates. You feel called to train!

One day you go to your mailbox and discover a brochure announcing an upcoming training. There are pictures of presenters in this brochure, but none of them look like you. The next day you find another brochure, this one containing no pictures, and when you read the names of the presenters, none matches your ethnicity. You say to yourself, “I can’t do this”. The voice of doubt creeps in. It may say something like the following:

- “I can’t do this. I’ve never seen one Japanese trainer.”
- “They would never hire a Latino.”
- “They don’t want to hear anything I have to say. I’m black.”
- “My accent is too strong for me to be a trainer.”
- “I don’t have enough education.”
- “The audience will hate me.”
- “They will all know more than me.”
- “A brother will never get his foot in the door.”
- “We are the invisible people. No one sees us; they certain don’t want to hear us.”
- “You’ve got to be kidding! I have never seen a black woman on a national stage.”

- “I won’t succeed because of racism.”
- “The audience will think I couldn’t possibly know anything because I’m a person of color.”
- “If I leave a message that I want to speak, they won’t even return my call.”

I asked a number of experienced trainers of color if they have had doubts about their ability to succeed as trainers in the addictions field, and if so, how they overcame the voice. Below are some of their comments:

- ❖ “As a Latin American woman, I read the statistics that one-third of Mexican men have a substance abuse problem. I want speak about how to address this problem. When I hear the voice of doubt about my credibility, I remind myself that I am doing this to help save my people.”
- ❖ “As an African American man, I was systematically trained to doubt my own competence. One trick I use when preparing my presentations is to make sure that I state a fact near the beginning of my presentation that most people don’t know, usually something scientific or cultural. This gives me confidence throughout my presentation.”
- ❖ “I speak with a strong accent. That is what makes me doubt myself. I get my confidence back by reminding myself that I speak with an accent, but I don’t think with one. There is absolutely no relationship between how I speak and how I think.”

- ❖ “As a black male, I looked at those conference brochures and didn’t see myself reflected there. This might sound corny, but I increased my confidence by watching episodes of *Rocky and the Karate Kid 3* over and over again. I told myself that if Rocky could defeat Apollo Creed and the Karate Kid could be champion, certainly I could succeed as a trainer, even though I saw few images of myself. Later I became a psychologist and realized that in watching these movies I was doing cognitive restructuring on myself. I was changing my mindset.”
- ❖ “As you know, I speak with a little slang, and that gives me a little doubt, too. I don’t sound as though I come from the suburbs. I have noticed that the more authentic I am as a trainer, the more people miss my imperfections.”
- ❖ “I decided I would succeed in spite of racism.”
- ❖ “I listened to Les Brown tapes and did everything he suggested.”
- ❖ “We Native Americans have survived a lot. When I feel scared I usher in the spirit of the ancestors to remind myself what we have endured as a people. I then tell myself that if my people could endure so much, certainly I can face this fear.”
- ❖ “I quote Carter G. Woodson, who said, ‘True equality is not about me being equal to you or you being equal to me or blacks being equal to whites. It’s about discovering the potential that lies dormant within you and then becoming equal to that potential,’ that

keeps me focused on improving rather than doubting myself by making unnecessary comparisons to others.”

- ❖ “If they tell me ‘no’, I simply say, ‘next’”.
- ❖ “I decided that as an Asian woman what I had to share about healing and recovery from my native culture is worth hearing. I remind myself of this as much as I need to.”

QUESTIONS

1. Have you ever heard the voice of doubt that tells you that you cannot succeed as a trainer in the addictions field?
2. If yes, what are the messages coming from the voice of doubt?
3. What is something you will say or do to counter each message?

CHAPTER 3

Getting Started As a Trainer

Many beginning trainers of color struggle to get their training careers off the ground, because they are not in an inner circle that will walk them through the steps of getting started. In this chapter I will outline a number of steps involved in beginning your training career in the addictions field.

Topic selection

It is helpful to speak on topics about which you have knowledge and about which you are passionate. I once referred a friend to an agency to facilitate a presentation on addiction, sure that he could do a good job. In fact, he was a hit! The meeting planner then invited him to speak on schizophrenia, and he accepted. Afterward, the meeting planner called me and said that she would never hire this speaker again. While the speaker knew the subject of addiction, he knew nothing about schizophrenia.

Some beginning speakers, when asked about their topics, respond by saying, "I can speak on everything". This is a red flag to people who hire speakers that they are talking to a neophyte.

It has been my observation that successful speakers often highlight three to five topics to present on in any speaking session. As time goes on, these speakers often change topics, based upon new areas of interest.

What are your speaking topics?

A.

B.

C.

D.

E.

If you are unsure of your speaking topics, please respond to the questions below.

1. In terms of your work in the addictions field, what are you most passionate about?
2. What gives you the most joy in your work that you would want others to experience?
3. What would you like to see changed in the addictions field?
4. What would you like to see improved in the field?

5. What do you believe is missing in the field?
6. What in our field bothers you the most? What about the field keeps you awake at night?
7. What do you think would improve service delivery and client outcomes?
8. What difference would you like to make?
9. What messages do you think are important to communicate to the field?

10. What do you think would motivate professionals in the field to do their best work and stay committed to that work?
11. What topics come to your mind after answering these questions?

Speaker Motivation

Your motivation is what will sustain you as you strive to reach your goals as a speaker. Please take a moment to write a brief paragraph outlining the reason(s) you want to speak in the addictions field.

From my observation there are two motivations that ultimately cause problems for speakers. They are:

Ulterior motives.

These involve abusing the privilege of the platform, using speaking to pad one's ego ("Don't your audience members wish you were as great as I am?") and as a dating service ("I am a successful trainer, go out with me and you can share in the wealth.")

Profit motive only

I think it is great to make money as a speaker. In fact, it is difficult to be at your best as a trainer if you're worried that your car may be repossessed once you leave the podium. It is difficult to inspire others with enthusiasm and sincerity if you are wondering if your lights, cable, phone, and electricity will be shut off when you arrive home. However, speakers whose only motive is financial often struggle in the early stages of their speaking careers as they are busy growing their businesses. Those whose only motive is profit also struggle to continue on the path during periods of economic recessions.

Training Goals

Goal setting is one way of helping you to get where you want to go as a trainer in the addictions field. Points to consider are whether your goal is to be a volunteer speaker or to speak as a part-time or full-time career path. It is important to remember that goals can change as one's training life develops.

My training goals include:

- A.
- B.
- C.

The first three steps I will take to achieve those goals are:

- A.
- B.
- C.

The three people who are training at the level that I would like to train, and from whom I can learn, are:

A.

B.

C.

The first three people I will contact to help me achieve my training goals include:

A.

B.

C.

I will measure the progress of my training goals by...

A.

B.

C.

Training Formats

There are a number of training formats. Below I provide a description of each and then will ask you to think about the training format that you feel you are ready to deliver at this time.

- Workshops

Often one to eight hours in duration, workshops often involve a combination of didactic presentation and audience participation at conferences. These are known as breakout sessions.

- Keynote addresses

Usually an hour in duration, keynote addresses are delivered by an expert in the field and someone with celebrity or entertainment value. Historically, keynote addresses were meant to entertain or inspire. More recently, they are presented

based upon the theme of the conference or on a topic deemed important to the field. Keynotes, with some exceptions, are given in speech form with little audience participation.

Keynote addresses can be presented as the opening of a conference, during the lunch hour, or at the close of a conference day, with each time slot offering its own unique challenges. Morning keynoters are often competing with sleepiness, participant hunger, lack of caffeine, and frustration from the morning commute. Luncheon keynoters are often competing with food and conversations occurring prior to the keynoter taking the microphone. Evening keynoters are usually dealing with fatigue, as participants have been attending presentations all day, concerns about travel conditions and traffic when they leave the conference, and their plans for the evening. As you can imagine, keynoting requires a great deal of skill as an entertaining expert who knows how to grab audience attention away from these competing elements.

- Plenary

The purpose of the plenary is to deliver information that is important to the addictions field and is often delivered in a one-to-two-hour time frame by a recognized expert. As it usually involves the imparting of more information than the keynote, it is usually longer. Some plenary speakers allow time for questions and answers. As with the keynote, there is usually no other conference activity when the plenary is being delivered. All participants are expected to attend.

A Cautionary Tale

Occasionally speakers eager to shine, that is, to make names for themselves, attempt to do keynote addresses or plenaries before they are ready for this level of presentation. Speakers need to be accomplished in their craft and to have faced enough audiences to be able to handle things that can go wrong.

QUESTION

In this section, I have outlined three types of presentations—workshops, keynote addresses, and plenary addresses. Which format do you feel that you are you prepared to deliver at this time?

Portfolio

Every speaker needs a portfolio to help market him- or herself. Such a portfolio should consist of a combination of the following:

- A one-page biographical sketch on quality paper, which lists two or more ways to contact you.
- A client list. The more you speak, the larger the list will become.
- Testimonials. These can be in the form of letters of praise from people who have utilized your speaking services. Many speakers make it a habit to ask for testimonial letters. Some speakers will take the best comments from various letters they receive and create a testimonial page for the portfolio.
- A five-by-seven photograph. This should be taken by a professional photographer. The professional photo is a thousand times more impressive than one taken at Walgreen's or with the family camera. The

photograph will be used for conference brochures and for articles written about you.

- Copies of brochures where you have spoken in the past (if you have brochures at this time).
- A list of publications.
- Longer biographical information, such as a resume.
- Press about you.

If you are missing any of these items, with time you will have them.

The good news

When I first became a speaker, I mailed out many packages of testimonials and other promotional materials. Ultimately, the mailing costs ran into a small fortune.

Today, thanks to the Internet, most are sent via email and cost nothing.

Public Seminars vs. The Niche

The hardest avenue to success is the public seminar. The seminar involves renting a large meeting room, auditorium, coliseum, etc., and inviting the general public. While it is not impossible to succeed in the public seminar business, and they offer the biggest bang for the buck, there are only a few speakers, for example Les Brown, Zig Ziggler, Tony Robbins, who have succeeded using the general public as an audience. One of the largest sponsors of public seminars recently let all participants in for free because of the depressed economy, perhaps hoping they would buy lots of books.

Public seminars can require the sponsor to spend thousands of dollars in creating and mass mailing of brochures. Speaking in specific industries (also known as niches) offers greater probability of success.

Some people are initially attracted to conducting public seminars because of the glamour involved in being on the big stage. However, one is far more likely to be successful in a niche, because there is zero-to-little overhead, and it is easier to build a reputation there. The goal is to stay in the niche long enough to become known. There are speakers who are famous within their own niches but who could walk through an airport unrecognized. We are lucky to train in the addictions field; we have a built-in niche. Regardless of whether you do public seminars or work in a niche, it is important to market your services.

Chapter 4

MARKETING FOR BEGINNERS

Finding Audiences for Your Presentation

There are two ways of finding audiences in the early stages of your training career—cold calls and warm leads.

Cold calls

This method of marketing involves contacting people you do not know to secure speaking opportunities. This form of marketing, also known as intrusive marketing, may be useful to generate speaking opportunities in the beginning of your training life. Many successful speakers began their careers with cold calls in order to generate sufficient opportunities to develop their craft and to establish themselves in the training world. While this method of establishing one's training career is primary and often necessary during the speaker's early years, the career of a veteran speaker who, after ten-plus years, finds him- or herself requiring this sort of marketing as the primary method, is probably in trouble.

You may be saying, "In order for me to find training opportunities, I need to ask for work from strangers. This is scary. Where do I begin?"

Perhaps the voice of doubt will raise its ugly head during your first calls.

- "They're going to hear my voice, realize I'm black, and hang up."
- "They'll give me the runaround."
- "They'll hear my accent over the phone and think I could have nothing of value to say."
- "They'll think I'm not smart."

My cold call experience

I began my training career making periodic cold calls. I, too, lost confidence between the time the receptionist put me on hold and I was connected to the person in charge of hiring speakers. During that brief time my voice of self-doubt kicked in, I would forget what I was planning to say, and I would vow to never make another cold call. Not long after I began this process and repeated my vow of no more cold calls, I heard Hall of Fame motivational speaker Les Brown speak on a PBS special. He stated that he began his speaking career making twenty cold calls daily. A few months later, I heard another great speaker, Al Walker, make the same revelation about his early experience. Hearing the same proclamation from two successful speakers renewed my confidence that I, too, could make twenty cold calls a day.

Cold call suggestions

1. Use directories to generate leads.

SAMHSA has a directory that lists all the licensed chemical dependence facilities in all fifty states. A free copy of their directory can be ordered at www.samhsa.org. You can also contact your local addictions counselor certification board and ask for a directory of the certification boards in all fifty states. These boards often sponsor addictions conferences.
2. Don't throw away the brochures you receive in the mail advertising workshops, seminars, and conferences. They can be used as a reference to contact program coordinators to let them know that you would like to

speaking for their organization. This was one of my primary cold calling methods. It works!

3. Develop a script. I found that a prepared script is useful in remembering what to say when you reach the conference or workshop decision maker. It is also useful to prevent “blinking out” and to keep confidence high because you will always know what to say.
4. Rehearse the script so that it feels and sounds natural. (See Appendix 1 on page 58 for a sample cold-call script.)
5. When asked during the cold call what you speak about it is helpful to know the agency or organization’s areas of interest so as to avoid immediate disqualification, as in the following sample interchange.

Training coordinator: “What topics do you speak on, Susan?”

Susan: “Family therapy and addictions.”

Training coordinator: “We don’t need that topic. Thank you for calling.”

In addition to knowing the topics of interest or needs of the organization, it is important to speak only on topics you can competently address. (More about this in the next chapter.)

6. Deal with “no.” It is important to have thick skin during the cold call process. For speakers such as myself who are naturally shy and sensitive, rejection is especially painful. It is necessary to simply put your fears aside for this enterprise. I called upon my awareness of the twenty-call rules of Les Brown and Al Walker to engender the courage I needed to face my cold-call system of building my career. Amazingly, my fears subsided, and

before long, I found that I could make my calls without apprehension. “No” did not affect me. (Perhaps this is why people with prior experience selling door-to-door are more likely to become millionaires than are doctors.)

Each speaker develops his or her psychological method of dealing with “no”. Aforementioned highly paid corporate speaker Al Walker reportedly earns \$10,000 per speech. During his cold-call days, he noticed that for every twenty calls, he booked one \$10,000 speech; therefore, after each cold call in which he received a “no”, he was able to smile and say to himself, “Thanks for the \$500,” realizing that $\$500 \times 20 = \$10,000$.

Author of *Million Dollar Consulting* Alan Weiss stated, “If you’re not hearing ‘no’, you’re not growing.”

Other speakers turn cold calls into warm leads.

Postscript: I estimate that in the beginning of my training career I made approximately 1,600 cold calls in four months. That calculated 1,598 rejections and two acceptances—one a national training organization and the other an international training organization. I immediately became a subcontractor for both organizations and acquired the title, “international speaker”. In short, these two acceptances launched my career. The 1,600 calls were worth every moment of anxiety, every nagging doubt.

Warm leads

Warm leads result in a greater percentage of “yes” responses. With warm leads someone whom the conference planner knows and hopefully respects gives you

a referral or the name of the conference planner. Below are a few important points about how to generate warm leads.

1. Each time you call someone who tells you his or her organization does not need a speaker right now, ask if there are people in the area who might be looking for speakers and, if yes, how you can reach them and if you might use his or her name as the person who gave you the information. During the period in which I made twenty cold calls per day, I could receive sixty warm leads per day.
2. Often organizations where you train can be sources of referrals. Some trainers routinely ask people who bring them in to train if they would refer them to three colleagues if they were pleased with the speaker's presentation. Just thirty delivered speeches could produce ninety referrals.
3. Early in my training career, I created a reference form that I passed out, with an okay from the conference coordinator, to workshop participants, asking for referrals. Below is a sample of such a form.

Dear Workshop Participant,

I am interested in sharing the information I presented today, and other topics, to other organizations. Please feel free to provide, in the spaces below, contact information of agencies you feel might benefit from this information. Thank you.

Name	Organization	Phone No.
1. _____	_____	_____
2. _____	_____	_____
3. _____	_____	_____
4. _____	_____	_____
5. _____	_____	_____

May I let these organizations know that you referred me? If yes, please print the requested information on the lines below.

Name _____

Organization _____

Thank you.

With one hundred people in an audience, it is possible to leave with over four hundred referrals.

Achieving critical mass

I once heard my mentor say that it is important for a speaker to achieve critical mass in order to have a successful training career. If your goal is for training to be your occupation, critical mass could be defined as delivering the number of speeches in a given year that, if repeated each year, would allow you to afford

the lifestyle you want to live. In my training career, the critical mass for me was one hundred speeches per year.

Here's how it worked. A combination of cold calls, warm leads, and the referrals that came naturally from doing a good job on the platform gradually inched me up to one hundred speeches. Once I achieved critical mass, the principle of one-for-one kicked in; that is, for every speech I delivered in one year, I was able to deliver approximately the same number of speeches in each subsequent year. I am convinced that, if you do an excellent speaking job, all it takes is for one person in each audience you address to like you enough to recommend you, and you will deliver the same number of speeches the following year.

Today, my primary method of marketing is delivering excellent presentations.

Three words about excellent presentations: Practice, Practice, Practice!!

A number of years ago, Chris Rock had his day. He was voted the number one stand-up comic in America. Rock stated that he had experienced a crisis the previous year. "I was performing in Chicago as the headliner and was booed off the stage. I watched that same audience give Martin Lawrence a standing ovation. I made a commitment that day to become as good as I possibly could as a stand-up comic. I decided I would perform as often as possible without being concerned with how much money I was making, so that I could get good. Most days that year I worked for next to nothing or for free. The end result was that I was voted, just one year later, the number one stand-up comedian in America."

This same process works for trainers. As the adage goes, “There is no teacher like experience.” People whom I have witnessed improve are the ones who create lots of opportunities to practice.

“There is no such thing as a free speech.” This is a common phrase in speaking circles. It happens to be true. Each time you speak you are showcasing—therefore marketing—yourself for future opportunities. It is not uncommon for trainers to turn free speeches into hundreds of thousands of dollars in paid opportunities.

Free speeches can also generate warm leads, which can mushroom into paid speaking opportunities. Speakers often wonder, “How many free speeches should I deliver?” and “When do I start charging?” I have asked many veteran speakers this question, and their answers vary. Some veteran speakers recommend that newcomers deliver fifty free speeches, then begin charging. Others recommend that speakers begin charging right away. My answer is that as long as you *think* you have something to say, don’t charge. As soon as you *know* you have something to say, begin charging.

Chapter 5

SUSTAINING A SUCCESSFUL TRAINING CAREER IN THE ADDICTIONS FIELD

While cold calling can help one initiate a training career, it is usually not enough to help one to sustain his or her career. I know of several speakers who have been training for ten or more years, whose primary method of marketing is cold calling. They are constantly in cash flow crises. Many have left the training field all together. In this chapter, I share strategies to help you sustain a successful training career.

1. There are three statements you want said about you consistently by people who hire you to speak, in order to sustain a training career.
 - A. “You were easy to work with and made my life easy”; “You were consistently pleasant, not too demanding, and you did what was asked of you in a timely manner”; “You arrived early for your presentation” (an hour beforehand is generally considered early).
 - B. “Your presentation was excellent!”

Two features of excellent presentations are:

- Substance
- Sizzle

By *substance* I mean that your presentation included facts, current research, and skills that workshop participants could use immediately. By *sizzle* I mean that you delivered the presentation in an exciting manner, perhaps using a combination of enthusiasm,

humor, stories, effective audio and visuals, etc. There are some trainers who believe that the only element of a presentation that matters is content. I once had a conversation with a man I believe is the greatest speaker in the social services arena, a psychologist who happens to be a researcher. I asked him the key to his success as a trainer, and he replied, "I know what business I am in. I am in the entertainment business!" With all his charts, graphs, and facts, he is aware of the importance of *sizzle*. I try to incorporate the latest research and science into my presentations, while simultaneously remaining mindful of a statement I once heard, "If people wanted only information, then librarians would be the highest paid people on earth." Everyone is not a stand-up comic or entertainer; yet, with practice, most trainers can learn to deliver their material in an exciting manner.

- C. You appreciate the fact that they hired you to speak. You give a simple thank you or a small gift as a token of appreciation. I routinely give handwritten notes of thank you to people who have hired me to speak. A surprising number of workshop organizers and conference planners have commented that they have never before received a thank-you card.
- 2. Referrals need to be a primary method of acquiring new business. As I stated earlier, it is difficult to thrive with cold calls alone. Consider the six primary methods trainers use to get hired (in descending order):

- A. The person wanting to hire you has personally heard you speak.
- B. A trusted peer told the conference coordinator you were good (and recommended you).
- C. A trusted subordinate told a conference coordinator that you were good (and recommended you).
- D. A third party told the conference coordinator you were good.
- E. The conference coordinator heard something about you from media.
- F. The conference coordinator received your promotional material.

Source: *Money Talks: How to Make a Million in the Speaking Business*, by Alan Weiss.

- 3. You have to be good at what you do! Lots of opportunities to speak can help in this area, along with feedback. This feedback is not solely from workshop participants; another source of valuable feedback is from people who are currently more effective than you as speakers. Some trainers will ask these individuals to attend their sessions to give them feedback as to how they can improve.
- 4. Repeat business. It is difficult to sustain a training career on new business alone. In the 1930s there was an old adage, "It's easier to get a new speech than it is to get new material." At that time, there were approximately a total of ten speakers in the United States, including Dr. Norman Vincent Peale, Art Linkletter, and Dale Carnegie. These prominent individuals generally had one speech that they delivered over

and over to different audiences. There was one man who delivered one speech, “Acres of Diamonds,” to nearly 2,000 audiences. Today, the adage is, “It is harder to get new clients than new speeches (material).” A goal today is to keep your existing clients while adding new ones. I have three clients who have hired me to train for twenty consecutive years. The strategy is to diversify your training topics and consistently achieve excellent results, while building rapport with current clients.

5. Achieve results. One of the more important ways to sustain a successful training career is to consistently achieve results. You can have the most exciting and entertaining delivery style in the world, and if you do not achieve results, it is hard to get repeat business and referrals. When talking with conference planners, I utilize the following questions to help ensure that my presentations are results oriented:
 - A. What results do you want the workshop to achieve?
 - B. What would achieving these results mean to your organization (or conference)?
 - C. What do you want participants to know as a result of this presentation?
 - D. What behavioral changes would you like to see as a result of this presentation?
 - E. What do you want participants to be able to do as a result of this presentation?

6. Give. The late Keith Harrell was called by the *Wall Street Journal*, “The number one speaker in the world.” An African American male, Harrell once said that the key to his success as a speaker was that he tithed, that is, he contributed ten percent of his income to charity. Giving is a universal concept practiced in most religions; Judaism, Christianity, and Islam all speak of tithing. Hinduism speaks of karma. “Give to the world, and you will have good karma.” “Give and you shall receive” is a universal truth, even consistent with Newton’s law of physics, actions/reactions. The law states that for every action there is an opposite and equal reaction. Several years ago, I decided to conduct ten percent of my presentations at no charge to honor this law and spiritual tradition of giving practiced throughout the world. While we are in this current recession, I have increased the amount to nearly twenty percent. I believe this practice is a primary contributor to my business success.

CHAPTER 6

“MY TRAINING CAREER IS STUCK: WHAT DO I DO?”

This chapter is geared toward experienced trainers of color whose careers are stalled and offers strategies to get unstuck.

Getting unstuck

Some speakers are thriving in the current economy. I have spoken to many trainers whose careers are currently stalled and whose speaking opportunities have dwindled. Some are among the greatest speakers I have heard speak. If you love what you do, and your career is stalled, I offer the following suggestions.

1. **Do a searching and fearless inventory.** With this step you are courageously examining the reason your training business has stalled. The Joharis Window suggests that we all have blind spots, things that we cannot see, things that are difficult to look at. To avoid looking at these issues, some trainers of color might simply say, “I have no work because of the economy. We are in the greatest recession since the Great Depression.”

In my opinion that explains why their business may have decreased, but it does not explain why they have “no business”. Or, perhaps the speaker might say, “My business is down because of racism.” While I am keenly aware of the impact of racism in all occupations, if that alone was the cause, then no speakers of color would be doing well. (It took myriad cultural groups working together to elect Barack Obama as president.) The hard work involves looking at what else might be

contributing to the business decline. Here are a few questions you can use to help with this inventory:

A. Am I a *transactional* or a *transformational* speaker?

A transactional speaker is one who receives a call to speak, asks for the topic, speaking date and location, and delivers a speech. A transformational speaker is one who changes the client's condition as a result of his or her speech. There are few transformational speakers and many transactional speakers. Transactional speakers are "a dime a dozen." They are not in demand. During a recession, their situations usually worsen. On the other hand, transformational speakers stay in demand, even during a recession such as the current one. They may experience a drop in income but not to a level at which they might begin to ponder the statement my grandfather made many years ago: "There's always work at the Post Office."

Transformational speakers achieve results. Instead of beginning their conversations with training coordinators about dates and locations of the speeches, they begin with results-oriented questions such as:

- ❖ "What results would you like my training to achieve?"
- ❖ "What would achieving these results mean to your organization—financially, clinically, for your reputation, etc.

Transformational speakers go about the business of achieving such results.

- B. Am I perceived as an expert? Trainers perceived as experts in their fields often continue to thrive even in a bad economy. Because of their expertise, they often make the cut, the “A” list, even when training coordinators have tighter budgets and cannot afford to hire as many trainers. Below are a number of questions that will be useful in determining whether you are seen as an expert in the addictions field

- ❖ Are you offered many consulting opportunities? If yes, this is a major sign that you are perceived as an expert. Consulting is a great source of income for many speakers.
- ❖ Are you one of the first three to five people who come to mind when your topic is discussed?
- ❖ Are you asked to present plenary speeches regularly? This is another sign that you are perceived as an expert.
- ❖ Do people try to book you early for conferences, or do they generally wait until the last minute?
- ❖ Have you been invited to publish on your primary topic areas?
- ❖ Are you invited to be a member of national committees on addictions?
- ❖ Are you quoted by other speakers on a regular basis?

- ❖ Are you quoted in journal articles or other writings on a regular basis?

(If you answered “no” to most of these questions, you will find strategies for how to be known as an expert later in this chapter.)

- C. Is my product good? Am I an effective speaker? From my experience, these are the most difficult questions to answer honestly. Evaluators do not always give us the feedback we need. Great sources of feedback include “no-yes men and women” whom we respect and who will not just tell us what they think we want to hear.
- D. Am I getting repeat business? Transformational speakers will often do 75 percent to 90 percent repeat business. If after a decade you are primarily going from new client to new client without much repeat business, it may mean that you should change how you do what you do.
- E. Are my fees too low? This can create many problems. You may not be perceived as an expert if your fees are too low. The old saying, “It’s not what you make, it’s what you keep,” is as true for the training field as it is for other fields. The training and conference business was hit hard after the planes were flown into the World Trade Center on September 11, 2001. Safety concerns led to many organizations decreasing conferences and workshops. Speakers

who did not have “money saved for a rainy day” promptly went out of business.

I was taught that there are three parts to a successful speaking career:

- ❖ Speaking
- ❖ Marketing
- ❖ Financial

I was also taught that, in order to succeed, you need to be good at all three. Many people rarely are. In the beginning of my own career, I was a pretty good speaker but knew little about the marketing and financial aspects of the business. I engulfed myself in those two subjects and now know that holding on to some money and knowing how to invest money are important, so that you will have reserves in future slow training seasons.

I know an African American speaker whose life nearly unraveled because his speaking fees were too low. He delivered one hundred speeches per year at \$300 per speech, for a grand total of \$30,000 per year, minus the \$20,000 a year it took him to run the one-hundred-speech-a-year business. With a family of four to support, he was living beneath the poverty line. Doing this much work with so little in return, with financial responsibilities of a family, can wear on your psyche. This speaker later told me that he charged the low fees because he was African American.

While we can spend hours talking about fees, there are a few points that are of major importance. Many beginning speakers charge about \$500 per day. Many successful veteran speakers charge \$1,000 to \$3,000 per day. In behavioral health conferences, renowned experts often charge \$2,500 to \$5,000 per day. Millionaire speakers/consultants tend to charge what their speeches are worth (See *Million Dollar Consulting*, by Alan Weiss). One imperative I would advise is to never charge by the hour. That is the easiest way to be perceived as an amateur.

In the beginning of my speaking career, I charged an amount that I could request without stuttering. As I have expanded my career and after many conversations with my mentor, I have decided to keep my fees in the middle range—not so low that I am perceived as an amateur and not so high that the clients I most want to reach cannot afford to hear me speak.

- F. Am I being typecast? This Hollywood term refers to the tendency of actors of color being given stereotypic roles, such as pimps, maids, drug dealers, gang members, prostitutes, etc. The same can happen in the addictions field; for example, trainers of color may be asked to facilitate only diversity trainings. While diversity might be your passion, it is difficult to have long success as a trainer with just one topic.

How often do you see workshops on diversity at addictions conferences? When offered, they are often poorly attended because of how uncomfortable participants feel discussing this subject. I decided upon the following early in my career:

1. I would not allow myself to be pigeonholed or typecast. I offer diversity trainings along with four or five other topics always.
2. Diversity is important to me. I will make sure I weave this topic into other subjects I teach. For instance, if I am facilitating a presentation on clinical supervision, I will spend some time talking about cross-cultural supervision. If I am presenting on working with chemically dependent families, I will devote a segment to Latino families, African American families, etc.
3. I prefer to facilitate diversity trainings at agencies as a part of a systems change initiative rather than as a one-and-a-half-hour workshop at a conference.

QUESTIONS

1. What did I learn from doing the searching and fearless inventory?
2. Do I need to change any of my marketing strategies, based upon what I learned by doing the inventory?
3. Do I need to change anything about my product (speaking) based upon the inventory?
4. Am I a transactional or transformational speaker? If I am a transactional speaker, how do I become more transformational?

These are the steps I will take to become a more transformational speaker:

- A.
 - B.
 - C.
5. Am I perceived as an expert? If not, these are the steps I will take to develop my expertise.
- A.
 - B.
 - C.
6. Are my fees too low for me to save money for a rainy day?
7. Do I need to work with a mentor to help me with my marketing strategies, product or other areas that will help me get unstuck?

Three people I would like to approach as potential mentors include:

- A.
- B.
- C.

Other activities that help when a training career is stalled:

- 1. Make cold calls daily (ten per day) and generate warm leads.
- 2. Call former clients to say hello.

3. Let former clients know about new topics you speak on.
4. Have weekly lunch with colleagues to generate ideas and eliminate isolation.
5. Give free speeches.
6. Develop expertise in new areas. Let the world know about these new areas.
7. Fill out requests for proposals for conference speaking.
8. Seek guidance from a mentor.
9. Work part-time to supplement income.
10. Subcontract with large training groups.

CHAPTER 7

FOR SEASONED VETERANS: TAKING YOUR TRAINING CAREER TO THE NEXT LEVEL

Successful trainers often ask themselves, “How can I take my training career to the next level?” For trainers of color, this is a time when the voice of doubt can rear its head once again.

- ❖ “As a Latino, this is as far as I can go.”
- ❖ “The top is preserved for Caucasians.”
- ❖ “My fear is that I won’t be able to go any further.”

We defeat this voice by getting into action. A first step might be to define what the next level will look like, the reason you want to be there, and how to get there. To help accomplish this, take a moment to respond to the questions below:

1. Can you describe the next level in your training career?
2. What would it mean to reach this level?
3. If you reached the next level, what impact would it have on the addictions field?
4. If you reached the next level, what would be the monetary benefit?

5. Who are the people currently training at the level at which you would like to speak? Could any of them be potential mentors? Are you willing to interview any of them to discover how they achieved their success?
- A.
 - B.
 - C.
 - D.
6. Are you ready for higher profile speeches? The first chapter described various training formats and suggested that many trainers are not ready to keynote conferences or to be plenary speakers in the beginning of their careers. Perhaps now is the time for you. Keynoting and presenting the plenary addresses, when done consistently well, can be a boost to one's career, in that they can establish you as a leader in the field and give a great deal of visibility to your message. Here are some questions to ponder to decide if it is time for you to keynote or to be a plenary speaker.
- A. Have your trainings gone consistently well?
 - B. Do participants sometimes say to you at the end of your trainings that you should be the keynote speaker?
 - C. Do participants ever write on evaluation forms, "You should be the keynote speaker next year"?
 - D. Do you feel you could do a good job on the platform no matter what the circumstances? One advantage of delivering workshops repeatedly for a number of years is that you get to witness just about everything that can go wrong, i.e., the lights go out in the training room, the LCD projector for PowerPoint does not work, the microphone is too low, the temperature in the training room is so hot you can almost fry an egg on the floor, you have a heckler in the audience, etc.

- E. Do you have expertise in your subject matter?

- F. Are you ready to risk rejection? Sometimes a speaker is thrust into the role of keynoter. Other times you apply. In so doing you run the risk of rejection.

Other Activities That Help a Trainer Get To the Next Level

1. Publishing. This is the secret of both Einstein and Freud. They wrote and in doing so established themselves as expert in their fields. Take a moment to read the bios of the top ten speakers in the addictions field. You will discover that many of them have published extensively, some as many as 300 to 500 articles. This is one of the more effective ways of establishing oneself as an expert. Some of you are saying, "I'll never write 400 articles." The good news is that the philosopher was correct who wrote, "The journey of a thousand miles begins with one step." You can start with one article.
2. Being first. Using P. Diddy, Britney Spears, and even the late Michael Jackson as spokespersons has not allowed Pepsi to catch Coca-Cola in the soda-making business. Coke has consistently earned more money than Pepsi. While they are both cola drinks, Coke is seen as synonymous with cola. For years Xerox controlled the photocopying business to such a degree that Xerox became synonymous with photocopying. Coke is fifty years older than Pepsi, and Xerox was the first modern photocopying corporation. Is there an area of expertise that you possess that you could be the first to present by speaking on it or writing about it? Many people have written and spoken on general subjects such as relapse prevention. What about micro topic specialties such as relapse prevention specifically with Latino/Hispanics, Eastern approaches to relapse prevention, Native

American sacred rituals as relapse prevention, relapse prevention for African Americans in the hip-hop culture?

3. Multiple streams of income.

“Every business owner should have five sources of income.” – Pastor T.D. Jakes.

Multiple streams of income can help a trainer take his or her career to the next level financially and increase visibility, establish the trainer as an expert, and help take his or her career to the next level. Sources of income include:

- ❖ Training
- ❖ Consulting
- ❖ Publishing
- ❖ Private practice
- ❖ Webinars
- ❖ Teleseminars
- ❖ Grant writing
- ❖ Retreat facilitation
- ❖ Recovery homeowner, etc.

4. Mastermind group. In the book, *Think and Grow Rich*, Napoleon Hill's research revealed that most wealthy people belong to Mastermind groups. A Mastermind group is two or more powerful minds that come together to problem solve, offer input, and help take each other's careers to greater heights. Many successful speakers, including: Les Brown, Keith Harrell,

Tony Robbins, Lisa Nichols, and *Chicken Soup for the Soul* authors Jack Canfield and Mark Victor Hansen, etc., attribute a large part of their success to Mastermind groups. Some key ingredients of an effective Mastermind group are:

- ❖ Members who have each achieved some success individually.
- ❖ Members whose attitudes and spirits are positive.
- ❖ Members who are motivated to grow and encourage each other to grow.
- ❖ Diversity. Occupational diversity can be particularly helpful. This allows for broad thinking and problem solving. Just imagine the ideas that could be on the table if the group consisted of a banker, a lawyer, a carpenter, an actor, a writer, and an addictions counselor.
- ❖ People who have achieved greater success than you.

Crabs in a barrel

There are times when people of color fail to support each other, fearing that, “If you succeed, there will be no room for me” or “There is room for only one of us”, so like crabs in a barrel, they pull each other down. It is easy to see how this could occur in the training arena. We get brochures that often list zero to one persons of color as trainers. It is easy to believe that there is room for only one person of color. It is important to resist this urge.

5. Mentorship. Throughout this manual, I have expressed the importance of mentorship. Mentors can be helpful to you as you strive to take your career to greater heights, through support, candid feedback, and guidance.
6. A network. Harvey McKay, author of *Dig Your Well Before You're Thirsty*, speaks of the importance of a powerful network. The adage, "No one succeeds alone" is true for addictions trainers. Who should we have in our networks?
- ❖ Mentors.
 - ❖ Great thinkers and business leaders (read their books).
 - ❖ Mastermind groups.
 - ❖ People who hire us to train.
 - ❖ Counselors, a valuable source of information about what is *really* happening in the field.
 - ❖ Researchers.
 - ❖ Family.
 - ❖ Friends.
 - ❖ Staff.
 - ❖ Peers. I could not have achieved success without a peer network. We eat lunch together periodically, problem solve, work together on projects, and offer emotional support and make referrals to each other. Here mutual trust and respect is of the utmost importance. "I feel comfortable referring

training opportunities to you, because I trust you will have integrity and do a great job.”

❖ People who hire us to train.

Nurturing your network. Activities that help:

A. Saying thank you, verbally and in writing

B. Little gifts. Points about gifts:

❖ Not too expensive. You can't buy success in the training business.

❖ Something they like. “A gift is when you give someone something he or she likes. So, if you give someone something and he or she doesn't like it, don't call it a gift, call it something else.” - *Mutant Message Down Under*

❖ Not too personal.

❖ Nothing that would make his or her spouse or partner uncomfortable.

C. Show up. People pay attention to those who show up at:

❖ Celebrations.

❖ Holidays.

❖ Anniversaries.

❖ Parties.

❖ Funerals.

D. Remember birthdays.

E. Remember their important relatives and ask about them.

- F. “Give and you shall receive.” Harvey McCay says that what impresses him most about Lou Holtz, former football coach at Notre Dame, is that he begins each conversation with “How is your family?” and ends each conversation with, “What can I do for you?”
- G. Call members of your network periodically just to say hello.
- H. Listen more than you talk. “The easiest way to make and keep friends is by listening.” – Dale Carnegie
- I. Provide emotional support when they are having a difficult time.
- J. Have long-term integrity with your network.

Those Who Hire You to Speak

Over the course of the past twenty-five years I have had over 90 percent repeat business. I do not believe that my good presentations alone are the reason. I have done my best to honor the ten suggestions I have laid out on nurturing your network. As I stated earlier, I have three training coordinators who have hired me for twenty consecutive years. We are friends. During the twenty years I have known them, we have supported each other through births, deaths, and celebrations. It is my opinion that if one’s speaking career is moving in a good direction, eventually powerful meeting planners will say, “I’m adopting you. I will hire you as often as possible.” This occurs because you are good, but also because you are a part of their network and they like you.

- 7. Leave every room you enter better than how you found it. If you garner a reputation of one whose message consistently helps individuals and

organizations to change, your career will move to greater heights. You are a transformational person.

Born in Lebanon, Nido Quiban came to America as an immigrant with just fifty dollars in his pocket. Quiban rose to become one of the top speakers in America. He states, "I don't have a million clients; I have about twelve. Five of these clients have financed all my other businesses (bank owner, chairman of Great Harvest Bread Company), paid for my homes, and financed my kids' educations. These five meeting planners have switched companies on different occasions, and they have told me, 'Wherever I go, I'm taking you with me.' It is because, as a trainer and consultant, I helped transform their systems in a positive manner."

8. Giving back. "You cannot live a perfect day without reaching out to help someone who may never be able to repay you." – John H. Wooden

I believe that one of the best ways to ensure business success is by helping others. A particular need that exists in the addictions field is preparing the next generation of addictions trainers. Much has been written in the workforce development literature about the "graying" of the field. Some reports indicate that your average addictions counselor is between the ages of forty-five to fifty-five, and leaders of the largest agencies in the nation are near retirement age. There are predictions that indicate that the addictions field will soon see a counselor and leadership crisis. The same is probably true for addictions trainers as well. We have seen the same trainers for years, and they are aging. How well are

experienced trainers doing in preparing the next generation of trainers in the addictions field?

My mentor has taken up the mantle in doing his part in helping prepare the next generation of trainers. He once told me that he asked his own mentor, "How can I repay you for all you have given me?" His mentor responded, "Pass it on to someone else." As experienced speakers, we frequently have people come up to us and say, "I want to do what you are doing." We can help move our field forward if we help show these interested people the way.

This benevolence can also help to move our own careers forward through the universal principle of "Give and you shall receive." As people of color, many of us were taught by our elders and ancestors about the importance of looking out for the next generation. My hope is that, as experienced trainers of color, you will carry that mantle as well.

CLOSING COMMENTS

I have enjoyed writing this manual. I hope it helps new trainers begin their training careers, seasoned veterans to take their careers to greater heights and to help prepare the next generation.

APPENDIX 1

Sample Phone Script For Cold Calls

Trainer (talking to a receptionist):

Hello, my name is Darryl Robinson. I am a trainer in the addictions field. I would like to speak to the person at your organization who hires trainers.

Receptionist:

Just a minute. Let me put you through to Terry Patterson.

Trainer:

Hello Mr. Patterson. My name is Darryl Robinson. I am a trainer in the addictions field. I am interested in doing a workshop for your organization.

Mr. Patterson:

Can you tell me about your background and your training topics?

Trainer:

I have a Master's degree in Psychology, and I'm a certified addictions counselor. I have worked in the addictions field for ten years, first as a case manager, then as a counselor and a supervisor. These experiences have taught me a lot about most aspects of addictions treatment. My direct practice experiences illuminate my training in that they give me firsthand experience that I can draw from as a trainer. As far as my topics, what are your most important needs?

[Notice that Darryl did not mention his topics in the beginning of the conversation. I have found that one of the easiest ways to discredit yourself as a trainer is to talk about topics before you have first discovered the needs of the organization to whom you are presenting yourself. Listening to the prospective

client first also allows you to establish a relationship, which increases the chance that you will be brought in to speak.]

Mr. Patterson:

A growing trend in our field is staff needing to know more and more about evidence-based practices.

Trainer:

Are there any evidence-based practices of special interest to you?

Mr. Patterson:

Motivational interviewing.

Trainer:

I am a mint trainer, trained in motivational interviewing by William Miller, the founder of motivational interviewing. I have been doing trainings on motivational interviewing for the past two years.

Mr. Patterson [with enthusiasm]:

Great!

[This conversation is off to a good start. The training coordinator mentioned a topic that was aligned with the trainer's experience. In the event that the organization's training needs and topics that can be presented by the trainer are not aligned, it is important to say so. There are still many options available, such as:

- A. The trainer could volunteer to recommend another trainer who specializes in those topic areas.

- B. The trainer could suggest that the training coordinator call him or her if the organization becomes interested in any topics the trainer presents.
- C. The trainer could ask for warm leads. "Do you know of any organizations that might be interested in my topics?"]

ABOUT THE AUTHOR

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