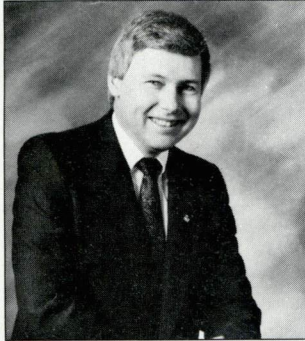


THE TOASTMASTER

A P R I L 1 9 9 0

**The Leadership
Challenge**

1990 CONVENTION
For details see page 8.



The Art of Negotiation

Disagreement, conflict, deadlock, breakdown — whichever word you choose, it points to a lack of communication. Unfortunately, in both our personal and professional lives, disagreements and conflicts often arise. Fortunately, there's a way to resolve them: through negotiation. Those who have discovered the fine art of negotiation have reaped the benefits of building stronger relationships, getting better deals and generally coming out ahead.

In 1987, as my daughter Andrea neared her 16th birthday, she had an overwhelming desire to get her driver's license. She knew it would take all of her negotiation skills to convince me to let her get her temporary license, use the family car and teach her how to drive.

I was dealing with a master negotiator. She quickly recognized that the first step in negotiating is to create a plan in which everyone wins.

You may ask, "How can both parties win?" Look at it this way: It's a matter of give and take. Each party must give something to get something in return. The end result should be a mutually satisfying agreement. A "win-win" outcome is not impossible to reach. Every day, we often compromise or come up with creative solutions to reach agreements.

Successful negotiation involves cooperation. You must ask yourself "How can both of our needs be satisfied?" and "How can we cooperate to achieve our individual goals?" The sooner we do away with the attitude of "squeezing our opponent into a corner," or "gaining a one-sided victory," the easier it will be to reach a satisfactory, long lasting agreement — a win-win situation. A two-sided victory requires planning, preparation and a positive attitude.

Andrea recognized that she had to become aware of my goals and maneuver her objectives to meet my needs. She knew that I love to get up early on weekend mornings and go for a long drive in the country, taking one of my children along for company. It was simply a matter of clearly identifying those needs and tying them to her objectives. Three months later, she passed her driving test and received her license.

The art of negotiation is a process of identifying needs and setting objectives while being flexible and compromising. This results in a win-win situation for all parties. These principles, which are really extensions of the communication process, can be developed and practiced in our Toastmasters clubs. Our members will benefit through enriched experiences and stronger clubs. This is clearly a win-win situation.

"Understanding leads to the revealing of new ideas to be understood and used."

Dr. Ralph C. Smedley

JOHN F. NOONAN, DTM
International President

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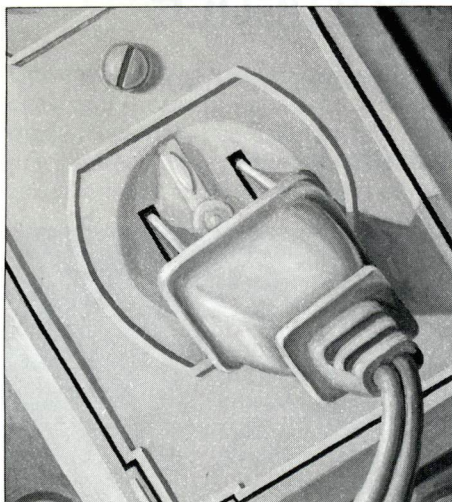
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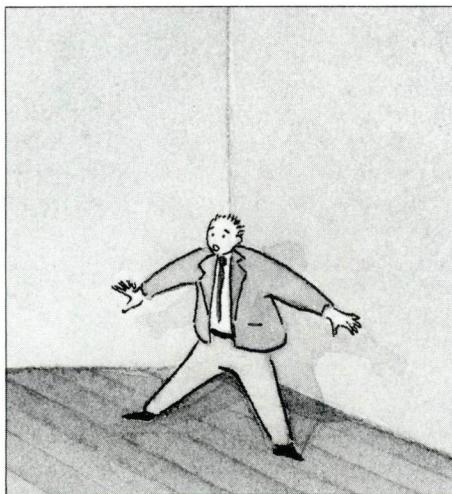
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THE TOASTMASTER Magazine (ISSN 0040-8263) is published monthly by Toastmasters International, Inc., 2200 North Grand Avenue, Santa Ana, CA 92711. Second-class postage paid at Santa Ana, CA, and additional mailing office. POSTMASTER: Send address changes to THE TOASTMASTER Magazine, P.O. Box 10400, Santa Ana, CA 92711.

Published to promote the ideals and goals of Toastmasters International, an organization dedicated to helping its members improve their ability to express themselves clearly and concisely, develop and strengthen their leadership and executive potential and achieve whatever self-development goals they may have set for themselves. Toastmasters International is a non-profit, educational organization of Toastmasters clubs throughout the world. The first Toastmasters club was established by Dr. Ralph C. Smedley on October 22, 1924. Toastmasters International was organized October 4, 1930 and incorporated December 19, 1932. This official publication of Toastmasters International carries authorized notices and articles regarding the activities and interests of the organization, but responsibility is not assumed for the opinions of authors of other articles. Copyright 1988 by Toastmasters International, Inc. All rights reserved. The name "Toastmasters" and the Toastmasters emblem are registered trademarks of Toastmasters International, Inc. Marca registrada en Mexico. PRINTED IN U.S.A. All correspondence relating to editorial content and circulation should be addressed to THE TOASTMASTER Magazine, P.O. Box 10400, Santa Ana, California 92711. Phone (714) 542-6793 Non-member price: \$12.00 per year. Single copy \$1.25.

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Connecting With Your Audience

Make your speech fit the expectations of the audience.

By Judith E. Pearson, DTM

I'll never forget the day my friend, Ike, phoned to ask me to speak to his Toastmasters club. At that time I was an Area Governor, planning my club visits. Ike was President of the "Sanity Seekers" club, made up of the training and administrative staff of Lorton Reformatory, under the Washington D.C. Department of Corrections. Since my visit would coincide with the club's celebration of Black History Week, Ike asked me to be the keynote speaker for the luncheon.

At first, I was honored and delighted, but as the time for the luncheon grew near, I began to feel trepidation. I knew that most of the people in the audience would be black men, and I feared they would not be receptive to me, a white female, who had never seen the inside of a prison. Moreover, I knew nothing about black history. I felt I had very little in common with this audience, and for days I pondered what I could say to set the tone for the luncheon.

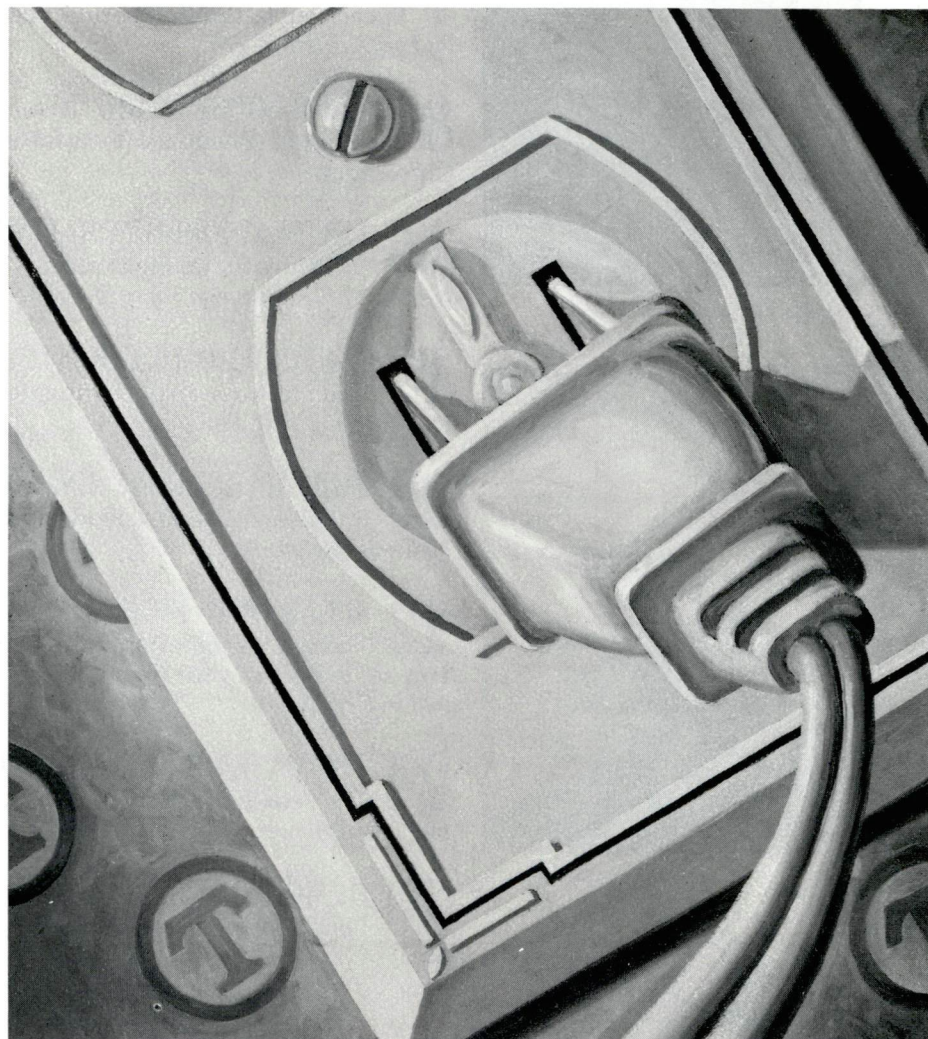
It was during this time that I realized the importance of connecting with an audience. I realized that my lack of familiarity with this audience was my problem, not theirs, and the way to solve the problem was to educate myself and learn about their needs and interests. This experience remarkably improved my speaking abilities. In case you've yet to encounter a similar situation, I'd like to share what I've learned.

Connecting with your audience means establishing a relationship with them, understanding them, and presenting a message in terms they can comprehend. In fact, your ability to understand your audiences greatly influences your success as a speaker.

When preparing your speech, ask yourself three questions about your audience: "Who are they?," "What do they know?" and "How can I speak their language?" Let's examine each of these questions in detail.

First, consider the demographic characteristics of the people in your audience—age, ethnicity, education, occupation and gender. These factors are important because they contribute to people's experience and shape their thinking about the world.

Next, what does the audience know? Most people attend a speech because they want education, training or information. They want answers to questions, solutions to problems, and reassurances about their concerns. Often they want something less tangible, in addition, such



as entertainment, motivation or inspiration. Make the purpose of your speech coincide with the audience's needs and expectations.

Speaking the language of your audience means preparing examples and anecdotes with which your audience can easily identify. It means giving facts and figures that pertain to their daily lives, phrasing your ideas in their vocabulary, and using their vocabulary correctly. That *doesn't* mean to pass yourself off as someone you aren't, by affecting a phoney accent, for example, or trying to be just like

the people in your audience. But it does mean being aware of your audience's general opinions and ways of communicating.

Failure to accurately assess audience opinions and viewpoints can result in disgrace. We all know of public figures who have been criticized by the media for improper and inaccurate remarks about a minority or special interest group. Recently, the popular television personality Andy Rooney was suspended from "60 Minutes" for his remarks about blacks and gays.

To cite another example, Gallaudet

"I realized that my lack of familiarity with this audience was my problem, not theirs, and the way to solve the problem was to educate myself and learn about their needs and interests."

University, the leading U.S. university for deaf and hearing impaired students, made national headlines when the newly-hired university president was asked to relinquish her position because she didn't know the language of the students—American Sign Language. For this woman, failure to speak the language of her "audience" resulted in the loss of a prestigious job.

One important aspect of speaking the language of the audience is word choice. Follow these three rules: Do not confuse, do not offend, and strive for accuracy. To avoid confusing your audience, stay away from acronyms, slang, jargon, foreign words or technical terms your audience may not know. If words of this sort appear in your speech, explain what they mean.

To avoid offending your audience, steer clear from material that is questionable from a sexual or racial perspective, and is generally in poor taste. "When in doubt, leave it out," is excellent advice. Remember that your audience may contain a variety of people from differing ethnic, racial, religious and socioeconomic backgrounds. As a speaker, it is your responsibility to show sensitivity and respect to *everyone* in your audience.

By striving for accuracy, you will maintain a higher level of credibility with your audience, and come across in a professional manner. Be certain your facts and figures are correct, and that your grammar and pronunciation are proper.

Once you know about the characteristics, expectations and language of your audience, the next step is to tailor your topic to your audience. If your audience is heterogeneous, strive for a general approach to your topic. Seek a broad appeal. Ask yourself, "What would the average person want to know about my topic?" If your audience is more homogeneous, try a more specific approach to your topic, based on audience interests.

As an example, let's suppose I am giving a speech on the advantages of joining Toastmasters. To a general audience, I might talk about how Toastmasters helps people become better communicators and leaders. Speaking to an audience of salespeople, however, I might talk about how Toastmasters helps salespeople

talk to customers, make better sales presentations, and perhaps earn more money. The point is this: Don't give the same speech to every audience. It is important to know your topic, but it is equally important to know your audience, and present your message accordingly.

Where do you find information about your audience? Begin with the organization sponsoring your speech. Ask questions like "What kind of people will be in the audience?" and "What kind of information will they want?" Also, contact a person representing your audience and ask for feedback on your approach to your topic and your method of presentation. Professional organizations or civic societies that serve your audience are another source of information. Visit these organizations, talk to their staff and read their literature. Finally, there is always the public library, which may carry books about the type of people you're addressing.

If your time is limited, you can still gather information on the day of your speech. Arrive early and be at hand when audience members enter the room. Introduce yourself to one or two with a friendly handshake. Say something like, "This is the first time I'm speaking to this audience. Could tell me what you'd like to hear about my topic?" During your speech, it is sometimes a nice touch to refer to the person with whom you spoke: "Just before my speech today, I was talking with Joe Smith, whom some of you may know. He told me some of your interests and concerns." Speakers who use this technique seem to endear themselves to their listeners.

You'll also learn about your audience during your presentation by observing their facial expressions and postures. These nonverbal cues tell you if your audience is really interested in your message. If they look bored or distracted, enliven your presentation by using more gestures, strengthening your delivery or adding some humor, if appropriate. If they look confused, slow down and explain your point.

The best way to gauge audience reaction is to permit questions or follow your presentation with a discussion period. This works best with small groups, and requires group facilitation skills on the

part of the speaker. If your audience seems reluctant to comment or participate, ask an open-ended question such as "What do you think about the information I just presented?" Another technique is to arrange with someone in the audience to ask the first question and start the ball rolling. By using these techniques, your chances of having an enthusiastic and responsive audience are much greater.

This is how I solved my problem of connecting with my audience at the Black History Week luncheon:

First, I searched for common links between the audience and me. I realized that being female, I too had experienced discrimination, unfair stereotyping, and low expectations by others regarding my career potential. Although social attitudes are improving, most minorities face prejudice at one time or another, and courage is needed to overcome it. I now

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understood and appreciated the pride and pleasure my audience would have in celebrating significant achievements by black Americans. I knew my audience would enjoy an inspirational message reflecting that pride and pleasure.

Since my audience would be Toastmasters, I decided to use my speech to honor black communicators and speakers who had changed the course of history by speaking out against discrimination and prejudice. I then researched my topic. I visited a library to obtain books

on black history and called a black friend who had studied black history. What I learned was fascinating.

I learned about a female slave named Sojourner Truth, who spoke out against slavery in the mid 19th-century. I read about Langston Hughes, who in the 1920s was considered the poet of the Harlem Renaissance. I was reminded of contemporary communicators such as university professor Barbara Jordan, activist Malcolm X, the Reverend Jessie Jackson, and, of course, the great Martin Luther King Jr.

The day I gave my keynote address, I read satisfaction and approval in my audience's faces. I knew that my speech was a success, because I had succeeded at connecting with them. That day, I realized that the words we choose can serve as barriers or bridges. It is up to us to choose which it will be. ♣

Judith E. Person, DTM, is a member of the BERHCERC Club 1630-36 of Fort Belvoir, Virginia. She is a research consultant and licensed professional counselor in private practice in Alexandria, Virginia.

PSYCHOLOGICALLY SPEAKING *By Rebecca L. Stewart*

You're ready to write. You've got your thoughts in order, your information and statistics in front of you, and your coffee by your side. But have you remembered your emotions? Emotions tap into a key ingredient to your speeches: psychological preparation. This is just as important as fine tuning your script and honing your delivery skills.

By preparing yourself psychologically, you'll be better equipped to make an emotional appeal to your audience. And since good speeches start from a solid foundation, it is helpful to keep a few techniques of psychological preparation in mind when writing your speech. These techniques include taking risks, believing in your speech and involving your audience.

TAKE RISKS

Don't be afraid to share personal experiences with your audience. If you are addressing a topic with which you have had personal experience, don't hesitate to share it with your audience. Most speakers who talk about alcoholism, for example, share a personal experience to let their audience know how it feels to be affected by this disease. Audiences usually are very responsive to someone who speaks with emotion, because the visual image created by the speaker demands their attention and gives them two choices—to identify with what is being said or to imagine it.

Before you risk baring your soul, make sure that you are psychologically ready. It may be helpful to ask yourself these questions:

1. Am I comfortable talking with people about this experience?

2. Will it enhance my speech?
3. Can listeners learn from what I have to say?
4. Will I feel good about disclosing this information?

Taking risks with your audience this way can be therapeutic for both you and your listeners. If you can answer yes to the previous questions you should add your personal insight to your topic.

By sharing your experience, you might even help members of the audience. For example, a speaker addressing the topic of alcoholism is probably helping more people than she or he realizes. One out of every four families in America is affected by alcoholism but the problem is often regarded as taboo for conversation in the affected family. To an audience member, it is comforting to know that the speaker has lived through a similar experience.

BELIEVE IN YOUR SPEECH

Another key ingredient to keep in mind is your opinion. Be *passionate* about the issue you're addressing. Let your audience know what you think. Be careful, though, not to overshadow the details of your speech with your opinion. Back up your opinions with facts—documented incidents and statistics. If you believe in your message it is likely that others will too.

But make sure you can defend what you say. You may, occasionally, speak to a group who disagrees with your opinion. This is where your persuasive techniques are invaluable. Know your speech and the validity of your facts so well that you can easily support your point of view.

INVOLVE YOUR AUDIENCE

Once you've considered taking risks by sharing your emotions, and you believe in what you say, you're ready to concentrate your efforts on your audience.

Helpful hints for involving your audience include speaking to them in a conversational manner and being alert to their needs. If they look like they have just rushed into the room, ask if they would like a few minutes to get comfortable. If you plan to make a long speech, you may want to find a few appropriate stopping points where the audience can take breaks.

A conversational tone and eye contact also make it easier for your audience to listen. They shouldn't have to work at it.

Another way to involve your audience is to ask for feedback. Ask them how they feel about the issue you're addressing.

Thinking like a member of the audience has advantages. While writing your speech, keep in mind what the audience wants to hear. Ask yourself these questions:

1. Is it appropriate to share a personal experience with my audience?
2. Do I believe in what I am saying enough to be able to defend it?
3. Am I involving my audience during my speech rather than excluding them from it?

It takes time to prepare a speech you can be proud of. Take the time—it's well worth it. ♣

Rebecca L. Stewart is a freelance writer from Milford, Ohio.

Pick a Topic... Any Topic

Speech subjects aren't boring; speakers are.

By Lori A. Stein, CTM

Have you ever really wanted to give a speech on a particular topic but were afraid that it would bore your audience to tears?

Most of us have, and as a result we often reject one topic after another in our quest for the perfect speech subject. We are certain that no one else in our club could share our passion for bird watching, World War II battleships, childhood memories or unique china.

Well, it "ain't necessarily so." The truth is, our most effective speeches are usually those that address topics we care about. When we present speeches that are meaningful to us—even though we may not be sure that our topics will interest every club member—we often find ourselves surprised by the number of enthusiastic listener responses, which may range from "Gee, I didn't know basket weaving could be so interesting!" to the serendipitous "I didn't know there was someone else in the club interested in basket weaving!"

"But how can I be sure I really have a 'worthwhile' subject?" you may ask. "After all, aren't some subjects inherently...well...just too boring for a speech?"

PERSONAL INVOLVEMENT

On the contrary, the truth that we have discovered in Toastmasters is that there aren't necessarily that many boring subjects—just boring speakers.

It is true that some subjects may have more natural appeal than others for a particular audience. For example, we can assume that a speech addressing a local community issue, such as a rise in the neighborhood crime rate, will be of more interest to members of a club than, say, a speech on goat breeding.

However, when you are the speaker, you should address topics that interest



you. If raising goats is your passion and you have nothing new or enlightening to say about the community crime problem, then you may do better addressing the former than the latter.

The reason for this is simple. When we speak on subjects that appeal to us, we bring energy and feeling to our presentations. Our personal involvement with the issue, in turn, rouses and energizes the audience. The result is an audience that is alert and responsive to our message. This, of course, doesn't mean that every member will be persuaded to our point of view. It simply means that most members will probably find our presentation interesting enough and lively enough to listen to. And after all, getting the audience to listen is the first step toward persuading them to our point of view.

Imagine yourself being asked to speak on a topic that is of little or no interest to you. This topic might be "the wonder of quadratic equations," "the history of gravel" or "roach reproduction." Imagine the difficulty you might have writing and presenting such a speech, since your heart wouldn't be in it. You would probably put off the unpleasant chore of preparing for the speech, and this "minimal preparation" in itself would be a strike against your success.

Now imagine yourself trying to pre-

sent this speech to your club. Notice how you feel while you observe your delivery as the audience might. Instead of concentrating on your topic during your presentation, you more likely will be wondering if your audience finds your speech as boring as you do.

Now repeat the exercise, but this time choose a topic that you feel strongly about. You might be strongly for or against capital punishment. Maybe you have specific ideas about defense spending or perhaps you own a beloved dog or cat and want to stress how important pets are in our lives. Pick a topic that truly has meaning for you, without regard for the topic's importance to others.

ENERGY AND ENTHUSIASM

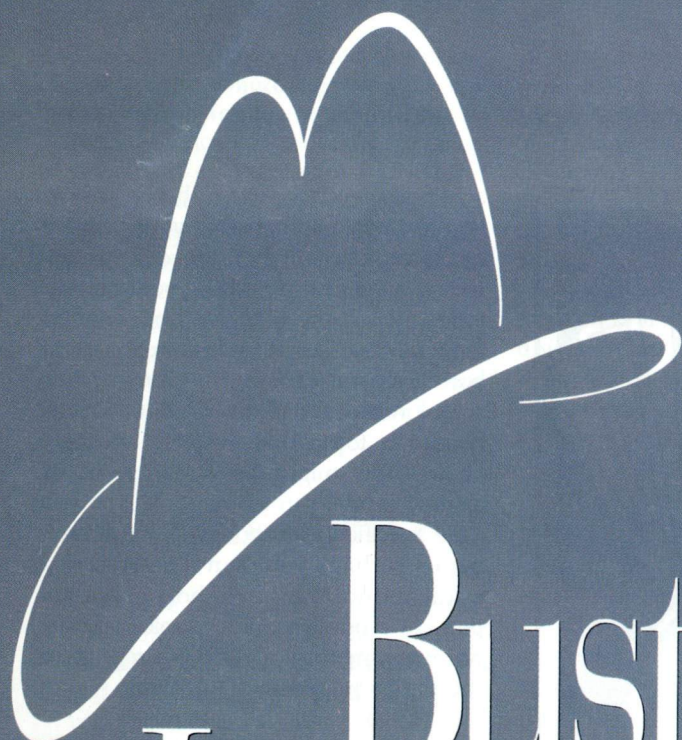
Now picture yourself working up your speech presentation. Notice that even though a part of you might still be concerned about the subject ("Won't everyone be bored?"), another part of you eagerly looks forward to sharing your feelings, insights and opinions about this topic with your club members. As you continue to visualize, you also will notice how much easier it is to prepare for this speech than for the other one. That, of course, is because this speech matters to you.

Now visualize yourself presenting your speech. Can you see and feel the difference between presenting this topic and the one you first selected? Your feelings about this topic enabled you to work up the energy and enthusiasm needed to win your audience over and convince them that you have something important to share.

It is surprising how often a subject that at first glance seems boring can turn out to be perfectly suitable and interesting for an audience. Of course, it is also true that some subjects are unacceptable for a speech because they are likely to be offensive or otherwise inappropriate for a specific audience, but such cases are the exception, not the rule.

Your first step toward presenting the most effective speech possible is to pick a subject that is meaningful to you. †

Lori Stein, CTM, is a member of the White Rock Club 1495-25 in Dallas, Texas.



Bustin' Loose in BIG 'D'

**Round 'em up and move 'em out to
Dallas, Texas, for the 59th Annual
Toastmasters International Convention,
August 14-18, 1990, at the Loews
Anatole Hotel.**

Tuesday, August 14

If you're pre-registered, pick up your ticket packet at 10 a.m. and select your seats for great events such as the Golden Gavel Luncheon with business celebrity Tom Peters, the "Honky-Tonk" Fun Night and the World Championship of Public Speaking. Remaining event tickets can be purchased at noon, but these are subject to availability. So it's a good idea to buy your tickets ahead of time.

Visit the District 25 information desk. Our hosts want you to have a big time in "Big D." The Candidates Corner and credentials desk open Tuesday afternoon.

Education Bookstore

The popular Education Bookstore opens at 1 p.m. It's stocked with great items. Browsers are welcome!

First-Timers Welcome

International President **John F. Noonan, DTM**, personally welcomes you to your first International Convention. As an added treat you will hear past International President **John B. Miller** and past International Directors **Roy Graham, DTM**, and **Bruce Norman, DTM**, in an exciting session on "Remembering Dr. Smedley." Past International President **H.E. "Dobby" Dobson, DTM**, is the panel moderator.

Board of Directors Meeting

See your elected representatives in action—attend an open meeting of the Toastmasters International Board of Directors.

Proxy Prowl

You're invited to a party! Meet this year's International Officer and Director candidates.

Wednesday, August 15

Opening Ceremonies Featuring Ed Foreman

The spectacular Parade of Flags kicks off this thrilling event. Learn how to develop and maintain a positive mental attitude from our keynote speaker, Ed Foreman, as he teaches you "How to Make Every Day a Terrific Day." Also, hear the reports of International President **John Noonan, DTM**, and Executive Director **Terry McCann**.

Golden Gavel Luncheon with Tom Peters

See and hear Tom Peters, management expert and author of the best-selling



Tom Peters: Toastmasters' 1990 Golden Gavel Recipient.

books, *In Search of Excellence*, *A Passion for Excellence* and *Thriving On Chaos*. Enjoy a dynamic and thought-provoking luncheon with one of the world's most respected authorities on communication and leadership in business. Mr. Peters will be presented with Toastmasters' most prestigious award, the Golden Gavel.

Bustin' Loose in the Afternoon

Saddle up and get ready for an afternoon filled with education and fun. Enjoy sessions on personal growth, club development and professional success.

• "Speaking For Money"

Dianne Walkowiak

Have you ever dreamed about speaking outside your Toastmasters club and getting paid for it? Diane offers practical advice on how to establish yourself as a professional speaker.

• "Communicating on Television"

Robert Ingram
David C. Brehm
Lisa Dixon
James L. Strasbaugh

Television and video cameras are everywhere. You never know when you'll be called upon to appear in front of a camera. Here's a great opportunity to pick up a few pointers.

- "Club Building: A Recipe For Success" Discover how to share Toastmasters by learning the fundamental ingredients for club building from these District 25 experts:

Ernest Dubnicoff, DTM
G. Patrick Gallagher, DTM
Jo Anna McWilliams, DTM
Anders T. Nygaard, DTM
Dick Payton, DTM

- "Speakers Showcase"

Nonstop excitement with:
Margorie Fish
Jesse Hagemeyer, DTM
Ram Krishnan, DTM
H. J. Reed
Robert Smith, DTM
Jeannine Windels, DTM

- "The Accredited Speaker Program"

Roundtable discussion with:
Bill Johnson, DTM
Ted L. McIlvain

Join accredited speakers Bill and Ted for an informal discussion on what it takes to become an accredited speaker.

Candidates' Forum

Hear International Officer and Director candidates as they address convention delegates.

Open Evening

The stars at night are big and bright, so enjoy an evening in Dallas' West End or stop by the host district information desk for some great entertainment ideas.

Thursday, August 16

Annual Business Meeting

Delegates will elect International Officers and Directors and vote on other important issues.

Toastmasters and Guests Luncheon

This popular event is open to everyone, so be sure to buy your tickets in advance. Enjoy a humorous and delightful luncheon with featured speaker, 1988 International Speech Contest champion, **Jerry Starke, DTM**.

DTM Luncheon

If you're a DTM, don't miss this special luncheon. Featured speaker **John V. Slyker, DTM**, entertains you with "The Can Openers" (Please note that the Inter-district Speech Contest is no longer part of this luncheon).

Hall of Fame

Experience the pageantry and see the best in Toastmasters for 1989-90.

Bustin' Loose With the Best

- "High Performance: How to Get It —How to Keep It"
Danny Cox

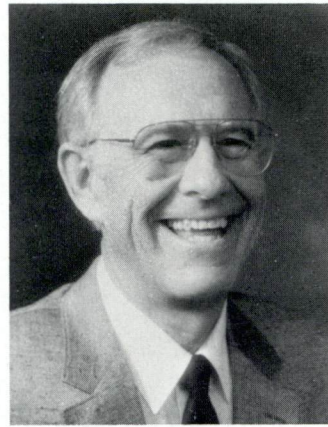
Fasten your seat belts and get ready for a high-flying afternoon with former test pilot and air show pilot Danny Cox. You'll have a "supersonic" time.

Honky-Tonk Fun Night

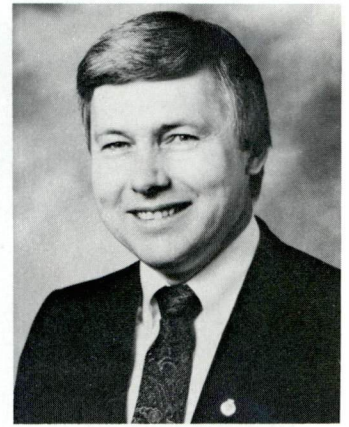
Whoop it up! Tonight you're set for a rip-roarin' good time at a legendary Texas honky-tonk. Urban cowboys and cowgirls —get ready! Dust off your Stetson hats, polish your boots and put on the western duds. At this party, guests are part of the entertainment. Dance to the upbeat sound of Grammy Award winners



Asleep At The Wheel



Ed Foreman



John F. Noonan, DTM

Asleep at the Wheel. This honky-tonk is better than Gilley's or Billy Bob's. No brag, just fact!

Friday, August 17

Bustin' Loose—All Day Long

Opening Session

- "Story Magic"
Karen Rohr, DTM

Start your day with Karen and discover the magic that happens when we weave imaginative stories into our speeches.

Morning Sessions

- "Be Someone's Hero"
Bob E. Couch, Ph.D.

Help others by helping yourself. Find out how to achieve your potential in this entertaining and motivational session.

- "Decision-Making Under Uncertainty"
Lloyd Gavin, DTM

Learn powerful techniques used by policy-makers, scientists and executives—techniques you can use in your personal or professional life.

- "TGIFun"
Gail Lee, DTM
M. B. "Bucky" Sutton, DTM

Excellent club meetings are exciting and enjoyable. Pick up some great ideas for your club and have lots of fun in this fast-paced session.

- "Tame the Lions in Your Life—Dealing With Difficult People"
Connie Merritt

Find out what it takes to handle

difficult people in this high-content, high-energy program packed with skills and techniques you can use every day.

- "Computers and the Club"
Roundtable session with:
Guy Ferry, DTM

Exchange ideas in this informal give-and-take discussion on computer applications in the club.

Afternoon Sessions

- "It Ain't Public Speaking If Nobody's Listening"
Vanna Novak
MC Communications, Inc.

Discover how to get and keep your audience's attention. If you've ever been or had the fear of being boring, Vanna will teach you how to never be boring again.

- "Negotiate to Success"
Mark von Dadelzen, DTM

Everyone is a negotiator. But do we really know how to negotiate successfully? Explore what happens during a negotiation and learn valuable techniques.

- "Leadership and You"
Art Nieto, DTM

Leaders are made, not born. Leadership is forged from know-how and experience. Join Art for a practical session that can help you be a better leader.

- "Three Little Pigs Go To Toastmasters"
Carol Dean Schreiner, ATM

Whether you're a new or seasoned Toastmaster, everything you wanted to know about becoming a great speaker is in this session. Take a humorous trip through

the basic manual and examine what it takes to speak like a pro.

- "This Meeting Will Come to Order. Help! Now What Do I Do?"

Roundtable discussion with:
Irwin Selig, DTM

Poorly run meetings can be a nightmare. Join Irwin for a discussion on using parliamentary procedure as a guide for conducting effective meetings.

Closing Session

- "Success Isn't For Cowards"
Gerry Robert

Are you getting what you want out of life? Success is easy, but it's not for cowards. Learn how to experience personal growth by practicing "Successibility Thinking" in this motivational session.

President's Dinner Dance

Dine and dance in elegance at this magnificent event. Past International President **Tom B. Richardson, DTM**, is the Toastmaster of the evening. He presides over the installation of our newly-elected officers and directors.

Saturday, August 18

"The World Championship of Public Speaking"—International Speech Contest

Witness the world's best speakers. Nine finalists compete for the title "World Champion of Public Speaking." See the intensity, experience the emotion and feel the suspense when you hear the words, "And the winner is..." This is a popular event so order tickets now.



John B. Miller



Roy D. Graham, DTM



Jerry Starke, DTM



H. E. Dobson, DTM



Gerry Robert



Karen Rohr, DTM



Diane Walkowiak



Robert Ingram



David C. Brehm



Lisa Dixon



James L. Strasbaugh



John V. Slyker, DTM



Ted L. McIvain



Robert Smith, DTM



Ram Krishnan, DTM



Marjorie Fish

Get Yourself to Dallas

Getting to Dallas is easy. The Loews Anatole Hotel is located only a few miles west of downtown Dallas. Make your travel plans now and take advantage of travel discounts. Remember, the convention registration desk opens at 10 a.m. on Tuesday, August 14, 1990.

• **By Air**—The Dallas/Fort Worth International Airport serves more than 27 major airlines. Super Shuttle provides transportation between the airport and the Loews Anatole Hotel for \$10 per person. A taxicab ride between the airport and hotel is about \$25 to \$30. Super Shuttle, Hertz, American Airlines and Delta Airlines have booths located within the hotel.

• **By Rail**—Amtrak provides service to Dallas. A cab ride to the hotel is about \$5.

• **By Bus**—Greyhound serves the city of Dallas. Cab fare to the hotel is approximately \$5.

• **By Car**—Dallas is served by numerous interstate and state highways. The hotel is located west of downtown Dallas on the Stemmons Freeway (Interstate 35E). Just exit the Stemmons Freeway at Market Center Boulevard.

Save Up to 45% on Airfares to Dallas

Conventions in America has been selected to provide special travel services and benefits to Toastmasters and guests attending the International Convention in Dallas, Texas, August 14-18, 1990.

Through Conventions in America, you will receive:

- Guaranteed lowest airfares on any airline at time of booking.
- Up to 45% discount off coach class fares on official carrier.
- 5% discount off lowest applicable fares on official carrier.
- 35% discount off Canadian coach class fares on official carrier.
- **FREE** \$100,000 flight insurance with each ticket.
- Car rental discounts on Hertz.
- **FREE** in-flight beverage/headphone coupons on official carrier.
- Boarding passes and seat assignments.
- Frequent flyer mileage.
- Senior citizen discounts (ages 62 and over).
- Tickets mailed promptly upon receipt of payment.

...look for travel brochure with your convention registration information.

CALL TOLL FREE IN THE U.S. & CANADA - 1-800-535-1492
REFER TO GROUP #379 or call (619) 566-0800



Danny Cox



Joanna McWilliams, DTM



Ernest Dubnicoff, DTM



Anders T. Nygaard, DTM



G. Patrick Gallagher, DTM



Dick Payton, DTM



Lloyd Gavin, DTM



Bob E. Couch, Ph.D.



Connie Merritt



Guy Ferry, DTM



M. B. Sutton, DTM



Gail Lee, DTM



Mark von Dadelzen, DTM



Irwin Selig, DTM



Vanna Novak



Art Nieto, DTM



Carol Dean Schreiner, DTM



Bill Johnson, DTM

CONVENTION: FUN WITH DIGNITY

I was astonished to read Toastmaster Brader's comments in the "Letters" section of the March issue. I surely cannot have been the only one who was taken aback by her insensitive comments regarding the individuals on the cover of the October magazine.

To borrow from Ms. Brader's comments, what would a potential guest or member think if they read her letter? They might have gotten the misleading impression that Toastmasters are uncaring and prone to making premature judgments.

Thank goodness Toastmasters is a very open organization and includes people from all walks of life. The convention article depicted just a few great examples of how over 2,000 Toastmasters can learn and have fun at the same time.

I genuinely hope Toastmaster Brader has the chance to attend an International Convention. I'm sure it will broaden her outlook on how intelligent people can have fun with dignity and self-respect.

*Cathy Fox
Orange, California*

A GREAT IDEA

During an informal lunch meeting last spring, an administrator at the Bonneville Power Administration where I work was discussing the subject of leadership with employees. I mentioned the March 1989 issue of *The Toastmaster*, which was devoted to leadership.

The administrator, a former Toastmaster, wanted me to send the issue to him, and I did. He read it, circulated it among the managers and returned it to me with very favorable comments.

Then I received a request for the issue from another manager at the lunch meeting who also was very much impressed.

Finally, I took the issue to the manager's assistant of our office (Office of Energy Resources with 240 employees) who decided to obtain 50 more copies for our office supervisors.

Thank you for printing such an excellent issue. As you can see, it will help many people.

*Helena Greathouse
Blue Ox Club 1235-7
Toastbusters Club 4045-7
Beyond Words Club 2588-7
Portland, Oregon*

DISABLED "SPEAK OUT"

I really appreciate the article "Toastmasters Teaches Special Olympics to Speak Up" in your December issue. The reason I was interested in this article is because I'm one of those athletes. It's touching to read about other handicapped people speaking up.

I'm proud to have been a Toastmaster of two clubs for the last three years. I would like to start here, with this letter, in helping the disabled. One of our goals is to "speak up for our rights."

*Cherie Tessier
Olympus Club 4785-32
Capitol Club 422-32
Olympia, Washington*

COVER "TRUE REFLECTION"

The cover of the Feb. 1990 issue is my favorite. In the past, most of the magazine covers have been graphics or illustrations. I think since the Toastmasters program helps people peak in their performance, the magazine covers should truly reflect our program.

Like the February cover, I hope future magazines will continue to include photographs of dedicated Toastmasters. Future covers might show Toastmasters in other countries, conducting Speechcraft and Youth Leadership Programs or celebrating at a charter party. The best promotion for Toastmasters is showing people reaping the benefits on the covers of *The Toastmaster* magazine.

*Loe Samora, DTM
Golden State Capital
Club 7489-39
Sacramento, California*

Editor's Note: *A good idea—if only we would receive any cover-quality photos. We are always looking for good photos depicting Toastmasters "in action" for use in the magazine. Please send some!*

GET THE MESSAGE

I wish to expand on Carol Richardson's discussion of telephone etiquette in the electronic age (Jan. 1990).

When a caller leaves a message on an answering machine, it is important to speak clearly and slowly, especially when giving names and telephone numbers that are unfamiliar to the recipient of the message. It is very an-

noying to have to replay messages in an attempt to decipher such information.

If a surname is unusual, spell it. If calling from another area code, be sure to mention the area code.

And if you are unknown to the person you are calling, leave a brief explanation of your call. I recently returned a call that totally confused both me and the fellow who left the message. He had no idea who I was, and he insisted someone using his name must have called me, for he had no reason to call me. It took some conversational investigating before he realized he had dialed the wrong number and left a message for someone else on my answering machine.

*Jenny Elizabeth Tesar
West-Conn Club 599-53
Danbury, Connecticut*

"SEXIST" PHOTO

I really like your magazine. I've noticed in past issues you've really been making an effort to include more images of women in equal roles. I am glad for this, as it's important for women to be able to see themselves pictured in successful roles.

Occasionally though, a goof slips through. I refer to "The Care and Feeding of Professional Speakers" (Jan. 1990). Okay, the professional speaker is a man. I won't quarrel with that. Probably more men than women are professional speakers. But why is every pair of hands female — and rather "sexualized" at that (long nails with

polish, no evidence of clothes)? The implied message is that women are not to be seen—only their functions (feeding, nurturing, caring for others) are important.

Another, less sexist way to portray the same image might have been to have both male and female hands doing the caretaking and the female ones not looking as if they all belonged to a 20-year-old.

The images you use shape how your audience sees itself. Please keep this in mind and convey female images of power, ability and confidence. How else can we meet our Toastmasters goals?

Otherwise your magazine is good, but I'm keeping an eye out for goofs!

*Nancy J. Wilson
Boston, Massachusetts*

OHIO YLP TRIUMPHS

In Nov. and Dec. 1989, I conducted a Youth Leadership Program for Junior Achievement students from Summit and Wayne Counties in Ohio. It was an experience of growth and learning for me since it was my first time.

At the recent banquet held to recognize the achievements of the best Junior Achievement companies and individual student officers, six of my seven YLP graduates received major awards. One was the second runner-up for the "Best Speaker of the Year," one was first runner-up for "Best President," one received a \$300 scholarship and three others were first

or second runners-up for "Best Officer" categories.

The program also gave extended recognition to Toastmasters International and the Firestone Brook Park Club for sponsoring and coordinating the Youth Leadership Program. You can imagine my great pride to be a Toastmaster. This truly is Success/Leadership!

*Barbara Tittle, CTM
Firestone Brook Park Club
3615-10
Brook Park, Ohio*

TM BUILDS FUTURE

When I first visited my local Toastmasters club, I was sure that I could never speak with such clarity and enthusiasm that I witnessed.

The nice man sitting beside me tried to build my confidence by informing me that every speaker is a newcomer at one time or another. My second speech, "Confessions of a Cruiseaholic," was well received. I felt so at ease with my subject that I submitted it for publication. It was published in *Travel People*, a professional magazine for the travel industry. This filled me with pride and great confidence.

In overcoming my fear of public speaking, I pretended that I was speaking to friends; indeed, that is what a club is all about. Also, I listened to the really good speakers and watched their techniques. By accepting helpful criticism, I was able to grow and develop as a speaker.

I feel that Toastmasters

has been a foundation block to a great future for me, and I'm forever grateful.

*Sally G. Des Marais
Nittany Club 1299-13
State College, Pennsylvania*

PHILIPPINES FORGOTTEN?

After reviewing the Oct. 1989 issue wherein you featured pictures of the 1989 International Convention, I can't help but feel sorry for my district (75).

Indeed, after a year of hard work, trials and perseverance by our Immediate Past District Governor, Sonny Ferrer, DTM, our district was again a distinguished district for two consecutive years. It also had the top three clubs in the world.

Unlucky? I was hoping to see at least a small picture of our district governor receiving the awards. Instead, I saw a kid saying "cheese" on page eight of the issue.

You would have inspired and motivated more than 2,000 readers in District 75 if you had allotted that small space to our district. After all, like the saying goes, "Give credit where credit is due."

*Joseph Arthur Mendoza,
CTM
Capitol Club 194-75
Quezon City, Philippines*

NOTEWORTHY VETERAN

It was interesting to read the February issue and the several articles on the pros and cons on the use of

notes while speaking.

I noticed the backgrounds of the authors who wrote these articles. One advocate of notes has been with Toastmasters 20 years and is a past winner of the International Speech Contest. Another, who suggests leaving notes at home, is a one-year member of Toastmasters. The third is a professional teacher whose specialty was memory methods.

My vote goes to the contest winner and the long-time member of Toastmasters. It seems that the purpose of our organization is to learn to communicate a message to our audiences. It is not, in my opinion, an attempt to develop mental memory gymnastics, nor to prove, to the possible detriment of our audience, that our memory capabilities leave something to be desired.

I have been a member of Toastmasters for 20 years and give about 150 "outside" talks a year. I always have notes available. Sometimes I use them, sometimes I don't. But I care enough about the audience to always have notes available to prod my thinking should my memory fail me.

I use notes, not a manuscript. They are ideas written on 3" by 5" cards. I call them my security blanket. They leave me free to creatively express the ideas I wish to convey, rather than leaving me concerned about my memory.

*Bob Lahann
Riverside Breakfast Club
1348-12
Riverside, California*

Toastmasters Achieve Goal of Visiting All 50 States in the U.S.



From left: Wayne M. Shaw, CTM; Past International President Eddie V. Dunn, DTM; John P. McCoy, CTM.

It was a speech about setting goals, writing them down and working toward them. Toastmaster Wayne Shaw gave this speech in 1984 at a regular meeting of our Channel Islands Club in Port Hueneme, California. Years earlier, he had written down the goal of setting foot in all 50 states in the U.S., and he was speaking that day on his progress toward achieving his goal.

Toastmaster Shaw didn't know it at the time, but I too had written down the same goal two years earlier. After the club meeting, we compared our respective lists of "remaining states" and discovered that the only state we both still needed to visit was North Dakota. Right then and there we decided to hold off obtaining North Dakota until each of us had visited 49 states, and then go to North Dakota together. We wanted to visit the 50th state together and to accomplish our goal before the end of the decade.

By coincidence, the Toastmasters International president at the time, Eddie V. Dunn, lived in Fargo, North Dakota. His presidential slogan for 1983-84 was "Experience the Power of Toastmasters."

And "Experience the Power" we did. After visiting a combined total of 27 states over the past five years, we had announcements printed and we flew off to Minnesota on Dec. 1, 1989. From there we rented a car and drove into North Dakota

the next day. Our goal, born from a Toastmasters meeting, had finally been achieved.

That day in North Dakota, Dec. 2, we took a chance and called directory assistance to find out if Eddie V. Dunn still lived in Fargo. He did! After a brief moment of bewilderment on his part, he agreed it would be fun to meet and take a few pictures commemorating the event.

Dunn and his wife, Beverly, are about as nice and fun a couple as you can meet. Not only did he agree to meet us out on Interstate 94 by the "Welcome to North Dakota" sign, but he wore his bathing suit in sub-zero temperature to make us Southern California boys feel right at home. He told us that he was now the vice-president of the Greater North Dakota Association (the state chamber of commerce), and the suit was his way of demonstrating that even in December, North Dakota is a great place to visit.

Well, we are two California Toastmasters from District 33 who enthusiastically make two endorsements: First, North Dakota, District 20 and the Dunns are definitely wonderful places and people to visit any time of the year; and second, everyone should set goals and truly "Experience the Power of Toastmasters."

John P. McCoy, CTM
Channel Islands Club 2858-33
Port Hueneme, California

Toastmasters Recruit Members at Fair

A few months ago I visited a local "how-to" fair put on by Orchard Supply Hardware at the Santa Clara County Fairgrounds. After walking away from their booth, the "light bulb" came on. I thought: "Since the Orchard Supply Hardware Co. has so many exhibitors, why not Toastmasters?"

I returned to the booth, identified myself and requested information on a

contact person. After two phone calls, things were rolling.

All the supplies had been ordered and received, the staffing was arranged—and then the big day came.

We showed up at the booth with a TV, VCR, tapes, fliers, district and international directories and big blue and yellow balloons to decorate the booth along with division banners. Everyone staffing

the booth wore our "Going for #1" T-shirts, and things went very well indeed.

During the three-day event, we were visited by none other than Congressman Norman Y. Mineta, a democrat from the 13th Congressional District, who was very impressed with our Toastmasters booth, as was our district governor, Alan Whyte.

We had people come by not only from District 4,

but also from outside and as far away as California, Chicago, Oregon and Texas. By the end of the three days, 240 people had expressed interest in joining Toastmasters and eight of them wanted to start new clubs in their companies.

See what you can do with just a little imagination and planning!

*Richard Bazner, ATM-B
San Jose, California*

Past TI President Visits WHQ to Research District 19 History

Past International President John B. Miller (1967-68) recently spent two days at World Headquarters digging for bits of information in library archives about District 19's history.

Miller, a self-appointed District 19 historian, drove from his home in Nevada, Iowa, to look for names, numbers and dates that might help piece together the detailed history of his district.

Miller's involvement with Toastmasters dates back 42 years. He has helped found 11 clubs in District 19 and was district governor in 1958-59. A member of the Board of Directors during 1961-63, he became vice-president the following year and was elected international president in 1967.

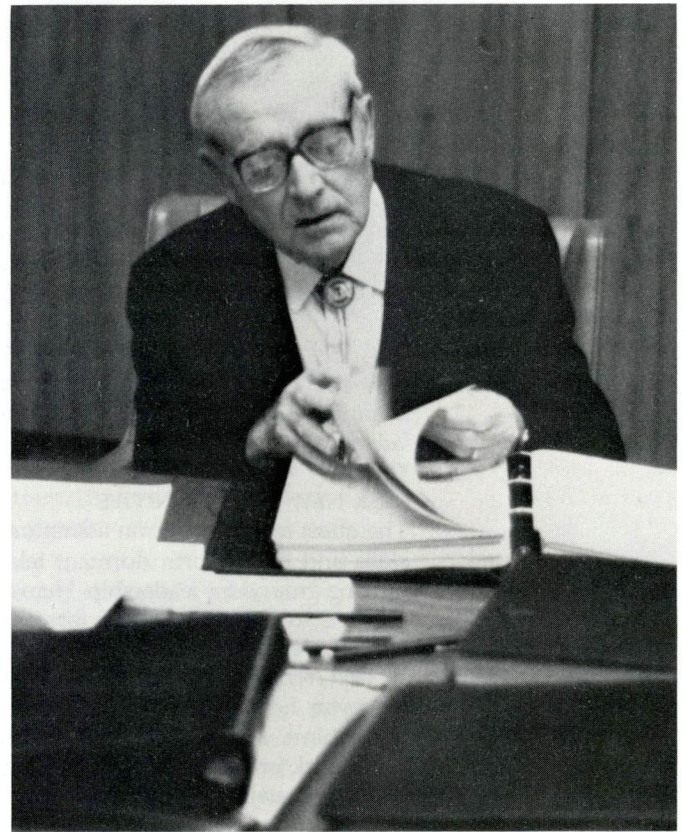
"I assumed the job of compiling District 19's history about 17 years ago," Miller said. "I wrote a lot of letters to district officers, but never got much information back." Most of the information he's already collected came from old files he has stumbled upon and rescued from oblivion. This information is safely stored in computer files, but Miller is still searching for scattered historical details, such as the name of a speech contest winner or the number of a club no longer in existence.

He now plans to write to all District 19 club presidents requesting brief histories of their clubs. He hopes to soon publish District 19's history. "If I bind it in 10 or 15 years, it will be out of date," he said.

Miller has seen a lot of changes since he joined Toastmasters in 1948, a time when women were not allowed to join. "My own club (504-19) voted down the change for several years," Miller said. One day a member's wife wanted to join his club. They let her join and "gradually, women were worked into the club."

He also remembers a time when Founder Ralph Smedley himself prepared and directed all educational materials for Toastmasters International.

Back then, most clubs were "community clubs," he



Past President John B. Miller researches District 19's history.

said. Toastmasters had 3,500 clubs with 72,000 members when Miller was president of the organization—about half of what it is today. Miller is pleased to see the increase in company-sponsored clubs and is proud of the continued success of the organization.

His presidential motto, "Serve and Grow," meant "growth will not come except through service to others." In Miller's case, service to Toastmasters—and growth—are never-ending.

The Leadership

Strategies for taking charge.

CHALLENGE

By James M. Kouzes and Barry Z. Posner

Great leaders get extraordinary things done in organizations by inspiring and motivating others toward a common purpose. Their effectiveness isn't magical or beyond the reach of mortals. They rely on specific practices to turn challenging opportunities into remarkable successes. Those methods and techniques can be learned and applied to great advantage.

SEEK NEW OPPORTUNITIES

The quest for change is an adventure. It tests our skills and brings forth dormant talents. It is the training ground for leadership. Here are some suggestions to help you search for opportunities in your leadership role:

- *Treat every job as an adventure.* Identify those projects you have always wanted to undertake but never have. Ask your team members to do the same. Pick one major project per quarter. Implement one smaller improvement every three weeks. Figure out how to do all of this within the budget you now have, or do it with the money you will save or earn when your project succeeds. If you still need money, just like any other adventurer, go out and raise it from your supporters. Your new projects don't have to be ones that change the world. They can be anything that gets your organization moving on the road to ever greater heights.
- *Treat every new assignment as a turnaround, even if it isn't.* There is no magic to making a poorly performing unit a high performing one. Often the critical difference is a leader who sees within the existing group untapped energy and skill and who

assumes that excellence can be achieved. Ask for a tough assignment. Ask your superiors to give you an opportunity to take on that losing operation. Challenge calls forth leadership. There's no better way for you to test your own limits than to voluntarily place yourself in difficult jobs.

- *Add adventure to every job.* Ask people to join you in solving problems and volunteering creative ideas. Delegate more than just the routine jobs. But be sure to find out what motivates each of your team members. Different people find different things challenging. Get to know each person's skill levels.
- *Break free of the routine.* Make a list of your daily routines. Keep those that help you find opportunities for improvement and get rid of the hindrances. Each day, break one useless old habit and start a new productive one. Call new people. Read a new book. Visit a new place.

EXPERIMENT: TAKE RISKS

Leaders are experimenters who try new approaches to old problems. They use their "out-sight"—their ability to perceive external realities—to discover useful ideas for themselves. Innovation is always risky, and wise leaders recognize this necessary fact. But instead of punishing failure, they encourage it. Rather than fix blame for mistakes, they learn from them. Here are some ways to take charge of change:

- *Establish ways to collect creative ideas.* Gather suggestions from customers, employees, suppliers and other stakeholders. Use focus groups, advisory boards, suggestion boxes, breakfast meetings, brainstorming sessions, customer evaluation forms, mystery shoppers, mystery guests and



visits to competitors to collect ideas. Each approach is a way to open your eyes and ears to the world outside the boundaries of the organization.

- *Put idea gathering on your agenda.* Devote 25 percent of every weekly staff meeting to listening to ideas for improving process technologies and developing new products or services. Invite people from other departments—even customers—to offer their suggestions on how your unit can improve. Call three customers who haven't purchased anything from you in a while and ask them why. Ride a route with one of your sales or delivery people. Work the counter and ask customers what they like and don't like. Shop at a competitor's store. Better yet, anonymously shop for your own product and see what the salespeople in the store say about it.

- *Renew your teams.* Never let them get disconnected from outside information. Make sure members attend professional conferences, participate in training programs and visit colleagues in other parts of the organization. Add a new member or two to the group every couple of years. New people, especially those who aren't used to your way of doing things, can help you get a new

perspective. Put everybody through a creativity course. Give them the knowledge, skills and tools they need to generate new ideas.

- *Analyze every failure, as well as every success.* At the completion of a project, or at periodic intervals during it, take the team off site and do a review. Build the agenda around these factors: What did we do well? What did we do poorly? What did we learn from this? How can we do better next time?

Make sure that everyone contributes. Type all the notes and make them available to everyone. Take immediate action when you return.

FOSTER COLLABORATION

Fostering collaboration is about getting people to work together, a process that must be nurtured, strengthened and managed. Leaders who champion collaboration search for integrative solutions—ways of settling problems by concentrating on what everyone has to gain. To find integrative solutions, change people's thinking from an either/or mentality to a positive perspective on working together. Get people to be clear about

*“The more power
you give away, the
more you get back.”*

their needs and interests, but frame differences so participants recognize that the greatest gain comes from cooperating with each other. To promote integrative solutions:

- *Seek many inputs.* By their very nature, integrative solutions begin with diverse opinions. Active listening is the source of considerable inspiration. It allows people to put their cards on the table and feel a part of the decision.

- *Meet one-on-one.* This lets people know that you value their input and forces them to focus their remarks. If you expect opposition, face-to-face communication improves the likelihood of developing understanding between competing perspectives.

STRENGTHEN PEOPLE

Leaders are motivated to use their service of others because empowered people perform better. When others are authorized to accomplish extraordinary things on their own, the leader's own sphere of influence is enhanced. Empowering others is essentially the process of turning followers into leaders. Leaders enhance power when their people work on tasks that are critical to the organization's success, when they exercise discretion and autonomy in their efforts, when their accomplishments are visible and recognized by others, and when they are well connected to other people of

influence and support. There are several strategies you can use to build more power for yourself and for others:

- *Use your power in service of others.* Ask the people who work for you what they need to do their jobs most effectively, then go get it for them. Your challenge is to give your power away: Paradoxically, the more power you give away, the more you get back.

- *Enlarge people's sphere of influence.* One way to expand others' power is to increase the amount of autonomy and discretion they have. Delegate. Form "quality circles" and other problem-solving groups. Enable people to make top-priority decisions without consulting you. One caution: provide people with the training to make use of their decision-making power and discretionary tasks. Give them all the necessary resources to perform autonomously: materials, money, time, people and information.

PLAN SMALL WINS

Problems too broadly conceived overwhelm people because they defeat our capacity to consider what might be done, let alone to begin doing something about them. Leaders face a similar challenge in attempting extraordinary accomplishments. So how do they do it? One hop at a time. The most effective processes of change are incremental—they break down big problems into

small, doable steps and get a person to say yes numerous times, not just once. Leaders help others see how progress can be planned by splitting things into measurable milestones.

Here are strategies for getting, and keeping, people committed through a small-wins approach:

- *Make a plan.* First, your planning should be driven by your values and vision, not by technique. Second, involve in your planning process as many as you can of the people who will have to implement the plan. Third, break the project into manageable chunks. Fourth, use the planning process to walk people through the entire journey. This act of visualizing enables people both to anticipate the future and imagine their success.

- *Make a model.* Select one site or program to serve as a model of what you'd like to do in other programs or locations. Use it as an aid in teaching people about the principles of achieving excellence; then challenge them to improve on it.

- *Take one hop at a time.* Once you've set your sights, move forward in incremental steps. Don't attempt to accomplish too much at once, especially in the beginning. Provide orientation and training at the start of every new project, since the group may never have worked together before.

The key to getting started is *doability*. Identify something that people feel they can do with existing skills and resources. Keep people focused on the meaning and significance of your plan, but remind them to take it one day at a time. It's a lot more productive to make a little progress daily than to attempt to do the whole task at once. Be certain to make progress very visible. And schedule opportunities for people to discuss progress and problems.

- *Reduce the cost of saying yes.* If you want people to experiment, expect mistakes. It's easier for people to say yes when you minimize the costs of their potential failures.

- *Give people choices and make those choices highly visible.* Unless they have choices to make, people aren't really exercising responsibility. If you've established a clear vision and have a consensus about the right way to do things, then people on your team will have autonomy and will understand which decisions and responsibilities must be carried out. By publicizing the choices made by the team, you create binding forces that increase the energy and drive to succeed in the task.

James M. Kouzes is the newly appointed president of Tom Peters Learning Systems in Palo Alto, California. **Barry Z. Posner** is associate professor of management at the Leary School of Business and Administration, Santa Clara University, California. †

Reprinted with permission from *Success* magazine, April 1988. Adapted from Chapters 9 and 10 of "The Leadership Challenge: How to get Extraordinary Things Done in Organizations" by James M. Kouzes and Barry Z. Posner. (Jossey-Bass Publishers, San Francisco, CA, 1987; 415/433-1767).

“There’s no better way for you to test your own limits than to voluntarily place yourself in difficult jobs.”

Take it From a Good Liar

Deliver your speech with the calm and sincerity of a con artist.

By Deborah J. Hill, Ph.D.

No one likes to be called a liar. But as Toastmasters, we can learn a great deal about public speaking from a good one.

Lying, the intentional act of misinforming someone, is not always socially unacceptable. Everyone enjoys a fish story, or tall tale. And when we lie to spare someone's feelings we prefer to call it a "white lie" or "fib."

Both lying and public speaking are speech events that make us nervous because we anticipate the punishment that may follow. When we lie, we fear feelings of guilt and shame, and especially of punishment. We fear similar things before we speak in public. We are afraid that the speech will not be well received and we will lose the esteem and respect of our listeners. And we worry that the audience will detect this fear.

Good liars can hide true feelings such as nervousness, and can make speeches more dynamic, even in cases when they do not believe in what they are saying (as in an assigned debate).

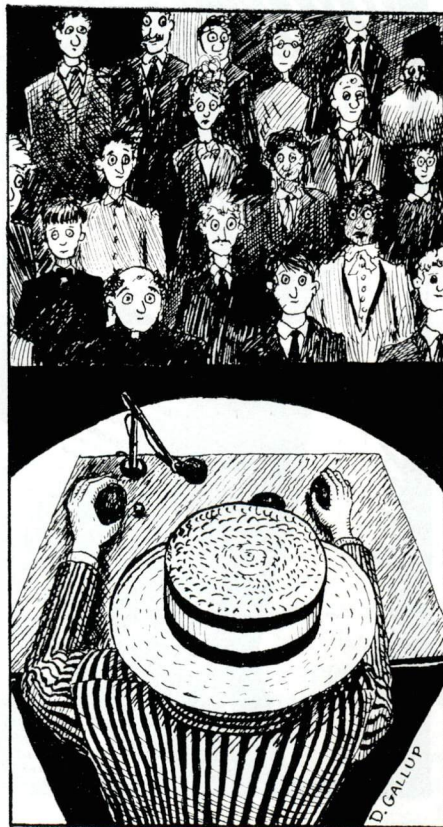
Here are a few lessons you can learn from a good liar:

ANTICIPATE AND PRACTICE

When liars are caught off guard they stutter, sweat, blush and display all the telltale signs of ineffective fibbing. This is because they spend too much time concentrating on what they want to say rather than on how well they are going to lie. Thus, to add a dimension of believability to your speech, make sure it is well constructed and rehearsed.

CONTROL BODY LANGUAGE

Lies can be detected with gestures, even when verbal skills are practiced. Nervous or false smiles, excessive blinking, frequent swallowing, excessive and rapid



gestures (particularly touching the face) all add to the audience's disbelief in a speaker's control of the situation. But how can we control these nervous tics, since they are done unconsciously?

The same way you get to Carnegie Hall: through practice.

One way to learn which gestures convey naturalness, power, control and calm is to watch other speakers. But remember, gestures should be a natural part of your speech. Too much gesture planning can put your sincerity in question.

Watch out for those "windows to the soul," your eyes. You've heard of the guy called "Shifty." Police always knew he was lying because he couldn't look them in the eye. Good liars maintain the eye contact necessary to establish a rapport with their listeners.

Maybe you, like a lot of people, have trouble projecting calm when you feel scrutinized. Here's an exercise that helps me: Stand in front of a mirror and make faces. Try to show surprise, sadness and joy. It is surprising how little people know about their own face muscles and what makes them work.

When you see what you really look

like, make a calm face. See and feel what it is like. Then step away from the mirror and make that face again. When you speak, you will feel more secure about what you project to your audience by knowing your facial expressions.

DISPLAY VOICE CONTROL

Bad liars, on the other hand, betray themselves by raising their voices and speaking faster and louder than usual. Knowing this, make an effort to speak slightly lower and slower during your opening remarks. Because you are likely to feel most nervous during the first two minutes of your speech, this is the best time to practice your face and voice control.

Let your audience savor your first words. Let them begin to hear you. And don't rush your well constructed speech because you have allowed yourself to fear a moment of silence after an opening statement.

After you deliver those first sentences with deliberate calm and control and realize that no one is throwing tomatoes, you will feel less nervous and your speech delivery will gain a momentum of its own.

Many Toastmasters speeches and exercises can help you practice your lying skills. Persuasive speeches and debates offer excellent opportunities to practice convincing your audiences with words, gestures, body language, eye contact and voice control.

At your next meeting, why not try an exercise designed to recreate the "lying speech"? Have the Topicmaster ask members to convince a bill collector that "the check is in the mail," or to assume the role of an irate teacher who asks members why they haven't prepared their homework assignment. Practice makes perfect, and the more you speak impromptu, the better you will become at masking your anxiety.

So, although we may not actually be lying when speaking, we can learn from a liar to speak more effectively. Good lying, like good public speaking, requires a well constructed speech that is well rehearsed and delivered with the calm and sincerity of a con artist. ♣

Deborah J. Hill, Ph.D., a member of Northwest Club 859-40 in Columbus, Ohio, is a freelance writer and editor.

The Charismatic Speaker

It takes more than a good speech to have that special "something."

By Chris Rogers



Some speakers have all the luck, don't they? Looks, charm, personality, confidence—all the facets of that "something" we call charisma. Perhaps they were simply born lucky.

Dr. Raymond T. Bradley conducted a study on charismatic people and found we can all have charisma—if we work at it.

Take looks, for example. Studies in body language tell us people are attracted to beautiful people. Parents even favor their more attractive children by giving them more love and attention.

Yet, many of history's most charismatic people, such as Winston Churchill and Abraham Lincoln, were not physically attractive. Nor were they ordinary. And with the products and information available today, none of us need to look ordinary.

STYLE

People with charisma receive favorable attention the moment they enter a room. Something about them commands it. They may not be beautiful, but they have style.

Find a style that's uniquely yours. Use color and well-designed clothing to

enhance your best features—even if those features are ordinary. A good image consultant or knowledgeable sales assistant can help.

According to a report from the National Speakers Association, an audience likes to see color behind the lectern. For men, the business suit is still the preferred look, but at least wear a colorful tie—red or yellow are both "power" colors. Try a pocket handkerchief to match. Women have more latitude with color, as do humorists.

CHARM

Adlai Stevenson once described the difference between a beautiful person and a charming person: "A beauty is someone you remember. A charmer is someone who remembers you."

Dr. Bradley says people with charisma listen for and remember names. They treat each person they meet as if he or she is engagingly interesting. Their eyes, voices, hands and words convey that interest.

The next time you speak to a group, arrive early enough to meet your audience before you talk. Be the first to arrive so you can shake hands as they enter the room. People will see you as more

"A beauty is someone you remember. A charmer is someone who remembers you."

—Adlai Stevenson

likable and be willing to enjoy what you have to say even before you begin speaking.

During this "getting acquainted" period, talk less and listen more. Use open-ended questions that encourage people to share their ideas. Engage in frequent eye contact and angle your body toward the person speaking to convey your interest. Develop a warm, firm handshake and use it often.

If you notice people backing away from you — usually it's a small, subtle gesture — you may be coming on too strong. Charismatics are outgoing and friendly, but they never go too far. They don't infringe on another's personal space. Nor do they gush or sound phony.

Here's a review process that will help you develop that special charismatic habit of remembering names. Within five minutes after you meet a number of people, spend a few moments recalling the people you met, their names and several memorable traits about them. Write these traits on the back of their business cards or on 3" by 5" cards.

Review the cards, especially during the first few days after you make them. As you look at a name, try to picture the person in your mind and recall what you discussed.

This takes only a few minutes a day, but it's amazingly effective. You'll soon develop a reputation for never forgetting a face—or a name.

PERSONALITY

Personality is something we all have, though not all personalities are pleasant. People are attracted to positive attitudes; yet, many people think and act negatively. A charismatic knows the power of a smile. Negative people frown often.

The Greek shipping tycoon Aristotle Onassis once said, "Never tell anyone your troubles." Dale Carnegie's first principle for winning friends and influencing people is, "Never criticize or complain." Negative people complain loudly and grumble often.

Transform negative energy into positive. Tell only the pleasant or funny side of a situation. Give praise lavishly and be discreet with criticism.

CONFIDENCE

Charismatic people have confidence—

and confidence builds on itself. Have you ever heard someone say, "If I had more confidence I would walk right up and shake hands," or... "I'd be more comfortable meeting strangers?" Maybe you've heard, "If I had more time I would rearrange my files so that I could find things easily and be more organized."

Do you see what's wrong with these ideas? They're backward. We want to have, so we can do, so we can be. It works better to be and do; then we'll have.

Be an organized person and do the things that an organized person does and you'll soon have more time. Be comfortable when you meet people. Walk right up and shake hands. Before you know it, you'll have more confidence.

If you're not comfortable, act as if you are. Even when you feel like soggy oatmeal inside, you can appear confident. Simply assume the manner of a confident person.

Stand tall with your back straight, but not rigid. Hold your chin tilted slightly upward. Walk briskly but unhurriedly, with a purpose. Practice breathing deep and slow. Speak from the abdomen. A high, tight voice sounds less confident.

When we appear confident, people treat us as if we are. And when others believe we are self-confident, we begin to believe it — and our self-confidence increases. Confidence builds on itself.

An interesting thing happens when we feel truly confident: We become comfortable with our vulnerabilities and don't mind if they show a little. Being vulnerable makes us seem more human, more attractive and charismatic.

ENERGY

People with charisma have a zest for life and seem filled with energy. They talk with energy, their voices are vibrant and they're ready to take action. They seem to always be in motion; their hands, faces and bodies are seldom still, yet, they don't appear rushed.

Try walking while you talk on the phone to give your voice more energy. Stand with your feet spread to about the same width as your shoulders, distribute your weight equally and flex your knees. Shoulders back, breathe deeply. You'll feel centered and ready for action.

Never slump or shuffle, even when

you're tired. Don't mention your headache or recent bout with the flu. You may get sympathy, but you won't have charisma.

The next time you're about to enter a room full of people, try energizing yourself. Some people use affirmations while others use music or motivational tapes to give themselves a lift.

What we're thinking may not be apparent to others, but our frame of mind is. If we feel cheerful, we radiate positive energy. We attract people with similar feelings.

If we feel angry, downhearted or bitter, why would anyone want to be near us? People who are attracted will likely be in a similar frame of mind.

Bombard your mind with positive associations before you meet with someone and note the difference in your energy. Notice how others react to you.

BE, DO, HAVE

Developing charisma means changing a few habits. Practice being attractive by refusing to be ordinary. Develop a style that's uniquely yours.

Focus on charm. Learn to listen to people, remember their names and flash them your smile more.

Work on making your personality more pleasant. Be positive in your thoughts, manner and speech. Take Ralph Waldo Emerson's advice: "Speak ill of no man and all the good (you) know of everyone."

Act confident. Walk, talk and greet people as if you have tons of confidence. If you don't have it now, you soon will.

People are attracted to energy and enthusiasm. Zig Ziglar mentioned a successful salesman who always seemed enthusiastic about life. His secret: "I never let anyone see me when I'm not happy about life." This is doubly important for speakers.

Fortunately, charisma can be learned — you don't have to be born with it. Remember, all social interaction is learned behavior. Act attractive and do things charismatic people do, and you will have charisma. ♣

Chris Rogers is a freelance writer from Houston, Texas.

Speak Out! Fight Back!

Though it's important to consider others' feelings, it's also important that we don't neglect our own.

By Lin Gensing

A solicitor comes to your door and you buy something you don't need. Your unfriendly neighbor asks you to feed his pit bull while he's on vacation and you just can't say no. A long lost friend suddenly calls and talks you into letting him stay at your apartment indefinitely. If this sounds like you, you may need assertiveness training. Don't worry. You're not alone.

"Assertiveness," say Alberti and Emmons in their book *Your Perfect Right*, "enables a person to act in his or her own best interests, to stand up for one's self without undue anxiety, to express personal rights without denying the rights of others."

Aggressive people, in contrast, try to dominate. They're often thoughtless and rude and pay little attention to other people's feelings. Assertive types are typically confident, appear friendly and can express their feelings honestly.

We behave nonassertively for many reasons. The following are just a few:
—We're easily embarrassed or afraid to make requests. How many times have you failed to ask a question because you thought "everybody will think I'm stupid?" And how many times did someone ask your question and you discovered that others were equally confused about the same topic?

—We are taught to respect authority and be polite. When we became adults, we finally realized that parents and other authorities didn't always know what was right for us. It may be difficult to refuse



a request, but it may be more difficult to. Remember, when you don't say no, you might end up doing something you don't want to do, being taken advantage of or losing your self-respect.

—We don't know how to accept or give criticism. Criticism is usually seen as negative. We don't like to give it, and worse, we don't like to get it. Unfortunately, when criticism is handed out, it's usually done aggressively, not assertively. It can be a powerful motivator, if done correctly.

—We are taught to think of others first. Though it's important to consider others' feelings, it's also important that we don't neglect our own. The best kind of assertive behavior considers everyone's feelings. Not only think "no," but say it. Next time you're alone, visualize a situation in which you wish you had said no, and practice saying no when you remember the part where you said "yes" or

"okay"—and justify your answer. Other ways to spawn assertive behavior include:

Assertiveness diary. Keep a record of situations in which you failed to act assertively, but wished you had. This is an important tool for self-assessment. Write what happened, how you felt, what kept you from saying what you meant and how you should have handled the situation.

Set goals. After you've determined what situations and variables cause you the most problems, you're ready to set some goals.

Involve yourself in situations that require more assertive behavior than you're used to. Start small. If you have difficulty volunteering information or asking questions at meetings, make a goal of contributing at least one comment at each meeting.

If you want to meet someone, but don't have the courage to introduce

yourself, plan to say hello to that person during the week.

As you become comfortable with small situations, increase the intensity of your response. Be careful that your goals are realistic and relatively easy to accomplish.

Use your imagination. Before asking your boss for a raise, practice your "pitch" alone or with a friend. Anticipate what the reaction might be and how you might respond. Be positive, but always prepare for the worst. Successful assertive behavior includes the ability to handle any situation.

When all else fails, use the following techniques:

- Time out. Sometimes a situation can become too stressful. You begin to lose your temper, the other person refuses to listen and you've been asked to do something you really need time to think about. This is the time to "take five" — walk away, go to the bathroom, feign sickness or whatever it takes to remove yourself from the situation.

- Broken record. Repeat the same thing over and over, changing the statement a little each time you say it. For example:

(Boss, at 4:59 p.m.) "Will you stay late tonight?"

(You) "No. I'm sorry, but I've already made plans. I wish you had asked me earlier."

*Successful assertive
behavior includes the ability
to handle any
situation.*

(Boss) "It's very important that the report be finished in the morning."

(You) "No, I'm sorry. I won't be able to stay late tonight."

(Boss) "Look. This report is extremely important. It really needs to get out."

(You) "I appreciate the problem but I won't be able to stay late tonight. I've already made plans."

- Clipping. When being verbally attacked, it may be hard to get a word in. Clipping allows you to get a couple of words in. A brief response is all that's needed: "Yes," "No," "I disagree" or "No, you're wrong!"

This method is designed to force the attacker to back off and ask for clarification.

- Negative assertion. This is good for situations in which you know you're wrong and for which you are criticized.

First, admit your error and follow with a positive, self-promoting statement, such as: "I'm sorry. I should have called to let you know I'd be late for work this morning. I'm usually more reliable. I can assure you this won't happen again."

This way, you're not trying to evade your responsibilities; you're just trying to settle the problem in a positive way.

Remember, you'll feel much better about yourself if you refuse to let others take advantage of you. Bottling up feelings of anger and resentment is useless. Get rid of these feelings the moment they hit you. Most people will appreciate your honesty. Observe those who are assertive and watch how they deal with others. Then gain self-respect by practicing assertiveness training. ♣

Lin Gensing is a freelance writer from Chippenewa Falls, New Jersey, who specializes in self-help topics.

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People of the Audience vs. Mr. and Mrs. Public Speaker

Perry Mason" went into reruns before this distinguished television attorney could take on a most perplexing suit: The Case of the Shadowy Statistic.

In *People of the Audience vs. Mr. and Mrs. Public Speaker*, the plaintiffs have charged the Speakers with mangling mathematics, carrying a concealed integer and ignoring the human attention span. The People seek immediate and permanent revocation of the defendants' dais privileges.

The Speakers claim they were only doing what they were taught in their high school speech class, namely, using statistics to support their points. The People of the Audience say the speeches in question have a statistics to point ratio of 87 to three, or one digit for every double cheeseburger sold at the local greasy spoon between 5 and 5:15 p.m. on a typical Tuesday.

The People further state that, like those same cheeseburgers, few of the statistics were handled carefully or correctly.

Without Mr. Mason's help, we're left to sort the facts out for ourselves.

THE ARGUMENT AGAINST ARITHMETIC

At first glance, the Speakers appear to be facing a future without a podium. Following outdated advice was their biggest mistake.

In simpler, lower-tech times, audiences were less sophisticated about statistics than they are now. If a speaker picked a number—any number—to illustrate a point, bedazzlement and instant credibility ensued.

For better or worse, that honeymoon is over. The average listener today knows all about means, modes and medians. She is no longer fond of fractions. He's tired of the bar graph scene. Bombarded daily by survey results and scientific reports, audience members shield themselves from further onslaughts with a simple yet deadly defense: the glazed look.

Statistics are risky business these days even if listeners aren't biased against them. Far removed from their original context, figures can be

Bombarded daily by all kinds of statistics, audience members shield themselves from further onslaughts with a simple, yet deadly defense: the glazed look.

By LINDA BELKNAP

misleading or downright ridiculous. We end up with sentences like, "The average family makes 2.3 trips to the grocery store weekly."

How do you go on three-tenths of an errand? Do you drive three-tenths as fast and spend three-tenths as much? In real life, you either go to the grocery store or you don't. Of course, if you take your standard 2.2 children with you, the statement makes perfect sense. It means that three-tenths of the items showing up in your cart were not on the original shopping list.

Correlations are an especially troublesome statistical subgroup. No one can stop you from comparing apples and oranges, but you can't assume that one was influenced by the other. A classic example of folly with figures begins with some simple facts about vegetable consumption and ends up far, far afield:

"Nearly all sick people have eaten carrots. And 99.9 percent of all people who die from cancer have eaten carrots. About 99.9 percent of all American soldiers have eaten carrots. The same for those involved in air disasters and auto crashes. Most juvenile delinquents come from carrot-eating families. In fact, 100 percent of the people who were born in 1839 and ate carrots have died. The evidence goes on and on. Carrots obviously cause death, war, crime and disease."

With more foods falling into disfavor every day, parts of the carrot story may sound more plausible to us than its originator intended. Who knows what evil will be found lurking within that relish tray? But carrots and war? Yet public speakers frequently ask their audiences to take similar leaps in logic.



Finally, the liberal use of statistics in speech ignores another basic rule: make it easy on the ear. Irrelevant detail and large, impersonal numbers cause listener shutdown faster than the arrival of doughnuts in the back of the conference room. If you get bogged down with complicated distribution diagrams, you risk having your entire message forgotten.

THE PLUS SIDE OF PERCENTAGES

By now, Mr. and Mrs. Public Speaker may well be stacking up their note cards and taking down their portable screens. Before they burn their World Almanacs, let's consider some evidence in their favor:

A dramatic statistic is still a good way to grab attention in the first 30 seconds. A speech about global hunger can open with a general, wide-sweeping statement such as, "Malnutrition is a big problem." Or it can quantify the issue and bring it home with this opener: "One out of every five humans—about one billion people—suffer from disease, poor health or malnourishment."

Numbers may not belong on a pedestal, but they do have a rightful place in a speaker's repertoire. That place is alongside other features that make a presentation varied and interesting: quotations, examples, comparisons and humor. Unless an audience is very specialized, a mixture of material is most apt to offer something for everyone. Anecdotes will charm some people while statistics will reassure others.

Words can tell about a product failure or fund drive success, but only numbers can show exactly what happened. Visual aids have been much maligned because they are often either too specific or too vague. Yet, a good chart can enhance a speech. If a speaker considers the room size, audience knowledge of the subject and material to be presented, the decision about using visual aids is better made.

So, are our defendants off the hook? Yes and no. While no judge would call for unplugging their microphones, some guidelines for future speeches are in order. J. Lewis Powell offers an easy rule of thumb: "Statistics are to a speech what lumps are to mashed potatoes: The fewer the better."

In making the punishment fit the crime, the Speakers should either update their speaking skills...or enroll in cooking school.

TERMS OF PROBATION

Messy court case aside, audience members will welcome the defendants back to the lectern if they agree to follow a few simple tips. The terms of probation are made public here, to deter anyone else from committing assault with a deadly statistic.

First, adapt the well-known quote about work to the use of statistics in speeches: If you feel the

urge to use a statistic, lie down and rest until the feeling goes away.

If you are still convinced that statistics will do justice to your purpose, topic and presentation format, proceed with caution.

Learn as much as you can about your audience ahead of time. Knowing the group's education level, age, economic status, political orientation, gender ratio and special interests will help you choose meaningful statistics that do not inadvertently offend. (Of course, if you intend to offend, that's another story. Watch for the "Perry Mason" episode titled "The Case of the Ornerly Orator.")

Put large numbers into perspective. Newspaper reporters do this all the time. For example: "Crayola makes 2,400 crayons in a batch and 80,000 in an eight-hour shift, which is enough to give everyone in Camden, New Jersey; Burbank, California; or Muncie, Indiana, his or her very own flamingo pink crayon." (*New York Times Service*)

"Tony Mandarich, a beginning Green Bay Packer, is paid more in a week for knocking down other young men in a game of football than a beginning Wisconsin teacher is paid in an entire year. Based on a three-hour game, that breaks down to a wage of more than \$68,000 an hour." (*Milwaukee Journal*)

If newspaper readers need their statistics translated into understandable terms, imagine how much more important it is to do this for people who are only hearing, and not seeing, the numbers. On a television program about working smarter for a greater economy, a Motorola Co. spokesman mentioned the percent of accuracy Motorola employees are expected to meet. But he went a step further—he explained it meant that a typist can misspell one word every 800 pages and the cafeteria chef can burn one muffin every five years.

Who can't relate to burning muffins?

Be accurate but avoid unnecessary precision. Round off to whole numbers. If you must use fractions, say "half" instead of the decimal equivalent. According to Henry Boettinger in *Moving Mountains*, "Fractions soothe, decimals alarm."

Use visual aids only if they contribute essential new information to help listeners understand your message. And prepare these materials carefully. Audiences will detect mistakes or obvious attempts at distortion.

Have you ever sat next to someone who left home in a cloud of perfume? You thought she was hiding something, right?

Using statistics is a little like using cologne. A big burst is going to raise suspicions. But with a light touch, you'll wind up smelling like a rose.

Linda Belknap is a freelance writer residing in Janesville, Wisconsin. Her articles have appeared in Glamour, Western's World, Writer's Digest and other national and regional publications.

"Statistics are to a speech what lumps are to mashed potatoes: The fewer the better."

J. Lewis Powell

h a l l o f f a m e

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Winston Churchill



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Humor Should Look Easy, but be Difficult

Polish your presentation through practice.

By Gene Perret

When I worked on the comedy writing staff for the 1970s TV show "Laugh-In," one of our writers did a joke that worked magnificently on camera. It was a simple little sight gag that the audience loved:

A man was sitting in his living room reading a newspaper. The room was traditionally furnished and the walls were covered with polka dot wallpaper. His wife entered the scene, picked up her purse, shouted at her husband, and left, slamming the front door behind her. The polka dots popped off the walls and clattered to the floor.

That was all there was to it. Simple? Not if you were backstage watching all the complex operations that went into making those polka dots fall off the walls.

Each polka dot was suspended by a hook on the wall. Behind the wall, eight stage hands controlled several "trip" mechanisms. They had to release the polka dots simultaneously for the joke to work effectively on camera. They manned their posts and waited for a cue from the stage manager, who was in radio contact with the director. On signal, the stage hands pulled the hooks out, releasing the polka dots.

The point of this story is this: Humor should appear to be easy and spontaneous, but a lot of hard work, planning and preparation is necessary to achieve that effect.

First, you must know your audience. This applies to all speakers, but especially humorists. Find out how many people

will attend, their age, occupation, income bracket and if they'll bring guests and/or spouses.

When I speak to associations or corporations, I always try to attend the cocktail party before the speech. By meeting, observing and talking to people, I feel better acquainted with the audience.

Next, work hard at researching and preparing your material. Have you found the right story to illustrate your point? Do your anecdotes apply to your listeners? Is the story funny? Have you got a meaningful quote to support your premise?

Material is only one part of humor, but it's an important part. Be confident of its effectiveness before you approach the microphone.

Performers who cause comedy writers the most agony are those who say, "Don't worry about writing funny material for me. When I get on stage I'll think of something funny." Support your

a joke, story or anecdote, you learn something about it. You also learn something about yourself and your audience.

After you relate a story, take time to analyze your presentation of it and how to improve it. For years I told a story ending with the punch line, "If you see me with anyone who looks like that, it's my daughter, okay?" Then I found that people were laughing so early that the last four words were inaudible. I finally realized I didn't need them — the joke was strong enough without. The audience could infer the rest and laugh harder because they figured it out for themselves.

Nearly every story I tell is different from a year ago. Some are longer, some shorter—all are better. I've listened to the audience, the only people who really know what's funny, and I let them tell me how to improve my humor.

Bob Hope says his talent was developed by doing "tab" shows in

Each time you tell a joke, story or anecdote, you learn something about it, yourself and your audience.

material with proper timing and delivery. The funniest stuff in the world can be killed by sloppy presentation.

Devote time to rehearsing your comedy material — say it out loud. Anecdotes recited in your head sound different when spoken. It's like when you sing a song in your head, you sound exactly like Bruce Springsteen — but sing out loud and you sound more like Bruce the Honking Goose. You have to get used to the words coming out of your larynx, over your tongue, through your lips and out to the audience.

You may be one of those gifted speakers who can extemporize well and get it right without practice. But you won't be able to get it *polished* without practice.

This leads to another part of preparation—using your current speech to prepare for the next. Each time you tell

vaudeville. Tab shows were a form of vaudeville—a repertory company would do about seven shows a day, with actors playing different roles in each show. Sometimes they were burlesque comics or villains; other times they played the leading characters.

"When I worked on Broadway," Hope said, "they were amazed that I wasn't real nervous on opening night. I told them that I had experienced opening night seven times a day for years."

That's preparation. There are no shortcuts. You have to do the work. ♣

Gene Perret is a comedy writer for such performers as Bob Hope, Phyllis Diller and Carol Burnett. His latest book, *Using Humor for Effective Business Speaking*, was recently published by Sterling Publishing Company in New York.



TOASTMASTERS

59th ANNUAL CONVENTION

August 14-18, 1990
Loews Anatole Hotel, Dallas, Texas

MAIL THIS PART TO: Toastmasters International, P.O. Box 10400, Santa Ana, CA 92711 (This form is not to be used by International Officers, Directors, Past International Presidents or District Governors elected for 1990-91.)

To attend general sessions on Wednesday, Thursday and Friday, a registration badge will be required. Preregister and order event tickets now! **You must be registered to purchase tickets** to any event except the International Speech Contest. ATTENDANCE AT ALL MEAL EVENTS AND THE SPEECH CONTEST WILL BE BY TICKET ONLY. Advance registrants will receive a receipt by mail. Tickets can be claimed at the registration desk beginning at 10:00 a.m. Tuesday, August 14.

ALL ADVANCE REGISTRATIONS MUST REACH WORLD HEADQUARTERS BY JULY 10.

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 - (Note: The above event is restricted to delegates from outside U.S./Canada)
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1990 TOASTMASTERS INTERNATIONAL CONVENTION
Loews Anatole Hotel • August 14 - 18, 1990

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