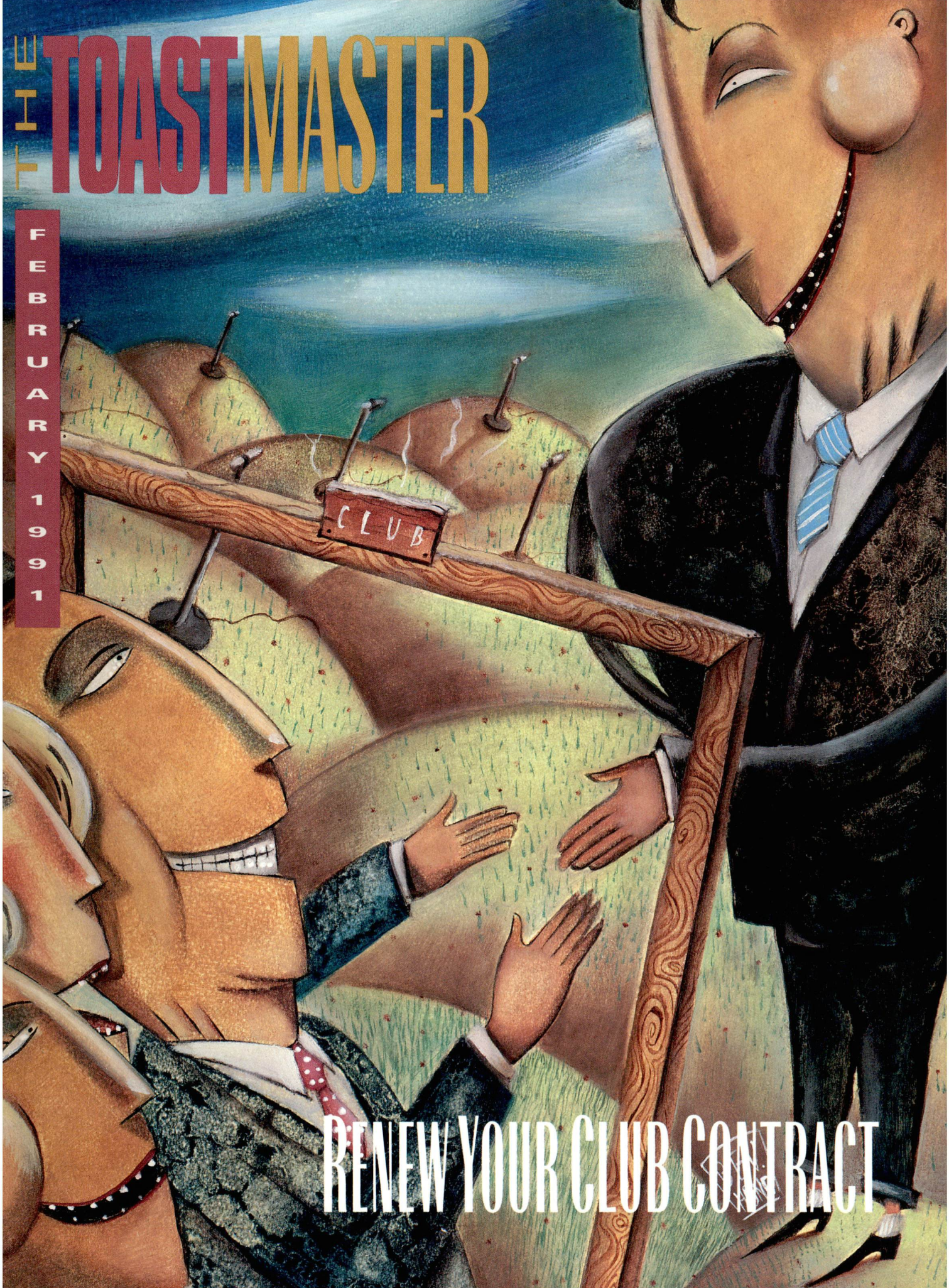


THE TOASTMASTER

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RENEW YOUR CLUB CONTRACT





WAKE THE SLEEPING GIANT

"Fe, fi, fo, fum," rumbled the awakening giant as my mother read the nursery rhyme for me. It was the tale of Jack and the Beanstalk, the story of a boy who plants magic seeds that sprout and grow through the clouds. The next day, Jack climbs the beanstalk and encounters a giant. Jack manages to take many treasures from the giant, and although the giant meets a tragic end, this story encourages us to consider our own potential.

We came to Toastmasters looking for a vehicle to help us improve our communication skills. Through the manuals, the evaluations and Table Topics, we become more confident in our abilities to communicate. Gradually, this self-confidence encourages us to branch into other areas. Like Jack, we begin to explore, searching for new treasures. The treasures are many, but the one that is vital to the future of our organization is often ignored. Like the sleeping giant, we risk losing this treasure to others more adventurous and willing to seize an opportunity. This treasure is leadership skills.

The value of this treasure demands attention. Developing leadership skills requires effort. It was easy for Jack to simply throw a few seeds on the ground and watch the magic happen. *Our* magic, however, begins with our icebreaker speech. We receive an evaluation and are free to use it as it fits our needs. Thus, the first lesson in leadership: making decisions based on information received.

As we progress through the manuals learning specific speaking skills, each assignment gives us skills that can also be applied to leadership roles. What leader isn't in earnest, organized and in good command of body language, vocal variety and the other speaking tools we practice? Further development of organizational and motivational skills comes from experiences as an evaluator, master evaluator, Toastmaster of the meeting and the other roles in a typical meeting. My toughest leadership challenge was in evaluating a member who had performed poorly on his second speech. It took all of my leadership skills to advise that member and encourage him to continue in Toastmasters.

Our magic beans are the individuals who grow and become better members of their communities because their Toastmasters training has enhanced their ability to deal with people: to be leaders. The magic ingredient in the Toastmasters program is the emphasis on trust, the faith in a person's ability to accomplish a task and to provide a fair evaluation.

Toastmasters International always needs leaders to help our clubs prosper and provide the best possible educational opportunities to members. All of us have the responsibility to exercise our leadership skills and encourage those members who demonstrate leadership potential.

Fellow Toastmasters, be like Jack! Climb to the sky, take the treasures and enjoy the thrill of waking the sleeping giant within you. ■

A. Edward Bick

— A. EDWARD BICK, DTM
International President

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NO PLATITUDES

The November issue was outstanding for two reasons: One, it focused on a particular topic, humor. Two, the articles provided in-depth and specific advice by experts, rather than feel-good platitudes.

*Laura C. Curran
Tri-City Achievers Club 4836-F
Anaheim, California*

LOUDSPEAKERS CAUSE FEEDBACK

Thanks for the December article, "Get to Like the Mike."

Let me suggest a less technical approach to microphone feedback: just make sure your microphone doesn't get in the way of a loudspeaker. Many hotels and convention centers, for example, have loudspeakers built into the ceiling, causing feedback when you stand under them with a microphone. Careful advance placement of the lectern or mike stand goes a long way toward eliminating unnecessary fiddling with the control settings. I also recommend reading the Toastmasters manual "Put On a Good Show" (code 220).

Many thanks for the useful magazine articles. Your magazine is one piece of mail I like to read right away.

*Mike Whalen, ATM
Northwest Club 2855-30
Elk Grove, Illinois*

CHECK LIST 'GREAT HELP'

Please accept my appreciation of *The Toastmaster*. It's full of useful ideas on how to conduct oneself as a Toastmaster, and on how various assignments can be improved or undertaken. Although we in South Africa get our issues two months after the publication date, the information is timeless.

Special thanks for the June issue, particularly for Mickey Dowdy's article, "Avoid Toastmaster Panic." For my 13th assignment toward my ATM I selected the fifth project, "Introduce the Speaker," from the Specialty Speeches Manual. Although I have served in various officer positions, the thought of giving a selective and critical evaluation as Toastmaster of the Meeting was a little daunting. Thank goodness for the "check list" printed at the end of Dowdy's article! It proved a great help, and I achieved my goal.

*Jeanette Roche, CTM
Port Natal Club 4263-74
Durban, Natal, Republic of South Africa*

LETTERS

MAGAZINE TRAVELS WORLD

What a treasure the July issue is proving to be! I am staying with my brother and his Turkish wife here in Istanbul, Turkey. I have read every word in this issue, twice! And my copy of the March issue is much traveled. My brother was staying with me when it arrived. He immediately started to read it and then asked if he could send it to a Japanese friend in Tokyo. I agreed but said I would like to have it back in due course.

Thus, it traveled from the U.S.A. to the United Kingdom, to Ireland, Japan, and back to Ireland. I had intended to bring it to Turkey for my brother and his family (it was the family issue), but alas I forgot to grab it.

I consider Toastmasters the one truly international organization. It is like a friend in each city around the world. Once, I even got a call from a girl from New Zealand who was spending the holidays in Ireland. She wanted to visit a local Toastmasters club here. What better way to meet the local people.

Thank you for all the hard work you and your team put into *The Toastmaster*.

*Veronica O'Connor, CTM
Dublin Club 2601-71
Dublin, Ireland*

AVOID REPETITION

The November issue is a classic speaker's guide for humor! It is not only informative and educational, but fun to read. Congratulations to all the authors and the staff for putting together such comprehensive examples of the various ways humor can be used effectively in public speaking.

I do have one brickbat to throw, however. In Barry Evans' otherwise excellent article, "Joke Your Way to the Top," he indicated the need for a theme and stated, "The old, 'Tell them where you're going, take them there, and tell them where you've been' still applies."

Evans must have served in the U.S. Army.

So did I, and I well remember suffering through countless boring talks and speeches developed around that tired theme. Every military instructor has been imbued with the philosophy that the only way to teach is through tiresome repetition. Evans' slogan paraphrases the military instruction motto of, "Tell them what you're going to say, say it, and then tell them what you said." In other words, "Bore them once, bore them twice, and then bore them a third time." To this day, when a speaker steps up to the lectern and begins with, "This morning I'm going to talk about..." my mind automatically reaches for the "off" switch. I submit that properly done, a speech can lead an audience to where the speaker wants it without the necessity of announcing the destination in advance.

*Andy Jackson, CTM
Two Notch Toastmasters Club 6203-58
Columbia, South Carolina*

PRISON CLUBS

We of the Good Time Club 535-29 are most pleased to have been selected as a "President's Top Five Distinguished Club" for 1989. The presidential theme last year, "Toastmasters: Building a Better You," was especially appropriate for our inmate members. In fact, our club and meetings here have evolved into the single most positive force toward rehabilitation available at this institution.

Because Toastmasters training hones communication skills, it is especially effective in preparing inmates to reenter public life. And Toastmasters meetings are particularly effective in nurturing self-esteem, in fostering renewed achievement of worthwhile positive goals, and in creating better overall future citizens.

For all of these reasons, we of the Good Time club challenge all Toastmasters to help carry the Toastmasters message throughout the U.S. federal prison system. Because inmates cannot normally correspond with inmates in other prisons, it is nearly impossible for inmates to begin new Toastmasters clubs on their own.

So we urge all Toastmasters everywhere to seek out and visit our club or similar prison clubs. We need your input.

I thank you for recognizing the contributions of our Eglin club.

*James Levine, CTM
Good Time Club 535-29
Eglin Air Force Base, Florida*

TO BE OR NOT TO BE

By *Betty Birrell, DTM*

I RECENTLY I HAD AN EMBARRASSING, UNMENTIONABLE THOUGHT. THE ONLY REASON I DO MENTION IT IS THAT THIS MIGHT BE AN OPPORTUNE TIME TO FIND OUT IF CONFESSION IS TRULY THERAPEUTIC.

Here it is: I was seriously considering not renewing my Toastmasters membership in April. There, I said it. The confession didn't make me feel any better, so let's talk about it: I feel that I am no longer growing from the meetings; I no longer feel excited about going and quite often I don't feel excited after attending. Quite frankly, I am losing interest.

"YOU'RE LOSING INTEREST"

That was the voice of my subconscious. It was telling me that Toastmasters is like a bank account; if nothing goes into it, there is nothing to withdraw and nothing to earn interest. "How many manual speeches did you make last year?" my conscience asked me. The answer was "three" and the lesson was obvious. I decided to dust off my manuals, pick some topics to develop and phone the educational vice-president to tell

her to put me on the roster for one speech per month.

I remember explanations (or should I say excuses) from other disenchanted Toastmasters over the years and I wish their consciences had taken over, just as mine did.

EXCUSES GET YOU NOWHERE

Excuse: "I don't seem to be improving anymore."

Conscience: Are you analyzing your evaluations from one time to the next? Attending meetings weekly and participating in earnest at every opportunity? Speaking is like jogging; if not diligently maintained on a regular basis, it won't improve.

Excuse: "The meetings are not as entertaining as they used to be."

Conscience: Come on, get serious! Did you initially join Toastmasters to be entertained? Have you assumed the responsibility of being imaginative and creative so that your efforts are entertaining to others who have the same complaint? Do you prepare like you used to?

Excuse: "I don't like the leadership style among the officers this year."

Conscience: Can you ignore it, contribute to it, change it, compromise, accept it or work around it? As with our local, state and federal governments, we can choose to become involved in an effort to improve the situation or we can wait until the next election. But, just as we would be unlikely to move from our home because we don't like our city council, it is equally silly to become inactive in the club simply because its style of leadership doesn't tickle our fancy. Ris-

est source of pride and joy?

We can bring our original communication goals back into perspective or establish new worthwhile endeavors by choosing to put the effort and support back into Toastmasters activities. Now is an ideal time to define those goals. How many manual speeches are you going to make? How many meetings will you attend? Will you become involved in Speechcraft, Youth Leadership, judging speech contests in the public school system, outside speaking engagements through a speakers' bureau, the club executive committee, contests, writing for the bulletin or attending local Toastmasters conferences?

Of course, I'm not proposing we devote our time solely to Toastmasters at the expense of sacrificing other areas of our lives. But, if we continue to do nothing we will continue to be disgruntled with ourselves and the organization.

I don't know about you,

SPEAKING IS LIKE JOGGING; IF NOT DILIGENTLY MAINTAINED ON A REGULAR BASIS, IT WON'T IMPROVE.

ing above a less than ideal situation could be a new opportunity for personal growth.

WE SUPPORT THAT WHICH WE HELP CREATE

This is a fact! Look at the areas of your life (family, career or hobbies) into which you put the greatest effort. Are they not almost always your great-

est source of pride and joy? but I'm going to renew my membership and compound my interest while the interest is high. ■

Betty Birrell, DTM, is a member of London Western Club 4189-60 in London, Ontario, Canada.

TOASTMASTERS 101

The Toastmasters learning experience is no ticket punch.

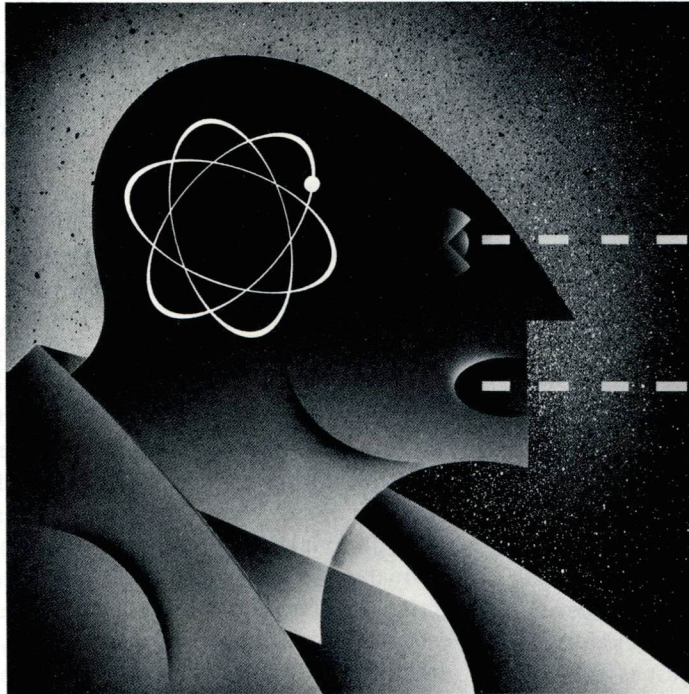


ILLUSTRATION BY JEFF KOEGEL

I WAS SHOCKED AND APPALLED BY A REMARK I OVERHEARD BY A GUEST AT A DISTRICT CONFERENCE. "IF YOU ASK ME," HE WHISPERED TO HIS FRIEND. "TOASTMASTERS IS NOTHING BUT A TICKET PUNCHING PROCESS."

By Amy Walton

A *ticket punching process*? That remark conjured up visions of myself as a college student effortlessly proceeding through the meal line, getting my meal card punched. How could anyone use such a stagnant term to describe one of the greatest learning and growth experiences I've ever had?

Toastmasters International is an organization dedicated to personal and professional growth, and it presents an unsurpassed opportunity for a lifelong learning adventure. In the United States, there is a belief that most learning occurs within a classroom, but this is far from the truth. A study on adult learning conducted by Alan Tough in 1978 concluded that 73 percent of all adult learning projects are self-guided, and only 17 percent of learning is professionally guided (e.g., colleges, corporate seminars, etc.). Opinion Research Corporation and an array of other educational researchers found similar data, thus confirming the United States a nation of lifelong learners. We learn through independent research and reading, on-the-job experience, participation in clubs and activities, travel, and so on.

Toastmasters International is dedicated to the development of leadership and communication skills, two areas in which most people wish to improve. Membership increases with each passing year, along with the growing lists of CTMs, ATMs and DTMs. Since Toastmasters is not a required or graded course, why do so many people join? Why do so many Toastmasters remain active for years, as they work toward various achievement levels? To answer this, we'll have to first take a brief look at the three main components of a typical Toastmasters meeting and what's taught by each one:

TABLE TOPICS

Table Topics is often the most unnerving part of a meeting. But what we learn from it! A Topicmaster must develop stimulating questions. Recipients of these questions must think fast, answering them with confidence and composure, even if he or she knows absolutely nothing about the topic. Table Topics teaches us to think under pressure.

The prepared speech projects, as presented in the basic and advanced manuals, constitute the core of the Toastmasters program. As we develop our manual speeches, we must meet certain objectives, as outlined for each project. When we rehearse and actually present our speeches, we must try to project our voice, vary our pitch, use few notes, use appropriate body language and adhere to a time limit.

In the basic manual, speech assignments teach us to prepare well-organized speeches, implement gestures as part of a speech, understand the functions and uses of the spoken word, and research various subjects. The advanced manuals encourage us to explore our own areas of interest, such as storytelling, entertaining, communicating on television, and public relations. The opportunities for learning and growth are endless!

Just as institutionally supervised classes provide some form of evaluation – such as standardized tests, written essays or oral examinations – Toastmasters clubs provide members with evaluations of both speeches and meetings. The benefit of evaluations are enhanced since they are *immediate*. A Toastmaster can start working on his weak points and bask in his strong points as soon as he is aware of them. Thus, evaluations serve as both learning tools *and* affirmations of progress (ego boosters!), and are vital to the Toastmasters learning experience.

While the above factors are standard elements of a typical Toastmasters meeting, optional components also offer tremendous opportunities for learning. Educational sessions can be presented by various club members, who speak on topics relating to individual or club improvement; or they can be presented by guest speakers, who provide insight into various subjects. Also, clubs can enrich and increase members' vocabularies by using the positions of wordmaster or

grammarians at each meeting. In my daily conversations, I've begun using once unfamiliar words, thanks to some creative wordmasters.

Toastmasters...a ticket punching process? If the various educational portions of the meetings aren't enough to convince you, then consider some of the other learning treasures that fill the Toastmasters reservoir. Speechcraft, Success/Leadership Programs and Youth Leadership Programs enable members to function in dual roles, as both students and instructors. One must learn, prepare and present the designated material. In turn, non-Toastmasters learn and benefit from these instructional programs (and possibly decide to join a Toastmasters club). Serving as a club officer also is an adventure in learning leadership skills. And attending a conference (district, region or international) is comparable to attending a stimulating weekend seminar on a college campus. Personal growth is unquestionable!

As I reflect on my three-year association with Toastmasters, I am completely

Learning *is* a lifelong process, and Toastmasters International is committed to nurturing that process in both the personal and professional lives of its members. Whether an individual joins a Toastmasters club to improve his communication skills, to overcome a fear of public speaking, or to affiliate himself with a supportive and goal-oriented group, he can't ignore this all-important fact: As a member of Toastmasters International, he *will learn!* He will learn to become a better communicator and feel more comfortable speaking in front of others; but he will also learn about many interesting subjects, the subjects of speeches by fellow scholars and the subjects of his own presentations.

Blossoming speakers and leaders in Toastmasters clubs may not take standardized tests or receive report cards, but that does not mean we aren't being taught or challenged. A ticket punch? Bah! Ask any Toastmaster who has achieved CTM, ATM or DTM status about her continuing involvement in the organization. That person is certain to cite

**COURSES COME AND GO, BUT AN
INVESTMENT OF ONESELF IN
TOASTMASTERS CAN PROVIDE A LIFETIME
OF LEARNING ENJOYMENT.**

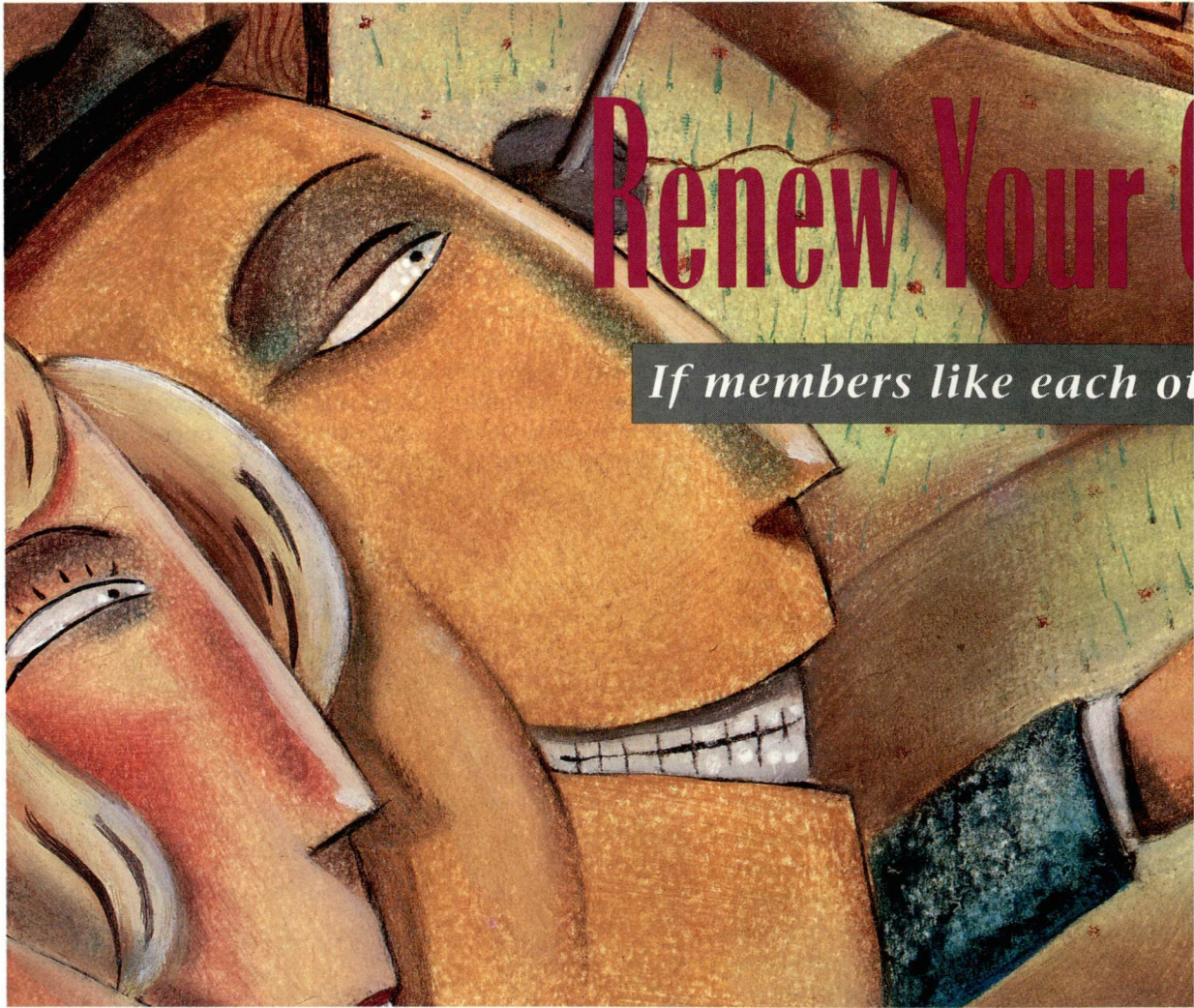
amazed and delighted by the wealth of knowledge I have absorbed. My speech preparation has prompted me to research Greek mythology, illiteracy in America and the McDonald's corporation. I am now learning to spin tales as a storyteller, to conduct television interviews and to entertain. My "textbooks" are manuals in the Advanced Communication and Leadership Program.

Furthermore, I've learned about the hobby of coin collecting, the training of seeing eye dogs, trivial tidbits about Ben Franklin, and a host of other goodies that I might not receive in a traditional classroom. The two evenings I spend each month in Toastmasters meetings are so much more enriching than many of the classrooms in which I've spent one or two semesters.

the valuable, lifelong learning as a primary factor in her Toastmasters longevity. Courses and classrooms come and go, but an investment of oneself in Toastmasters International can provide a lifetime of learning enjoyment.

Call it what you wish: Toastmasters 101, The Life Improvement Plan, or the World's Greatest Public Speaking Course. The fact remains that the Toastmasters treasure chest is overflowing with gems of learning. As a knowledge-loving, goal-oriented Toastmaster, I can only hope that the skeptic whose remark reached my ears has found one of those gems. ■

Amy Walton is a member of Virginia Beach Club 3267-66 in Virginia Beach, Virginia.



Renew Your Club

If members like each other

BY ALAN GRIFFIN

Does your Toastmasters club have its ups and downs? Every self-help group follows a developmental cycle. If your club is at a plateau, it could simply mean that it is right on schedule, and a new plan is called for to spark the vitality of the group. What are the ins and outs, ups and downs of a group founded on volunteer labor, like Toastmasters?

Today, 15 million Americans belong to 500,000 different associations that are nourished by the principles of mutual aid, characterized by five elements: an empowering philosophy, a support dimension, a change aspect, an educational component, and a missionizing dimension.

The number one reason people join self-help groups like



ILLUSTRATION BY BEVERLY HONG

Club Contract

, your club will thrive.

FIN, P.H.D., C.T.M.

Toastmasters is peer support. We want a network of friends in our community.

The in part of a volunteer effort is found in what attracts people to it. The role of a Toastmasters club is to provide a supportive learning environment in which every member can develop the skills of speaking, listening and thinking. My own chapter, Frontier Club 7219-56 in Austin, Texas, was established by those with a mutual interest in the metaphysical and spiritual. What makes your club unique?

The empowering philosophy of Toastmasters is that effective communication contributes to the betterment of humankind. Its support dimension is the mutual encouragement of its members. Change is brought about through new self-awareness. The educational component

is found in learning good speaking skills. But what of the missionizing element? In Austin's Frontier Club, that element is found in our common desire to make a connection on a metaphysical and spiritual level. We all belong to the club because of the friendships with peers who share a common interest.

The "out" part of a self-help group can be seen in the differences between people who stay in groups and those who leave. "Stayers" feel more of a sense of task accomplishment and, more importantly, a sense of belonging. Those who leave do so when they are unsure of their role and status within the group. If they can't crack the barrier to inclusion, they leave.

The "up" part entails the development of a group. There are four stages: identification (or redefinition) of purpose; orientation to that purpose and formation (or renewal) of the group; task planning; and the implementation of those tasks toward achieving goals.

There are predictable crisis points. At four to six weeks, it becomes clear whether the group will survive. And at four to six months, it's obvious whether the group can achieve its purpose. The "ups" come when these crises are countered with positive attitudes. A period of evaluation follows, and a recycling through these four stages continues for the life of the club. The time periods between stage four and the next renewal cycle vary with membership stability.

What about the "down" part? Slumps develop in two ways. The obvious "down" is when there is not enough interest in the group purpose, or the club is unable to achieve its goals. Paradoxically, however, a "down" phase can also be caused by success. When the group succeeds, it forms an internal structure that is reinforced by the mutual attraction of members who like each other. The closeness of this "in" group creates a barrier to newcomers and those existing members who are uncertain of their roles or status. They see the intimacy of the inner circle, and feel left out. Does your club have a "core" of long-time members?

What makes people feel like they belong? First and always, they must be attracted to individual members. That's why the mentor program is so successful in Toastmasters clubs. Second, members must believe the club can accomplish its

purpose (they will when they see improvement in their speaking skills). And third, participating in risk taking within the group adds to that belonging. Taking on any task makes one a part of the whole.

Joseph Campbell said, "We have not even to make the journey alone, for others have gone before us to light the way." Brandy Dickerson, a past division Lt. governor in District 56, describes the "ins and outs and ups and downs" of her own Toastmasters club, River City 5292-56 in Austin, Texas: The club was first organized by employees of Lockheed Corporation, meeting at the company. It quickly thrived, but then a drop in business resulted in many transfers and a loss of club members. Outsiders were invited but had problems getting past building security to attend the meetings. When the club hit a low point, it recycled and

purposes of the group are worthwhile. Newcomers must want skills taught through the Toastmasters program, and see how these skills can benefit them in their personal and professional lives. Two or three members and guests can get together, perhaps at the club meeting site, and review the manual and membership packet. The interests, needs and personal goals of each individual can be assessed and compared to how the Toastmasters program can help.

Third, **members must feel involved in the club**, especially if they are to feel safe enough to take risks. Help each new member define individual strengths and weaknesses. Assign a role suitable to those interests and talents, and get the new member to work on it right away.

The time always arrives for each Toastmasters club to renew itself. My own club was founded on a common attrac-

**THE NUMBER ONE REASON PEOPLE
JOIN SELF-HELP GROUPS LIKE TOAST-
MASTERS IS PEER SUPPORT.**

redefined itself from being a company club to one in the community. The meeting place was moved, and fliers were placed throughout the area. It worked! Then another slump came along, and the club dropped its mentorship program. Resumed mentorship complemented a recruitment program to energize the club again.

Even large, well established clubs can have high member turnover. What are the solutions? There are three. First, **people always come for friendship.** Immediately assign mentors to new members. Call and invite visitors and new members to lunch or coffee, or to visit your home. Offer a ride to a new member, or just offer to sit with them at the next meeting. Start the friendship from the very beginning and keep it going.

Second, **people need to feel that the**

tion to the metaphysical and spiritual, a powerful draw in the Austin community. When our club chartered, an implicit contract was made to provide a unique vehicle for communication between the traditional community and the New Age emphasis on metaphysical and spiritual concerns. When it's fulfilled, the club thrives. What is the implicit contract between your club and its community? What is special about it that unites people in a bond of common values, goals and interests? This can be the time for you to renew your own club's contract. ■

Alan Griffin, Ph.D., CTM, a former newsletter editor and president of Frontier Toastmasters Club 7219-56, in Austin, Texas, is a practicing consulting psychologist.

COPING WITH THE INACTIVE TOASTMASTER

By J. B. Klug

IS THE INACTIVE TOASTMASTER A PROBLEM IN YOUR CLUB? IF SO, HAS YOUR CLUB'S EXECUTIVE COMMITTEE TRIED TO MOTIVATE MEMBERS WHO NO LONGER ARE INVOLVED IN CLUB ACTIVITIES? HOW DOES YOUR EDUCATIONAL COMMITTEE COPE WITH THOSE WHO MAKE NO CONTRIBUTION TO THE CLUB?

Both committees must address this problem because a member's inactivity or failure to fulfill a scheduled assignment lowers the quality and effectiveness of the club's program. Furthermore, one member's lack of interest could be contagious, causing a morale problem among other Toastmasters as well.

How can we resolve this problem?

First, find out why members become inactive. Then, decide on the appropriate solution for each individual case.

The main reasons members stop participating actively in Toastmasters are:

- The individual decides Toastmasters doesn't meet his or her needs.
- The individual has a need for Toastmasters' self-development training but loses interest in the organization's programs.
- The individual is interested, but has a temporary conflict.
- The individual has become

inactive in the club, but more involved in area or district activities.

- The individual has completed all manual assignments and feels nothing more is to be gained from the organization.

These inactive Toastmasters should be confronted, not ignored, but a different strategy is needed for each.

Those who feel Toastmasters doesn't meet their needs may have based that assumption on inadequate or inaccurate information, so make sure to explain exactly what the organization has to offer.

If the member remains unenthusiastic, ask if he or she wants to be dropped. If so, thank the individual for expressing interest in your club, extend an invitation to return and then drop the person from the membership roll.

The member who feels a need for the organization but loses interest probably will be more responsive to encouragement.

Make sure the member has an opportunity to complete a member interest form (Code 403) available from World Headquarters. With the information the survey provides, you'll know what it takes to recapture that person's interest.

Now let's consider the individual who is definitely interested in Toastmasters, but has a temporary conflict that keeps her from participating actively. The executive committee should find out if this member wants to be temporarily removed from the scheduled program. Let the person know she will be welcomed back as a full participant any time.

In the case of the Toastmaster who has neglected club activities to become more involved at the area or district level, find out if this person wants to be removed from the scheduled program while still being welcome to fill in on a volunteer basis. Take advantage of this opportunity to keep

individual to lose interest. This Toastmaster really deserves the most attention because when this member becomes inactive, it tends to be on a permanent basis.

These Toastmasters should be encouraged to tackle the three new advanced manuals available from World Headquarters. You might also encourage them to pursue ATM or DTM status and tell them about opportunities to share their knowledge by conducting Speechcraft and Youth Leadership Programs in the local community.

Don't get discouraged if you lose some members even after making an all-out effort to motivate them. They no doubt appreciate the personal gains they've made through the organization and they'll probably tell others about it.

But these former members shouldn't be forgotten. Send them copies of your club bulletin whenever a special activity is planned. Ask them to appear as guest speakers. And encour-

DON'T GET DISCOURAGED IF YOU LOSE SOME MEMBERS AFTER MAKING AN ALL-OUT EFFORT TO MOTIVATE THEM. THEY NO DOUBT APPRECIATE THE PERSONAL GAINS THEY'VE MADE AND THEY'LL PROBABLY TELL OTHERS ABOUT IT.

abreast of activities at other levels of the organization.

The last of the five most common situations is the most difficult to handle. We tend to take this Toastmaster for granted. Having completed all manual assignments, the once devoted member feels he has already gained what he wanted from the Toastmasters program. We don't expect this

age them to bring guests to the meetings. Who knows, maybe those guests will decide to join and you'll soon have active replacements for those inactive Toastmasters. ■

J. B. Klug is the educational lt. governor for District 20 and a member of Magic City Club 585-20 in Minot, North Dakota.

TEN RULES FOR GETTING THE JOB DONE

To be a successful manager, you have to put yourself in the other person's shoes.

REGARDLESS OF JOB TITLE, ALL OF US MANAGE PROJECTS. AND ALL OF US HAVE FELT THE NEED TO MANAGE OUR PROJECTS BETTER. WE ALL NEED TO BE ABLE TO GET THE JOB DONE ON TIME, WITHIN A BUDGET AND ACCORDING TO DESIRED QUALITY STANDARDS. OUR RESEARCH SHOWS THAT EFFECTIVE PROJECT MANAGERS KNOW HOW TO FOLLOW RULES, PLAN EFFECTIVELY AND MANAGE THEIR PLAN.

*By
W. Randolph
and
Barry Z. Posner*

Here are 10 rules for planning and managing projects more effectively. If you use these rules, you will become a better manager of your projects.

1) SET A CLEAR GOAL

To get the job done, you have to start at the finish and work backward. The clearer you are about the end result of your project, even though it may change, the more effectively you can plan how to get there. You must also realize that everyone on the team must be clear about the goal. Even if team members have excellent skills and you have the best equipment available, they cannot do a good job if the end result is unclear. Setting a goal is a lot harder than it sounds. It takes concerted effort and a dedication to the principles of effective goal-setting. It means making sure that your goal is measurable and clearly understood by every member of the team.

2) DETERMINE THE OBJECTIVES

Once you have a clear goal, you can use objectives to help divide the job into specific parts for each team member. Objectives help team members understand how their contributions relate to the overall project. And by identifying each objective with a specific group or individual, you begin to develop ownership and responsibility. In short, objectives help the team help you manage the project so that the job gets done.

But with both goals and objectives, it is important to remember the old Chinese proverb, "People do not what the boss expects, but what the boss inspects." In other words, it is foolish to expect a result when you are not rewarding and paying attention to that result. You have to keep the overall goal in front of people and you must reward their efforts.

3) ESTABLISH CHECKPOINTS AND TIME ESTIMATES

Goals and objectives are extremely important, but they alone are not enough to get the job done. You also need checkpoints along the way to keep you on track.

Activities carry you from one checkpoint to the next. And in planning a project, you must be extremely careful that you pay attention to detail. You do not want to overlook any activity that is

**“PEOPLE DO NOT WHAT THE BOSS EXPECTS, BUT
WHAT THE BOSS INSPECTS.”**

- CHINESE PROVERB

necessary to complete the project.

Once you've planned the activities that make up a project, you can determine the relationships among these activities. Certain activities may have to be performed before others, but it may be possible to perform some simultaneously. At this point, you discover several ways in which the project can be completed.

You also must establish a schedule and resource guideline for the completion of each activity. It may be helpful to involve as many people as possible when estimating time and resources. When planning with a large group, it is also easier to get commitments.

4) DRAW A PICTURE OF THE SCHEDULE

It may be useful to draw a picture of your project to use the information in the first three rules. This is where charts and computerized software for Project Planning become invaluable. Such computer software will do you very little good if you do not follow the first three rules before you turn on the computer. Having followed the first four rules, you now have a viable plan. The next step is to manage the plan.

5) UNDERSTAND PEOPLE

The most basic, fundamental and often overlooked rule about successfully managing projects is: you can't do it alone. Projects often fail because managers do not build a strong team of collaborators. This generally happens because project managers focus on the technical aspects. Ultimately, your strategies for managing a project depend upon your understanding of people. To be a successful manager, you have to put yourself in the other person's shoes, and be sensitive to why people do what they do.

6) REINFORCE COMMITMENT

Research has shown that clarity about project goals is directly related to the commitment, loyalty and productivity of the team. By constantly keeping the goal before the team members, you're more likely to get their commitment. You also want to encourage the heart of the project team. Do not make the mistake of assuming that individuals respond only to money. Verbal recognition in front of one's peers and visible awards are two of the most powerful ways you can maintain commitment for a project.

7) KEEP TEAM MEMBERS INFORMED

Some project managers do not communicate as effectively as they should. They do not keep the members of the project team informed, or they themselves may not be adequately informed. The key to improving communication problems is to get ideas across from the perspective of the team, and to continuously give and receive feedback.

8) BUILD AGREEMENTS

Disagreements and conflict are unavoidable. Studies show that managers spend nearly half their time settling disputes. A major reason for this is that project management requires coordinating the work of many different people, most of whom do not report directly to the project manager.

However, disagreement and conflict in a project are actually quite desirable. Conflicts ensure continued interest and commitment. They encourage innovation and integrated solutions. They focus attention on potential difficulties. They create energy. And remember, people do not fight about issues they do not care

about. What you must do is manage conflicts so that all energy is focused on getting the job done.

9) EMPOWER YOURSELF AND OTHERS

All project managers need more power than they have. Managers often lament, "If I only had the authority necessary to get those people on track." "If I only had the power to influence my superiors."

Since they don't have the power position they need, they have to depend on personal power. One way that a project manager can build power is to recognize that team members look for honest, competent leaders who provide direction and delegate power.

10) ENCOURAGE RISK TAKING AND CREATIVITY

Project teams are usually set up for spurring innovative breakthroughs. So you need to encourage risk taking and creativity among team members. Make goals and deadlines clear, but allow for mistakes without intimidating or inhibiting people in trying new approaches.

Following these 10 rules will enable you to develop a sound plan that is strong, yet flexible enough to handle inevitable unexpected problems. It also will be a plan that your team can commit itself to follow. ■

W. Alan Randolph and Barry Z. Posner are authors of the book Effective Project Planning and Management: Getting the Job Done (Prentice-Hall 1987). Mr. Posner teaches at Santa Clara University, and Mr. Randolph teaches at the University of South Carolina.

WHERE'S THE CLUB DOCTOR?

Prescription for ailing clubs: watch for symptoms of poor health and treat them!

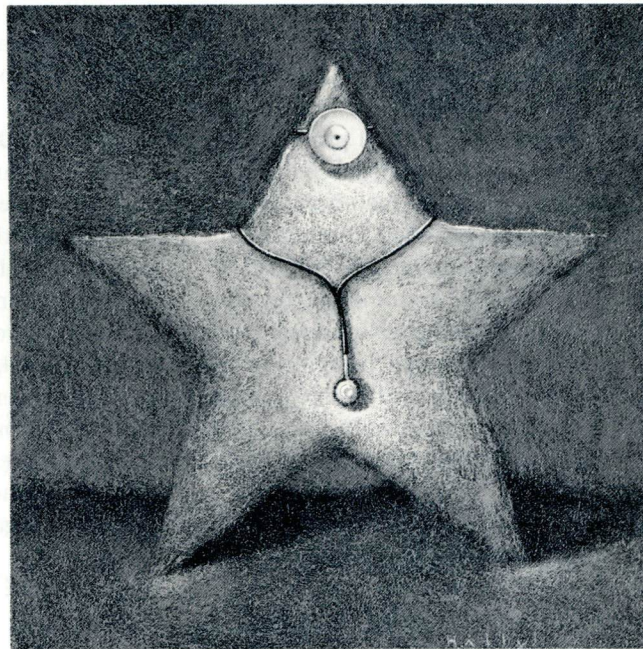


ILLUSTRATION BY GREG HALLY

I'M NOT A DOCTOR, BUT HAVING BELONGED TO THREE TOASTMASTERS CLUBS, I CAN TELL WHEN A CLUB IS SICK. THE SYMPTOMS ARE: THE CLUB DOESN'T GROW AND THE MEMBERS DON'T HAVE FUN.

By Mary Thayer, CTM

The first club I joined had a "star." It mattered not what topic he spoke on or what job he performed – he was terrific. He got total admiration from myself and the 10 other members. Time and time again the job of president was forced on him. If there was an area contest, our "star" was unanimously chosen to compete and he often won.

Our "star" had fantastic delivery. His smooth-as-a-meadow-lark's voice seemed to rise from his size 12 shoes and mellow as it made its way up his six-foot-four frame. He could say, "Today is Monday," and make it sound profound.

Gestures? Our "star" knew exactly how and when to pound, punch, chop, slash or wave expansively. It was made more impressive because his hands were as big as his feet.

God had given him the most expressive pair of eyebrows ever placed on a human forehead. They rose in surprise, drew together in a frown and shot up dramatically to make a point. One could rise while the other remained in repose.

His eye contact was such that he could zap anyone with a glance.

His clothes were intimidating. He always wore a dark business suit with just the right tie and shirt. His shoes were polished to a high gloss.

His speeches were informative, well written with a beginning, middle and an end. Of course, they were well delivered. He always won "best" whatever ribbons.

Break time would find him surrounded by a cluster of admiring Toastmasters.

But he had eyes only for the beauty of our club. Once in a while, I attempted to engage him in conversation. His eyes glazed over and he gazed at a point about a foot from my left ear.

In spite of having this talented mem-

ber in our club, membership kept shrinking. If three people joined, three or four would drop out. We managed to keep our membership at a shaky 12.

Now that I've had three years of experience in Toastmasters, I can see, in retrospect, what the health problems of the club were:

1. No one person makes a Toastmasters club. Everyone in Toastmasters is a "star." Let's hear it for us!

2. Everyone in Toastmasters has something of value to say and the rest of the members want to hear it. No one person can express everyone's viewpoint.

3. It takes many "stars" to make a Toastmasters galaxy.

4. Our "star" lacked two ingredients that are essential to make a club healthy. First, he had no sense of humor. Anyone who takes himself so seriously that he must handle every phase of the meeting has no sense of humor.

5. Our "star" also lacked compassion. He evaluated others according to his own standards of oratorical excellence. The rest of our club used our "star" as the yardstick for evaluation of members and we could never quite measure up to our "star's" ability.

It's easy to see why the club never grew. New members were intimidated by our "star" and by the standards for evaluation he set. His less than friendly attitude set the pace for the club and turned new members away rather than attracting them.

The second club I joined was also in very poor health by its compulsion to "float" and remain undetected.

I had lived in Hawaii eight years before I learned there was a Toastmasters club 20 miles from where I lived. It was the only club on "my" island. I was putting a stack of old newspapers in the trash (recycling wasn't available then) when I spied a blurb on the back page of a month-old paper concerning the installation of new officers for the Toastmasters club. I called the number listed and told the fellow who answered the phone how pleased I was to learn of the club. He told me when and where the next meeting would take place.

On the appointed day I ironed a dress, pulled on a pair of hose (a real torture in

a tropical climate), and drove the 20 miles to the condominium recreation room where the Toastmasters meeting was to take place. I had no trouble finding the correct room. Nearly 25 chairs were placed in a friendly circle and the lectern was in place. I took a seat and waited expectantly. I waited 15 minutes – no one came. I spotted a woman basking in the sun beside the pool and asked her if she knew anything about Toastmasters and where they met. She directed me to a bulletin board where I found the schedule for use of the recreation room. Yes, it was the time and place for the meeting. I waited another 15 minutes and then, disappointed, returned home.

I called the number I had for what turned out to be the club's educational vice-president. Oh, he was so sorry no one had called to let me know the meeting place had been changed. He said a lot of the club's information was spread by word of mouth, and that they had three meeting locations for the club on the

asked the hostess if the Toastmasters were meeting in the banquet room, I was 20 minutes late. She told me the club often met there, but the Humane Society was using the banquet room today.

I quit! That night, I called the president and told him I wanted to resign. He didn't try to persuade me to remain in the club, only said he was sorry I was not staying.

In my self-appointed capacity as a doctor of sick clubs, I'd like to offer some prescriptions to bring this club back to robust health:

– Hold meetings every week. You will find enough people who are able to attend every week so that the club will retain a healthy membership. It's too difficult to keep track of meetings held twice a month because there is always a different date to remember.

– Always have the same meeting place. Familiarity with the area gives the members a feeling of security.

– Use your local newspaper to announce

IT TAKES MANY "STARS" TO MAKE A TOASTMASTERS GALAXY.

second and fourth Wednesdays of the month. He assured me the meeting would be at the condominium in two weeks. I asked him for the address of the other two meeting locations.

Two weeks later I returned to the recreation room in the condominium. Fifteen friendly people were sitting in the circle of chairs. The meeting was enjoyable and I could see I could be a valuable member of the club. I would volunteer to take care of the club's publicity – that area needed help. At the end of the meeting, I paid my dues and became a member. The president closed the meeting by saying we would meet at the same place in two weeks.

I returned two weeks later and once again found empty chairs. This time I had the locations for the two alternate meeting places. I drove to the closest site, a restaurant four miles from the condominium. By the time I parked my car and

club events. They don't charge to publish the meeting schedule. This publicity helps attract new members.

– Extend a warm welcome to new members. Give them a schedule of the month's activities. Have the club secretary mail them a card to welcome them into the club.

I am happy to report that the club I now belong to is in excellent health. We've had the same meeting place and time for the past 10 years. We have a core of hard working, talented people who offer encouragement to all members of the club.

Be your own club doctor. Watch for symptoms of poor health and treat them. Keep your club healthy! ■

Mary Thayer, CTM, is a retired school teacher and member of Expressions Unlimited Club 4130-18 in Carlsbad, California.

Midway through a heavy night of studying for his college entrance exams, my brother turned to me and said, "This aphasia is rendering me inutile." I was neither captious nor disparaging and averred that with study he could obviate his solicitude. In other words, a little hard work and everything would be hunky-dory.

IN OTHER WORDS ...

Finding the Right Word is No Trivial Pursuit

BY KEN BARON

Welcome to the syllabic world of higher language; a land that includes the dark recesses of Webster's dictionary and the back alleys and alcoves of Roget's thesaurus. This is a place that will no doubt leave the native English speaker mumbling things like, "Where in the heck do these words come from?" For example: horripilation — bristling of the body hair from fear. Dipterous — having two wings. Who would think up uxorious — overly fond of one's wife? (and try working it into a conversation...). And verisimilitude — appearance of the truth (appears too long to be true).

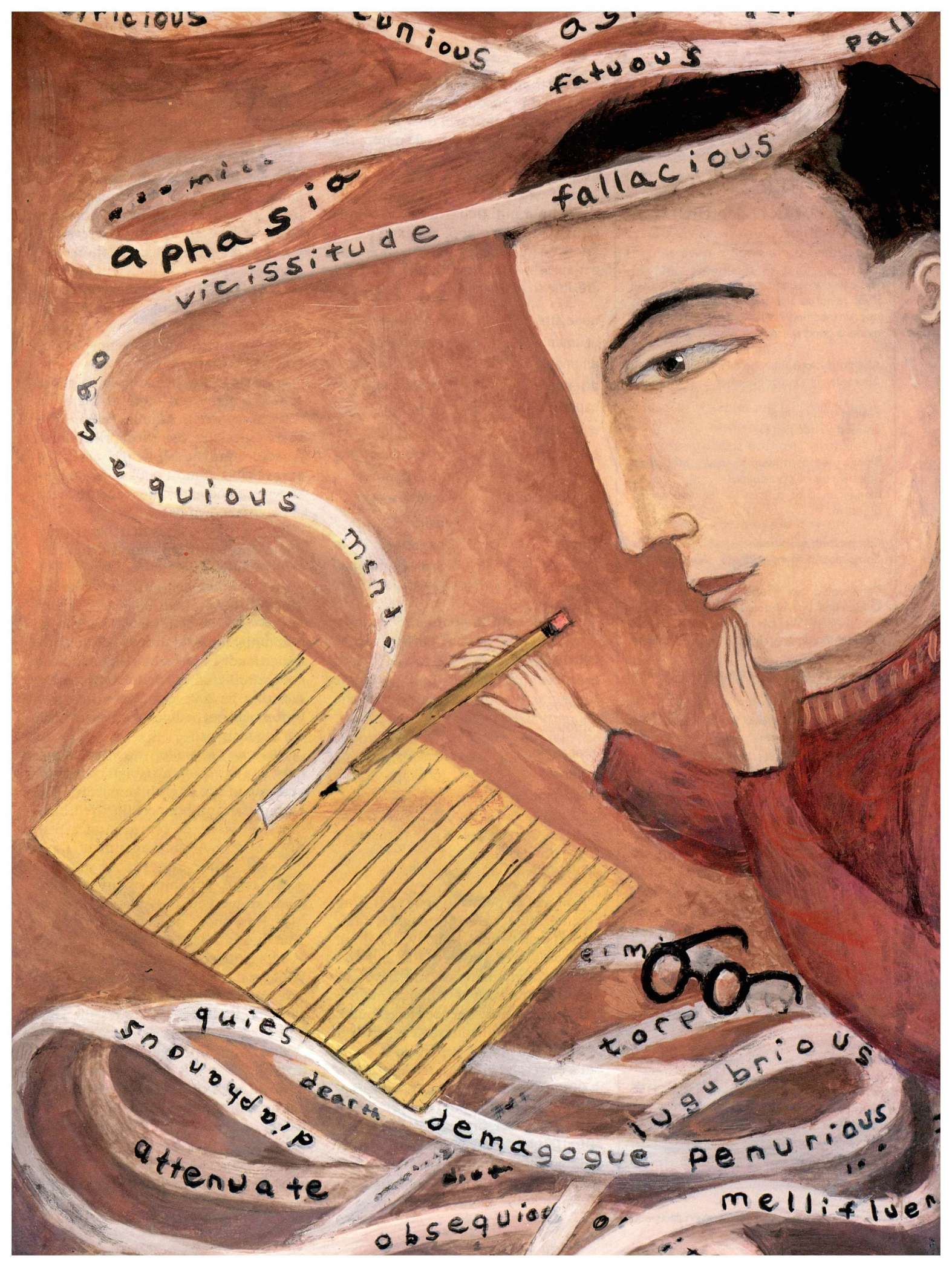
Simply stated, language is our tool for communication. The average American has a spoken vocabulary of about 10,000 words. Yet in writing or reading (where all the descriptive fireworks take place), the recognizable vocabulary swells to about 40,000 words. Not bad until one considers that there are an estimated one million words in the English language. A little subtraction leaves an excess of about 960,000 of our sesquipedalian friends, which sounds like a lot of verbiage floating around the heavens to me.

Now, before you rush out to buy a new word-a-day calendar, take heart in these facts: The Arabs have some 6,000 words for the camel. The Hanunoo, a people of the Philippines, have 92 words for rice. Your average Eskimo can identify snow with five words of his own, depending on whether it's hard and icy or the wet, slushy stuff (Oh, Nome in the springtime!).

Perhaps the true battleground for proving one's verbal worth is in the business world. Tests have shown that the size of a person's vocabulary correlates directly with his or her position and salary. This may or may not be such good news considering that by the age of 25, one's vocabulary is 95 percent complete. But all may not be lost.

Though a four-minute mile is probably out of the question, age should not inhibit one from picking up a few power words, as they're called in the vocab business. Remember, the sculptor Rodin did some of his finest work after the age of 70. And Michelangelo was 70 when he

ILLUSTRATION BY BECKY HEAVNER



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BEWARE OF HOMONYMS AND OTHER TRICKY WORD PAIRS

These similar-sounding words can cause trouble if you're not careful. They're often only a shade apart in meaning — but it's attention to detail that marks a good speaker, or writer.

Alternately: one after the other

Alternatively: one or the other

Beside: at the side of

Besides: in addition to

Blond: used as a noun for males and as an adjective for all applications

Blonde: used as a noun for females; not an adjective

Complacent: self-satisfied

Complaisant: eager to please; obliging

Continual: a steady repetition, over and over

Continuous: uninterrupted, constant, unbroken

Discreet: prudent, circumspect (e.g., a *discreet* silence)

Discrete: detached, separate (e.g., *discrete* tiles in a mosaic)

Forego: to go before, as in *foregone conclusion*

Forgo: to abstain from

Gourmand: one who likes good food and tends to eat to excess

Gourmet: one who likes fine food and is an excellent judge of food and drink

Noisome: offensive, noxious

Noisy: clamorous

Rebut: to argue to the contrary

Refute: connotes success in argument; almost always implies a judgment

Sensual: relates to the flesh; a sensualist has voluptuous tastes

Sensuous: relates to the senses; a sensuous person has exceptional sensitivity (i.e., can read Braille, or identify wines by smell)

Stanch: a verb meaning stopped or checked (e.g., he *stanch*ed the flow)

Staunch: an adjective meaning sound or steadfast (e.g., a *staunch* supporter)

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painted the frescoes of the Sistine Chapel.

If that isn't encouraging enough, then perhaps a little test will offer hope. The following 50 words were taken from the Scholastic Aptitude Test (college entrance examination) and will give you some idea of where you stand linguistically. Keep in mind that these are words seniors in high school are expected to know; so for college grads this should be a snap! Score 10 points for each word you are able to define:

abnegate	maladroit
acumen	mellifluent
amenable	mendacious
attenuate	meretricious
asperity	obdurate
avuncular	obfuscate
calumniate	obsequious
condign	obstreperous
contumacious	onerous
corrigible	palliate
dearth	penurious
de facto	prevaricate
demagogue	proclivity
diaphanous	quiescent
diurnal	repine
endemic	salacious
extirpate	salubrious
fallacious	sanguine
fatuous	sapient
impecunious	specious
inculcate	torpidity
insouciant	upbraid
jeremiad	umbrage
lassitude	vicissitude
lugubrious	vociferous

Now add 50 points to your total score because these were the toughies from the test (and besides, nobody's looking).

If you scored between 400 and 500 points, congratulations! You have obtained **genius level** which, roughly translated, means: You need to get out of the house more. If your score is between 300 and 400 points, **super**: Do not rule out a career in politics. A score of 200 to 300 is **good**: Bragging is acceptable. Between 100 and 200 points is just **so so**: Practice, practice, practice. For those with 50 to 100 points, **never mind**: Avoid high stake Scrabble games.

Although one may achieve a high po-

sition in the business world, success is certainly no guarantee of verbal acuity (as possibly confirmed by your test results). According to graduate school application test results, those who tend to have the largest command of the language are lawyers, doctors, executives, teachers and journalists. Vocabularies might not be up to snuff however, in those positions where calculations and numbers speak volumes. Highly suspected of needing a refresher course are: engineers, accountants, computer programmers, brokers and anybody who works for the Internal Revenue Service (ah, sweet revenge).

Regarding refresher courses, there are about as many out there as there are ways to say rice in Manila. Perhaps the best, especially for those with busy schedules, are the self-help books. They are available at most bookstores, are inexpensive and allow the reader to learn at his or her own pace.

It would be safe to say that there is only one group responsible for all these 25 cent beauties: the English. After all, it wasn't just tea that they gave to us Americans. And their language, as any recent visitor to London will tell you, is becoming increasingly more difficult to understand. In fact, the chief editor of the Oxford English Dictionary recently said that in 200 years Americans and Britons will not be able to converse without a translator.

This is no cadswallop (nonsense). One must be a clever biscuit (smart cookie) to understand the English vernacular. For example, an anti-bounce clip? Well, it's a shock absorber, of course. And a bed sitter? Simple. A studio apartment. Care for some crisps? Say "yes" if you like potato chips. But chips, as any Englishman can tell you, are American french fries. How about de-bagging someone. That means to take someone's pants off as a joke (those British!). Perhaps Oscar Wilde said it best when he commented, "We and the Americans have much in common, but there is always the language barrier."

Maybe the most comforting fact in all this talk about talk is this: To the Eskimos, the Arabs, the English, the Hanunoo and even my brother, a rose by any other name...

Ken Baron is a freelance writer living in Silver Spring, Maryland.

THE RIGHT WAY TO SAY IT

Spruce up your speech from
'orrible to simply loverly.

By *Sunni Bloyd*

Health food faddists would have you believe that "you are what you eat." Language purists insist that "you are what you speak." In George Bernard Shaw's play *Pygmalion* (later made into the musical *My Fair Lady*), a speech professor transforms a girl of the London streets into a lady acceptable to high society by training her Cockney croak into an elegant upper-class dialect.

While you won't gain entry into the most exclusive clubs here in America simply by learning to pronounce your Hs, you can improve your chances for success in life, love and business by correcting little mannerisms and errors that grate on the hearer's ear. A quick review of some of the problems often encountered by American speakers of English may give you all the brush-up you need to turn your speech from *'orrible to simply loverly.*

THE CASE OF THE MISSING LETTER

The English language is diabolically clever. Just when you think you know how to speak it, the rules change. Simple little words like *often* and *salmon* defy all logic in their pronunciation; perfectly good letters are totally ignored so the words are pronounced "off-en" and "sam-un." Some people, usually purists, supply the missing sound so the spoken word matches the written word. Such addi-

tion of unvoiced letters is called hypercorrection, and it's characteristic of people who are being very careful of how they talk. Other words that educated speakers sometimes run afoul of include *February* (which may be pronounced either "Feb-roo-ary" or "Feb-you-ary," according to the dictionary), *subtle* and *umbrella*, which sometimes comes out "umber-ella." Anyone who has attended a sports awards banquet can attest to the almost universal use of "ath-uh-lete" for *athlete*.

THE OLD SWITCHEROO

Then there are the letters that ought to be there but aren't in exactly the right order. Reporters covering the Watergate affair snickered privately at the high ranking White House official who persisted in saying "ir-rev-alant" when he meant *irrelevant*. Those who garble pronunciation often don't recognize their mistakes when they hear them. Somehow they've tuned out the differences between their own speech and that of those around them. They need to listen to themselves critically, then compare what they hear to the speech of those whose pronunciation they admire.

Incidentally, in spite of dire predictions to the contrary, speech in the United States is tending toward a high standard of similarity. Regional differences are

gradually fading away, replaced with a common vocabulary and similar pronunciation. The reasons: the high degree of mobility in our society and the universality of television. To make certain that everybody speaks alike on the airwaves, there is even a book of correct diction, the *NBC Handbook of Pronunciation*. It won't be long before everyone sounds like Edwin Newman.

LOST, STOLEN OR STRAYED

Sometimes, speech patterns developed in early childhood are never corrected. Letters or syllables are left out of words completely. Grown people say "woof" when they mean *wolf*, or "problee" instead of *probably*. One librarian confides that number one on her list of hated mispronunciations is "liberry." Even librarians sometimes say it wrong.

Southern or black dialects often drop the final *d* or *t*, softening words and wearing them down like old stones in a riverbed. "I *don'* know" or "good *ole'* boy" can creep into your speech without your being aware of them, because it's so easy to drop the final consonants.

Regional dialects are often castigated as "substandard English," yet those who study the history of language tell us they are not examples of deteriorating speech; they are often cultural fossils, remains of English as it was spoken centuries ago. The best example of this can be found in the speech of the back-country Virginian, who pronounces English the way the upper-classes of England did back in Colonial times: "Jine" instead of *join*, "varmit" instead of *vermin*, "wider" instead of *widow*, and "winder" instead of *window*. Some even point out that various "incorrect" verb forms—for example, *blowed*, *growed*, *shrinked* and *holp*—can be found in the King James Version of the Bible and in Shakespeare. As English moved toward standardization and simplification, these forms were left behind.

MALAPROPISMS

Some mispronunciations are the result of woolly-headedness. Take the soldier who asked his friend what a "lert" was. He thought he'd missed something because he'd never seen one. Or the

woman who ate so much at the buffet restaurant, she confided to a coworker, "I just gouged myself." This type of mispronunciation is called a malapropism, named after Mrs. Malaprop, a character in Sheridan's comedy *The Rivals*.

Mrs. Malaprop, like George Burns' late wife Gracie, used big words she didn't understand. "If I reprehend anything in this world, it is the use of my oracular tongue, and a nice derangement of epitaphs," Mrs. Malaprop said. Words often used incorrectly include "epigram" for *epitaph*; "gambol" for *gamble*; "magnesia" for *amnesia*; "abdominal" for *abominable*; and "emancipated" for *emaciated*. If you have the delusion that you are using long words correctly, perhaps you'd better check the dictionary to make sure your allusions are correct.

WORDS OFTEN MISPRONOUNCED

In 1905, Sherwin Cody compiled a list of preferred pronunciations, which contains many difficult words. How many did you say correctly? *Accurate* ("akew-," not "ak-er"); *almond* ("ah-mund," without the l-); *blackguard* ("blag-gard"); *breeches* ("brich-ehz"); *carbine* ("car-bine," not "-bean"); *chic* ("sheek," not "shik" or "chik"); *conduit* ("cond-dit" or "cun-dit"); *heinous* ("hay-nus"); *herb* ("erb"); *impious* ("imp-ious"); *mischievous* ("mischiv-us," not "mis-cheev-ious"); *naked* ("nay-ke-d," not "nek-kid"); *omelet* ("om-e-let"); *schism* ("siz-em").

SLANG, JARGON AND OTHER MISTAKES

Slang, jargon and other specialized vocabularies, such as C.B. lingo, appeal to many of us. They are fresh, humorous and not everyone knows them. The secret-club feeling harks back to the days when you were the first kid on your block who could speak pig Latin. Although many words are only passing fads, some like *bust* (as in arrest) have entered the mainstream of our language.

Young people today have great difficulty in understanding why it's not appropriate to use their "special" words in formal situations. **Slang**, often words we picked up as teenagers, dates us and separates us from the group or individuals with whom we wish to communicate. For example, the words *radical* or *far out* create an impression of sloppiness in a job interview.

Jargon is best defined as slang developed in the office. The best practitioners of jargon seem to work for the government or the educational system. Words like *utilize* replace *use*; *actualization* substitutes for *achievement*. These words are created and used for their in-group recognition.

Lingo is in some ways the most forgiving of vocabulary abuses. People create lingo because they are doing something new that requires new words. Lingo is somehow private and wryly humorous, like the military phrase *dog and pony show* that was coined to describe pull-out-the-stops briefings. The minute you hear the phrase, you get the picture.

What, then, is wrong with jargon, lingo and slang? Any time you fill your speech with words and phrases that are outside the normal currents of English, you run the risk of not being clearly understood. Another problem with using in-group

easy. Surprisingly few books are written on the subject and few English textbooks deal with it beyond providing a list of "correct" verb tense forms and pronouns.

A few simple things may help: Study spelling and vocabulary, which often clarify misunderstood pronunciation; check words in the dictionary for correct pronunciation; and learn to listen to yourself to see if what you say "matches up" with what those around you say.

Speech or drama courses at the local community college may teach you awareness of dialect and help you to create a new way of speaking for yourself. You might even need a personal speech coach.

FOREIGN FARE

When you're power lunching with a client, are you afraid to order *Pouilly-Fuisse* because you can't pronounce it? Don't let those French words intimidate you.

THE ENGLISH LANGUAGE IS DIABOLICALLY CLEVER. JUST WHEN YOU THINK YOU KNOW HOW TO SPEAK IT, THE RULES CHANGE.

words and phrases is that it marks you as an outsider in the eyes of the average person. If you want to get ahead in the business or academic world, such a stigma is hard to overcome.

HOW TO FIX IT

Standard speech has been defined as "that which is least likely to attract attention to itself as being peculiar to any class or locality." In other words, if people are always asking you, "Say, what part of the country do you come from?" you probably don't use standard speech.

In America, there are three norms of pronunciation: the Eastern, the Southern and the Western-Northern (sometimes called the General American). In California, you hear all three, but Western-Northern is what the natives speak. Nearly 70 percent of all Americans speak it too.

What can you do if your speech is not what everyone else speaks? Changing speech habits formed as a child is not

French terms often found on the menu include *ragout* (rah-goo), meat stew; *boef bourguignonne* (berf boor-guee-nyon), beef stew; and *sorbet* (sore-bay), sherbet. *Pouilly-Fuisse*? That's poohey foo-say, a light dry white wine. For more help, pick up a good foreign phrase book containing a section on eating out.

JUST FOR FUN

Howard K. Smith once claimed that those who live in Baltimore, Maryland call their city "Balamer, Murlin." *Garbage* is "gobbidge," *legal* sounds like "liggle," and someone using the telephone "dolls" it.

In spite of entertaining regional variations like these, American English is surprisingly uniform. Linked together by a common tongue, even our most discordant dialects are mutually understandable. ■

Sunni Bloyd is a freelance writer living in Orange, California.

WATCH YOUR LANGUAGE

By Richard Gordon

*Let schoolmasters puzzle their brain,
With grammar, and nonsense, and learning,
Good liquor, I stoutly maintain,
Gives genius a better discerning.
— She Stoops to Conquer, Act I*

Let's skip the liquor and puzzle our brains where it's more profitable – with grammar, with nonsense, with learning.

Errors in grammar are like water in the crankcase, like tacks in the tires, like sand in the suntan lotion. On the other hand, correct English usage elevates you in the eyes of your peers, accelerates your rise to success, and prevents you from being fined by the grammarian.

Three of the most common mistakes in English usage are:

- 1) failure to have the pronoun agree with its antecedent,
- 2) improper substitution of the reflexive for an objective or nominative pronoun,
- 3) the use of "the reason why" and "the reason because."

To help clarify these problems, I will illustrate each mistake with a definition, a rule, and examples. Let's start with mistake number one: pronoun and antecedent agreement. What's an antecedent? A word subsequently replaced in the sentence by a pronoun. And the rule? The pronoun should agree with its antecedent in number, gender and person. Examples:

Wrong: Every member wore *their* badge. (Wrong because the pronoun *their* does not agree with its antecedent, member.)

Right: Every member wore *his* badge. Better yet: All members wore *their* badges.

Wrong: The company issued *their* ultimatum.

Right: The company issued *its* ultimatum.

The second most common mistake is the improper substitution of a reflexive pronoun. A reflexive is a compound of a pronoun and "self" that refers to the subject of the sentence.

The rule: A reflexive pronoun (myself, yourself, himself) may not be substi-

tuted for the nominative or objective pronoun.

Examples:

Wrong: Ken, Paul, and *myself* are running for office.

Right: Ken, Paul, and *I* are running for office.

Wrong: He was speaking about *ourselves*.

Right: He was speaking about *us*.

The third mistake is the use of "the reason why" and "the reason is because." "Reason" means "cause," "basis" or "why." The rule: avoid redundancy at every opportunity. (To say "the reason why" is like saying "the why is why." To say "the reason is because" is like saying "the cause is because.")

Examples:

Wrong: This is the reason *why* I'm speaking.

Right: This is the reason I'm speaking.

Wrong: The reason he's complaining is *because* he's angry.

Right: The reason he's complaining is *that* he's angry.

These mistakes in usage are three of the most common. According to Thomas Elliot Berry's *The Most Common Mistakes in English Usage*, 281 other mistakes are made just about as frequently. This book sells for \$5.95. That puts the price of correcting your mistakes at about two cents each – a 60 percent reduction from the cost of a grammarian's fine.

To summarize, if you wish to elevate yourself in the eyes of your fellows, if you'd like to accelerate your rise to success, and if you want to avoid the grammarian's fines, then you'd better watch your language.

Richard Gordon, a member of Valley Club 3626-4 in Campbell, California, is a musician, travel writer and photographer.

BASIC GRAMMAR RULES

By Robert Lodge

1. Always practice your speech beforehand, among other things checking to see you left any words out.
2. Verbs must always agree with their subjects.
3. Don't use no double negatives.
4. A good speaker shouldn't shift your point of view.
5. Avoid using nonstandard words, irregardless of how many times you have heard them used by others.
6. It behooves every speaker to avoid archaic expressions.
7. It is *de rigueur* to stick to English and avoid foreign expressions, unless it is a *sine qua non*.
8. Watch out for irregular verbs which have crept into our language.
9. Avoid cliches like the plague.
10. Sentence fragments, even when seemingly completed with various phrases, clauses, or other modifiers.
11. Attempt to eschew obfuscation by implementation of a general proscription of sesquipedalian words.
12. Ordinarily, you should not use a preposition to finish a sentence up with. After all, what would you want to use a preposition to finish a sentence that you can't make any sense out of up with for?
13. Always try to stick to the point and achieve the utmost in clarity of expression, avoiding the use of run-on sentences and rambling on and on for a long time when the same thing could have been said concisely without, in effect, saying the same thing over and over, unless you are in Table Topics, in which case this may be an acceptable method to achieve the minimum time limit even though you do not really know what you are saying...

Robert Lodge, a former math teacher, is a member of Paramount Club 657-6 in Sandstone, Minnesota.

THE GRAMMARIAN WITH A HEART

This Wizard of Ahs aims to educate.

"We should relish the vigor brought to our language by the changing times – and at the same time retain the integrity to recognize the difference between casual intrusions and welcome additions."

– Wade Mosby

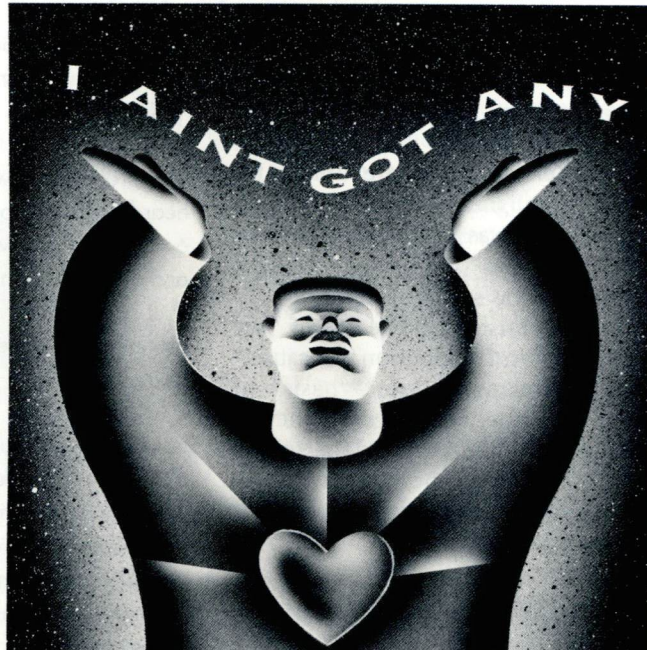


ILLUSTRATION BY JEFF KOEGEL

FIFTEEN PAIRS OF EYES WATCH AS YOU CONVERSE ON A TABLE TOPIC. CATCHING A BREATH BEFORE COMPLETING YOUR SENTENCE, YOU REALIZE THAT YOU ARE NOT SURE WHETHER YOUR NEXT WORD SHOULD BE WHO OR WHOM. WHAT DO YOU DO?

By
Pamela Price

- Don't wince. Widen your eyes and nod slightly.
- Lower your voice, and say the word fast with conviction.
- Observe you-know-who...the grammarian! If you see raised eyebrows, just say "Just kidding." Then repeat the sentence, using the other choice.

THE EXPANDED GRAMMARIAN

Now and then grammarians appear to be insensitive, intolerant robots. However, their faultfinding missions can be alleviated if grammarians use the same diplomacy expected of evaluators.

As my club's "house grammarian," I'm not immune to grammarian's fever – comprehensive, picayunish but amazingly detailed observations (to which speakers often respond in amazement, "Did I *really* say that?"). Sometimes I surprise speakers by commending them on exemplary language such as imaginative, precise words and literary figures of speech. This expanded scope is based on the original meaning of *grammar*: "the study of language and literature."

An expanded scope of grammar gives the grammarian the option of recognizing more than "form." A cartoon by Gary Larson illustrates a predicament caused by focusing on form at the expense of the big picture: During a reconnaissance mission, a pilot observes a man waving and jumping up and down on a small desert island. Letters have been scrawled in the sand. As the plane swoops down, the pilot discerns the letters and speaks into his radio transmitter: "Hold it. Cancel that S O S. It says `HEL F.'"

Enlarging the club grammarian's responsibilities and concerns promotes an overall sensitivity to the individual member.

GRAMMAR VERSUS USAGE

An in-depth look at grammar reveals that *grammar* and *usage* are different. Grammar describes words (e.g. the eight parts of speech) and the system that enables words to fit together to form sentences.

My former Ohio State University professor, Edward P. J. Corbett, says: "Grammar's rules are relatively inflexible and haven't changed for hundreds of years. Usage, on the other hand, is like the etiquette of language - it's more subjective and deals with whether a word is proper for a given context. Saying 'I ain't got any' is perfectly grammatical; the problem is one of usage. Most people object to the word *ain't*."

A hypothetical example of an ungrammatical sentence is: "Any got ain't I." It violates two components of grammar: proper word order (i.e., syntax) and conveyance of meaning.

Grammar also includes morphology (change in the form of a word, e.g., speak/spoke) and phonology (sounds, including pitch and stress).

GRAMMAR AND USAGE CHANGES - FOR BETTER OR WORSE

The rules of traditional English grammar and usage were cast in the 18th century. The *Reader's Digest Success with Words* explains: "...the overriding concern was to instruct newly literate classes of people in proper usages and, above all, to prevent a very much dreaded 'decay' of language. Such a fear was based on a serious misunderstanding of the nature of language as something fixed, complete, and ideally regular."

One classic debate - dating back to the 17th century - concerns the syntactic rule against ending a sentence with a preposition. This rule was modeled on Latin, whose prepositions cannot be separated from the words they govern. However, some English prepositions lose their meaning when they are separated from their verbs, as Winston Churchill so aptly illustrated when he said, "This is the sort of English up with which I will not put."

Webster's Dictionary of English Usage reports that recent commentators

unanimously agree with Churchill and reject this rule. However, if a preposition at the end of a sentence seems awkward or weak, writers may want to reword the sentence - especially for formal applications.

Ohio State's Professor Edward P. J. Corbett is often asked by students and business people about disputed usage. He explains, "Callers get nervous if I waffle, if I explain that some experts think one thing while others think something else. They want me to come right out and tell them what to do, so I just give them the most conservative position, which is the one least likely to offend anybody." He recommends using *Modern American Usage* by Wilson Follett.

Michael Strumpf, founder of "The National Grammar Hotline," answers calls at (805) 378-1494 from 8 a.m. to 12 p.m. (PCT), Monday through Friday, September through June, at his Moorpark

speech, or metaphorical language, (listed in the glossary on page 29).

Some of the glossary terms reveal a tendency toward leniency for speech compared to writing. William Zinsser acknowledges this leniency but advocates accountability by speakers whose words are potentially "tomorrow's written gold." Zinsser says: "Often we (the language experts polled in *The American Heritage Dictionary* usage survey) allowed an oral idiom which we forbade in print as too informal, fully realizing however, that, as Samuel Johnson said, "the pen must at length comply with the tongue."

BRIDGING HELP AND HELP

The expanded grammarian appreciates that:

- There are different language applications including formal and informal. Most speeches are informal and thereby receive a measure of leniency.

THE RULES OF TRADITIONAL ENGLISH GRAMMAR AND USAGE WERE CAST IN THE 18TH CENTURY.

Community College office in California. "Callers' lives depend on accurate information - jobs can be won, and marriages can be saved," he explains." The grammar hotline is fun, but also serious business."

Just as experts sometimes disagree on usage, prestigious dictionaries have conflicting language philosophies. *Webster's Third New International Dictionary* is descriptive, rather than prescriptive (judgmental). It does not label words, whereas *The American Heritage Dictionary* does give labels, such as slang and jargon, to many word entries. These labels are useful in a language discussion.

AREAS OF LANGUAGE APPROPRIACY

The glossary on page 29 is an aid to determine the appropriateness of language. *The American Heritage Dictionary* uses some of these terms to label their word entries. Grammarians may choose to comment on speakers' figures of

- Sometimes language experts (and books) disagree on usage.
- Technically speaking, grammar encompasses content, as well as form, since grammar concerns conveyance of meaning.
- "Grammarian's license" may include commenting on figures of speech (see glossary).

This broadened scope gives the grammarian the flexibility to be constructively critical and/or complimentary, depending on the sensitivity of the speaker being evaluated. "The Grammarian's Glossary" supplies the language for a heart-felt analysis. Most of the referenced grammar and usage books in this article are available from local libraries and/or can be ordered from bookstores. *The Elements of Style* (by Strunk and White) is a classic which is user-friendly! ■

See glossary p. 29

Pamela Price is a freelance writer residing in Santa Ana, California.

MICRO PHOBIA

*Make peace with the mike
— it's your friend.*



ILLUSTRATION BY LOU BEACH

BY JIM CHASE

All right. It was hard, but you finally conquered the writer's block and wrote that witty, informative speech that is destined to win the "best speech" award.

After hours of practice in front of the bathroom mirror, you are ready to face the audience, full of confidence and eager to speak.

As you approach the podium and prepare to speak, you are suddenly confronted with the most terrifying of all creatures: the microphone.

All of your careful preparation goes down the tubes as you break out in a cold sweat. Your fingers claw into the podium, and your gaze freezes onto that hideous device.

A little melodramatic? Perhaps. But nevertheless, most of us have had that panicky feeling of facing a microphone.

Few of us are barrel-chested orators with the room-filling baritone of Orson Welles. Unless we are only speaking to a handful of guests in our living room, a microphone, or mike, is usually necessary for our voice to be heard and understood by the audience.

Since they have increasingly become a necessary part of the public speaker's delivery, following are some common tips on the uses and abuses of the microphone:

Only an Amplifier

To begin with, let's get rid of one very old and false idea: "Microphones make my voice sound terrible."

The problem here is that the speaker is not used to

hearing his or her own voice. In fact, unless sophisticated, electronic modifiers are connected to the microphone, it can only reproduce exactly what a voice sounds like, but much louder. Most listeners actually prefer the sound of an amplified voice. It will sound better. So will yours.

In discussing the problems of microphone use, or nonuse in some cases, three types of personalities come to mind: the Wanderer, the Fidgeter and the Ignorer.

If a hypothetical typist had a reach of two feet, but always sat three feet away from the typewriter, little would be accomplished. This is, in effect, what many speakers do when confronted with a microphone. It is probably the most common problem for most public speakers.

They either consistently stand too far away from the microphone or they wander all around the podium, from one side to the other, occasionally coming within effective range of the mike. This gives the audience only brief pieces of audible speech.

A microphone, even one of the highest quality, usually has an effective range of only one or two feet from itself. Therefore, if you stand too far from the lectern, the mike cannot properly pick up your voice and sometimes may not pick it up at all.

It is helpful to know that three basic types of microphones are used in public speaking: directional, omni-directional and cardioid. These names refer to the pattern of the effective pickup area around the microphone.

The directional mike will pick up only those sounds directly in front of the mike and none to the sides or the back of the mike. It is used when the speaker is near some noise that may come through the mike otherwise. This is the worst type of mike for the Wanderer.

The omni-directional mike is just the opposite from

directional. It will pick up sound from any direction around itself. These mikes are used where the source of the sound is not localized, or pickup is desired from 360 degrees around the mike. It will help the Wanderer to be heard, but is seldom used on a podium because of its tendency to pick up outside noises.

The cardioid mike is probably the most common mike used today. It gets its name from the shape of the pickup pattern it produces, which looks like a heart. This microphone will pick up a speaker directly in front of it, and also to either side, but not from the rear. Therefore, it is the perfect mike for podium or stand use.

The microphone usually will have its pattern type printed somewhere on the body of the mike. It is wise to look for this before you speak, if possible, so you will know your boundaries.

The ideal situation is to test the microphone before the audience arrives. This will let you know what the mike can or cannot do, and how far you can be from it and still be heard.

If this isn't possible, the next best thing to do is listen to the speakers before you. Notice if their voices fade away when they stand in a certain spot, and where they are when they can be heard most clearly. This is where you want to position yourself when it is your turn to speak.

One thing not to do is "eat" the microphone. Don't speak so closely to it that your lips actually touch it. This causes blurring of words, and at times will cause your voice to distort through the loudspeakers. No matter how many singers you've seen use this technique, it isn't good for speakers.

DISTRACTING HABIT

Fidgeters are perhaps the most annoying public speakers to listen to. They just can't leave the microphone alone. Not only will they move it up and down during their speeches, but they'll sometimes take it out of its holder and pass it from hand to hand while talking. Great for a Las Vegas entertainer, but not for a speaker.

The result is inconsistent volume levels and a lot of squeaks, creaks and fumbling noises that draw attention away from the speaker.

Unless absolutely necessary, a good rule is to leave the microphone in its holder. If you need to adjust the mike to your height, do it before you begin speaking and then leave it alone. The ideal microphone position is about neck level and pointed directly at your mouth.

I recently attended a meeting at which the keynote speaker constantly rattled the very noisy mike stand in front of him. He just couldn't keep his hands away from it and adjusted it between each change of subject.

Unfortunately, no one in the audience was courteous enough to mention that he wasn't being heard, and he went on fumbling.

While we're at it, let's discuss some other microphone etiquette.

On behalf of microphone repairmen everywhere, when you test the mike, never blow into it. This is harmful to a most important part of the mike called the diaphragm. It is an extremely thin membrane that can easily be broken by

REFUSING TO USE IT

Ignorers completely ignore the microphone and just raise their voices to a level that they think everyone in the room will be able to hear.

Unfortunately, not only does this technique rarely work, but by the time the speakers are halfway into their talks, they either have throat trouble, or have dropped their voice back down to conversational level without realizing it.

The chronic Ignorer will not only stand away from the mike, he or she will take it out of its holder and set it down somewhere on the podium or whatever surface happens to be handy.

Unless there is an alert sound man to turn down the volume on the mike, it will still be "live." What the audience hears over the loudspeakers is the sound of papers shuffling, fingers drumming on the surface near the mike, and other equally distracting noises.

At a recent seminar, one of the speakers was extremely mike-shy and took the

THE PROPER WAY TO TEST A MIKE IS TO TAP ON IT WITH YOUR FINGERS, OR TO SPEAK INTO IT.

blowing on it. The proper way to test a mike is to tap on it with your fingers, or to speak into it.

A sound that has sent plenty of water glasses tumbling, and even more hands over the ears, is the infamous high-pitched whine known as "feedback." The technical causes of this phenomenon are numerous and too complicated to get into here, but the cure is simple. A lot of speakers try to stop the squeal by putting their hand over the microphone. This is probably the worst thing to do and will almost certainly make the problem worse.

The right thing to do is simply move away from the mike. If this doesn't eliminate the problem, which it usually will, either you or someone else should find the volume control on the public address system and turn it down slowly until the feedback dissipates. It won't take much, and you probably won't be able to hear the volume loss while speaking.

mike out of its stand, setting it down to the right of where he was sitting. The person sitting next to the mike was furiously scribbling notes on a pad of paper with a felt-tip pen. Due to the extreme sensitivity of the mike, all that the people in the back rows were able to hear was the sound of the note-taker scribbling away. None of the guest speaker's thoughts were audible.

Overall, we as public speakers should consider the microphone as a tool to help in the delivery of our speeches. It is capable of turning even the most mild mannered voice into a forceful presence to be heard and understood.

The next time you come fact to face with one of these modern conveniences, don't move away, don't panic, don't fumble with it, and above all, don't ignore it. Use it. It's there to help you do what you came to do...be heard. ■

Jim Chase is a writer, photographer and artist living in La Crescenta, California.

HALL OF FAME

DTM

Congratulations to these Toastmasters who have received the Distinguished Toastmaster certificate, Toastmasters International's highest recognition.

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Katherine S. Wood, 4254-43
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Janet Mildred Murray, 4948-56
J. Ralph Johnson, 6001-58
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Jo Reed, 763-44
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Suzanne H. Potter, 6470-15
Jack D. Campbell, 454-16
Catherine A. Bellis, 2216-16
Gloria Collyard, 1640-20
Gordon L. Springate, 872-21
Steve E. Watkins, 6360-23
Tommy Gilbreath, 4154-25
Dennis West, 2668-26
Edwin J. Johnson, 4853-26
Lois J. Tressler, 4926-26
Leo E. Ellis, 2695-39
Josephine D. Spikes, 4780-44
Hollis M. Richardson, 3547-46
Bernard J. Key, 1702-47
Albert Thomas Fromhold Jr., 2165-48
John Hormozi, 3629-52
Tara Rishter, 3057-60
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Brandy G. S. Hassett, 1672-4
Joyal Taylor, 1442-5

Jesus B. Benayas, 3933-5
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Cookie Packer, 6625-6
Leslie Ghiglieri, 2319-7
Thomas G. Eilers, 5784-7
David Laisure, 521-11
Robert W. Bettge, 1170-11
David R. Didion, 1714-11
Dominador V. Valena, 4552-11
Robert F. Wolf, 4564-11
Terry Ploski, 1255-12
Jan Roberts, 1976-12
Alfred O. Baxter, 3438-14
Michael R. Olsem, 1252-15
Nancy Makey, 1489-15
Linda Stone, 4190-15
John C. Torgesen, 4427-15
Randolph A. Meyer, 6207-15
James M. Donovan, 2337-16
Randy L. Thurman, 4906-16
Bonnie David, 291-17
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Noreen Elise Gordon, 1345-18
Truman Lewis, 4605-19
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B. A. Schoenewolf, 6155-21
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Annie B. Burgess, 4342-26
William A. Bufkin, 3553-29
Fred Laird, 3553-29
James L. Barnard, 1608-30
Frank B. Zak, 3374-33
John A. Domino, 782-35
Gary Miller, 3145-35
Kate Prager, 1260-36
Ronald E. Smith, 4891-38
Norman A. Stump Sr., 3316-39
William E. Thomas, 785-40
Val T. Felesky, 3093-42
Marnie Wilkins, 3430-42
Alan A. Buster Jr., 896-44
Jane Barnhill, 6145-44
Robert A. Vivalo, 5265-46
David M. Marks, 6885-46
Shirley Houle, 1980-47
Herschel G. Abrams, 3331-47
Deon Cox-Seymour, 3596-47
Albert L. Harwell, 1343-48

Robert A. Ekblaw, 3707-53
 John D. Henderson II, 3940-53
 Karen Draves, 43-56
 Roger L. Mitzel, 2208-56
 Thomas H. Veitch, 4058-56
 Jill A. Rowlands, 6768-56
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 Inna Ruvinsky, 1220-60
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 William E. Allen, 404-64
 Judith Boivin, 3005-64
 Elliott R. Blauvelt Sr., 1498-65
 Nancy C. Harlow, 4286-66
 James F. Pinner, 4123-68
 James David Barnes, 5836-69
 George Abramowicz, 3769-70
 Kim Malcolm, 5073-70
 Michael Thorley, 5593-70
 Diane Davies-White, 5804-73
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45 YEARS

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 Charter Oak, 931-53

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 S E C Roughriders, 1876-46
 Cosmopolitans, 2655-46
 Lyceum, 1993-65

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 Monsanto, 1267-8

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 Hilltoppers, 3232-29
 Sierra Sunrise, 2318-39
 Shaganappi 60, 3205-42
 West Toronto, 3057-60
 Winnipeg Keystone, 3211-64

25 YEARS

Mid-day, 1802-40
 Capitol, 194-75

20 YEARS

Dynamic Forcemasters, 587-F
 Naval Postgraduate School, 2032-4
 Noontoasters, 1822-8

15 YEARS

Presidencial Fronterizo, 772-5
 Undersea, 888-5
 Noon Flight, 1062-16
 Cessna, 1543-22
 Cntrl Business District, 3549-25
 Spaceland, 745-56
 Lucas Green, 3321-57
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 Otumoetai, 3511-72

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Apollo Portunus, 1754-U
 Big Foot, 306-2
 Blue Cross, 1197-2
 Casa Grande, 1751-3
 Foothills, 1874-3
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 Marketing Institute of Singapore,
 5578-U
 Singapore
 Maybank, 6358-U

Kuala Lumpur, Malaysia
 Kaiser Klimbers, 7884-1
 Harbor City, California
 Speechmasters By the Sea, 7889-1
 Playa Del Rey, California
 Sky Valley Orators, 971-2
 Monroe, Washington
 Premier Presenters, 1258-2
 Bellevue, Washington
 The Outer Crust, 7896-2
 Bellevue, Washington
 Scottsdale Ranch, 5165-3
 Scottsdale, Arizona
 Sunny Speakers, 5809-3
 Phoenix, Arizona
 Cholla Turbine Toasters, 6036-3
 Joseph City, Arizona
 High Flyers, 6432-3
 Tucson, Arizona
 UL, 6353-4
 Santa Clara, California
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 Mountain View, California
 Cornerstone, 7872-5
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THE GRAMMARIAN'S GLOSSARY

By Pamela Price

continued from p. 23

clique: A trite or overused expression or idea, e.g.: "without further ado." However, I never met a cliché I couldn't like in a fresh or humorous context.

dialect: A regional variety of a language distinguished by pronunciation, grammar or vocabulary, especially a variety of speech differing from the standard literary language or speech pattern of the culture in which it exists.

figure of speech: An expression, such as a metaphor or hyperbole, in which a nonliteral and intensive sense of a word or words is used to create a forceful, dramatic or illuminating image.

grammar: The study of language as a systematically composed body of words that exhibit discernable regularity of structure and arrangement into sentences. It sometimes includes such aspects of language as the pronunciation of words, the meanings of words and the history of words.

idiom: A speech form or expression of a given language that is peculiar to itself grammatically or that cannot be understood from the individual meanings of the elements, e.g., "put up with," "ill at ease," "how about." Also: A specialized vocabulary used by a group of people.

informal: More appropriate for use in the spoken language than in the written language especially of business, technical or official communications.

jargon: The specialized or technical language of a trade, profession or similar group.

nonstandard: Of, pertaining to, or indicating a level of language usage that is usually avoided by educated speakers and writers.

slang: The nonstandard vocabulary of a given culture or subculture, consisting typically of arbitrary and often ephemeral coinages. Examples are: *simp*, *honcho*. Note: A term may receive contradictory labels of "slang" and "colloquialism" (informal speech).

standard: conforming to established educated usage in speech or writing.

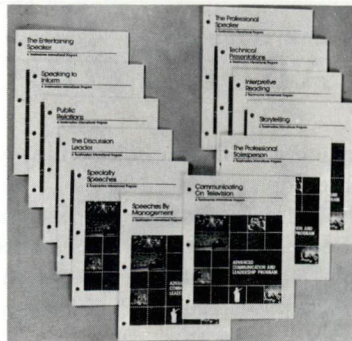
usage: the actual or expressed way in which a language or its elements are used, interrelated, or pronounced.

These definitions were cited from The American Heritage Dictionary (Houghton Mifflin Company, 1985).

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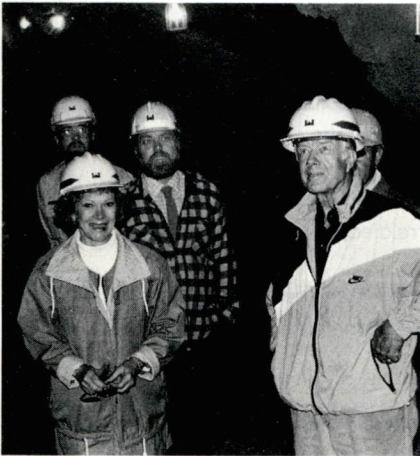
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UPDATE

TOASTMASTERS MEET FORMER PRESIDENT JIMMY CARTER



Rosalyn Carter, Charles Collins and former President Jimmy Carter view the permafrost tunnel.

Who would be able to brief a former president of the United States with only minutes notice? How about a Toastmaster? Three Toastmasters from Alaska, Charles Collins and Bonny Pagel of the Goldenheart Club and Phil Garrett of the Tundra Talkers Club, met with former President Jimmy Carter and his wife Rosalyn during their recent visit to Fairbanks, Alaska.

In the middle of a normal work day, Charlie, a geologist with the Cold Regions Research and Engineering Lab, received a call from a colleague at the University of Alaska: "President Carter is in town and on his way to the Alaska National Wildlife Refuge. He would like to see the permafrost tunnel. Will you meet us there? We're on our way." There was no time for collecting thoughts. This is when Table Topics experience kicks in spontaneously, when conditioning from effective evaluations takes hold subconsciously. As for me, luck put me in the

hall when Charlie headed for the door. Toastmasters gave me the confidence to get in the truck.

We introduced ourselves to the Carters in characteristic Toastmasters fashion. Once in the permafrost tunnel, Charlie took over, his knowledge and speaking skills apparent. The Carters were excellent listeners. Charlie's technical facts on the geological history of the Tanana Valley were readily absorbed. His vivid description of a pond literally frozen in time for 35,000 years under 20 feet of earth left us in awe.

We don't join Toastmasters planning to speak before an auditorium full of people or to keep a president informed. But when the unexpected happens, Toastmasters training ensures we give our most effective performance. ■

Bonnie Pagel, ATM, Area Governor
Goldenheart Club 1240-U
Fairbanks, Alaska

THE ULTIMATE TABLE TOPIC

At 9 a.m. on June 27th, former President Jimmy Carter, his wife Rosalyn and a secret service agent unexpectedly walked into my office at the Arctic National Wildlife Refuge where I am acting manager.

Would I go into instant panic, or would I have the calm assurance of a seasoned veteran of constant involvement with the public? I decided on instant panic! However, the weekly Toastmasters training I have been receiving for the last six months overcame my panic.

I immediately greeted my visitors. They asked if they could see the location of the refuge where they would be visiting with the Discovery Channel for filming a segment of a documentary on the Alaska National Interest Lands Conservation Act (ANILCA).

For the next 15 minutes, we had coffee and discussed their upcoming trip, bird

watching, good fishing holes, and a myriad of other topics.

The office was buzzing with excitement for the next hour before things got back to normal. I realized after they departed that their questions actually had been much easier to answer than those of a couple from California with whom I had spent an hour just before the Carters arrived.

The exposure and experience I have gained in Table Topics and thinking on my feet created an atmosphere of ease and enjoyment that I know would not have existed prior to my joining Toastmasters. My meeting with the Carters should count for my turn at Table Topics for the next month! ■

Phil Garrett
Tundra Talkers Club 5263-U
Fort Wainwright, Alaska

A TOAST TO THE UNITED STATES NAVY

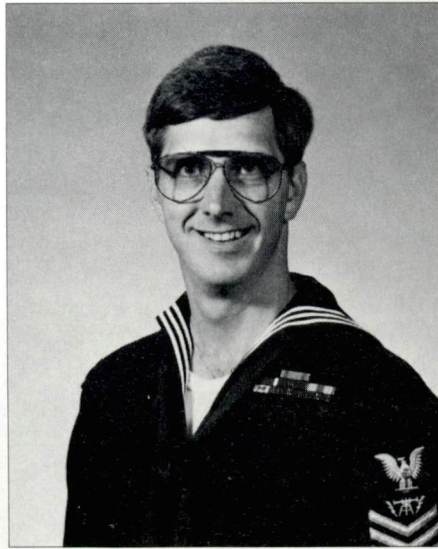
Too little time is a common complaint in these times of lightning-fast communication, economic recession, and the corporate lifestyle. A little *extra* time never hurt anyone - until now. Handling fleets of free time became the biggest problem facing U.S. troops indefinitely stationed in and around Saudi Arabia, awaiting the outcome of the Persian Gulf standoff.

But for some of the 1,400 sailors aboard the historically famous USS *Missouri* (or "Mighty Mo," on whose deck the Japanese signed the formal surrender that ended World War II), the monotonous free time usually spent on poker, rap music, jogging on deck and weightlifting

is used more constructively. They're improving their speaking skills in possibly the world's first floating Toastmasters club: USS Missouri BB-63 Club 7946-1.

The idea for a club came from the wife of one of the sailors, Kathy Vernon, president of Magnavox Club 4526-1 in Torrance, California. She saw Toastmasters training as an opportunity to help ease the boredom her husband, Petty Officer First Class Larry Vernon, and the Missouri's other men (no women serve on US combat ships) would encounter during long days in the Gulf. She also thought speaking and leadership skills would serve the sailors well in their Navy careers.

She made sure her husband Larry, an accomplished public speaker for the Navy, received as much training as possible with the Magnavox club before he left. With the help of many Toastmasters from District 1, she promptly organized a demonstration meeting aboard the Navy vessel. The Missouri club was chartered on Friday, Nov. 9—only a week after the demonstration meeting was held. Just two days later, on Nov. 11, the USS



Larry Vernon, Petty Officer First Class, USS Missouri

Missouri departed from its port in Long Beach, California, and headed for the Gulf.

At the demonstration meeting, held in the ship's cafeteria, about 30 enlisted men gathered to learn about the first internationally known club to be offered on the USS Missouri. While willing to serve their country in combat, most of them admitted to having trembling knees when speaking to an audience. As an example of an award-winning speech, Distinguished Toastmaster and former

naval officer Don Johnson presented "A Many Splendored Thing," the same speech that won him the World Champion of Public Speaking title in 1989. His speech about family love touched a chord with the men who afterward stood in line to ask questions or pay their membership dues.

"The longer you are out at sea, the smaller the ship gets," explained Anthony Falcone, 22, of New York City. "This will help us keep our sanity."

So far, the club has elected officers and has plans for a Tall Tales contest in May, figuring that by then they'll have plenty of tales to tell. While the club has received several hundred issues of *The Toastmaster* magazine for guidance and inspiration, its members would especially appreciate encouragement from other Toastmasters around the world. ■

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