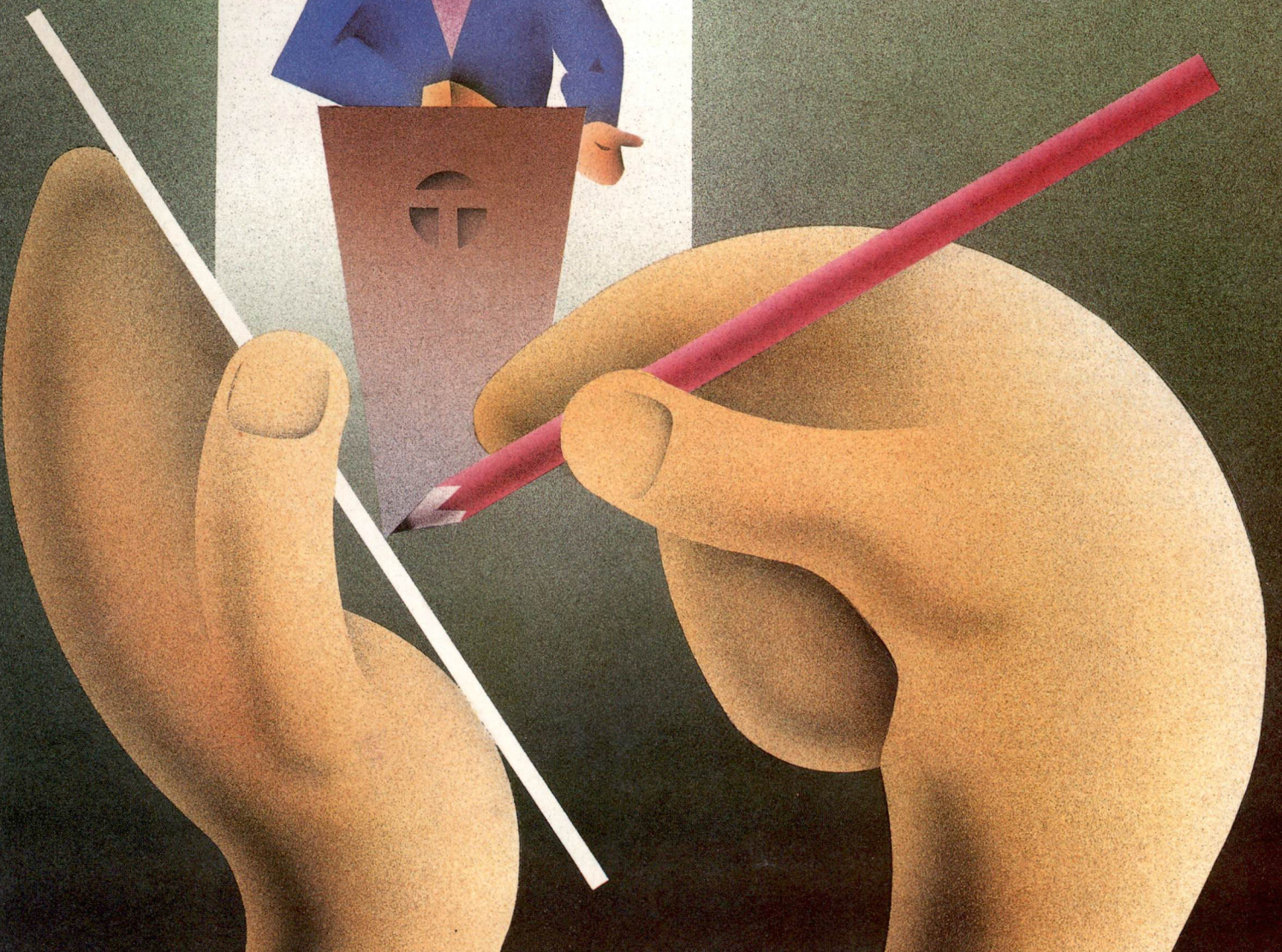
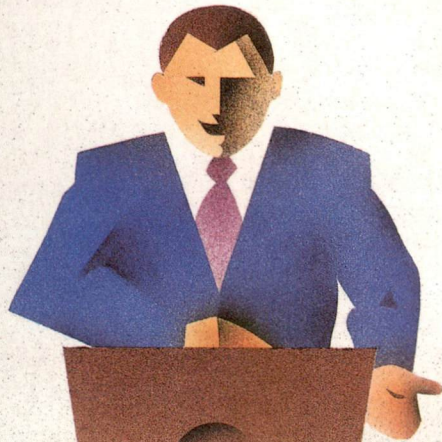
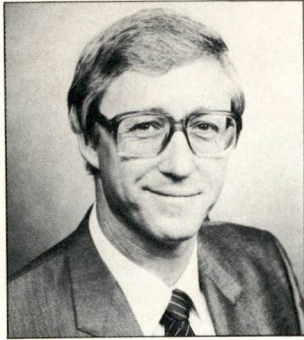


THE Toastmaster

J U L Y 1 9 8 8

Evaluate
to Motivate





Evaluate Constructively

As human beings we are, by nature, evaluators. From the moment our eyes open in the morning to the time we return to sleep at night, we evaluate and are evaluated by others.

Evaluation is an integral part of the Toastmasters program. This special issue of *The Toastmaster* focuses on how we can improve our skills in areas such as a speech evaluation, general evaluation, judging speech contests, and giving feedback.

Effective evaluation is the backbone of a successful Toastmasters club. It is one of the things that makes Toastmasters membership an invaluable and unique learning experience. Our system of evaluation helps each of us learn, grow and achieve.

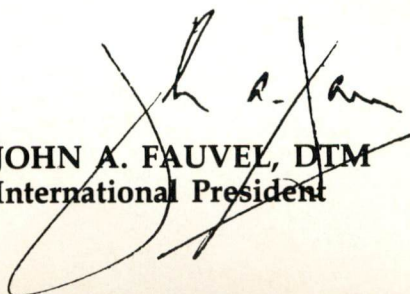
I remember completing one of the first speeches I gave as a Toastmaster. The thought of being evaluated made me almost as nervous as actually giving the speech. Lacking self confidence, I thought to myself, "Now I get to find out how poorly I performed." However, my experienced evaluator recognized my nervousness and commented on the courage one needs to speak in public. He identified the strong parts of my presentation and gave me feedback on how to improve. His evaluation boosted my confidence. It gave me the motivation to speak again and learn even more.

Effective evaluation benefits all of us—speakers, evaluators and club members alike. Speakers benefit by receiving quick, positive feedback. It boosts confidence and helps them move forward in their quest to become accomplished communicators. Evaluators benefit by developing listening and thinking skills. They also have the satisfaction that comes from helping another person develop and grow. The club benefits because effective evaluations help establish a warm, supportive club environment. Effective evaluations build trust and promote strong interpersonal relationships.

Creating a caring and supportive evaluation climate in each of our clubs will ensure the growth and success of Toastmasters International well into the 21st century. Let us all work hard to develop effective evaluation skills and help one another be achievers.

"There is value in the comparison of ideas and experiences. Through the sharing of ideas, progress is made."

Dr. Ralph C. Smedley


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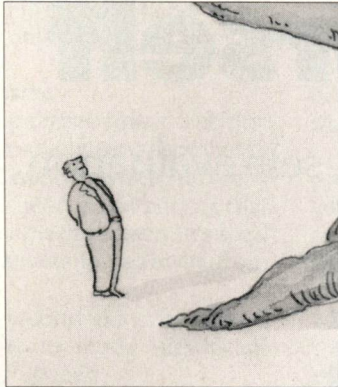
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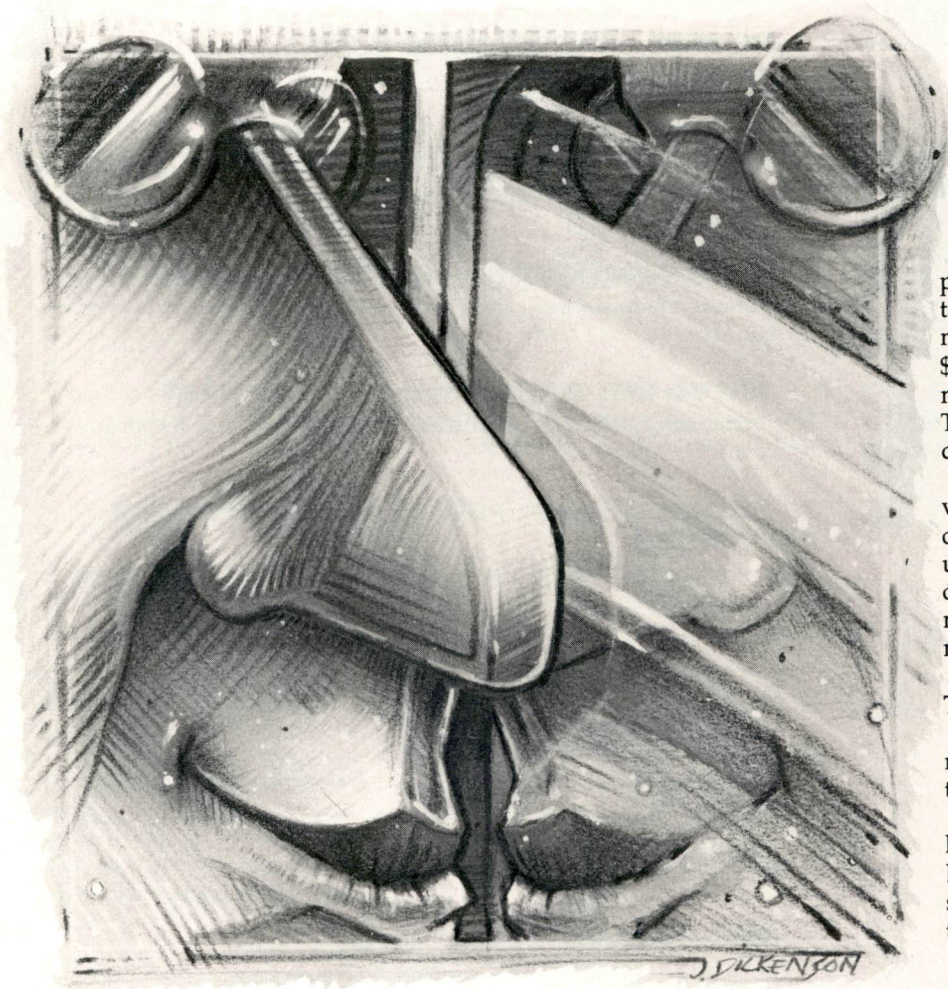


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Watch Yourself

Videotape is a valuable tool for self-evaluation.

BY LEON FLETCHER



and weaknesses as a speaker than you'll ever get from checklists, comments by colleagues or guidance by speech coaches.

All that, and more, is available for surprisingly little cost. An adequate videotape system—camera, recorder and monitor—can be bought for around \$1,000. That's the equivalent of each member of the typical 20-member Toastmasters club contributing just a dollar a week for less than a year.

If you or your club would prefer a videotape system with truly sophisticated capabilities—power zoom, extreme close-ups, character generation for titles and credits, high light-sensitivity—the cost may be around \$2,000. That's still not much for all you're getting.

The Supreme Benefit

Videotaping speeches serves three main purposes: practice, documentation and evaluation.

Practice is, as every Toastmaster knows, vital to effective speaking. The Latin writer Publilius Syrus in 42 B.C. said, "Practice is the best of all instructors."

Documentation is an especially valuable benefit of videotaping. By reviewing videotapes—particularly tapes made over a period of a year or more—you can analyze your growth as a speaker. You can spot specific strengths and weaknesses of content, organization and delivery, and thereby improve your speaking skills.

But evaluation seems to be the supreme benefit. Here are some tips for using videotaping effectively.

Avoid negative thoughts, such as

Videotaping is probably the most valuable aid to improving your speech. Consider what it can give you:

- Immediate reproduction of every gesture and syllable.
- Convenient playback for all audiences.
- Privacy for errors, publicity for successes.
- More insight into your strengths

"The taping will make me nervous;" "I couldn't stand to watch the tape;" or "I won't give as good a speech as usual." Replace such undermining views with positive attitudes: "This equipment will let me see myself as the speaker I really am," and "This is a great chance for me to improve my skills."

Three's the Charm

Review the tape three times. The first time you see yourself, you'll probably concentrate on minor points. You may notice that you need a haircut, or that you look heavier on the screen. It's hard for first-time viewers to get away from such trivia.

During your second viewing, make a concerted effort to study significant aspects of your speech.

Analyze the content. How relevant is your data? How vivid and appropriate are your examples? Are your points clear and specific?

See if your speech seems organized. Does the logic of the structure come through? How well does it flow?

Look at your delivery. Are your gestures and expressions appropriate? Do you avoid rigidity as well as flamboyance? Is your voice well modulated? Do you sound and look at ease?

Then watch that tape once more to study the overall impact of your speech. How would you react as a member of the audience? Do you come across as confident, credible and sincere?

Now, after three viewings, you should have a more specific and realistic evaluation of yourself as a speaker.

Believe It

Many speakers who watch themselves on a videotape doubt what they see. Typical comments during early viewings include "Do I really look that?" "Is my hair that bad?" and "My voice doesn't sound like that."

Actually, some people are more photogenic than others. There's not much you can do about that, except to try not to be too critical of yourself and not let minor criticisms by others concern you. As you view tapes of your speeches, concentrate on the significant strengths and weaknesses.

Make a List

Your self-evaluation will be more productive if you watch for specifics. A checklist will give direction to your self-evaluation.

Toastmasters makes available a number of evaluation forms which can be used as checklists for your taped presenta-

tions. Individual Written Speech Evaluation Forms (Code 165) provide for a detailed written evaluation. Speech Evaluation—Speaker's Profile (Code 161) is a chart for assigning evaluation points for a variety of speaking skills. Communication and Leadership Program—Evaluation Guides (Code 228) contain reprints of the evaluation pages of the Communication and Leadership Manual.

After viewing a few of your taped presentations, you may wish to prepare your own self-evaluation checklist, based on what you have observed. But don't damage your self-esteem by using a checklist including only points on which you are weak. Your list should include aspects where you are strong so you can improve them even further and build your self-confidence. It's important not to let your evaluation become a series of self-deprecating snippets.

Dan Rather Makes Mistakes

Take an objective look at how you appear on videotape. Then take a look at a professional, such as a political spokesperson or television newscaster. You may have to admit to yourself that you're not Peter Jennings or Diane

Sawyer, but you're not that different from them, either.

Do you sometimes fumble? So do the pros, some much more than you may realize. Professionals usually don't emphasize their errors as amateurs do. They retain their composure, correct themselves succinctly if necessary, and keep right on going. They don't apologize, repeat the information and act disgusted with themselves. So relax and do your best. Work to improve yourself step-by-step, but be tolerant of your own imperfections.

Watching tapes of your speeches can be one of your most productive learning opportunities if you're prepared to make the most of it. Remember that as an evaluator you must be both honest and fair, even when evaluating yourself.



Leon Fletcher, emeritus professor of speech at Monterey Peninsula College, is a frequent contributor to *The Toastmaster*. Among the eleven books he has written is the Ballantine paperback, *How to Speak Like a Pro*.

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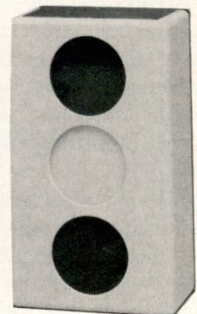
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Record Your Presentations

Advantages of wearing the equipment.

BY FREDERICK GILBERT, PH.D.

You put weeks into the preparation of your talk. The audience loved it. You got your message across, and you feel great. Now what?

If you did not record your talk, all you have left are memories. If, however, you taped your speech, you have a way to build on the work you put into it. There are at least three reasons to record your presentations:

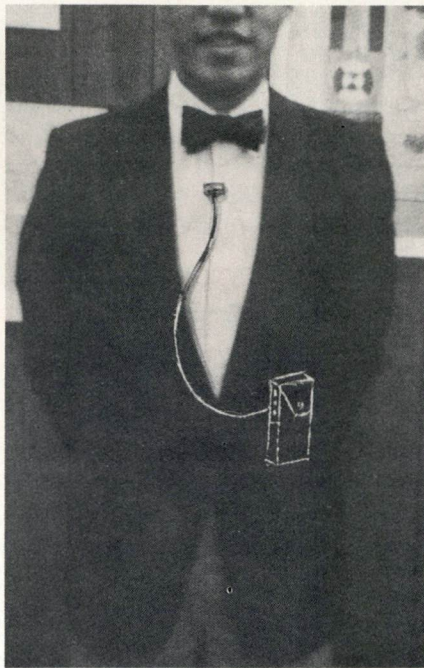
- to review it to improve your style;
- to edit the tape and use it to show others what you can do (i.e., make a "demo tape");
- to draw on the content for future talks.

The question is, how do you get a good recording without hiring a sound technician? There is a simple answer: wear your recording equipment on your body.

Recording technology has advanced to the point where it is now very easy and relatively inexpensive for you to get studio-quality live recordings of all your presentations. Here are some tips on how to record your talks.

The Tape Recorder

Always use full-size cassette tapes, not the micros. The smaller cassettes are more difficult to edit and the size is not universal. Although several good brands exist, I have had excellent results with Sony's Recording Walkman, WM-F200(II) (\$240.00). The key feature on this recorder is "auto reverse." After reaching the end of the tape, auto reverse allows the machine to continue recording. This way you can record 45 minutes in each direction on a 90 minute cassette without stopping to turn over the cassette.



Microphone

Always use a "condenser" microphone for maximum fidelity. These mikes have a built-in battery to boost their sensitivity. I use a Sony ECM-011 (\$30.00). This is a small, tie-clip mike that is placed approximately six inches below your mouth on your tie or lapel. It picks up audience response as well as your voice.

Wearing Your Recorder

The advantage to the Sony WM-F200(II) (besides auto reverse) is its small size: 2-3/4" wide, 4-3/8" high, 1" deep and weighing only 7 ounces. It comes with a lightweight carrying case with slots for a belt.

The recorder may be attached to your

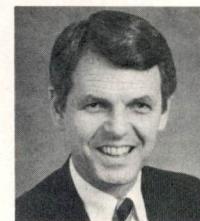
belt and worn on your hip (see diagram). It is light and small enough also to be worn in an inside coat pocket without distorting the lines of the coat.

Wearing your recording equipment has several advantages. You have complete freedom of movement, and you don't have to depend on someone else to do your taping.

Pitfalls

There is a speaker's "law of the universe" that guarantees it will be your *very best* presentation when the batteries go dead or you plug the mike into the "headphones" jack. Pay special attention to small details.

I recently decided not to record a major presentation to 200 colleagues because it was being recorded professionally. The technician stopped recording after my summary, thereby eliminating my final story, the musical ending and the applause. So, remember, to get good quality tapes to show to others, and to use for self-critique, record everything you do with equipment you wear. This will ensure that all your work and preparation results in more than just memories when the standing ovation is over. □



Frederick Gilbert, Ph.D., is president of Frederick Gilbert Associates, Inc., a speech training and consulting firm in Redwood City, California. He is a member of Lee Emerson Bassett Club 33-4 in Palo Alto.

Walking a Thin Line

When evaluating, consider the speaker's relationship to you and the club.

BY CHARLES L. HINKLE

An evaluator has a narrow path to follow. Too critical, and the speaker can be discouraged from wanting to speak again. Too soft, and the speaker has no guidelines for improvement.

Fortunately, it's possible to give a meaningful evaluation while remaining diplomatic. Some people associate tact with deceit, and feel that you can't be diplomatic and straightforward at the same time. That's not true.

A straightforward evaluator could say, "You bored your audience," but that wouldn't be honest. An evaluator has no right to speak for everyone. Some members of the audience may have been very much interested. If you say in an evaluation, "You bored me," that is still unacceptable. You're making the speaker responsible for your state of mind, without offering any specifics to work with. It's much more useful and honest to say, "I thought you rambled, and I had trouble concentrating."

An honest and diplomatic evaluator doesn't make absolute judgments. Your personal opinions are valid and unarguable. If you tell a speaker "I couldn't follow the structure of your speech at all," and everyone else writes "good organization" in their written evaluations, it doesn't make you wrong. You *couldn't* follow the structure, but you may have missed the one sentence that made it work for everyone else. If you had said "Your organization stinks," you would have looked like a fool.

Another important thing to remember is to focus on the speech, not the speaker. If a child spills a glass of milk,

shouting "you dummy, look what you did" is focusing on the child. To focus on the act, you could say "Look what happened, let me help you clean it up." The child isn't dumb because of a common accident. Children who are persistently told how stupid they are will think of themselves as stupid and begin to act accordingly. Speakers can be similarly affected by bad evaluations. Instead of saying "you ramble incessantly," say "I didn't sense that your speech had a focus."

The final point to remember is that the meaning is in the relationship. If I call my best friend a "scumface," he'll accept it as a term of endearment. If I use the same term to address my boss' spouse, I'm asking for trouble. When evaluating someone's speech, consider the speaker's relationship to you and the club. While first-time speakers deserve honest evaluations, you can't be as tough with them as you can with a speaker who realizes what a friendly, supportive group Toastmasters is.

These are the basics of diplomatic evaluation. These guidelines won't mean you'll always give wonderful evaluations, but they will help you to deliver honest opinions in a way that won't offend. T

Charles Hinkle, a former Area 21 Governor, is a programmer/analyst for Shell Oil Company in Houston, Texas. He joined Southwestern Club 2995-56 in 1982. After his presidency, he founded The Toast of Shell Club 244-56 and served a term as club president.

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Who Me, Evaluate?

Evaluation is an honor, not a burden.

BY NANCY E. FISTER, ATM

Why do so many Toastmasters view evaluation as a chore rather than a challenge? Good evaluations are important to the success of the Toastmasters program. The evaluator's comments can positively influence all of the speaker's successive presentations. Evaluation is not a burden, it is an honor.

Perhaps some of us approach the task of evaluating more hesitantly than other club responsibilities because it is a compound job, with several aspects requiring our attention at once. First, the evaluator is obligated to observe the speaker, making notes on the strengths and weaknesses of the speech and suggesting areas for improvement. Second, the evaluator must organize these observations into a coherent shape. Third, the evaluator must make the presentation with only a few minutes to prepare.

Without a game plan, it can be tough to get any consistency in the quality of evaluations.

Remember that your primary purpose is not to dazzle your fellow club members with your eloquence or take home the best evaluator trophy; the main purpose of evaluation is to help someone become a better speaker. Be an observer during the presentation, concentrating on nothing else. Give your undivided attention to the speaker at each stage of the presentation: the approach to the lectern, stance, expression, language usage, right through the speech to the closing comments and relinquishing of the lectern.

Analyze every element that makes any kind of impact on you, and make your observations as specific as you can. If the speaker's voice strikes you, ask yourself why. Is it soothing? Expressive? Mellifluous? Authoritative? Did it add or detract



Illustration by Jeffrey Koegel

from the presentation?

Be Specific

If you comment on a general element of speaking such as gestures, try to express more than that they were "good" or "could be improved." You might say, "I could feel the frustration you were trying to communicate when you put both hands on your head. That was a very effective gesture." In another situation you might say, "I didn't feel any emotion because your arms never left your sides. A frustrated person is likely to be agitated and use a lot of gestures. If you can include gestures when you talk about your frustration, you'll reinforce what you're saying."

Take notes during the speech, otherwise you're likely to forget some of the first things you noticed. Use a large sheet of paper so you can write legibly. Jot down what you considered to be the highlights, what you found distracting, what you

The main purpose of evaluation is to help someone become a better speaker.

didn't like and why, and what you thought could be improved. Complete sentences aren't necessary; just make sure that you can recall the impression you experienced. Put each observation on a separate line of the paper.

Once the speaker has finished the delivery and you've completed your role of observer, focus on the second part of the process, quickly organizing your remarks into a logical format. Put a plus sign by comments on the speaker's strengths, a minus sign for elements that detracted from the speech, and stars by constructive suggestions for improvement. You may also want to signify the comments you wish to use as your opening and closing, and assign numbers within each category to represent the order in which you will present the information.

Start with Strengths

After you've labeled each of your remarks,

Ours is to Reason Why

BY JENNIFER COLE

People often dread evaluating because they fear they'll have nothing to say. I once felt, as others have mentioned before, that if a speech sounded good, there could be nothing more to say than "well done."

My real problem, I came to realize, was the way I was interpreting the word evaluating. To say "well-done" is not evaluating—it is judging. What, then, is an evaluation? In trying to work out the answer, I had to step backwards and get clear in my mind the purpose of a *speech*.

The primary goal of any speech is to convey a message. Poems and songs are created to stir the emotions, to set the soul free. Dramas give us the opportunity to lose ourselves in other worlds, but the job of a speech is to communicate a message as clearly as possible.

But why a formal evaluation? Surely speakers can see how their speeches are going down. They can see whether the audience is attentive or fidgety, soaring or snoring. Unfortunately, although an audience can show you *whether* or not your message is getting through, it can't tell you *why* you are succeeding or failing.

The purpose of an evaluation is to provide the 'why' that the audience can't give.

If parts of the message aren't getting through, I try to work out *why* this is happening. Think, "If I were trying to

| EVALUATION SHEET | | | |
|--|---|---|---|
| What was the message to be conveyed? | | | |
| Overall Impression - How well was the message communicated? | | | |
| CONTENT | What helped the message come across? Why? | What hindered the transmission of the message? Why? | How would I improve the less effective parts? |
| *Introduction body, close *Appropriateness *Intelligibility Use of: *research *anecdotes *examples *humor *vivid language | | | |
| EXTERNALS *Gestures *Eye contact *Voice: *tone *volume *inflection *Mannerisms *Use of Aids | | | |
| SUMMARY | | | |
| Strengths _____ | | | |
| Points to work on _____ | | | |

convey this message, "how would I make things clearer?" If the speech is clear and easy to listen to, ask why it is coming across so well. Is it that the subject matter is interesting, that the communication is being assisted by a relaxed and friendly presentation, that amusing anecdotes or effective body language are being used, or some other reason?

To help speakers reach higher levels of competence, it is vital to let them know not only why some parts of the message were lost, but also why other parts hit home.

When you view the task of evaluating as *giving reasons* for what is and isn't

working, as well as suggestions for improvement, the fear of having nothing to say will disappear.

A new problem may arise, however: you may wind up with too much to say. I found myself writing copious notes which were too difficult to read once I stood up at the lectern, and contained too much information for the speaker to absorb. My solution to this was to create the evaluation sheet shown.

The first question on the sheet is the most important. Not knowing what message we are *supposed* to receive makes evaluating its success in reaching us difficult. If we simply record the title of the speech, or the technique being emphasized, we're still not wiser about what the actual message is.

By the end of the speech we might have felt that the speaker clearly warned us about the misfortunes that can occur in a busy city, when in fact the message the speaker really wanted to convey was that a person without *money* in a city is like a savage in the jungle without a spear.

Speakers should let their evaluators know beforehand the message they wish to convey, so that the evaluators can determine how well *that message* came across.

Jennifer Cole is an elementary school teacher and a member of Oaks Club 2141-73 in Malvern, Victoria, Australia.

you're ready for part three, the oral presentation. Deliver the "plus" remarks first to build the speaker's self-esteem and establish your good intentions before moving on to the "minus" category.

The next segment, the suggestions for improvement, is the one the speaker will be most eager to hear, because it encourages learning and growth. It's also the segment that will prove your ability as an evaluator and earn you the appreciation of your peers. Once again, be specific. The more information you can provide, the more helpful you will be. For example, in stating, "You might like to speak a little slower," the message might actually be, "Your humor is very good, but because you are not pausing after your jokes, the audience doesn't have a chance to fully appreciate your wittiness. Try practicing with long pauses in

Make
your
observa-
tions as
specific as
you can.

between your humorous lines, until you are comfortable with pausing."

When you have completed your constructive remarks, look for the statement you have marked as your closing comment. Finish with a positive and encouraging statement, reiterating the strongest asset of the speech, or with congratulations on improvement the speaker has shown over previous speeches. Then silently congratulate yourself for an insightful, organized and well-articulated evaluation. □

Nancy Fister, ATM, past president of Smedley Number One Club 1-F in Santa Ana, California, is a former District F evaluation contest winner. She is a graduate student at UCLA and has published *The Golden Promise*, a book on the history of Orange County.

When You Are General Evaluator

The general evaluator is just what the name implies: an evaluator of anything and everything that takes place throughout the meeting. The responsibility is large, but so are the rewards. As general evaluator, you are responsible to the Toastmaster who introduces you; at the conclusion of the evaluation segment of the meeting, you return control of the meeting to the Toastmaster. You are responsible for the evaluation team. The usual procedure is to have one evaluator for each major speaker, but this is not necessary. You are free to set up any procedure you wish, but each evaluation should be brief, yet complete. Methods for conducting the evaluation sessions are limitless. Review the *Effective Speech Evaluation* manual (Code 202) for ideas.

Prior to the meeting

- Check with the Toastmaster to find out how the program will be conducted and if there are any planned deviations from the usual meeting format. Remember, always be ready when the meeting starts.
- Call all of the evaluators to brief them on their job and to inform them of whom they're evaluating and what evaluation format will be used. Suggest that each evaluator call his or her speaker to talk about any special evaluation requirements suggested in the manual for the speech.
- During the briefing, emphasize that evaluation is a positive, helping act. As conscientious Toastmasters, their goal must be to help fellow Toastmasters develop their skills. Emphasize

that in the act of evaluating, the self-esteem of the speaker should be enhanced or at least preserved.

- Call the remaining members of the evaluation team (Timer, Grammarian, Ah Counter, Table Topics Evaluator, as appropriate) to remind them of their assignments.
- Prepare a brief but thorough talk on the purpose, techniques and benefits of evaluation (for the benefit of the guests).

Upon arrival at the meeting

- Ensure that individual evaluators have the speakers' manuals and understand the projects and how to evaluate them.
- Greet all evaluators who are present. If an evaluator is not present, consult with the educational vice-president and arrange for a substitute.
- Verify each speaker's time and notify the Timer.
- Sit near the back of the room to allow yourself full view of the meeting and its participants.

During the meeting

- Take notes on everything that happens (or doesn't, but should). For example, is the club's property (trophies, banner, educational material, etc.) properly displayed? If not, why? Were there unnecessary interruptions that could have been avoided? Create a checklist from which you can follow the meeting. Did the meeting, and each segment of it, begin and end on time?
- Cover each participant on the pro-

gram—from the opening pledge to the last report by the Timer. Look for good and unacceptable examples of preparation, organization, delivery, enthusiasm, observation and general performance of duties. Remember, you are not to re-evaluate the speakers, though you may wish to add something that the evaluator may have missed.

- Prior to the Table Topics, you will be asked to stand and brief the audience on your team's means and methods of evaluation. Precisely describe in what way your team will handle the function.
- Identify the Grammarian, Ah Counter, and Timer. Have these evaluation team members briefly state the purpose of their jobs.
- Request the Word of the Day from the Grammarian, if appropriate.
- When introduced to conduct the evaluation phase of the meeting, go to the lectern and introduce each evaluator. After each recitation, thank the evaluator for his or her efforts.
- If the Toastmaster has failed to call for the Timer's report and vote for Best Speaker, you do it before individual evaluations are given.
- Wrap up by giving your general evaluation of the meeting, using notes you took as suggested above. You may wish to comment on the quality of evaluations. Were they positive, upbeat, helpful? Did they point the way to improvement?

Excerpted from the TI publication "A Toastmaster Wears Many Hats" (Code 1167-D).



Deliver Your Opinions C.O.D.

BY THOMAS MONTALBO, DTM

Evaluators tend to become so involved with the delivery of a speech that they forget to comment on its content and organization.

Like other Toastmasters, I wondered how I could give a two-minute oral evaluation almost immediately after listening to the speaker, with hardly any time to absorb a mass of notes scribbled during the speech.

I remembered the advice of the King of Hearts in Lewis Carroll's *Alice's Adventures in Wonderland*: "Begin at the beginning, and go on till you come to the end. Then stop." But that's easier said than done. Determining where the beginning and end are requires some organization.

The task is much less daunting if you have a formula to use. A recipe for cooking up evaluations removes much of the guesswork. That's why the C.O.D. formula was created: **Content + Organization + Delivery**.

Making Things Simple

Even a short, basic speech such as an icebreaker is enormously complex when you try to consider the diverse elements that make up the whole. One purpose of the formula is to divide the presentation into smaller, more manageable parts.

Content refers to the substance of the speech. What did the speaker say? Were

the topic and ideas interesting and meaningful? Did the speaker present appropriate facts and examples? Was the purpose of the speech achieved?

Organization deals with how the speech was put together. Did it move from opening to body to conclusion with smooth transitions? Did the opening relate to the subject? Was the material in the body arranged logically and clearly? Did the conclusion decisively wind up the speech?

Delivery includes the external features of the speaker's style: appearance, posture, dress; voice volume and flexibility; eye contact; gestures; mannerisms.

Evaluators tend to become so involved with the delivery of a speech that they forget to comment on its content and organization. Delivery is more obvious and easier to isolate than other speech ingredients. Bear in mind, however, that content is the essence of the speech while organization provides its framework.

The C.O.D. formula separates content from organization and delivery. The formula makes it easier to analyze the speech and quickly organize a short oral evaluation.

Everyone is a Critic

BY THOMAS MONTALBO, DTM

Be Selective

Before you hear the speaker, divide a sheet of paper into three equal columns labeled "C," "O" and "D." As the speaker proceeds, jot down your observations under the appropriate headings.

Avoid taking too many notes—abbreviations and single words will suffice to trigger your comments. Devote your time to observing the speaker.

Two minutes may seem too short a time to say anything meaningful, but Abraham Lincoln delivered his world-famous Gettysburg Address in two minutes. The speaker before him orated for two hours, but Lincoln's is the speech people remember and quote from to this day.

Dr. Smedley once wrote, "The criticism should be as rigidly timed as the speeches. Ninety seconds to two minutes is a fair time allowance for an individual evaluator. . . It must be remembered that it is quite impossible to give, in a two-minute comment, a complete evaluation of any speech. To go into full detail even on a five-minute speech would require more time than the speech itself. It is most important, therefore, that criticism be adjusted to certain definite points and features so that the evaluators will not wander interminably in their effort to cover everything in one brief speech of comment."

The key is to be selective. You can use the Evaluation Guides in the speech manuals to tell the speaker more than what you say in the oral evaluation. Individual Written Speech Evaluation Forms (Code 165) will serve for non-manual speeches. Brevity is important. A comment doesn't have to be long to be effective.

A Single Flaw

Even if there are a number of negative points to mention, it's wise to focus on only one negative item. Nobody can get rid of every fault at once. By working on one fault at a time, the speaker can overcome it completely before tackling another weakness.

Benjamin Franklin, who had a passion for self-improvement, discovered that attempting to do too much at one time in his self-development program sharply reduced its effectiveness.

For example, when Franklin wanted to acquire thirteen virtues, he wrote in

Continued on page 29

Many Toastmasters feel uneasy when evaluating a fellow member's speech. Several reasons are often given for this: "I'm afraid I might hurt the speaker's feelings."

"The speech was good, so I've got nothing to say."

"The speaker is more experienced than I am."

These remarks show a misinterpretation of the evaluator's role. Part of this misconception has to do with the widespread misuse of the word "criticism." If you ask 50 persons what the word "criticism" means, chances are that 49 would reply "finding fault." But, as said by Ralph C. Smedley, founder of Toastmasters International, "Criticism does not necessarily mean fault finding. It may just as properly mean praise, or commendation, or appreciation."

In the book *Nobody's Perfect*, Dr. Henrie Weisinger and Norman M. Lobsenz wrote, "Originally, *criticize* was meant to denote a neutral, objective appraisal of ideas and actions. One who criticized was expected to assess the merits as well as the demerits of an object or situation, and to make judgments accordingly. The goals of criticism were to communicate, to influence, to activate. Criticism of that sort played an important and positive role in the evaluation process. . . But somehow this concept of criticism became skewed until, finally, only the negative connotations of the word remained."

Criticism spurs growth.

Weisinger and Lobsenz suggested a new definition of *criticize*: "To communicate information to others in a way that enables them to use it to their advantage and benefit." Under this definition, the critic says, in effect, "I suggest this because I think it can help you," and the receiver, instead of feeling displeased is more likely to welcome and use the advice. The authors concluded, "In short, both giver and receiver recognize that they are taking part in a growth process."

When Theodore C. Wood, DTM, immediate past president of Toastmasters International, developed an evaluation

workshop, he called it "Something to Grow On" because he believed that "those words express simply, though powerfully, the purpose of effective evaluation." He said, "Evaluation provides the feedback needed to help us identify how we can improve our presentations."

When handled thoughtfully and tactfully, evaluation motivates speakers to improve and directs them toward positive changes. Any speaker who stops getting better stops being good. Almost any speech can be improved. But what needs to be improved goes undetected and uncorrected unless evaluators identify the flaws and suggest remedies.

If a speech is so good that you can't think of ways to improve it, you still have something to say. First, give high praise to the speaker. Second, describe for the benefit of the audience the techniques the speaker used that were so effective.

Almost any speech can be improved.

The fact that a speaker has more experience than the evaluator doesn't disqualify the evaluator. All Communication and Leadership speech manuals are designed to help even inexperienced Toastmasters to evaluate. The manuals clearly define each project's objectives and provide useful questions to guide the evaluator. For non-manual speeches, Toastmasters International provides a one-page form, "Individual Speech Evaluation Form" (Code 165). This form is divided into three sections, "As I Saw You," "As I Heard You" and "As I Reacted to You." Under these headings are items or questions to consider, with space provided for your comments.

Another publication, *Effective Speech Evaluation* (Code 202) states, "Your goal as an evaluator is to provide honest reaction to the speaker's presentation in a constructive manner, utilizing prescribed guides. When doing this, you must recognize that you are not a professional authority, but capable of giving your own reaction to the material presented."

When listening to speeches, even
Continued on page 29



Team captains Pia Oliver, ATM, and Harry Miller in "The Battle of the Sexes."

A Battle of the Sexes

The men's team won but the case for male chauvinism was defeated in a recent public debate, titled "The Battle of the Sexes," sponsored by the Rancho California Club 5170-F in Rancho California, California.

The female team was charged with defending the merits of male chauvinism, and it was judged by Joe Kuebler, president of the local all-male Rotary club. The men successfully argued in favor of the women's liberation movement, and their efforts were judged by Linda Becker, president of the local, all-female Soroptimist club.

Though both the male and female teams presented creative and articulate arguments, equality for women seemed to be an easier position to defend. "It was difficult finding convincing arguments for male chauvinism," said Pia Oliver, ATM, captain of the women's team.

The men outspoke the women on issues including women in the media, women in the professional world and women in politics.

Sonny Davidson, a new member, was named best speaker for his address on sexual violence against women in the media.

"Women are portrayed enjoying brutality and violence," he said. "The rate of sexual crime is rising, and we are being desensitized to it through the media."

The women's team used humor and intentionally vague logic to support the position that women should be subservient to men. Stacy Smith was named best female speaker for a humorous dialogue, presenting equality in an exaggerated manner concerning issues that included single restrooms, equal child support, parental leave and the military draft.

The debate, which received publicity in local media, began as a regular club meeting, with club President Doug Keup explaining the duties of Timer, Grammarian and Evaluator. After the captains of the two six-member teams briefly outlined their teams' positions, the contest started. Each team gave the opponents a Word of the Day to use in their arguments.

Speakers were limited to three minutes each, and the debate alternated between male and female contestants. The entire program was completed in an hour and a half.

The event was videotaped, giving individual members the chance later to evaluate themselves.

This highly visible format can be useful to any club looking to rekindle member enthusiasm and attract publicity.

*Harry Miller
Administrative Vice President
Rancho California Club 5170-5
Rancho California, California*

FAX of Life

World Headquarters is happy to receive information from our members via the FAX machine. However, in the interest of keeping costs down and making the best possible use of members' dues, we do not use the FAX machine for disseminating information or responding to inquiries.

A Neat Package

Your May issue included two of the best articles I've seen in years. "Discovering Your Speaking Style" by Robert Black offers a challenging questionnaire that enables the reader to identify his primary style, and then to describe how this style delivers the message most effectively. I was impressed that a simple nine-item instrument could accurately classify a reader.

Obviously, I agreed with the outcome. As one who makes four or five speeches a month outside of Toastmasters, I found it very useful. The runner-up article was "Take Your Club on the Road" by Al Cooper. It was such a neat package, I am inspired to take this format on the road.

Robert E. "Buzz" Lee, DTM
University Club 4100-29
Pensacola, Florida
Asheville Club 436-37
Asheville, North Carolina

Rethinking Hall of Fame

An armchair communications seminar arrives monthly at our home. Such a deal. Congratulations for putting together a manuscript of excellence.

I used to read *The Toastmaster* cover to cover, but now I stop at Hall of Fame. Someone alphabetized the listings by people's names. Each person listed in the Hall of Fame is an achiever and deserves recognition. As a 39-year member (I belong to two clubs) who is still learning, I am unable to pass Dr. Smedley's final exam. I am only interested in scanning the Hall of Fame to see who in District 19 has achieved recognition, new clubs and anniversaries. The April issue recognized 310 achievers, 42 new clubs and 72 anniversaries. Maybe I should take time to examine the 425 items of importance and give thanks.

Let me rethink what I have said and you think about what you have done to my thinking habits and then let's have a bilateral rethinking for the Hall of Fame listing. Thank you for listening.

Max W. Churchill, ATM
Muscatine Club 685-19
Muscatine, Iowa

Editor's Note: We always appreciate reader feedback and seriously consider your

concerns. As you may have noticed, the listings are once again arranged in district number order, as a direct result of your letter and others like it.

The Message is the Reason

"Talking Your Way to the Top" (May 1988) is a winner! Kathleen Bishop and your magazine are to be congratulated for a truly inspiring article. "Select a message," the first speaking tip listed in the article, says it all. We open our mouths because we have a message to share. The message is the reason for the speech.

Keep up the good work!

Frank Rycyk, Jr., CTM
Capitol Club 503-8
Jefferson City, Missouri

Welcome to Bahrain

On behalf of the Manama Club 2916-U in Bahrain (Arabian Gulf), I extend a warm welcome to you if you happen to visit Bahrain on a business trip or pass by Bahrain on route. Bahrain is "the Pearl of the Gulf" and is well connected by air with all major cities in the world.

We, Manama Toastmasters, are a cosmopolitan multinational group practicing the art of communication skills. Our club was established in 1964 and is still going strong with 35 members at present. We meet on every Saturday at Hotel Delmon at 7:30 p.m.

When you visit Bahrain next time, please call me at 25580 at the office or 241381 at home, or call our secretary, Mr. Vijay Bloor, at 256892 or 245312. We should be delighted to have you as our guest.

A. Ponnuchamy, president
Manama Club 2916-U
Manama, Bahrain

Thanks for Youth Leadership

The members and youth coordinators of the United Methodist Youth Fellowship of this church would like to express our very special thanks to Mr. Robert Miserentino and Mr. John D. Rezabek of Toastmasters International for conducting the Youth Leadership program at the church.

We know how much time and effort they devoted to these programs, and we want them to know how much we

appreciate it. It was strictly a volunteer effort on their part, something they were not required to do.

James W. Rush, Minister
First United Methodist Church
Hampton, Virginia

This letter was signed by 16 people.

A Question of Awards

As the saying goes, it all depends on whose ox is being gored. Which may explain why I have waited until after receipt of my ATM-B to question the validity of the statement that the DTM is the "highest award in Toastmasters International."

It is my opinion that this is no longer accurate. To be so, it should be attainable only upon successful completion of the ATM-B and ATM-S levels, not after only the ATM.

The claim that Toastmasters International is an organization "devoted to helping its members improve their ability to express themselves clearly and concisely" is mentioned before "develop and strengthen their leadership skills" on your magazine's table-of-contents page.

I presume that improving one's ability to express oneself is the prime objective of TI—I know it is mine. So I intend to become an ATM-S before considering the DTM.

And, until such time as I am convinced otherwise, I will look upon any ATM-S as having also received TI's highest award—except for those DTMs who, like our club's Jack Rizzo, have obtained all three ATMs as well as the DTM.

Gordon G. Leggat, ATM-B
Administrative Vice-President
Belleville Club 1670-60
Belleville, Ontario, Canada

Bulletin Exchange

We are interested in improving our club bulletin and hearing about the activities of other clubs. Please send bulletins to Janie Tippins, 630 Russell Blvd., Ft. Walton Beach, FL 32548.

Thank you very much.

Janie Tippins
Andrew Jackson Club 704-29
Niceville, Florida





Here's how to put your club in the news.

BY PAMELA P. HEGARTY

Sun Valley Toastmasters was suffering from a severe case of the summer doldrums. Not only were no new members coming in, the established members were burning out. What we needed was drive—a membership drive.

Three months later, we had welcomed eleven new Toastmasters (a 32 percent increase) and gained an energizing new enthusiasm.

If your club is planning a membership drive, getting the message out may be easier than you think. Here is a step-by-step plan for you to “grow” new members.

Establish a Theme

Your club members, potential members and the media will get a better grasp of what you are trying to do if you have a specific reference point. We held a contest during Table Topics in which members “sold” their theme ideas. This generated not only ideas, but enthusiasm to kick off the drive. The winner was “Master the Possibilities with Toastmasters.”

Define Your Market

This is easy; just look in the mirror. What did

you want to know about Toastmasters before becoming a member? What motivated you to join? In most cases, Toastmasters' reputation will precede your publicity campaign. You are confirming the good news and making it easier for potential members to feel welcome to visit. The interest is there—in your spouse, co-worker, or the stranger reading the newspaper's business section. Your job is to spark it.

Set Goals and a Deadline

As Toastmasters striving for our CTM, ATM or DTM awards, we appreciate the value of goal setting as motivation for success. Your club's goals will depend on your needs and the media available in your area. Our club set goals for both our internal drive and our publicity campaign, and we set a three-month time limit in which to accomplish them. We challenged each club member to bring in at least two guests during our drive and awarded points to members who invited guests and to those whose guests became Toastmasters. At the end of our drive, the member with the most points received an award. We also contacted each of the local newspapers and radio stations.

Illustration by Dirk Hegner

Hook Your Audience

In a speech, you can hook your audience with an interesting fact or anecdote. In a publicity campaign, you can hook your audience with a special event. We outlined a special meeting centered around our theme, "Master the Possibilities with Toastmasters," and geared it toward our audience, people who wanted to learn more about the organization. Speech topics could include the benefits of being a Toastmaster, the history of Toastmasters International, how to organize a speech, and qualifications needed for a CTM, ATM or DTM. Your choice of speakers could illustrate the progression from a beginning to an advanced public speaker and Toastmaster. Although the internal membership drive was ongoing, we hooked our external publicity campaign on this special event.

Meet the Press

The business and community sections of your local newspapers provide an ideal forum for communicating your message to potential members. Editors are always on the lookout for local events and organizations they think will benefit their readers. Since Toastmasters will help readers become better communicators, and this will help them in their professional and social lives, your news is likely to qualify.

The best way to reach a newspaper editor is to send a one-page, typed press release which states the basic facts and relevance of your message. Most editors prefer that all the facts—the Who, What, When, Where and Why—are listed early in the article, preferably in the first paragraph. When pressed for time, readers and the editor will not have to search for the essential information. Here's an example:

"Master the Possibilities with Toastmasters (what and who) will be the theme of a special meeting (what) to be held on (when) at (where). This free breakfast (what) will focus on potential members who want to improve their communication and public speaking skills (why) through Toastmasters (who)."

In the balance of your press release, you can provide intriguing background information on your club for use in a feature story. Look for the human interest angle. A quote from a member who was promoted because of skills learned at Toastmasters would grab the editor's attention. Think about the people who make your club special. Is your club the oldest, largest or most active in the community? You could note the titles and topics of speeches planned for your special meeting or give a brief history of Toastmasters International. Spark the editor's interest with facts. The editor or a reporter will call you if more detailed information is needed. Always list a phone number to contact for this information, and make sure a knowledgeable person is available to answer the calls.

A press release sent to a specific editor followed by a telephoned invitation to cover your meeting will get the best results, but you must work in ad-



In a publicity campaign, you can hook your audience with a special event.

vance. Newspapers and magazines have different deadline dates, depending on frequency of publication. Be sure to contact your intended medium in advance to determine its production schedule. Editors' calendars fill up quickly and considerable advance notice is often required to obtain coverage. Even without the request for coverage, many newspapers require two weeks to schedule your story for the appropriate issue. Also, take advantage of community or business section "bulletin board" calendars that run on a particular day of the week by getting your release in on time.

Broadcast Your News

You don't have to be a star to be on television. If you have cable television in your area, you probably have a locally operated community access channel. Look in the Yellow Pages under "Television—Cable." The primary goal of community access channels is to inform the community about community events. They are always looking for new material and simply will not know about your club unless you tell them. Many will welcome the opportunity to broadcast your special meeting, or produce a segment on your club for their community program. Also, most of these channels have a community bulletin board, which appears as type on your screen, that they broadcast during non-programming hours. An announcement with your meeting date, time, place, and a phone number to contact for further information will bring your message into thousands of homes.

Don't overlook the VHF and UHF stations. Many of these also have locally produced community programming. In addition, many feature "Community Speaks" editorials, one of the most effective ways to let your area know about Toastmasters. Remember, you are providing a valuable service that viewers want to know about. A station in our area recently broadcast several editorials featuring Toastmasters promoting our organization. This resulted in an overwhelming 300 phone calls from potential members looking for specific information.

Because television broadcasts to an area much greater than that covered by your club, a general message about Toastmasters, rather than specifics about your club or meeting, is recommended. You may have only forty seconds, so stick to the basic benefits of Toastmasters and encourage viewers to call your "for more information" telephone number. Your local station will give you guidelines on script length and what to wear (earth tones, no black, red or white). Also ask how far in advance they schedule their editorials. Many work up to three months ahead and take another four weeks after taping to broadcast your message.

Radio stations, like television, are required to devote a percentage of their air time to public service announcements, known in the industry as PSAs. This is an excellent medium to communicate your message, but beware that each station differs in its PSA policy. Some prefer to write their own PSAs from information in your press

release; others prefer to receive a written PSA. The best way to get your message over the airwaves is to call the station's public service director and ask about their PSA policy or to send both a press release and a written PSA.

Your topic (for example, "You *can* improve your public speaking skills. Learn how to Master the Possibilities with Toastmasters...") could begin your PSA, but the essentials are your special meeting's date, time, place and a "for more information" phone number. Airtime is money, so the more concise your PSA, the better. Ten- to twenty-second PSAs are most popular, although thirty seconds also are acceptable. Read your copy aloud and time it to determine length, then cut where necessary. Make your PSA easy to read by typing it on one page, double-spaced, with wide margins. Finally, allow plenty of advance time for the radio stations to air your announcement. Metropolitan stations often require four weeks notice to fit your PSA into their busy schedules. You should take advantage of local stations which may read your PSA repeatedly for up to two weeks prior to the event.



Look for the human interest angle.

Mobilize Club Members

Encourage all of your club members to take part of the most fundamental aspect of your publicity campaign: word of mouth. With a little push, co-workers, friends and family members could soon be on their way to improved communication skills with Toastmasters.

Eye-catching flyers announcing your meeting time, day and place will fortify your word-of-mouth campaign. Be sure to briefly emphasize the benefits gained through improving communication skills at Toastmasters. Perhaps one of your members with an artistic bent could design

them. Then distribute the flyers to club members so they can hang them on company bulletin boards, as well as in your local library and chamber of commerce.

With the help of just one club member, you may be able to establish a telephone listing that will make it easy for potential members to find your club. Most local phone companies offer some sort of "Joint User Listing," or "additional listing." For a nominal monthly fee (usually one to two dollars), your club will have a White Pages and possibly a Yellow Pages listing. Be sure, however, that the person answering the phone is prepared to either refer the call or answer questions about Toastmasters. An alternative is to feature a recording that asks the caller to send a self-addressed, stamped envelope or to call one of your officer's numbers for more information. The recording also could relate your club's meeting place and time.

Reap the Rewards

The winner of our internal membership drive, that member who brought in the most guests and the most new members, was awarded free dues for a month and a book filled with quotes for speakers. People who joined are now on their way to a CTM award thanks to our publicity campaign. But the real reward for all of us was the renewed club enthusiasm, exciting new members, and the satisfaction of achieving our goals. □



Pamela P. Hegarty, a member of Sun Valley Club 998-57 in Concord, California, is a free-lance writer and former public relations specialist. Her first novel has been accepted for publication in spring, 1989.

Let the World Know

Your Toastmasters club provides a service. The non-intimidating environment for learning is a perfect haven for men and women interested in improving their communication and leadership skills. It is up to each and every member to offer that service by promoting Toastmasters to others.

To do so effectively, all clubs and districts must have at least one person responsible for publicity. This person can then be the one who "spreads the word" about Toastmasters through the electronic and print media, thereby reaching the greatest number of people.

To help reach the radio and television audience, Toastmasters International has produced a series of Public Service Announcements (PSAs) including:

- "Get the Toastmasters Edge" TV Spot Announcement (Code 1144)—a 30-second commercial promoting the benefits of Toastmasters.
- Toastmasters Radio Spot Announcements (Code 1151)—set of three 30-second spots, each promoting

Toastmasters in a different way.

- Earl Nightingale TV Spot Announcements (Code 377-B)—noted communications expert Earl Nightingale publicizes Toastmasters in these three 30-second spots.
- Earl Nightingale Radio Spot Announcements (Code 378)—taken from the soundtrack of two of the Nightingale TV spots.

In the United States, television and radio stations must dedicate a certain amount of air time each week to PSAs—so chances are good that your PSA will make it on the air.

To further assist in your publicity efforts, Toastmasters International has recently produced a new Public Relations and Advertising Kit (Code 1150), containing everything necessary to market the Toastmasters program.

The materials are all there. All you need to successfully promote Toastmasters is that one person who will *Let The World Know*.

ENERGIZE YOUR LIFE!

GET THE WINNING EDGE WITH ADVANCED PSYCHO CYBERNETICS

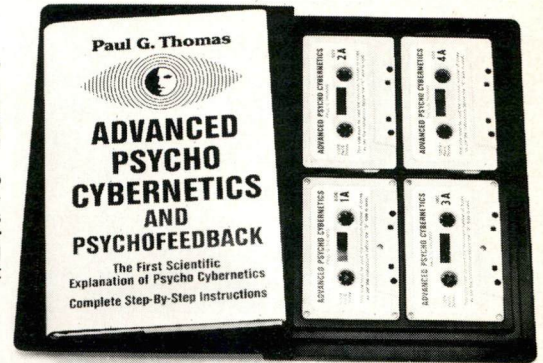
(There is no similarity between cybernetics and dianetics)



Paul G. Thomas discovered the great truth that is impossible to achieve any goal without using psychofeedback. This discovery is very, very profound because it shows, contrary to the long held belief, in their goal seeking activities human beings are not hostage to the Law of Cause and Effect.

Mr. Thomas is the first to give a full explanation of psycho cybernetics and his book is recognized as the most important ever written on motivation. Defining motivation as "the energizing and control of purposeful behavior towards specific goals" he explains the exact neurological process which releases the latent power in the greatest computer known -

THE HUMAN BIOCOMPUTER



What do you really want out of life?

Surely you want to earn more money and enjoy greater career success, don't you?

Don't you also want increased happiness and personal growth? Develop a more dynamic personality? Always have the ability of using good judgement whenever you make decisions?

Everybody has problems and often they become the source of paralyzing discouragement. Don't you want to always solve your problems with confidence and assurance?

Maybe you want to play better golf, tennis, bowl or any other recreational activity? Perhaps lose unsightly weight? Or maybe, deepen your relationship with the Deity of your chosen religion.

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Good Judgment Nobody Will Contest

Guidelines for impartial judging.

BY LEE ABRAMSON, DTM

If you were going to select judges for a speech contest, what qualifications would you look for? A proven track record as an effective evaluator should be a prime criterion. Although no feedback is given at a contest, many of the attributes of good evaluations are the same for judging. The individual has to understand the elements of a speech and be able to break them down into categories.

Many listeners are swayed by a speaker with a dynamic delivery, who in reality may have said very little and in a disjointed manner. Under contest rules, organization and content account for approximately 50 percent of the total score, while delivery has only a 30 percent value. The judge, like the evaluator, listens to the *whole* speech. Did the opening catch the attention of the audience and set the theme? Did the speaker present a logical sequence of data supporting the theme and build to a conclusion? Did the summary restate the speaker's premise and call for action? How did the audience react and respond to the presentation?

Neither evaluator nor judge has the right to impose personal views or values upon the speaker's subject matter or beliefs. They are charged with the responsibility of gauging how well the subject was presented. Was the presentation appropriate for the audience? Here the judge must make an objective decision, regardless of personal opinions. The term "appropriateness" is hard to define, but here are some criteria you might use:

- Was the subject timely or of interest to the audience?
- What was the speaker's purpose in presenting the subject? Was it achieved?
- Was the presentation interesting and in good taste?

If you can answer "yes" to these questions, the speech topic should be considered appropriate.

A judge's function is to select the best presentation, and nothing must interfere with this objective process. A judge needs to have a track record of fairness and consistency. A good judge will not permit personal loyalties to sway his vote. A judge should be detached and able to adapt quickly from one speaker and topic to another, focusing on the essential criteria. Furthermore, the judge must be aware of biases such as the halo effect (in which preconceived notions add or detract from a speaker's presentation), and pay equal attention to contestants slated in the middle of the pack as to the first and last speakers.

Any time a judge can't be impartial, that person must step aside to retain the unquestioned integrity of the contest.

The following set of guidelines were presented at a recent regional

conference:

- Listen and analyze carefully;
- Be alert to the content, delivery and language used in the presentation;
- Maintain a positive and professional attitude;
- Adhere to your responsibilities as a judge;
- Be consistent and fully knowledgeable of contest rules;
- Follow set standards as dictated in the judge's outline.

Adhere to these guidelines and no one should have any cause to question your selections at a contest. □

Lee Abramson, DTM, a research chemist, is a member of three clubs, including *Aces Advanced Club 4434-46* in Kenilworth, New Jersey. A former district governor, he has judged speech contests at club, district and regional levels.

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JOG to Win that Evaluation Contest



Illustration by Geoffrey Krueger

Understanding judging, organization and goodwill is important.

BY ALLAN M. MISCH, DTM

*"Winning isn't everything —
wanting to win is."*

Vince Lombardi

Here's an easy way to take home a few evaluation contest trophies: Don't walk, don't run, just JOG to first place. JOG stands for Judging, Organization and Goodwill.

Judging

It stands to reason that the more understanding you have of the judging process, the better chance you have of

earning high marks on the judge's ballot. It's easy for you to find out what the judges will be looking for. Read the evaluation contest rules in the Toastmasters International Speech Contest Rulebook (Code 1171) and become familiar with the Evaluation Contest Judge's Guide and Ballot (Code 1179).

One fact you'll find in the rules is that any Toastmaster in good standing may compete in the evaluation contest. If you recently joined Toastmasters and haven't yet given an icebreaker speech, you still may participate.

All contestants evaluate the same speaker, called the model speaker. At the conclusion of the model speech, contestants leave the room to prepare their evaluations. You'll have only five minutes for preparation and a maximum of three and a half minutes for presentation. The judges will rate you in several categories:

- **Analytical Quality (40 points)**—Be clear, well organized, and to the point. Don't ramble or repeat yourself. Don't take more than thirty seconds to introduce your evaluation. Strike a balance between positive and negative remarks.

- **Recommendations (30 points)**—No speech, no matter how well delivered, is so perfect that it can't be enhanced. Be specific, helpful and positive.

- **Technique (15 points)**—Be sensitive and sincere, never sarcastic. Don't criticize the speaker's opinion. Refer to the speaker in the second person; say "you" or "your," not "she" or "his."

- **Summation (15 points)**—Summarize your major points at the end of the evaluation, using the "sandwich" technique: mention a couple of strong points of the speech, followed by the weaknesses and recommendations, and end by enumerating the rest of the positives. It's important to end on a positive, encouraging note.

Remember: *Analytical quality and recommendations account for seventy percent of your score.* Make sure your evaluation is well focused and helpful to the speaker.

Organization

Because you are expected to do a lot in a short time, your evaluation must be well organized. Since you're given only five minutes in which to attempt to prepare an effective three-minute speech, some advance preparation is extremely helpful.

The contest rules do not preclude using a structured evaluation form prepared several weeks in advance. You can take an Individual Speech Evaluation Form (Code 165) and write on it several different opening and closing remarks of a humorous, inspirational and motivational nature. Your ultimate selection will depend on the content of the model speech. Of course, you shouldn't feel bound by your list should a more appropriate opening suggest itself, but it can be an invaluable tool when you are in a pinch.

The simplest method of organization is also the most effective: tell them what

**Visualize yourself
giving an evaluation
and receiving
the trophy.**

you're going to say, say it, then tell them what you said.

The opening should help you establish rapport with your audience, get them to relax and pay attention to you. Explain what you think is the purpose of the speech. Tell them you will evaluate the speech in terms of your reaction to the speaker, pointing out some of the strong points and weak points of the speech and that you will offer some recommendations for improvement.

In the body of the evaluation, give examples of strengths and weaknesses and recommendations for improvement. Choose a balanced number of strong and weak qualities. Try to touch on four to six areas, such as speech development and organization, vocal characteristics, gestures and body language, speaker's appearance, mannerisms and eye contact. In the body of the evaluation, you say what you told them you were going to say.

In the thirty-second to one-minute closing, restate what you think was the purpose of the speech and state whether you believe that purpose has been achieved. Summarize your reactions to the speech and close with either one of your pre-selected remarks or something suggested by the speech itself.

Goodwill

Get the judges to want you to win by establishing good feelings toward you and your evaluation. One way to do this is by appearing confident, relaxed and enthusiastic. Nervous, ill-at-ease speakers make others uncomfortable.

Long before the contest, visualize yourself giving an evaluation and receiving the trophy. Repeat this visualization often in the weeks leading to the competition. Just before the contest begins, replay the images in your mind. During the contest you'll feel as if you're doing something you've done many times before rather than experiencing it for the first time. This reduces nervousness and increases confidence.

Just before the contest, do relaxation exercises. Nervousness is largely a physical sensation.

Show respect for the competition and its judges through appropriate dress and careful grooming. Dress well, but fairly conservatively. Attention should be drawn to your words, not your clothes. Avoid loud colors, ostentatious jewelry and overly casual or formal attire. Even though there are no points given for appearance, it does determine the first impression you make and will color your entire presentation.

A guaranteed way to alienate the audience and judges is to appear insensitive to the speaker's feelings. Be sure to praise the speech's strengths and offer constructive ideas to correct its weaknesses. Couch recommendations in positive terms while putting yourself in the speaker's position; say "I would" rather than "you should." That way your suggestions will never seem like personal attacks.

Take Home a Trophy

Winning isn't everything, but it sure is nice every now and then. By keeping in mind the concepts of judging criteria, organization and goodwill, you will become a better evaluator and speaker. You may even jog home with a few evaluation trophies. □

Allan Misch, DTM, is a member of three clubs, including Maryland Advanced Speakers 5902-18. He's a district speakers bureau chairman and has presented educational seminars at district and regional functions. He has won more than twenty speech, Table Topics and evaluation contests, including District 18's International Speech Contest.

FEEDBACK

Your Personal Performance Barometer

Seek constructive criticism from others,
and you'll learn how to be more effective
at home and at work.

BY DORRINE TURECAMO



We're shorthanded for the size of the project we've attempted, but Jeff doesn't seem to care. He goofs off while the rest of us are working our tails off, makes jokes constantly and is of no help at all. He's supposed to be our chairman and he'll get all the credit, but we're doing all the work. If he wasn't such a nice guy, I'd vote him out. I really like him, but he just doesn't do his part."

Bill repeated this complaint to some co-workers. Within a couple of days, the original message had become twisted in the grapevine. Jeff confronted Bill, and the argument that followed left little chance of reconciliation. But the problem could have been avoided if Bill and Jeff had known how to get—and use—feedback. It's the best way to measure effectiveness in your business and personal life.

Feedback provides a real, honest appraisal of your work performance. The days of hedging the issue or attempting to overhear a conversation dur-

People
who
project
too much
authority
get only
flattery.

ing lunch are disappearing. Today's business person asks for feedback from peers, supervisors and even subordinates and wants a tactful but direct answer. However, if the concept is not understood and used correctly by both parties, feedback can hurt rather than help. The counseling professions are based on the feedback principle. Now business has become aware of its potential and is training executives to use it.

Feedback is simply asking for an opinion on some facet of your performance, then evaluating it in your own mind. Whether it's friendly or hostile, superficial or genuine depends on how you ask for it. But it must be given in private and while the subject is fresh.

Be Tactful and Specific

Feedback should always be clearly stated as opinion, not fact. A patronizing attitude creates certain hostility. Bill should have spoken directly to the chairman and said: "It's my opinion, Jeff, that you aren't enthusiastic about this project. I can understand how that could be, when you voted against going ahead with it. But you should realize, too, that the rest of us are sacrificing a lot of time and work to make it go. We're bound to feel resentment when our chairman doesn't seem to care about its success."

Advice like this, shared between friends, can be helpful to the receiver. It's important to state specifics to show exactly what you mean. Get to the point. Overly careful phrasing may only compound the problem. However, a friendly attitude will make your feedback more palatable.

In a feedback exchange, a helpful suggestion should always be added: "Bob Davis has a personal stake in this and, as your assistant chairman, he's been putting in unusual efforts. If you aren't keen on the subject, why not let the group know that you had planned to take your family to Disneyland that week and let Bob take over? You've proven that you sincerely care and you've given Jeff an easy way out while keeping your friendship intact.

Because it sounds so simple, the concept of feedback can be deceiving. It's a reflection of ourselves through the eyes of others and where feelings and opinions are involved, nothing is ever simple. We don't see ourselves as others do, so we need the observations of others whose opinions we respect.

Feedback should be reserved to critique *performance* only. It should never be used for a total personal evaluation. Before you ask for advice, though, be sure you're capable of accepting it without feeling defensive. Others can sense by your attitude and the way you phrase the question whether or not you mean it. If they're worried that you'll be belligerent, blow up or suddenly revert to an authority role, they'll give you only the flattering words they think you want to hear, and chances are good they'll mistrust any future requests for feedback. Approach the subject thoughtfully.

There may be a time when, however carefully



Illustration by Joe Crabtree

you have phrased it, feedback does become emotional.

If your feedback meets with hostility, try not to let your defenses build. Listen carefully, with an open attitude. Ask the other person to explain exactly what caused the hostility. Paraphrase main points to make sure you're receiving them clearly. The longer you listen without interruption, the more relaxed the other person will become. Thoughts will become more clear.

Consider Personalities

Because feedback is based on personal opinion, any request for it should be made one-to-one, and you should ask at least two or three persons for their opinions. (Any traffic court judge knows that three observers often report such different stories that it sounds as though there were three different accidents.) No matter how objective we try to be, each of us receives messages according to our own frame of reference. Take into account the personality of the person giving the feedback and your relationship with that individual as you evaluate each answer.

When we give feedback, we should attempt to match the style of praise or constructive criticism to the type of personality. Extravagant praise or criticism worded a shade too harshly could upset or confuse a shy person. On the other hand, if you aren't absolutely sure what the other person is trying to say, ask to have it spelled out for you. Then say, "If I understand correctly, what you mean is. . ." and repeat it in your own words. Even married couples or people who work together

The best way to get feedback is to ask for it—often.

every day read different connotations into words. For example, "dignified" might be interpreted as "pompous;" "flexible" could mean "wishy-washy."

Once we receive feedback about the consequences of our behavior, we can adjust and improve our performance. Without it, it's difficult to recognize the need for improvement or make constructive changes. We all want to be competent, but unless we know where we miss the mark, we never will. If no comment is made on our work, we become frustrated and anxious. To paraphrase an eminent psychiatrist, "Praise me or damn me, but just don't ignore me!"

Without the priceless barometer of feedback, we attempt to reduce the frustration of not being noticed by doing things that give us immediate feedback, but accomplish little. This could be volunteering to do a simple, but time-consuming community project that nobody else wants to do (and probably isn't worth the time involved even if you had it to spare). You'll receive a pat on the back, but you know you should have put that time to better use.

Request Evaluations

The best way to get feedback is to ask for it—often. Frank Robinson, a business consultant on leadership, says, "I seek evaluation of everything. And I give it. If someone isn't present at a meeting, I report to him later." He claims this also helps him pay closer attention to his own words and how he uses them.

But if you're coming across with a strong *boss* image at work or at home, you'll never receive honest feedback, only flattery. A secret worry we all share is that others will finally find out how dumb we really are. The higher we move up the career ladder, the more this worry grows. But with feedback, we can learn to evaluate opinions and separate the real problems from the superficial. Then, when you've decided what the main problem is, you can determine what to do about it.

The basic principle of feedback can be tested by trying to pick up a pen without cues from your eyes or your muscle receptors. It's impossible. Visual and muscular cues are the helpers that correct your hand and arm motions so you can pick up the pen. People who give you feedback are helpers with cues for correcting your mistakes and improving your performance.

Because we rarely take the time to compliment each other for little things, asking for feedback has become necessary. And since most of us are too critical of ourselves, feedback can give us some very pleasant surprises. We need praise, but we need correction, too. Honest, critical feedback helps us *grow*. Learn to use it—it can be your most valuable tool on the job and at home. Feedback is your best personal performance barometer. □

Dorrine Turecamo is an author, syndicated columnist and keynote speaker based in Edina, Minnesota. She has been a frequent contributor to *The Toastmaster* for many years.

The 10 Commandments of Constructive Feedback

- (1) Thou shall speak with empathy, not authority.
- (2) Thou shall pick out a strength and tell all how to emulate.
- (3) Thou shall demonstrate ways to enhance, rather than dwell on what went wrong.
- (4) Thou shall not joke at the expense of others.
- (5) Thou shall leave unsaid all unnecessary hurt.
- (6) Thou shall comment with caution on long term problems.
- (7) Thou shall not offer false praise.
- (8) Thou shall not nitpick.
- (9) Thou shall be brief, lest you foreshadow the speaker.
- (10) Thou shall end on a word of encouragement.

Bill Chadwick, DTM

DTM

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Juanita O'Keefe, Oasis 4397-F, Victorville, CA

Wayne Buagman, Heuberg 2759-U, Sembach, Germany
Norman A. Hershfield, Heuberg 2759-U, Sembach, Germany
Linda Smalec, Eifel 5608-U, Bitburg Air Base, Germany
Douglas E. Morrow, By-the-Sea 298-1, Santa Monica, CA
Frank W. Pelsue, South Gate 1587-1, South Gate, CA
Nancy Walker, Walkie-Talkie 5641-3, Phoenix, AZ
Shelley Horwitz, Sri Organon 1435-4, Menlo Park, CA
Tom Johnson, The Magic Wand 2407-4, San Francisco, CA
Terry M. McMillan, Castaways 3918-4, Sunnyvale, CA
Jeanene Johnson O'Brien, Redwood City Orators 5707-4, Redwood City, CA
Jerome Silvester Parker, Mt. Helix 126-5, La Mesa, CA
Kathleen Sandoval, Saturday Savants 623-5, El Cajon, CA
James A. Amodio, Medina 941-10, Medina, OH
Lou Garrison, Northwest 30-11, Indianapolis, IN
William Haskett, Indianapolis 385-11, Indianapolis, IN
Barbara E. Newberry, Lake Greenwood 1521-11, Crane, IN
Douglas W. Cox, Tech Center 2188-11, Ft. Wayne, IN
Anthony Wagner, Magpie 2471-11, Bloomington, IN
James Ebersol, Elkhart County 2549-11, Elkhart, IN
Wilmer McLaughlin, Elkhart County 2549-11, Elkhart, IN
Ronald Fallahay, Greater Greenwood 4081-11, Greenwood, IN
James Terry Park, Gainesville 2520-14, Gainesville, GA
Patricia Starling, Union-Camp 2587-14, Savannah, GA
Maggie Gant, Georgia 100 6240-14, Augusta, GA
Janet H. Leonard, Georgia 100 6240-14, Augusta, GA
Jolene M. Davis, Oquirrh Orators 3222-15, Salt Lake City, UT
Frances V. Duffield,

Castleland 4980-15, Price, UT
Mary G. Daley, The Capitol Club 5279-15, Boise, ID
Mary-Beth Inglis, Bien Dicho 696-23, Los Alamos, NM
Costantin Costen, Falcon 774-25, Ft. Worth, TX
Jeri Steele, Executive 1783-25, Dallas, TX
Robin Farnsworth, International Linguistics Center 2231-25, Dallas, TX
Mary Raymond, Motorcrest 3318-25, Addison, TX
Barbara Jean Holdar, Irving 3365-25, Irving, TX
Stephen Miller, Early Birds 3546-25, Waco, TX
Mark E. Siegel, Eagles 4108-25, Dallas, TX
Paul B. Slavec, Mile High 741-26, Denver, CO
Charles Pierce, 5-Cities 4603-33, Arroyo Grande, CA
Craig Norton Glazer, Camper's 4736-33, Lompoc, CA
Margaret Andres, Reedsburg Area 2780-35, Reedsburg, WI
Stuart Gorin, Montgomery Village 1212-36, Gaithersburg, MD
Edward Lee Gonzague, Business Oriented 2279-36, Rockville, MD
Nicholas J. Petti, Andrews 2184-36, Andrews AFB, DC
Mildred Nuckols, Navfac 3396-36, Alexandria, VA
Robert Pellenberg, NRL Thomas Edison 3617-36, Washington, DC
Ted A. Gorman, Burlington 1835-37, Burlington, NC
Fred D. Long, West Rowan 2225-37, Cleveland, NC
Grace P. Moore, West Rowan 2225-37, Cleveland, NC
James Murphy, West Shore 227-38, Camp Hill, PA
William Nifong, Gastonia 4922-37, Gastonia, NC
Joseph Paul Voglewede, Thursday Noon Time 2669-37, Charlotte, NC
Richard E. Weinstein, Gilbert 2631-38, Reading, PA
Ted Rolfvondenbaumen, Lloydminster Upgrade 5663-42, Lloydminster, Alta., Canada
Donald Bergman, Peace Pipe 1440-42, Westaskiwin,

Alta., Canada
Joanne Mysak, Big Thinkers 5921-42, Saskatoon, Sask., Canada
Namon Harris, Jr., Capital 1684-43, Jackson, MS
Lonnie Boulware, Monday Morning 1557-44, Amarillo, TX
Larry J. Prescott, Boardman 5614-53, Poughkeepsie, NY
Donald Hazen, Mass Mutual 5716-53, Springfield, MA
Eileen Bennick, Katy 2755-56, Katy, TX
Ray R. Keden, San Leandro 452-57, San Leandro, CA
Bill Fitts, Newark 1118-57, Newark, CA
Phyllis Grange, Lucky Corporate 2910-57, Dublin, CA
Rosine Rediess, FUN 3317-57, Fremont, CA
Monette E. Redslob, Lexington 4171-58, Lexington, SC
Sig Gebhardt, Towns of York 1609-60, Aurora-Newmarket, Ont., Canada
John H. Rumball, Scarborough 3090-60, Scarborough, Ont., Canada
Harold Usher, Thames Valley 3726-60, London, Ont., Canada
Nick Prokopchuk, Algona 2648-62, Sault St. Marie, Ont., Canada
Judy Williams, Peninsula 6175-70, Woy Woy, NWS Australia
Con O'Connor, Cork 1868-71, County Cork, Ireland
Ian Charles Todd, Waimate 768-72, Waimate, New Zealand
Victor Prestidge, Christchurch 1866-72, Christchurch, New Zealand
Peter Anthony Luker, Waitemata 2017-72, Auckland, New Zealand
Hella Wilson, Tauranga 3089-72, Tauranga, New Zealand
Sue Ann Shennan, Johnsonville 4775-72, Johnsonville, Wellington, New Zealand

NEW CLUBS

Circuitmasters 416-F Newport Beach, CA—Wed., noon, Hughes Aircraft Co., 500 Superior Ave., (714)

759-2052
Gilbert Street 1374-F
 San Bernardino, CA—Tues.,
 11:30 a.m., Dept. of Mental
 Health, 700 E. Gilbert St.,
 Bldg. 5, (714) 387-7366
Wizards of Ahs 1905-F
 Tustin, CA—Wed., noon,
 Care Enterprises, 2742 Dow
 Ave., (714) 544-4443
**Lido Isle Master Toasters
 4042-F**
 Newport Beach, CA—Mon.,
 7 p.m., 701 Via Lido S.,
 (714) 673-7708
Kuparuk 4669-U
 Kuparuk, AK—Alt. Thurs.,
 7:30 p.m., Arco Alaska
 Operations Ctr., Rm. 324,
 (907) 659-7238
**Church of Religious Science
 2726-1**
 Redondo Beach, CA—Tues.,
 7:30 p.m., 907 Knob Hill,
 (213) 822-6824
Borderline 3227-1
 Long Beach, CA—Thurs.,
 6:45 p.m., Chez Pfeiffer,
 3955 Locust Ave., (213)
 595-9673
TLC BORA 6862-1
 Torrance, CA—2nd & 4th
 Mon., 6:30 p.m., Board of
 Realtors Assn., Arlington
 Blvd. at Sepulveda, (213)
 530-3911

Toast of the Town 4741-2
 Seattle, WA—Wed., 6:30
 p.m., Mountaineers Bldg.,
 300 3rd Ave. W., (206)
 285-2108
Movers & Shakers 4482-2
 Seattle, WA—Tues., 12:10
 p.m., Yesler Bldg., 4th fl.
 conf. rm., (206) 935-2126
Radiant Toasters 1464-3
 Wintersburg, AZ—Tues., 4
 p.m., Palo Verde Nuclear
 Power Plant, (602) 974-2339
Syntillating Speakers 1341-4
 Palo Alto, CA—Wed., 5:30
 p.m., Syntex Corp. 3401
 Hillview Ave., (415)
 493-2200 ext. 2037
Menlo Presbyterian 1372-4
 Menlo Park, CA—Mon.,
 7:30 p.m., 950 Santa Cruz
 Blvd., (408) 733-0746
Chevron Employees 5485-4
 San Francisco, CA—Fri.,
 noon, 555 Market St., (415)
 894-2060
Harbor View 2542-5
 San Diego, CA—Wed., 12:05
 p.m., John Burnham & Co.,
 610 W. Ash St., 17th fl.
Outdoor Orators 4827-5
 San Diego, CA—Henry
 George Ctr., 2240 Morley
 St. #6
First Class 6857-6
 Minneapolis, MN—1st & 3rd

Mon., 5:30 p.m., US Post
 Office, PEDC Rm. 435, (612)
 537-3405
Lakeview 6866-7
 Lakeview, OR—Fri., 6:30
 a.m., Jerry's Restaurant, 508
 N. 2nd, (503) 947-4034
PACMASTERS 6869-7
 Portland, OR—Tues., noon,
 1211 SW 5th Ave., Ste. 600,
 (503) 224-9700
Speechmasters 6855-7
 Salem, OR—2nd & 4th
 Thurs., 11:45 a.m., State
 Farm Regional Office, 4600
 25th Ave., NE
Mutual Minds 3784-8
 St. Louis, MO—3rd Wed. &
 Thurs., 5:30 p.m. & 7:30
 a.m., State Farm Insurance,
 (314) 894-4259
Power Masters 6877-8
 St. Louis, MO—1st & 3rd
 Wed., 6 p.m., Union Elec-
 tric, 1901 Gratiot St., (314)
 554-2217
Tri-City Television 6873-9
 Richland, WA—Var., 7
 p.m., Richland Library,
 (509) 735-7680
Pop-Up 1662-10
 Willowick, OH—Mon., 6
 p.m., Willowick Lodge,
 30570 Lakeshore, (216)
 696-0746
Cuyahoga Valley

Eyeopeners 1902-10
 Garfield Heights—OH
 Tues., 7 p.m., Denny's
 Restaurant, 12532 Rockside
 Road, (216) 475-7744
Gwinnett Tech 6878-14
 Lawrenceville, GA—Wed.,
 3:45 p.m., 1250 Atkinson
 Rd., (404) 962-7580
Gwinnett ATM 6879-14
 Tucker, GA—2nd & 4th
 Mon., 7:30 a.m., Matthews
 Cafeteria, 2299 Main St.,
 (404) 621-0762
AM/PM Speakers 6868-15
 Meridian, ID—3rd Wed.,
 6:30 p.m., Magic Recipe
 Restaurant, 704 E. Fairview,
 (208) 322-6555
State Farm 2829-14
 Smyrna, GA—2nd & 4th
 Tues., noon, Shoney's
 Restaurant, S. Cobb Dr.,
 (404) 953-5000
Thomson 4636-14
 Thomson, GA—Thurs., 7:20
 a.m., White Columns Inn,
 Hwy. 78, (404) 595-1297
Fayette County 6863-14
 Fayetteville, GA—Mon.,
 6:30 a.m., Shoney's, 750 N.
 Glenn St., (404) 461-5785
Image Masters 6875-15
 Salt Lake City, UT—Wed.,
 noon, Evans & Sutherland,
 580 Arapeen Dr., (801)

EVERYONE IS A CRITIC

Continued from page 13.

novices know what they like or dislike and why. Most speeches are delivered to people who are not trained or experienced speakers. Dr. Smedley said, "The inexperienced critic frequently gives most helpful comments because he reflects the popular reaction to the speech in non-technical terms." □

DELIVER YOUR OPINIONS

Continued from page 13.

his autobiography, "I judged it would be well not to distract my attention by attempting the whole at once, but to fix it on one of them at a time; and, when I should be master of that, then to proceed to another, and so on, till I should have gone through the thirteen."

Toastmasters manual assignments are designed to develop your skills one step at a time. Each assignment focuses on a single skill, such as body language, vocal variety or word usage. As you ad-

*"Criticism does not
 necessarily mean
 fault-finding.
 It may just as
 properly mean praise,
 or commendation,
 or appreciation."*

Dr. Ralph C. Smedley

vance through the manuals, each project will demand all the skills learned in previous assignments.

By the same token, an evaluator should comment on one fault at a time, as it applies to the speaker's particular assignment. Besides, by avoiding a list of faults, you prevent discouraging the speaker.

Motivate the Speaker

Identifying weaknesses of a speech

and offering constructive suggestions for improvement do much to help speakers, but encouragement does even more by building their self-esteem. A fair evaluation must include appreciation of outstanding features.

Speakers who spend much time and effort in preparing and rehearsing should be recognized for their efforts.

The C.O.D. formula gives you a basic scheme by which to organize your evaluation and ensure that your observations are balanced among the three principal aspects of a speech. Use the formula, be selective and be positive, and you can count on delivering better evaluations. □



Thomas Montalbo, DTM, a member of Sparkling Toastmasters Club 3602-47 in St. Petersburg, Florida, has received a Presidential Citation for his many articles in The

Toastmaster. He is the author of "The Power of Eloquence," published by Prentice-Hall, 1984.

582-5847

Planetalkers 6876-16

Tulsa, OK—Tues., noon,
American Airlines Triad
Ctr., 7645 E. 63rd St.,
MD-718

Waggin' Tongues 6874-17

Grass Range, MT—2nd &
4th Thurs., 7 p.m., Grass
Range H.S., Box 176, (406)
428-2291

Iowa Lutheran Hospital

Silver Tongues 516-19

Des Moines, IA—2nd & 4th
Mon., 12:30 p.m., 700 E.
University, (515) 263-5612

Bankers Trust Company

4441-19

Des Moines, IA—1st & 3rd
Tues., 7:30 a.m., 665
Locust, (515) 245-2966

Colgate Breakfast 6882-22

Kansas City, KS—2nd & 4th
Fri., 6:30 p.m., Shoney's
Restaurant, 1900 South 7th
St.

TipMasters 6881-23

Albuquerque, NM—Mon.,
noon, Beijing Palace, Eubank
& Indian School NE

OPPD 455-24

Omaha, NE—Thurs., 7 a.m.,

Omaha Public Power
District, 1623 Harney St.,
Rm. 700, (402) 536-4063

E.C. Speakers 2904-24

Lincoln, NE—1st, 2nd & 4th
Mon., noon, East Campus
Union, 35th St. & Holdrege
St., (402) 472-1796

Agile 6853-25

Ft. Worth, TX—Tues.,
General Dynamics Bldg.
200, Mrktg. Conf. Rm.,
(817) 777-8424

Greeley 2237-26

Greeley, CO—Mon., 12:10
p.m., City of Greeley Rec.
Ctr., 651 10th Ave., (303)
350-9714

Rocky Mountain Eagles

2396-26

Colorado Springs, CO—
Thurs., noon, USAA Insur-
ance Co., 1485 Kelly Johnson
Blvd., (719) 598-8642

UCCS 4829-26

Colorado Springs, CO—2nd
& 4th Tues., noon, UCCS,
Austin Bluffs Pkwy., (719)
593-3111

Unity III 68820-28

Warren, MI—2nd & 4th
Mon., 7 p.m., 11200 Eleven
Mile Rd. E., (313) 758-3050

Power Breakfast 4789-30

Oakbrook Terrace, IL—
Mon., 6 a.m., Denny's
Restaurant, 17 W. 660 22nd
St., (312) 963-5010

**National Alliance Manage-
ment Division 5033-30**

Chicago, IL—2nd & 4th
Tues., 6 p.m., National
Alliance Union Hall, 1225 E.
79th St., (312) 785-4572

FRB 3757-31

Boston, MA—1st & 3rd
Thurs., noon, Federal
Reserve Bank, 600 Atlantic
Ave., AV Rm. -3, (617)
973-3289

T.E. 6880-33

Newbury Park, CA—Wed.,
noon, Teledyne Electronics,
649 Lawrence Dr., (805)
498-3621 ext. 2218

P.S. 399-35

Oshkosh, WI—2nd & 4th
Sun., 6 p.m., Project Suc-
cess, Univ. of Wisc., NE-27,
(414) 424-1033

EHIC 4175-35

Green Bay, WI—1st & 3rd
Mon., 5:05 p.m., Employers
Health Insurance, (414)
337-5390

Upper Montgomery 1906-36

Gaithersburg, MD—1st &
3rd Tues., 7:45 a.m., 9 Park
Ave., (301) 258-0800

Toasts of St. Mary's 5354-36

Lexington Park, MD—
Thurs., 5:30 p.m., Tom
Vallee Fleet Reserve Assn.,
Rt. 235, (301) 475-2486

Old Town 5734-36

Alexandria, VA—2nd & 4th
Thurs., 6 p.m., Gerald's,
1324 King Street

Tycon Toasters 6854-36

Springfield, VA—1st & 3rd
Wed., 8 p.m., Springfield
Hilton, 6551 Loisdale Ct.,
(703) 922-0400

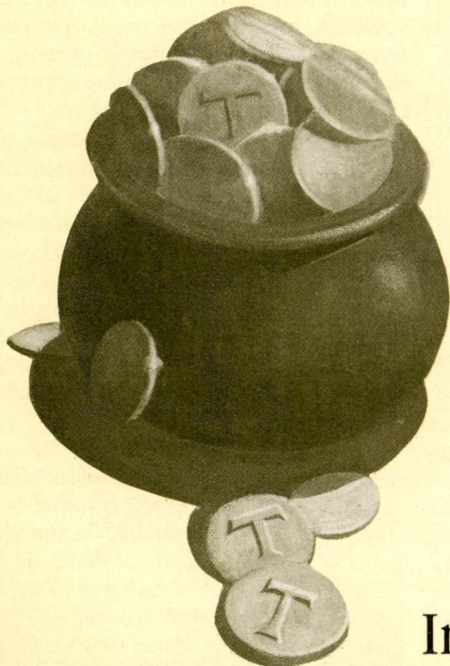
High Noon 6852-37

Raleigh, NC—Wed., noon,
2660-Q Yonkers Road, (919)
876-8989

Peat Marwick 6871-38

Philadelphia, PA—Var., 6
p.m., Peat Marwick Main &
Co., 1600 Market St., (215)
299-3100

Find Your Pot of Gold Over The Rainbow



What lies waiting for you at the end of the rainbow? Is your pot of gold filled with visions of success on the job, greater confidence in life or a larger circle of friends?

All of these can be found Over the Rainbow in Toastmasters, for you and for the millions of men and women who can benefit from our programs.

To help introduce others to Toastmasters, publicize your club in the community or company by:

- ★ Sending press releases to the local media or company newsletter
- ★ Place posters on bulletin boards and in store windows
- ★ Distribute promotional flyers at shopping centers or in employee paycheck envelopes
- ★ Mail copies of the club newsletter to former guests, community officials and corporate management

Leading new members over the rainbow will fill your pot of gold with:

- *Toastmasters Membership Building Pin* — for sponsoring 5 new members
- *Pocket Evaluation Folder* — for bringing in 10 new members
- Choice of *Toastmasters Necktie*, *Ladies Ascot Scarf* or *Perpetual Wood Calendar* — for adding 15 new members
- In addition, the top ten membership sponsors for 1988 will be honored at the 1989 International Convention in Palm Desert, California.

For more information, please contact the Membership and Club Extension Department at World Headquarters.

In Toastmasters, the dreams that you dare to dream really do come true.

Speaking Machine 1528-39
Elk Grove, CA—Wed., 7 p.m., Elk Grove Library, 8962 Elk Grove Blvd.

Central 6864-39
Sacramento, CA—Fri., noon, Franchise Tax Board, 9645 Butterfield Way, (916) 369-3967

Dixon 6870-39
Dixon, CA—Mon., 6:30 p.m., Pizza & Pasta Restaurant, 160 W. A St., (916) 678-4583

At Crosswoods 2718-40
Worthington, OH—1st & 3rd Tues., 11:30 a.m., Nationwide Insurance, 200 E. Campus View Blvd., (614) 848-2609

Fort Meade 3158-41
Ft. Meade, SD—Fri., noon, VA Med. Ctr. Bldg. 145, (605) 347-2511 ext. 337

Pembina 1131-42
Westlock, Alta., Canada—Mon., 7:30 p.m., Timber Rm., Westlock Inn, (403) 349-4853

Rising Stars 2382-42
Castor, Alta., Canada—Tues., 7:15 p.m., Gus Wetter School Library, (403) 882-3182

Local Vocal 6858-42
Pincher Creek, Alta., Canada—Mon. & Thurs., 7 p.m., Label Mansion, 696 Kettles St., (403) 627-3394

ACE 3606-43
Memphis, TN—1st, 2nd & 3rd Wed., 11:30 a.m., Clifford Davis Fed. Bldg., 167 N. Main St., (901) 521-3461

UAPB 1870-43
Pine Bluff, AK—Thurs., 6:15 p.m., Caldwell Hall, Univ. of Ark., Rm. 209, (501) 541-6809

Towering Talkers 793-46
East Brunswick, NJ—1st & 3rd Wed., noon, AT&T, 100 Naricon Pl., (201) 519-4478

Summit Speakers Club 1486-46
Summit, NJ—Thurs., noon, AT&T, 190 River Rd., (201) 522-5077

Valley 3181-46
Haworth, NJ—1st & 3rd Mon., 8 p.m., First Congregational United Church of Christ, 276 Haworth Ave., (201) 767-3063

Pacesetters 674-47
Nassau, Bahamas—Var., 6 p.m., Wyndham Ambassador Beach Hotel, Cable

Beach

First Class 4294-47
Miami, FL—Wed., 7 a.m., General Mail Facility, 2200 NW 72nd Ave., rm. 102-B, (305) 477-4507 ext. 44

Success Training College 5146-47
Nassau, Bahamas—Sat., 6 p.m., Wyndham Ambassador Beach Hotel, Cable Beach

Spellbinders 6860-47
Melbourne, FL—Tues., 6:30 p.m., Miguel's Pasada de Rey, 90 E. New Haven Ave., (407) 254-7366

Omni 6861-47
Lake Mary, FL—Tues., 5:15 p.m., Stromberg-Carlson, 400 Rinehart Rd., (407) 849-3227

Grandiloquents 4181-48
Birmingham, AL—Thurs., 12:15 p.m., Jefferson Co. Dept. of Health, 1400 6th Ave. S., (205) 933-9110 ext. 1371

The Mighty Word 6867-52
Chatsworth, CA—Tues., 7 p.m., (818) 709-7911

Chevron Gushers 5564-56
Houston, TX—Thurs., 11:30 a.m., 2811 Hayes Rd., (713) 596-2380

Lunch Bunch 4069-57
Santa Rosa, CA—Thurs., noon, City of Santa Rosa MSC-South, 69 Stony Point Cir., (707) 576-5141

Hacienda Park 4453-57
Pleasanton, CA—Thurs., noon, 4637 Chabot Dr., Ste. 107, (415) 828-4848

Networkers 5400-57
Hayward, CA—Thurs., noon, Computerland Corp., 30800 Santana St., (415) 475-3518

Santa Rosa Eye-Openers 5612-57
Santa Rosa, CA—Tues., 6:45 a.m., MSC South Training Rm., 69 Stony Point Cir., (707) 576-5261

Delta 6872-57
Antioch, CA—Mon., 6 p.m., Sylvia's Country Kitchen, 2799 Lone Tree Way

Deer Park 6859-60
Toronto, Ont., Canada—Alt. Tues., 5:30 p.m., Fed. Govmnt. Bldg., 25 St. Clair Avenue E., (416) 755-3016

Peak Performers 5570-64
Winnipeg, Man., Canada—Thurs., 7 a.m., Holiday Inn, 1330 Pembina Hwy., (204) 452-9499

Hanover Achievers 1989-65
Liverpool, NY—Thurs., 12:30 p.m., Hanover In-

urance, 443 Electronics Pkwy., (315) 451-3970

Mercy Spirited Speakers 3101-68
New Orleans, LA—Alt. Wed., 4:45 p.m., Mercy Hosp., 301 N. Jefferson Davis Pkwy., (504) 486-7361

Crescent City Town Criers 6856-68
New Orleans, LA—3rd Thurs., 11:30 a.m., State Farm Insurance, 5700 Bullard Rd., (504) 245-6520

New England 4210-70
Armidale, NSW, Australia—1st, 3rd & 5th Tues., 7:30 p.m., Weston Common Rm., Univ. of New England, (067) 732324

Brindabella 5860-70
Tuggeranong, ACT, Australia—Tues., 7:30 p.m., Chisholm Community Ctr., Halley St., (62) 921972

Civic 5683-70
Newcastle, NSW, Australia—Mon., 12:30 p.m., Venture Bldg., Brown St., 2nd fl., (049) 432235

GIO 6865-70
Sydney, NSW, Australia—2nd & 4th Tues., 5:30 p.m., 50 Clarence St., 11th fl., (02) 288-1759

Arthur Young 1960-74
Johannesburg, South Africa—Var., 5:15 p.m., 19 Girton Rd., Parktown, Johannesburg, (011) 643-6831

Presidents 712-75
Makati, Metro Manila, Philippines—2nd & 4th Mon., 6:30 p.m., Manila Midtown Hotel, N. Adriatico St.

Butuan 3789-75
Butuan City, Philippines—Thurs., 7 p.m., Kapayapaan Hall, Bancasi, 23-55

ANNIVERSARIES

40 Years

American Legion Post 44 637-10, Canton, OH

Logansport 621-11, Logansport, IN

35 Years

Appleton 1331-35, Appleton, WI

Mount Rushmore 1326-41, Rapid City, SD

El Dorado 1304-43, El Dorado, AR

Daybreakers 1327-44, San Angelo, TX

Enterprising 133-57, Alameda NAS, CA

Aiken 1355-58, Aiken, SC

30 Years

Blue Flame 2717-F, Santa Ana, CA

Logan County Agricultural 2808-8, Lincoln, IL

25 Years

Kaohsiung 1904-U, Kaohsiung, Taiwan

Telstar 1913-4, Sunnyvale, CA

Townsville 3632-69, Townsville, Qld., Australia

20 Years

Stadium 1815-5, San Diego, CA

Mesa Masters 3240-5, San Diego, CA

Decatur Communicators, 1375-14, Decatur, GA

Airdustrial 1633-32, Tumwater, WA

Capitol Hill 1460-36, Washington, DC

Federal Employees, 2287-43, Little Rock, AR

DC 3761-69, Brisbane, Qld., Australia

Taree 2893-70, Taree, NSW, Australia

15 Years

Sunrise 74-3, Phoenix, AZ

Whitehorse 1060-73, Blackburn, Vic., Australia

10 Years

The Orators 36-F, Costa Mesa, CA

Kuala Lumpur 1997-U, Kuala Lumpur, Malaysia

Rail Talkers 3420-24, Omaha, NE

Top Cats 2837-29, Tillmans Corner, AL

Mineral King 887-33, Visalia, CA

Ad Lib 3780-39, Reno, NV

Richmond Breakfast 635-57, Richmond, CA

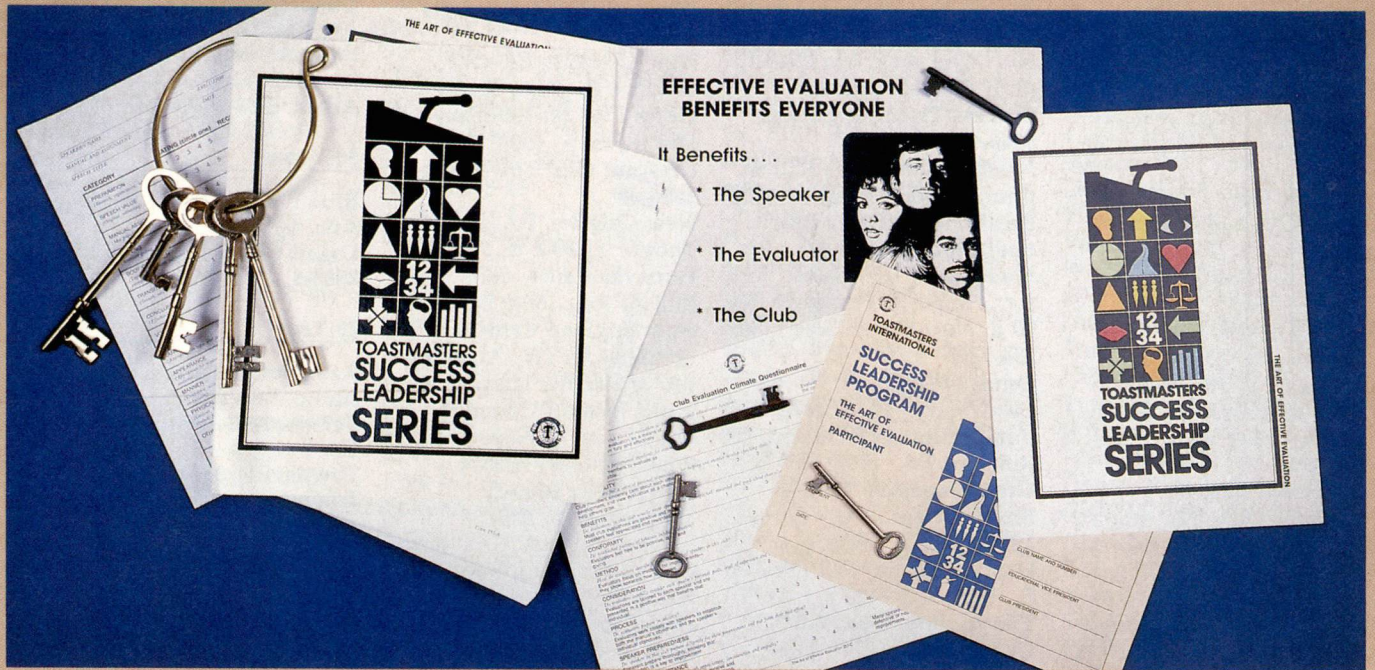
Myalla 3713-69, Brisbane, Qld., Australia

Pinetown 823-74, Pinetown, South Africa

Ernst & Whinney 862-74, Johannesburg, South Africa

Insurance Institute 3852-74, Johannesburg, South Africa

Successful Evaluations



The key to a positive, success-oriented club.

Evaluations are the cornerstone of Toastmasters educational program. Good evaluations help club members develop their speaking abilities to the fullest.

Toastmasters Success Leadership Program, **THE ART OF EFFECTIVE EVALUATION**, will give club members the knowledge, motivation and skills needed to become more effective evaluators.

THE ART OF EFFECTIVE EVALUATION, can be conducted during a single 2-hour club meeting.

- It contains:
- ★ One Coordinator's Guide
 - ★ Twenty Participant's Manuals
 - ★ Thirteen Overhead Transparencies
 - ★ Twenty Club Climate Questionnaires
 - ★ Sixty Speech Evaluation Forms
 - ★ One Coordinator's Certificate
 - ★ Twenty Participant's Certificates

Additional manuals, certificates and forms can be ordered separately. See the 1988 Toastmasters International Supply Catalog for prices.

This is one program your club can't afford to miss, so order today.

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Please send me _____ module(s) of (251) **THE ART OF EFFECTIVE EVALUATION** @ \$25.00. Add \$3.00 shipping for each program. \$ _____

Other evaluation materials include:
Quantity

- _____ (160) **SPEECH EVALUATION—PANEL DISCUSSION.** \$3.25. Quantity: 100. Add 50¢ shipping per package. \$ _____
- _____ (161) **SPEECH EVALUATION—SPEAKER'S PROFILE.** \$3.25. Quantity: 100. Add 50¢ shipping per package. \$ _____
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