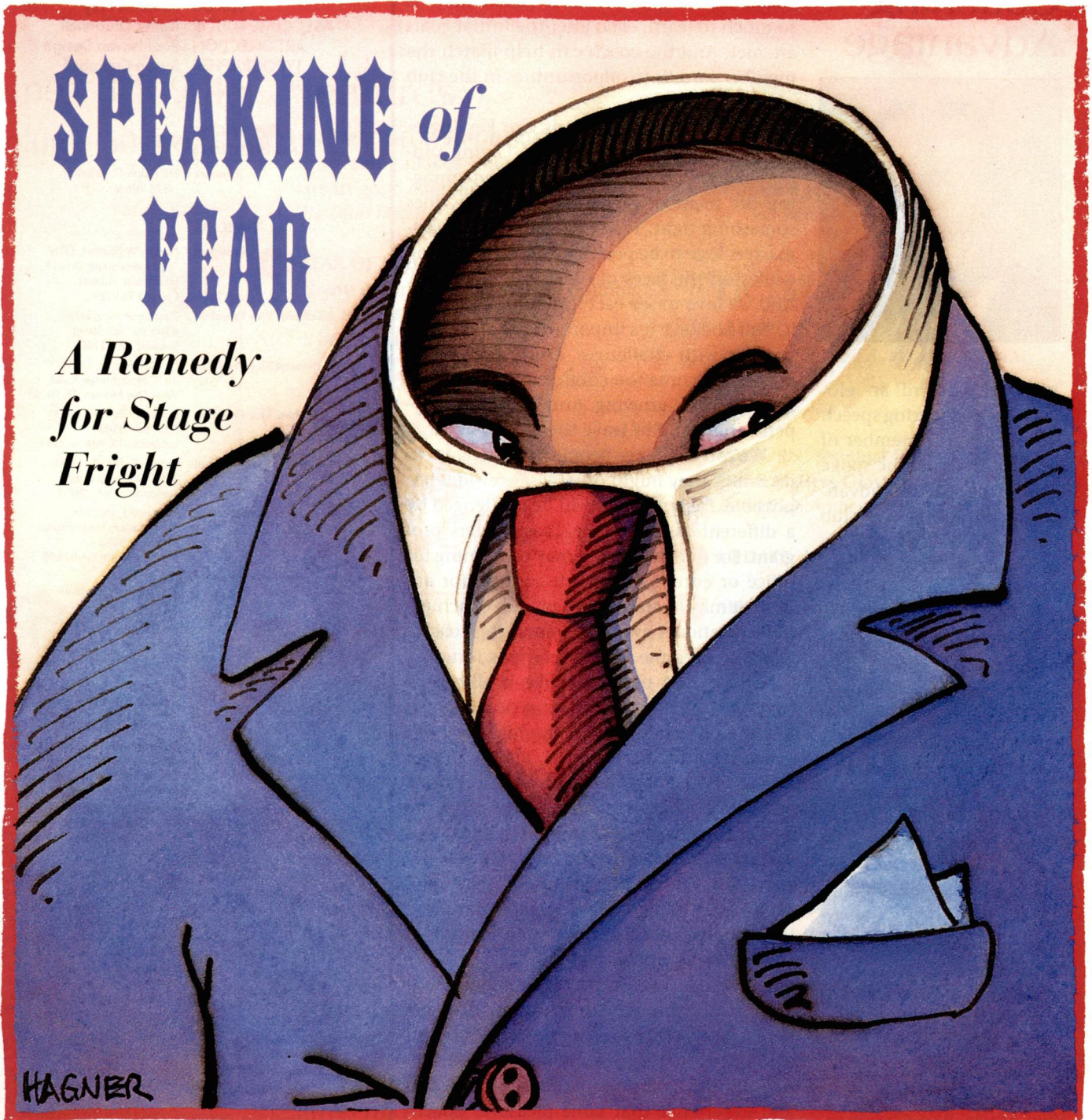


# the Toastmaster

june 1994

## SPEAKING *of* FEAR

*A Remedy  
for Stage  
Fright*



HOW TO MAKE AND KEEP FRIENDS

PURSUING YOUR PERSONAL OLYMPICS



## The Coaching Advantage



I recently heard an eloquent and stirring speech from a 10-year member of one of my clubs. She spoke about "the coaching advantage," imploring the club to ensure that every new member is assigned a coach. "If it were not for my coach, I would have become discouraged and quit within six months of joining Toastmasters," she said. "My coach assisted me to develop the... skills which have earned me promotions and wage increases."

Her speech really hit home for me. When I joined Toastmasters, I was impressed by the overall supportive atmosphere. But it was my assigned coach whose friendship, support and challenges pushed me to achieve a higher standard of excellence than I had thought possible. Much of what I am today I owe to my first coach, Ron Chapman, DTM, and the many others who followed him.

Our research shows that members who are assigned

a coach or mentor remain in their club longer. It's easy to understand why. The coach can help the member realize there is so much to learn, even after the initial goals are met. And the coach can help match the member's needs to opportunities in the club – and beyond.

Good coaching demands two key ingredients: support and challenge. Giving support means complimenting and encouraging the member each time he or she does something right. That's the easy part. Toastmasters love to be positive – we enjoy seeing smiles on the faces of our fellow members. And we love to see each other improve.

But I believe it's important to balance the support with challenges. Otherwise, members can become too comfortable, so at ease that they stop growing. And when that happens, they tend to leave the organization.

We can challenge people by making them do things they might otherwise consider impossible. Each member will be challenged by a different aspect of the Toastmasters program. For one member, it may be running for office or entering a speech contest; for another it may be starting a new club or achieving educational awards. In sum, the coach's task is to keep the member moving forward.

One of the most effective challenges I received from my coach was to repeat a speech to develop greater skill. I could have been upset or fearful, or even quit. But because of my coach's skill and sensitivity, I realized that my fellow club members cared about me and genuinely wanted me to succeed.

I met the challenge and later achieved my ATM. But if it hadn't been for my coach and the support of my club, I wouldn't have had the courage, confidence or motivation to achieve maximum growth.

Now, as a coach myself, I take great pleasure in watching members grow and become more successful in their lives. I encourage all clubs and members to participate in the Toastmasters mentor program and experience that same pleasure. Coaching changes people's lives. It's PEOPLE BUILDING PEOPLE. Trust me, it works!

Neil Wilkinson, DTM  
International President

# the Toastmaster

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june 1994  
volume 60, no. 6

features:

- 8 A REMEDY FOR STAGE FRIGHT**  
If speaking makes you nervous, you are in good company.  
*By Leon Fletcher*
- 10 FEAR OF FEAR**  
If you confront the terrifying bulldog, you may realize it has no teeth.  
*By Greg Dahl*



- 12 FEARS THAT KEEP YOU SITTING DOWN**  
As a speaker you have a choice: Either conquer your fears or sit in an audience listening to someone who did.  
*By Vivian Buchan*
- 16 HOW TO MAKE (AND KEEP) FRIENDS: 10 TIPS**  
The art of establishing friendships is what brings joy to living.  
*By Victor Parachin*
- 19 TOASTMASTERS INTERNATIONAL'S STRATEGIC PLAN**  
How our organization is preparing today for the challenges of tomorrow.
- 22 TITLES THAT TEASE**  
Like a fisherman catching fish with bait, so a speaker lures an audience with a title that whets their appetite.  
*By Thomas Montalbo, DTM*

- 24 PURSUING YOUR PERSONAL OLYMPICS**  
Olympic athletes offer proven tips for your road to victory.  
*by Fred Borchelt*

departments:

- 2 VIEWPOINT: The Coaching Advantage**  
*By President Neil R. Wilkinson, DTM*
- 4 LETTERS**
- 5 MY TURN: Terminal Talk, Clichés and Other Matters Grave**  
*By Marion Amberg*
- 6 UPDATE: A Club Under Siege**
- 14 MEMBERSHIP BUILDING: Have a Guest Day!**  
*By Pam Price, CTM*
- 15 HOW TO: Reduce and Recycle Your Club's Meeting Paper**  
*By Terry Prince, DTM*
- 28 YOUR 1994-95 OFFICER CANDIDATES**

- 30 HALL OF FAME**



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### NOBODY'S PERFECT

Each month in *The Toastmaster* I see letters from Toastmasters who appear to be unhappy with a fellow member, their club or the organization as a whole. There is no doubt that there are many things to find fault with and definitely with good reason.

However, on page 14 of the March 1994 issue, Al Vopata asks us to remember the basic purpose of Toastmasters: "To provide opportunities for self-improvement while members develop their communication and leadership skills."

I find it unfortunate that so many of us, including myself, go through life without realizing that we should keep our eye on the doughnut, not on the hole. Why are we in Toastmasters? No organization is perfect, so why should Toastmasters, Toastmasters clubs or Toastmasters International be perfect? Are we perfect?

I suggest we learn to be proactive by setting goals and focusing on what we want out of life and not letting other people's imperfections be the driving force in our lives.

Ray Bell, ATM-S  
Patron Club 3863-53  
Albany, New York

### BEHAVE YOURSELF

Al Vopata addressed an important issue in his article, "Taming Turbulent Toastmasters." However, I feel the following should be pointed out:

There is room in the Toastmasters program for different learning styles and

goals – but there is not room for rude and disruptive behavior. In Mr. Vopata's example, Mary's primary goal to simply enjoy herself at meetings is in agreement with a club's basic purpose, but her behavior is not!

Consistently entering meetings after they have started, not taking responsibilities seriously and telling off-color jokes is disruptive to the entire club and should not be tolerated. If the leadership of this club does not take action, not only will they lose Joe, but the rest of their members as well.

Ann Lynn Campy, CTM  
Fort Lewis Club 690-32  
Tacoma, Washington

### COMPLIMENTS FROM CAPE TOWN

Congratulations on a terrific issue of *The Toastmaster* — January 1994.

The article "Want New Members? Just Ask!" showed me how to meaningfully invite guests to attend club meetings and encourage them to become members. "Keep Your Will Powerful" showed me how to define my goals, achieve them and overcome setbacks. And "Overcome Procrastination – Today!" has enabled me to act on the above, winning new members and keeping my will powerful – today!

Thank you for an issue packed with helpful articles.

David Pratten  
Cape Town I M M Club 2249-74  
Cape Town, South Africa

### POSTED WITH PRIDE

Thank you for printing "Invest in Self-Esteem" (February 1994) by Janet E. Free-

man. The opening paragraph describes changes many of us would love to see in ourselves! Her advice is very applicable; in fact, tip #7 is so well stated that it is bound to change my life. I'm posting it on my bulletin board at work and on the fridge at home for a frequent reminder to "keep at it and know you'll succeed eventually!"

Toastmaster Freeman has my praise for living and writing it.

Jeannette Alt  
Associate Editor, Copy/Production  
Better Homes and Gardens Real Estate Service  
Des Moines, Iowa

### REWRITE SMEDLEY?

I just finished reading the November 1993 issue and find myself disappointed in your apparent lack of attempt to remove sexism from the magazine. For the umpteenth time, the "My Turn" department features an article or speech by Toastmasters' founder Dr. Ralph C. Smedley. And once again, because of the sexist nature of his speech at a time when women weren't allowed to join Toastmasters, you put a disclaimer at the end of the speech reminding us of that fact. I am tired of this excuse to publish sexist articles in *The Toastmaster*.

Each time I read an article by Dr. Smedley, I find myself tripping over the sexist remarks appearing at the rate of about one per paragraph. I spend so much time eliminating the "each man" from each paragraph that I fail to pay any attention to the ideas contained within.

Dr. Smedley deserves better than this. His articles, mi-

nus the sexist language, are a great source of inspiration to Toastmasters. The simple solution to this problem would be for you to exercise your authority as editor and change the wording of Dr. Smedley's articles to refer to female as well as male members. By doing this, you will help bring the magazine into the '90s and allow all of our members to enjoy the great inspirational content of Dr. Smedley's comments.

Michael Clark, CTM  
Santa Rose Eye-Openers Club 5612-57  
Santa Rosa, California

### ENCOURAGEMENT ATTRACTS NEW MEMBERS

Encouragement is the bridge that leads to confidence! That, in essence, is what it takes to attract new Toastmasters and keep them.

As a seven-month member, I have benefitted and grown tremendously through the encouragement of my fellow Toastmasters. That's why I enjoyed "Suffering from Complimentary Collapse," by Jim Dinan (February 1994). The ability to give and receive compliments has a tremendous drawing power for potential Toastmasters, because those qualities are hard to find in most organizations.

My confidence level in all phases of my life has been raised to a higher level by giving and receiving compliments. Surely, if we continue to encourage and promote each other, people will be eager to join a Toastmasters club and our organization will continue to grow.

William O'Neal  
Talcott View Club 6601-53  
Simsbury, Connecticut





This author has just had it  
with deadly expressions.

by Marion Amberg

## Terminal Talk, Clichés and Other Matters Grave

■ I DON'T KNOW ABOUT YOU, BUT ALL this "dead" talk has me quaking in my boots. From morning to night, we talk dead, our conversations loaded with dying clichés. Sure, they're just expressions of speech, but do they say what you mean and do you mean what they say?

Is the suspense killing you? Then, I dead reckon, you'll read on.

We get up in the morning dead tired, go to our dead-end jobs, and if we aren't work-

ing ourselves to death, then we're bored to death. And doesn't quitting time always bring the dead to life?

As if that isn't enough, we've been brain dead, dead between the ears, and dead from the neck up, all deadly symptoms of cerebral dead space. And who hasn't confessed, at one time or another, to being dead to the world? Everyone – except the dead, that is.

Still not dead certain I'm dead right? Well then, don't drop dead yet. Feet kill. Backs kill. So will your nose if you catch a death of a cold and look like – you guessed it – death warmed over.

Even happiness kills. People are thrilled to death, tickled to death or they laugh until they think they're going to die. With that kind of attitude, I sure don't want them loving me to death.

Do you really mean it when you say, "You'll be the death of me yet" or "I wouldn't do that if it killed me"? I hope not, because that kind of talk will stop you dead in your tracks.

Then there are folks who are just plain dying. Chocolate lovers dying for chocolate. Those with sweet teeth dying for sweets. Pie lovers dying for a piece of pie. Men and women dying to meet Ms. Right and Mr. Wonderful. People will die for just about anything, I guess. Or maybe they're just dying to go. If they keep up that kind of talk, they'll be gone all right.

Ever been so embarrassed that you thought you'd die? Or worse still, so humiliated you could have died a thousand deaths? At least you didn't die trying.

Who hasn't knocked at death's door? Or flirted with death a time or two? Poor Patrick Henry: He'd turn in his grave if he knew he helped the women's lib movement with his famous line, "Give me liberty or give me death."

Everyone knows a few deadbeats, a couple of dead ducks and at least one dead ringer. Don't faint dead away just yet – the dead end is dead ahead.

We have dead letters, dead languages and a Dead Sea, not to mention dead rats and dead dogs. There are dead balls and sudden death playoffs.

Do die-hards really die hard? And why would you ever want to be in dead earnest? Now there's dead-wood for thought.

Ever been dead wrong, dead serious or scared to death? Ever crossed-your-heart-and-hoped-to-die? Or been buried alive?

Bury me alive? Not over my dead body, you won't!

T

**Marion Amberg** is a freelance writer in Minneapolis, Minnesota.

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■ TWO NEW MEMBERS OF THE BIG D Toastmasters Club in Utah sat anxiously in a conference room at the Salt Lake City Library waiting for their meeting to begin. Both were scheduled to give their Icebreaker and were experiencing the typical butterflies. They had no way of knowing, however, that the March 5 meeting would be cut short by an event far more anxiety-ridden – and treacherous – than that dreaded first speech.

to sit down facing the wall. Meanwhile, Draper continuously moved back and forth between the two rooms. Camomile, Carlston and several others were able to take advantage of this erratic behavior by escaping out a side door the gunman apparently had not seen. But 10 people, including two Toastmasters, were not so lucky and remained hostage for a grueling 5 1/2 hour standoff.

# A CLUB Under Siege

6

Utah Toastmasters survive a terrifying hostage crisis and find comfort in the support of their fellow members.

Club secretary and treasurer Glen Camomile had just collected one of the new member's manuals for evaluation when the conference room door opened and a young woman entered. Assuming she was a guest coming to visit the club, Camomile greeted her with a smile. But the woman said nothing as she slowly backed into the meeting area. Camomile looked beyond her to the adjacent room where a group of Tibetan monks had conducted a peace ceremony just moments earlier. What he saw astonished him: A man was standing on a table, brandishing a handgun and shouting directions to the dazed monks.

Hoping the man had not noticed the Toastmasters gathered next door, Camomile quietly flipped the light switch, darkening the conference room. But the armed man, who later would be identified as 30-year-old Clifford Lynn Draper, yelled that he wanted the lights on, the door open and everyone to remain inside.

Draper then moved into the conference room where the Toastmasters were meeting, carrying a canvas bag containing a bomb he said would be used to end his own life – as well as theirs – if they didn't follow his instructions. According to Toastmaster Jan Carlston, Draper ordered everyone to the back of the room and told them

At 2:30 p.m., the situation took a critical turn when Draper told his hostages to draw lots. Suddenly, one of them – a man clad in a jogging suit – identified himself as an off-duty policeman. Sheriff's Lt. Lloyd Prescott had been teaching an officer training class at the library that morning when he witnessed the scene and purposely joined the group of hostages. When Draper turned his gun on Prescott, the police officer shot him. Draper later died at a local hospital; fortunately, none of the hostages were injured during the stand-off and bomb squad technicians safely detonated the bomb.

It is a tribute to the Big D Toastmasters and others involved in this event that all individuals were able to maintain their composure, take advantage of escape routes when available, and ultimately survive. The Big D members discovered that the experience brought them closer to their fellow members.

"I had heard of the bond that can form among Toastmasters," Camomile said. "The events that followed the 5 1/2 hour standoff and the ensuing days were different for all who were involved. The sense of fellowship which developed for me is indelibly fixed and will never diminish."

One evening following the hostage crisis, Camomile spoke with fellow Toastmaster Ray Irvine. The two men had nearly collided





earlier in the library – Camomile fleeing from the conference room and Irvine arriving late for the club meeting, unaware of the events taking place upstairs. As they shared information, Irvine joked: “I guess it pays to come late to a meeting now and then!” When Camomile asked Irvine if he had seen the gunman, the Toastmaster quipped, “Yes, I thought it was someone who didn’t like your speech.”

A few days later, Camomile discovered in his briefcase the manual belonging to new member Sue Allison, one of the 10 people who remained hostage for the duration of the standoff. Since she lived nearby, he decided to stop by and return it. The shared bond of their experience helped both Toastmasters cope with the ordeal they had only narrowly survived.

Most Toastmasters joined our organization to deal with a fear common to all people: public speaking. It is a fear that can be overcome through the support of fellow club members, who help us turn our negative feelings into positive energy. But coping with terrorist behavior is a different matter altogether.

Toastmasters often quote a survey which claims that the fear of public speaking outranks the fear of death by a two-to-one margin. It is doubtful that members of the Big D Club would still agree with this survey. Their ordeal certainly puts the fear of public speaking in its rightful perspective! **T**

*This article was adapted from an Associated Press report and a personal account of the hostage crisis by Glen Camomile.*

*“A man was standing on a table, brandishing a handgun and shouting directions to the dazed monks.”*

7)

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# If speaking makes you nervous

**A**ctors call it "flop sweat." Academicians call it "speaking reticence," "communication apprehension" and other inflated terms. Psychologists call it "lalophobia" or "topophobia." Whatever you call it, nervousness about speaking is indeed real. And although very few speakers ever get rid of their "butterflies" entirely, by following some of the following nine steps, they can get them to fly in formation.

**1 Realize that you are not alone in your nervousness.** Virtually every speaker is nervous about speaking – polished professional as well as anxious amateur.

*"I still get puckered up just before I go in to give a speech."*  
— FORMER U.S. PRESIDENT RONALD REAGAN

*"I suffer from terrible stage fright."*  
— ACTRESS, SINGER BARBRA STREISAND

*"I'd rather fight a flame-out on the deck than battle a talk in front of a strange audience."*  
— TEST PILOT CHUCK YEAGER

you view the tape objectively, you'll agree that you do indeed look more confident than you feel. You say your knees are knocking? Relax, your listeners can't see them! Your hands are trembling? It's very hard – usually impossible – for an audience to notice this. Is your mouth dry? No

one else can possibly know that. The same goes for your churning stomach.

**3 Accept your nervousness.** See your stage fright for what it is: nature's way of helping you be alert, ready to do your best. Dr. Claire Weekes, a leading expert on nervousness, advised in a *Reader's Digest*

## A Remedy For Stage

by Leon Fletcher

# FRIGHT

Consider this list of celebrities: Liza Minelli, George Burns, Joan Baez, George C. Scott, Erica Jong, Garrison Keillor, Joan Rivers, Sidney Poitier, Sally Struthers, James Taylor, Maureen Stapleton and Anthony Quinn – to name a few – have all mentioned their nervousness about speaking. Clearly, stage fright is not unique to novice Toastmasters.

**2 Recognize that you appear much more confident than you feel.**

Consider this advice by talk show host Dick Cavett: "The best thing to do is to tell yourself it (nervousness) doesn't show one-eighth as much as you feel. If you're a little nervous, you don't look nervous at all. If you're very nervous, you look slightly nervous. And if you feel totally out of control, you look troubled."

One way to find out if your nervousness shows when you speak is to ask your fellow Toastmasters, "What specific actions reveal my nervousness?" I'll bet that few, if any, will be able to name any significant distractions.

Another way to discover just how nervous you appear is to record yourself on videotape as you give a speech. If

article: "If your body trembles, let it tremble. Don't feel obliged to try to stop it. Don't even strive for relaxation. Don't be too concerned because you are tense and cannot relax."

Your nervousness about speaking is much like the pre-game tension of most athletes. San Francisco 49er cornerback Troy Nixon said after one especially dramatic game: "Was I scared? That's the understatement of the year. It's funny though – I wasn't really as nervous as I thought I might be. I kept telling myself, 'It's just like practice, it's just like practice. Just relax, challenge them and you have nothing to lose.'"

Musicians are especially bothered by performance anxiety. "Stage fright is a fact of life for every performer," according to Richard Reynolds, who plays French horn for the Berkeley Symphony. And soprano Susan Narucki says that she gave up trying to overcome nervousness long ago: "I've learned to just go with it."

**4 Find an outlet for your nervousness.**

Your outlet may take the form of pacing, singing, meditating, wring-



# us, you're in good company.

ing your hands or breathing deeply. Personally, I nap. Each of these "vents" are used by many experienced speakers.

Or develop your own distinctive – perhaps unique – outlet for your nervousness. Consider the late entertainer Sammy Davis, Jr., who used to relax just before a performance by slowly and methodically selecting the jewelry he'd wear. While most speakers are not as flamboyant as Davis was, many men relax by slowly and repeatedly adjusting their neckties, while women arrange a scarf or touch up their makeup.

**U Understand that experience will reduce nervousness.** After you've given even just one speech, you'll realize that your greatest fear – fear of failure – just didn't come true. You did better on your first speech than you thought you would. And as you give more and more speeches, your nervousness will decrease and your confidence will grow.

Remember, however, that few speakers are able to – or even want to – completely eliminate their stage fright. So don't expect to

be completely calm; rather, work toward controlling your nervousness. Take it from actor Carroll O'Connor, who became famous as television's Archie Bunker: "A professional actor has some kind of tension. The amateur is thrown by it, but the professional needs it."

**6 Realize that your audience wants you to succeed.** Many speakers are nervous because they believe their listeners will catch every error. But the fact is, audiences look forward to hearing an interesting, informative, motivating speech. They will be listening to you with empathy, participating in your feelings or ideas. Psychoanalyst Donald M. Kaplan says that empathy is the surest relief from stage fright.

**7 Concentrate on what you're saying.** "I don't call it nervousness – I prefer to call it concentration," actress Carol Channing has said.

You can turn your nervousness into concentration by focusing your attention on conveying your ideas into the

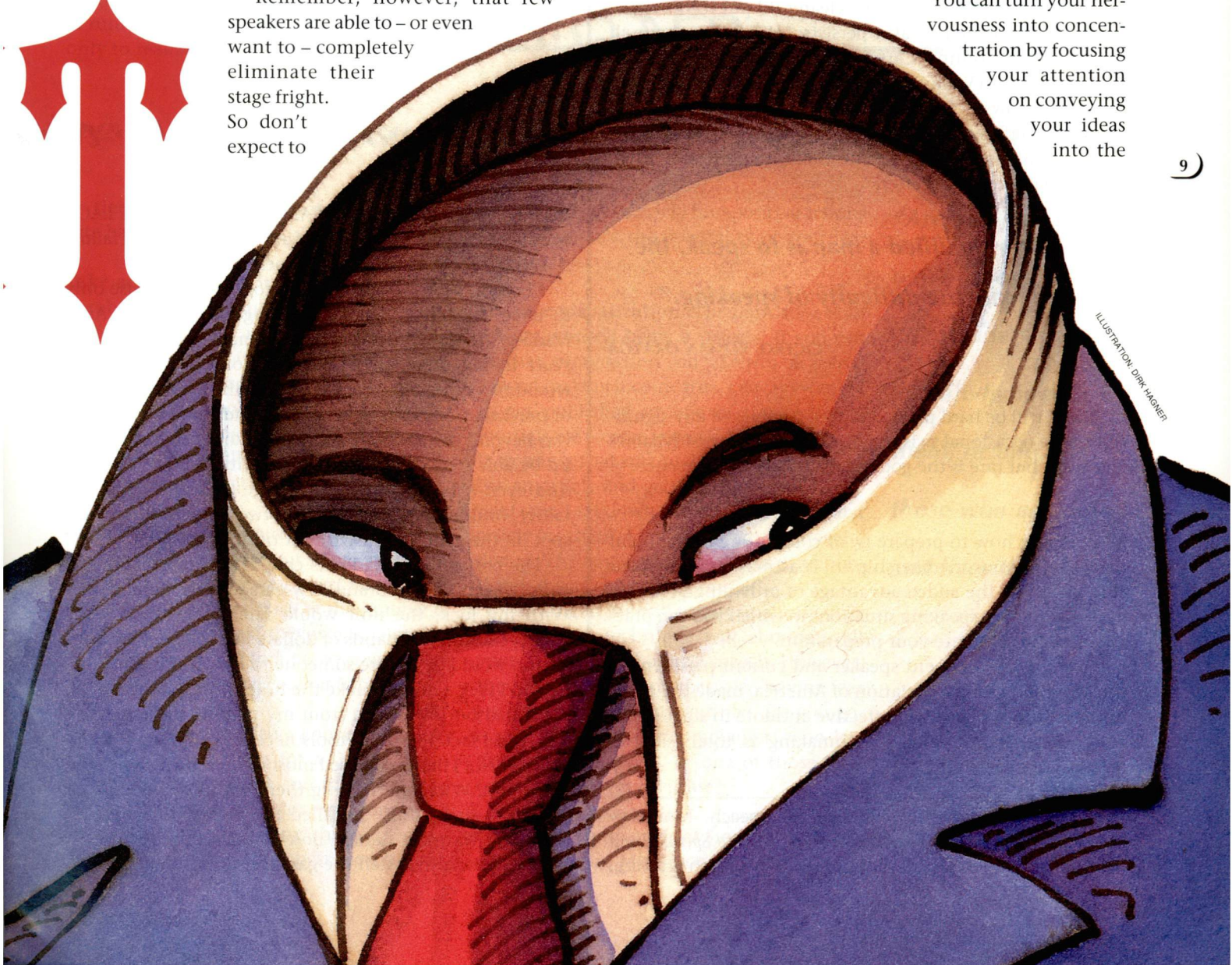
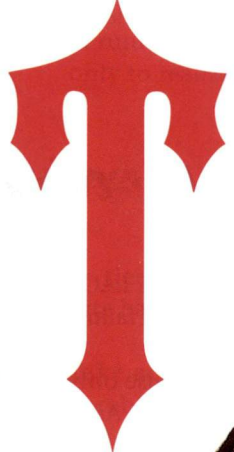


ILLUSTRATION: DIRK HAGER



minds of your listeners. But if your focus is on how you're doing – rather than on what you're saying – your nervousness will be greater.

Consider this: fear is intensified in the minds of many speakers because they worry about details such as their appearance, gestures, vocal variety, etc. Such non-productive thoughts only increases nervousness. Singer Carly Simon, winner of such prestigious media awards as an Oscar, a Grammy and a Golden Globe, said: "I haven't conquered the problem of stage fright (but) I've learned that nobody's perfect, and I don't expect myself to be perfect anymore."

### **⚡ Don't let your fumbles distract you.**

If you make an error – give a wrong date, present a statistic incorrectly, fumble someone's name – correct yourself calmly by saying something like:

"Actually, that date is..."

"What I meant to say is..."

"Let me correct that statement."

"Let me try that again."

"Permit me to clarify that."

"Maybe that point would be clearer if I put it this way."

The truly worried speaker persists: "Hey, what about all those fumbles Johnny Carson made and... and, well, all those others on TV whose goofs get broadcast on numerous "Bloopers Shows?" For the record, nearly all of Carson's slips were scripted. As for those other speakers who make serious fumbles on TV? – name them, quote them. They should make you feel better!

10

***"The better qualified a man is to speak, the more he fears the difficulty of speaking."***

CICERO, ROMAN ORATOR

You'll will be hard pressed to spot fumbles of any significance: the occasional twisting of words, slipping of syllables and such, but rare is the goof that is of any consequence.

### **⚡ Prepare!**

Learning how to prepare is, of course, one of the main purposes of your membership in Toastmasters. And your club gives you the added advantage of providing you with non-threatening speaking situations in which you can practice, test and evaluate your preparation.

Jack Valenti, frequent speaker and current president of the Motion Picture Association of America, made the point in these words: "The most effective antidote to stage fright and other calamities of speechmaking is total, slavish, monkish preparation." **T**

**Leon Fletcher** is Emeritus Professor of Speech, Monterey Peninsula College. His paperback book, *How to Speak Like a Pro*, published by Ballantine Books, is now in its 12th printing.

Greg Dahl

# FEAR of FEAR

***If you confront the terror***

■ THE REASON FOR MOST FAILURES IS NOT THE LACK of aptitude but rather the lack of attitude. The fear of failure is the cause of more failure than mere incompetence.

I bought a garage door opener for our new house only to have it sit in a box in the garage for months. After reading the directions, the approximate size of *War and Peace* in my mind's eye, I was thoroughly convinced I would not be able to install it. It required hanging a pair of brackets from the garage ceiling and I was certain this was beyond my ability. Even if I could, there was no way I'd be able to accurately line it up with the garage door. And even *if* I somehow did manage to line it up, I certainly wouldn't know how to drill two holes in the correct spot on the garage door without ruining the door.

The cost of failure in this case? The considerable expense of replacing a brand new garage door. Even worse: With my luck, the unit would fall on my car parked inside, causing thousands of dollars in damage. The safest option would be to hire someone to install it for me.

Did I lack a drill to make the holes in the garage door? No! I had borrowed one from my parents three months ago. Did I lack the other tools necessary to complete the project? No! I had purchased most of these when I bought the house. What was lacking then? Self-confidence! Last Sunday, I successfully installed the garage door opener. No, there wasn't a sudden bolt of lightning giving me magical power to install the garage door opener. I simply



realized what was holding me back: The fear of failure, nothing else.

Some fear is healthy. Fear stops us from trying to perfect flying by leaping off tall buildings. It stops us from trying to dry our hair while taking a bath. It also stops us from performing tasks that are well within our potential. The problem is most people don't use all of their abilities.

How many times has someone meekly entered your Toastmasters club, completely petrified of speaking? He or she claims a complete lack of any communication ability. But giving it an honest effort, practicing a little bit and acting on their fear, this person shines as one of the bright speakers of tomorrow.

Toastmasters 1992 Outstanding Speaker and this year's Golden Gavel recipient Les Brown has a fantastic story in his book, *Live Your Dreams*, about a boy terrorized by a neighbor's bulldog. Finally, after getting tired of running away, the boy confronts the dog, only to realize it has no teeth!



## *Facing a barking bulldog, you may realize it has no teeth.*

11)

Here are a few steps you can take to eradicate baseless fear:

**Take action against it.** I cannot count the number of people I know who seem to think that sitting around and complaining about their situation will improve it. It wasn't until the moment I actually attempted to install my garage door opener that I realized I could do it. As the old physics law goes, "A body in motion will stay in motion. A body at rest will remain at rest."

**Gather facts about your fear.** Sometimes it helps to calmly analyze your situation and discuss the possibility of your worst fear actually materializing. I've lost track of the number of people who were afraid they would faint during their first speech. In a perverse way, I am disappointed – I've never seen it happen!

**Use your fear as positive energy.** The first time I didn't use notes for a speech, I was afraid I'd lose my place and forget what to say next. I had practiced for weeks and put a lot of effort into avoiding this very situation. It remains one of my best speeches yet.

So channel your anxiety into positive actions that will reduce the possibility of your fear coming true.

**Practice visualization.** The basic idea is to picture yourself being a success. If you can do that, every action you take will be geared toward making it come true. I always wanted to get published in one of the technical journals we receive at work. I thought about it so much that one night I dreamt of writing an article and getting it published. The next day, I sat down and wrote my very first article for them. I only took action after the dream. The key wasn't convincing the publisher; it was convincing myself!

Nothing in life will totally eradicate your fear, and no technique will eliminate all your nervousness before a speech. However, there is a big difference between having fear and letting it control your life. Are you going to be one of the complainers who lets life happen to them, or one of those who controls and lives their life? **T**

*Greg Dahl* is a member of Sioux Sayers Club 430-6 in Eagan, Minnesota.

*"Are you going to be one of those complainers who lets life happen to them, or one of those who controls and lives their life?"*



# FEARS

## that keep you sitting down

**Vivian Buchan**

■ MANY WOULD-BE DYNAMIC SPEAKERS remain sitting in an audience when they should be facing one. A common fear of people around the world, stage fright, is caused by two basic fears: (1) fear of looking foolish and (2) fear of failure. Even famous speakers experience stage fright. Mark Twain said that the first time he gave a speech his mouth felt as if it were full of cotton and his pulse was speeding fast enough to win a prize. British Prime Minister Benjamin Disraeli said he "would rather have led a cavalry charge than face the House of Commons for the first time."

Unless you're a reincarnated orator, you can't expect to deliver a spell-binding speech without first conquering the common fear of personal embarrassment and failure. The way to do this is to focus on the audience, not on yourself.

Stage fright is common even in one-on-one situations. My attorney once told me he sometimes gets nervous talking to a client. "I'm afraid I'll give the wrong advice, draw the wrong conclusions from inadequate facts or antagonize him," he said. "I was so scared when I started defending clients in the courtroom I could hardly stand up to talk. Finally, I conquered that fear by treating everyone in the jury as well as witnesses as though they were my friends. I can't say I conquered stage fright at once, but I began getting more confident and winning most of my cases."

Ralph Waldo Emerson said, "Do the thing you fear and the death of fear is certain." Let's see how you can conquer these two common fears.



As a speaker you  
have a choice:  
Either conquer your  
fears or sit in an  
audience listening  
to someone who did.



## FEAR OF LOOKING FOOLISH

Fear of ridicule begins early in life when a child first begins to walk and feed himself. Self-esteem can be undermined if adults make fun of his failure to take a few steps or eating without making a mess. If you had allowed the fear of looking foolish to keep you from learning to walk or handle a spoon, you might still be sitting in a playpen playing with your toes or in a high-chair smearing cereal over yourself.

When Eleanor Roosevelt began to give speeches, she was terrified. Even though she suffered agonies before audiences knowing she would never be admired for her beauty, she became one of the most compelling and charismatic speakers of all time. How did she do it? "I believe anyone can conquer fear by doing the things he fears to do, provided he keeps doing them until he has a record of successful experiences behind him," she said.

You have to ignore people who are so insensitive they make fun of or ridicule speakers who aren't poised and confident. They are probably riddled with jealousy or have so much insecurity of their own they can't tolerate anyone with courage enough to give a speech. Eleanor Roosevelt had another bit of advice: "Remember no one can make you feel inferior without your consent."

## FEAR OF FAILURE

Anyone who is good at anything has failed time after time before achieving success. The late American prizefighter Jack Dempsey was so nervous before a fight he couldn't shave himself, sit down or even stand without pacing. He didn't consider his agitation fear, however, for he welcomed it as tension that would heighten his ability to put more dynamite in his punches.

The late Canadian actor Walter Pigeon admitted he was so "scared-to-death" during his first stage performances, he knew his acting was bad. During a time when he was off stage, he decided if he had to abandon a career as an actor, he wouldn't care. As soon as he accepted this idea, he went back to the stage and turned in a brilliant performance.

Philosopher Bertrand Russell understood this type of mental conditioning: "When some misfortune threatens, consider seriously and deliberately what is the very worst that could possibly happen. Having looked at this possible misfortune in the face, give

yourself sound reasons for thinking that after all it would be no such terrible disaster. If you do this and think, 'Well, I could stand what I think,' you will have defused the fear and banished it from your mind."

Think back to the things that had you terrified because you were afraid to fail. Most of them probably were mere fears rather than actual inability to perform. The "scared-to-death" feeling that overtakes us from time to time is a carry-over from a dim and distant past when failure meant death: If you failed to kill the mountain lion before it killed you, you would die. But if you're scared to death of failure, you are not facing death.

## FAILURE AS PART OF LIFE

Failures are merely steps in the learning process. But we tend to replay and rehash them as though they were unforgivable sins. Everything you have ever done – good or bad – is recorded on the subconscious mind like cassettes on a VCR, ready to be reviewed after time. You can choose to either replay your failures or your successes. Whichever you choose simply reinforces the experience.

Parents and teachers do children a grave injustice when they criticize defeats or weaknesses. We don't develop and learn by criticism but by praise and encouragement.

Many of our so-called failures aren't really failures at all. They are simply situations where we didn't live up to our own expectations. In all likelihood, what we would consider our own "lousy performance" or "total failure" was viewed as that by others. And even if it was, a one-time

event does not constitute the sum total of who and what we are. You're not labeled as a bumbling speaker simply because you don't deliver spellbinding oratory every time you open your mouth.

British writer Samuel Butler once said, "Life is like playing a violin in public and learning the instrument as you go along." Olympic medalists certainly didn't win by competing for the first time at the games. One thing is certain: If you don't try to perform, you'll fail before you begin.

Franklin D. Roosevelt's famous words, "The

only thing we have to fear is fear itself," are still as true as when he spoke them to a despairing nation during the 1930s Depression.

He also said, "The man who never experiences fear never does anything." Life is actually an either/or situation – either you attempt to achieve or you fail. Either you win the race or you won't. You either make the deadline or you don't. Actor Michael Landon said during his last weeks of fighting cancer, "Either I'll lick this thing or I won't. And I can handle either one."

You can't look at a poised and confident speaker holding an audience spellbound as some kind of genius born to be an exquisite communicator. But you can be sure that if his knees aren't knocking at the moment, they've certainly knocked plenty along the way.

All speakers face the same fears of looking foolish or facing failure. They had a

***"Life is like playing a violin in public and learning the instrument as you go along."***

— SAMUEL BUTLER

choice: either conquer them or sit in an audience listening to someone who did.

The choice is yours: Do you want to sit in an audience or do you want to experience the thrill of confidently facing one? **T**

**Vivian Buchan** has taught writing, speaking and literature at the University of Iowa.





# Have a Guest Day!

What if you gave  
a party, and  
everybody came?

■ WHEN OUR CLUB PRESIDENT SERVED AS area governor, she noted that a local Toastmasters club had hosted two highly successful Guest Days (a year apart) during which it served pizza. Both times nearly twice as many guests as members attended. So when the need for new members became apparent in our club, she decided to try the same idea. It worked!

### SOWING SEEDS – TASTEFULLY!

Although few guests became members at our first Guest Day, many of the same guests returned to the second one and joined our club. The club president gives credit to “word of mouth and the smell of pizza.”

If a “Pizza Day” would eat up your club treasury, try a less expensive version with iced mint tea and carrot cake or homemade cookies and coffee, or make it a “Guest Prize Day”: Offer a drawing just for guests and promote the event with a flier. Include a blank line on your flier for the guest to fill in his or her name. Allow one flier/entry per guest. A possible prize might be a free six-month Toastmasters membership.

“Word of mouth” seems to be the single, most effective method to recruit members. And since the mouth is the salient feature of Toastmasters members, *all* members can recruit! All club members can carry club promotional fliers to hand out when they talk with prospective members. Also, encourage everyone in your club to prepare a one-minute promotional speech and be ready to deliver it to any prospective member.

### PRINTED PROMOTION

Do you know the publicist’s definition of the difference between advertising and publicity? With ads you pay – publicity, you pray! (Praying refers to being at the mercy of editors and space limitations.) A more general definition of publicity would include “the process of disseminating information to gain public interest.”

Fliers are an inexpensive way to get the word

out. Make them fly by using engaging graphics on brightly colored paper (yellow, rose, peach or light neon shades). Keep information simple (imagine you are being charged 25 cents per word). Use bullets with phrases, instead of complete sentences. List the who, what, where and when. If needed, include a simple map. Pass out the fliers personally, a few at a time, and also distribute them, along with sample *Toastmaster* magazines, in public places such as libraries and doctors’ offices where they are likely to attract attention.

Don’t forget to include fliers with your standard press releases to appropriate community newspaper editors and cable TV and radio program directors. Also, keep them on hand when your club hosts an exhibit booth at a fair/special event. And don’t forget to post a flier on the restaurant notice board if you meet in a restaurant.

### SEIZE THE MOMENT!

As far as spreading the word about Toastmasters International, the sky’s the limit – sometimes literally! On a return flight to California my friend Lynne opened her in-flight magazine. A dedicated Toastmasters Vice President Public Relations, she gasped as she gazed at a full-page ad featuring Toastmasters videotapes. The woman next to her said, “What’s the matter?”

After describing the virtues and benefits of Toastmasters membership to the woman’s satisfaction, Lynne looked around the plane and thought, “Aha, a captive audience!” Although she didn’t convert all her fellow cabin passengers that day, Lynne did receive a thank-you note from her seatmate a few weeks later, saying she had called World Headquarters while she was in California and had received a list of clubs near her home in Michigan.

Happy hunting!



*Pam Price, CTM*, is a teacher, freelance writer and member of Second Stage Club 3742-F in Irvine, California.



Advice on organizing and recycling your club's meeting paper.

by Terry Prince, DTM

# The Paper Chase

■ AFTER THE GAVEL HAS STRUCK, THE meeting is adjourned and most members are on their way out the door, does your meeting area resemble a ticker tape parade route? Would the amount of discarded schedules, ballots, newsletters and other assorted Toastmaster debris frighten a visiting ecologist into planting an entire grove of redwood trees? And do you often spend your meeting shuffling stacks of Toastmaster literature – and then forgetting about it until your briefcase or notebook becomes too heavy to carry?

Let me suggest a solution to these problems related to paper waste and lack of organization:

❖ Assign a member to act as “recycler” and pick up any remaining papers from each club meeting. Items such as ballots, schedules, newsletters and announcements could be saved for reuse at the next meeting, but any unwanted papers should be disposed of in a clean paper recycling bin.

## WHEN YOU ARE THE SPEAKER...

❖ Avoid distributing unnecessary handouts. Most speech handouts are seldom read outside the meeting. Consider using a visual aid – such as a flip chart or overhead projector – for displaying information. Start printing all multiple-page documents on both sides of the paper. And use recent attendance figures to estimate how many copies of handouts you'll need.

## WHEN YOU ARE THE EVALUATOR...

❖ Use the back of old meeting programs for preliminary evaluation notes instead of using a clean sheet of paper.

## AS A CLUB OFFICER...

❖ Set a good example: Don't waste paper!  
 ❖ Combine and print on both sides of the paper items such as schedules and newsletters, business meeting agendas, executive meeting minutes, meeting programs and contest announcements.

## HOW TO HANDLE MEETING PAPERS

**Announcements** – Transfer information to a personal calendar. Put forms for conferences and training sessions in “To Do” or “To Pay” active files. If you are the club president, save all announcements until the event occurs.

**Awards/Certificates** – Proudly display your favorite certificates and awards in your home or office. Store certificates you don't care to display in a file marked “Recognition & Awards.”

**Ballot Sheets** – Recycle whenever possible before discarding.

**Business Meeting Agendas** – Use at meeting, then recycle. Record dates and announcements on personal calendar. If you are the secretary, file chronologically. An agenda can serve as a record of regular meetings as well as an index for quickly finding the motions or meeting points.

**Programs** – Recycle, unless you need them to prove your participation. Toss once your recognition has been achieved and officially rewarded.

**Newsletters** – Carry home and read before the next meeting. Record important dates and toss or file. The secretary should file newsletters chronologically for the club's historical file. This goes for **club rosters** as well – save one copy of

each successive roster. They are useful for contacting former members when organizing special club events, such as anniversary celebrations.

**Schedules** – Immediately place in a clear plastic sleeve in a notebook. Toss or recycle old schedules. However, the Vice President Education might find it helpful to retain schedules in chronological order as a scheduling reference. The secretary should save two years' worth for the historical file. Schedules are useful for tracking awards such as Toastmaster of the Year.


**Speech comments** – Read and tape useful evaluations to the appropriate pages in your speech manual. **T**

**Terry Prince, DTM**, is a member of Excellent Eagles Club 4665-39 in Fair Oaks, California and A-R Club 1481-39 in Sacramento, California.


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# HOW TO MAKE [AND KEEP]

# FRIENDS

The art of establishing relationships is what brings joy to living.

by Victor Parachin

16

When Ann, 31, accepted an editorial position far from home, she was excited about her new job. However, within a few months she began to feel depressed and lonely. Prior to arriving at her new job, she only knew one person well enough to call him an acquaintance. Everyone else was a stranger. And her family was a three-day drive or expensive plane ticket away.



Toward the end of her first year, she wrote these words in her journal: "Loneliness and isolation have become my closest companions. I spend evenings and weekends alone in my shoe-box apartment, which overlooks a bar next door and a Kentucky Fried Chicken across the street. I don't think I can stand the crushing loneliness much more."

Friendship is the key ingredient in a happy and complete life. Without it, daily existence becomes bland, dull and monotonous. Whether you are the new person on the block or have lived in the same neighborhood for years, the art of establishing lasting relationships is what brings joy to living. Here are 10 tips for making and keeping friends:

**1. Make Friendship a Priority.** The people who always seem to have good friends are those who deliberately place friendship high on their list of priorities. If they are new in town, they seek out people by joining clubs, registering for classes and attending community events.

Jane, a career military officer, moves every three years. Amazingly, she maintains contact with old friends while establishing new ones wherever she lives. "Whenever I am transferred, the first thing I do is sign up for a class. Continuing education is not only good for the intellect," she says, "it's a great way to meet interesting people."

**2. Be a Friend.** Ralph Waldo Emerson was right when he wrote: "The only way

# NEEDS!

to have a friend is to be one." Often that means taking the first step and initiating deeper contact with another person. Consider the example of country and western singer Reba McEntire, whose best friend is her hairstylist, Sheri McCoy.

"Even though we had been living in the same building in Oklahoma for nearly a year, we really didn't know each other," Reba says. "One day, when I saw Sheri walking home, I offered her a ride. We ended up sitting in my truck and talking for hours! After that chat it was as if we had known each other forever."

**3. Practice the Art of Self-disclosure.** Nothing bonds two people more closely than self-revelation and vulnerability. When you risk sharing with another person what brings you joy and pain, the friendship deepens considerably.

Dr. Alan Loy McGinnis, a therapist and author of *The Friendship Factor*, states: "People with deep and lasting friendships may be introverts, extroverts, young, old, dull, intelligent, homely or good-looking, but the one characteristic they always have in common is openness. They have a certain transparency, allowing people to see what is in their hearts."

**4. Celebrate Differences.** Often the closest friends are as different as they are similar. The finest friendships often cross religious, political and social boundaries as people discover there can be great unity within diversity. Robert Weiss, a social psychologist at the University of Massachusetts, explains it this way: "One recipe for friendship is the right mixture of commonality and difference. You've got to have enough in common so that you understand each other and enough difference so that there is something to exchange."

# 10 TIPS

Actress Barbara Eden does this with her best friend, Dolores Goldstein. "Even though we come from totally different backgrounds, we have a lot in common," Eden says. "I'm Episcopalian and she's Jewish, but every Christmas, Dolores and her son come to my house to celebrate the holiday."

**5. Give Love and Support.** A good friend is someone who can always be counted on when life gets rough. In difficult and depressing times, a real friend suspends judgments and provides a continuous flow of love and support to allow the other person to heal and recover. One person who had such an experience is therapist and author Dr. Ruth Westheimer.

Commenting about her friend Hanna Strause, Dr. Westheimer writes: "I met Hanna shortly after I arrived in the United States. We were both from Germany and were introduced during our first class of night school. I was divorced and life was not easy. But Hanna's friendship gave me security, a feeling that she would always be there in case anything happened. She has given me the confidence to believe in myself. She adds unconditional love to my life."

**6. Be Loyal.** A recent survey published in *Psychology Today* revealed that loyalty is one of the most desired qualities in a friend. Journalist Walter Winchell once observed: "A friend is one who walks in when others walk out." And it is true that a crisis often determines who one's real friends are. Fundamental to any real friendships are the qualities of loyalty and devotion. Unfortunately, these qualities are often absent in relationships.



When Lee Iacocca was arbitrarily dismissed by Henry Ford early in his career, he was just as devastated by his friends' responses as he was by his job loss. In his autobiography, *Iacocca*, he writes: "I was hurting pretty bad after the firing and I could have used a phone call from somebody who said, 'Let's have coffee together, I feel terrible about what happened.' But most of my company friends deserted me. It was the greatest shock of my life."

**7. Don't Expect Perfection.** A friend's moods may change. A friend may make decisions you do not feel are wise. And a friend may act in ways that you would not. Nevertheless, strong and true friendships do not have a high perfectionist impulse attached to them.

Frank is the executive director of a professional association. He was disappointed by the harsh judgment passed on him by a friend because of the way he conducted a meeting. He said, "I recently had to lead a committee meeting in which there was a great deal of tension and conflict. It was an uncomfortable and painful meeting for all present. The next day I was deeply hurt to receive a phone call from a friend who took 20 minutes to berate and scold me saying, 'I expected much better things from you.' When we hung up I was left feeling that she had me placed on a pedestal of perfection."

**"Oh, the comfort, the inexpressible comfort of feeling safe with a person, having neither to weigh thoughts nor measure words but to put them all out, just as it is, chaff and grain together, knowing that a faithful hand will take and sift them, keeping what is worth keeping and then, with a breath of kindness, blow the rest away."**

— MARION EVANS, BRITISH POET AND AUTHOR

**8. Forgive and Forget.** Sometimes friends hurt us through a word, a deed or by neglect. If the friendship is real, that person will sense the hurt and come to you with an explanation or apology. Rather than crossing off the person from your list of friends, forgiving and forgetting is in order. Author Judith Viorst shares her experience this way:

"When a friend fails to come through for us, but acknowledges it and regrets it and apologizes for it, we should — for the sake of the friendship — forgive and forget. And when a friend explains how she honestly thought she was doing the right thing when she did something we think is really wrong, we may disagree but we also ought to forgive and forget in order to save the friendship."

**9. Listen With Your Heart.** More than anything else, so many people need others to hear them when they are hurting. This means listening beyond the spoken words and withholding judgment. Poet Marian

Evans, writing under the male pseudonym of George Eliot, had a friend who was able to listen this way.

Evans wrote, "Oh the comfort, the inexpressible comfort of feeling safe with a person, having neither to weigh thoughts nor measure words but to put them all out, just as it is, chaff and grain together, knowing that a faithful hand will take and sift them, keeping what is worth keeping and then, with the breath of kindness, blow the rest away."

**10. Be Supportive.** Look for ways to make other people feel good about themselves. Be sincere and generous with praise and compliments. Friendships thrive and people grow in an atmosphere that is positive. Dr. McGinnis writes:

"If you train your mind to search for the positive things about other people, you will be surprised how many good things you can observe in them and comment upon."

Talk show host Oprah Winfrey credits her enormous success to the affirmation she received from Gayle Bumpus, her best friend: "When I was offered a job as a talk show host in Chicago, no one thought I should take it because the show was at the bottom of the ratings and it was up against Donahue. But Gayle said, 'Leave Baltimore! I know you can beat Donahue.'"

Friendships take time, energy and commitment, but they are always worth the effort. Centuries ago the Greek philosopher Epicurus observed, "Of all the gifts a wise providence grants us to make life full and happy, friendship is the most beautiful." **T**

**Victor M. Parachin** is a freelance writer and frequent contributor to *The Toastmaster*.

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# TOASTMASTERS INTERNATIONAL'S

# STRATEGIC PLAN

**O**n the morning of April 18, 1906, a cow was standing near a milking shed on a ranch just outside San Francisco. The earth shook and the cow disappeared. A few inches of soil rising from the ground was all that remained.

This story symbolizes the danger of fast-changing environments and their effects on organizations. Who would have predicted the fall of the Berlin Wall and the dissolution of the Soviet Union? Who would have imagined the decline of the once-dominant IBM corporation? The rapid pace of change in the world affects everyone and every organization, including Toastmasters International.

Survival in today's world requires anticipating change and seizing opportunities created by change. Taking advantage of the future requires *strategic planning*. To meet this challenge, the Strategic Planning Committee of the Toastmasters International Board of Directors developed a Strategic Plan for our organization. This plan allows us to better promote the value of membership and to maximize our educational programs, services and systems so that Toastmasters clubs will continue to grow and prosper in coming years.

The Strategic Planning Committee began its work with a situation audit. It examined the expectations and needs of society, corporations, members, potential members and the organization's leadership at all levels. It reviewed current performance data, including membership trends, finances, demographics, length of club membership and educational accomplishments. The Committee also considered threats to our organization (people's diminishing leisure time, competing volunteer and educational programs,

economic recession, etc.) and identified potential opportunities in all these areas.

## BASIC VALUES

Finally, as part of the audit, the Committee reviewed the Mission of Toastmasters International, the Mission of the District and the Mission of the Club (see sidebar). These mission statements summarize our organization's vision and direction for years to come. The Committee then identified basic values in the Toastmasters organization, such as:

- Toastmasters provides people with the opportunity to build confidence and express themselves.
- A Toastmasters club is a learning laboratory, which gives people the chance to learn vital speaking, listening and thinking skills, and recognizes achievement.
- Through Toastmasters, people can achieve happiness and success by acquiring the self-confidence inspired by better speaking skills.
- The Toastmasters club provides an opportunity to develop and practice leadership skills, which in turn help people assume leadership responsibilities outside of Toastmasters.
- Learning by doing within a Toastmasters club is the best and most effective way to learn communication skills.

## STRATEGIC PLAN OBJECTIVES

Once the Committee established this foundation, it focused on developing a strategic plan. The resulting Strategic Plan outlines objectives and strategies that Toastmasters International will strive to achieve for the

How our organization is preparing today for the challenges of tomorrow.



benefit of its members. Here are the major objectives:

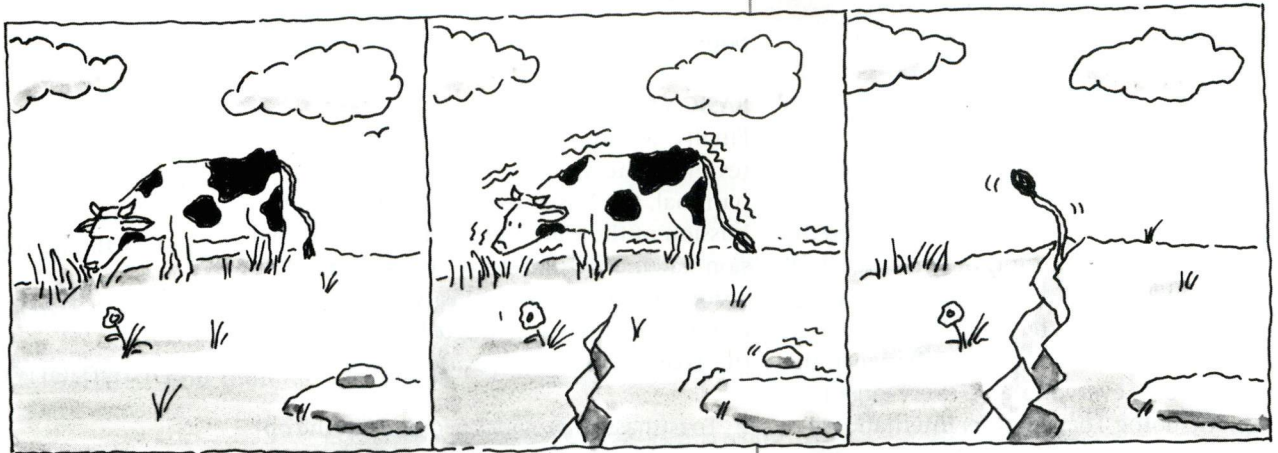
- **Maximize Club Quality and Efficiency.** The organization must provide the systems and educational and training programs needed to increase club performance, so that each club can meet every member's needs and wants. Strategies for achieving this objective include establishing high club standards for quality and encouraging clubs to adopt these standards; creating tools and programs to help clubs meet their quality standards; developing programs and materials on communication and leadership subjects that meet the needs and abilities of today's members.
- **Ensure District Excellence in Service to Clubs.** The organization must evaluate, de-

## MISSION OF TOASTMASTERS INTERNATIONAL

**T**oastmasters International is the leading movement devoted to making effective oral communication a worldwide reality.

Through its member Clubs, Toastmasters International helps men and women learn the arts of speaking, listening and thinking – vital skills that promote self-actualization, enhance leadership potential, foster human understanding, and contribute to the betterment of mankind.

It is basic to this mission that Toastmasters International continually expand its worldwide network of Clubs, thereby offering ever-greater numbers of people the opportunity to benefit from its programs.



velop and maintain a district structure that provides optimum service to clubs, delivers effective and efficient communication to members, and effectively responds to club needs so that member needs can be met. Strategies for achieving this objective include training district officers to maintain focus on club programming and achievement; providing marketable training programs at the club and district levels; making training a major district priority; and maximizing rewards for club building, membership growth, and member and club achievement.

- **Membership and Club Growth.** The organization must increase membership to 250,000 and the number of Clubs to 12,500 by the year 2001 through various marketing and retention efforts. At this rate we will have 290,000 members and 14,500 clubs by the year 2005, and 340,000 members and 17,000 clubs by the year 2010. Strategies for achieving this objective in-

### MISSION OF THE DISTRICT

"The mission of the District is to enhance the performance and extend the network of Clubs, thereby offering greater numbers of people the opportunity to benefit from the Toastmasters educational program by:

...Focusing on the critical success factors as specified by the District educational and membership goals.

...Insuring that each Club effectively fulfills its responsibilities to its members.

...Providing effective training and leadership development opportunities for Club and District Officers."

### MISSION OF THE CLUB

"The mission of a Toastmasters Club is to provide a mutually supportive and positive learning environment in which every member has the opportunity to develop communication and leadership skills, which in turn foster self-confidence and personal growth."



clude adopting a "market driven" management approach to Toastmasters International's marketing process; expanding the scope of members' and clubs' marketing strategies to include appeals to various market segments; identifying and cultivating new markets for Toastmasters clubs; making club retention a priority within districts; determining strong and consistent corporate sponsors and expanding our markets in corporations; providing clubs and districts with a simple framework for building clubs and recruiting members; establishing an image of Toastmasters as offering maximum return for a minimum investment; encouraging consistent quality among clubs and inspiring consistent quality from meeting to meeting within clubs.

■ **Financial Security.** The organization must achieve an amount in reserve equal to one year's operating expenses. This is necessary to ensure the long-term success of the organization, to meet any major capital requirements, and to provide security in the event of unforeseen disaster. Strategies include developing an annual budget that designates to reserve five to 15 percent of gross income; and adapting investment policy to maximize return and maintain an acceptable level of risk.

■ **Professional Development.** The organization must promote professional development and overall effectiveness of club and district leaders. This can be done by emphasizing professional development opportunities available through serving in club and district leadership positions; offering education and training programs that prepare leaders for office and enhance professional growth, and promoting Toastmasters clubs as a corporate education and training tool.

■ **Research.** The organization must make intelligent decisions regarding programming and educational and recognition systems by knowing more about the wants and needs of members and potential members. Strategies include determining through research what type of recognition members want and need and providing products and programs that meet those needs; establishing an ongoing system of researching members' needs, interests and satisfaction levels; identifying and assessing our competition; developing an accurate member profile; determining why people leave and stay.

## RIDING THE WAVE OF CHANGE...

**T**his is an era of profound and permanent transition. As we move toward a new century buffeted by change, organizations of all types are reassessing their values, visions and action plans, testing assumptions about how they operate and reflecting on how to survive in the future. The Toastmasters experience can help organizations and individuals successfully meet the challenges of change.

Toastmasters International will play a critical part in our constantly evolving world. Involvement in Toastmasters can help improve careers, personal lives and communities. However, if we are going to make effective communication a worldwide reality, strategic planning is necessary.

Toastmasters International has a Strategic Plan that embodies basic Toastmasters values and is designed to secure our organization's survival and success. The plan's goals, objectives and strategies will ensure the continuing growth of our organization.

As Toastmasters, we all understand how participating in a Toastmasters club can be a positive, life-changing experience. We know everyone can benefit from club membership. Wouldn't it be wonderful if we could share the benefits of Toastmasters with everyone around the world? Wouldn't it be great if every Club were a place where members gave speeches, received effective evaluations and had their needs met in every way?

Can you imagine how many people would rush to join Toastmasters if they were guaranteed a consistent, high-quality learning experience in any club? The possibilities are endless. Implementation of our organization's Strategic Plan will help Toastmasters International and its clubs turn those possibilities into realities.

**Neil R. Wilkinson, DTM**  
*International President*

### LOOKING TOWARD THE FUTURE

Many parts of the Strategic Plan are already being implemented. World Headquarters is conducting research and analyzing data concerning club educational programming and recognition, club officer training, member satisfaction and member retention. This information will be used by the Toastmasters International Board of Directors to make decisions regarding new program implementation.

Many products designed to improve club quality and benefit members have been introduced in clubs or are being developed for release soon. Educational programs and products such as the Successful Club Series – which includes the "Moments of Truth" – and the Better Speaker Series – which in-



cludes "Take the Terror Out of Talk" – are a result of the strategic planning process.

Of course, the Toastmasters International Strategic Plan will continue to change as the world changes. The processes involved in the plan will help our organization meet the challenges of today and tomorrow, and ensure that through the Toastmasters club, we are able to make effective communication a worldwide reality.



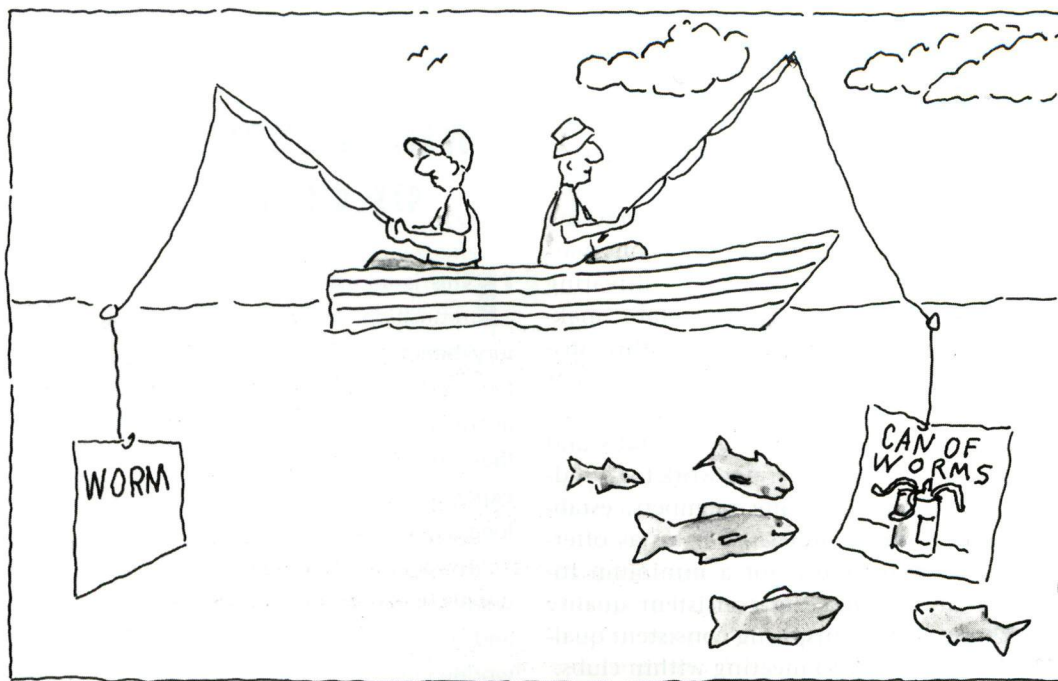


ILLUSTRATION: ANDREW TOOS

# Titles that T

22

Like a fisherman catching fish with bait, a speaker lures an audience with a title that whets their appetite.

■ AN ADMIRER OF THE BRITISH WRITER Somerset Maugham said to him, "I've just written a novel but I can't come up with an intriguing title. Your novels have such wonderful titles – *The Moon and Sixpence*, *Cakes and Ale*, *The Razor's Edge*. Will you read my story and help me with the title?"

"There's no need to read your story," replied Maugham. "Are there drums in it?"

"No."

"Are there any bugles in it?"

"No."

"Well, then," advised the famous author, "call it *No Drums, No Bugles*."

Somerset Maugham's fan knew the pulling power of an intriguing title in selling a book. Nothing grabs the reader's attention faster than the title. Just as the title first attracts the eye of a book buyer, so the title of your speech first reaches the listener's ear when you're introduced. Like a fisherman catching fish with bait, a speaker lures an audience with a title that teases, that is, wets their appetite.

Former Toastmaster Joel Weldon, who became a professional speaker and was awarded the Golden Gavel in 1989 by Toastmasters International, titled one of his speeches, "Elephants Don't Bite: It's The Little Things That Get You." This title gave his speech a lot of mileage at a convention

of the National Speakers Association, where listeners immediately perked up their ears, ready to identify those annoying "little things" that could derail them.

Another speaker titled his speech, "Pardon Me – Your Knee Is On My Chest." When the title was announced, business people in his audience were all ears, wondering "What's he driving at?" The title made them eager to know his message. This was done simply by using a metaphor (an implied comparison between two unlike things that have something in common) in the title. During the speech the audience learned that the speaker considered too much government regulation of business as painful as pressure of a knee on his chest.

**N**ote that neither of the above titles directly tells the audience what the subject is. Are the titles then unrelated to the speeches? No. The title should not tell all. Build up suspense until the time is right to make it known.

You may think, "Isn't it better to get to the subject fast, using self-explanatory titles?" Not at all. Titles providing direct and quick identification of the subject are as ordinary and dull as labels on file folders. Lacking originality and vitality, they fail to attract attention. On the contrary, a title

by Thomas Montalbo, DTM



that arouses curiosity, such as *Real Men Don't Eat Quiche*, made its book a best-seller and generated such sequels as *Real Men Don't Vacuum* and *Real Women Don't Pump Gas*.

Business people use teasers to attract customers by offering something extra or free. Television and movie producers use attention-getting highlights of films, shows or newscasts before the start of a program.

**F**or the same reasons, speakers and authors use titles to attract attention or build up suspense right from the start – before the audience hears the speech and readers open the book. Any title is justified if it piques the public's interest and implies a logical connection with the subject.

Because the results are tremendous, much time and effort are devoted to creating titles

Interestingly, both Mackay and Fulghum titled their third books with only a single term, *Sharkproof* and *Uh-Oh*, respectively. Length of title is not as important as quality, though short titles are more popular than long ones. Speakers normally prefer short titles, but also use long ones. Here are examples of actual speeches with long, effective titles:

"After You Get Where You're Going, Where Will You Be?"

"If They Pay The Fiddler, Should They Get to Call the Tune?"

How can you devise effective titles? Sometimes they emerge suddenly from your subconscious mind. Mostly, however, you develop them with certain surefire techniques.

One such technique is **alliteration** (repeating the initial letters in two or more

*"Any title is justified if it piques the public's interest and implies a logical connection with the subject."*



that tease. Despite its unusually long title, *If Life Is Just a Bowl of Cherries – What Am I Doing in the Pits?* became a best-selling book. Humorist Erma Bombeck, who wrote the book, went through dozens of possibilities and hours of discussion with her agent and editors before selecting that title. She chose another long title for its sequel, *When You Look Like Your Passport Photo, It's Time to Go Home*, also a best-seller.

Serious books with long titles have also become popular. Among them are Harvey Mackay's *Swim With the Sharks Without Being Eaten Alive*, a best-selling business book on how to beat the competition. Note the title's effective imagery – It makes readers "see" themselves struggling and surviving in the sea of competition. The author's next book was another best-seller titled *Beware the Naked Man Who Offers You His Shirt*.

Author Robert Fulghum also wrote two books with long, intriguing titles: *All I Really Need to Know I Learned in Kindergarten* and *It Was On Fire When I Lay Down On It*. Both became best-sellers, though the author thought the titles were too long. He said, "Nobody could remember the names, so people referred to them as that 'kindergarten thing' or 'fire' book."

adjacent words). This rhetorical device produces a sound pattern that reinforces the meaning of the words and makes them memorable. When spoken, the words seem to echo in the listener's mind.

I don't remember the tune or lyrics of a song that was a big hit many years ago, but its alliterative title is unforgettable: "Bewitched, Bothered and Bewildered." "Tart, Tingling and even Ticklish" is the alliterative headline in a successful advertisement for a soft drink.

**T**o achieve the same impact, a professor of speech communication titled his inspirational speech, "Attitude, Not Aptitude, Determines Altitude." See how alliterative words result in a rhythmic sound pattern that attracts quick attention?

**Rhyme** (using similar-sounding words) also creates alluring sound effects. Believing that the adage "You are what you eat" applies to the brain as well as to the heart, muscles and bone, a physician titled his book, *Eat Right, Be Bright*.

Using rhyme for the same impact, another speaker used the title, "Communicate Or Suffocate" for his speech encouraging companies to respond to their critics.

Another sure way to develop speech titles that tease is to **frame a question**. A question

invariably causes listeners to think of possible answers and look forward to the speaker's response. A wise speaker who defended large corporations thus rejected the ordinary label, "In Defense of Big Corporations" for the question, "Who Needs The Biggies?"

No matter how you come up with your speech titles, what's important to remember is to construct them in such a way as to quickly capture attention, create suspense, excite curiosity and motivate your audience to sit up and eagerly listen to your entire speech. **T**

**Thomas Montalbo, DTM**, a frequent contributor to this magazine, is a long-time member of Sparkling Toastmasters Club 3602-47 in St. Petersburg, Florida. His book, *The Power of Eloquence*, is available from World Headquarters.



# PURSuing YOUR PEr



*Olympic athletes  
offer proven tips  
for your road  
to victory.*

24

by Fred Borchelt

**T**he sight of U.S. speed skater Dan Jansen on the victory platform at the recent Winter Olympics in Lillehammer, Norway, was truly thrilling – a gold medal around his neck, his arms held high saluting the crowd. He had won the 1000 meter race in world record time, but more importantly, he had won a real



# PERSONAL OLYMPICS

personal victory. Under great pressure, he had fought a battle with himself and triumphed to achieve his dream of winning an Olympic medal.

All of us have personal goals and dreams we are striving to achieve. As Toastmasters, our aspirations range from giving a great Icebreaker to becoming club president to earning a DTM award. The proven Toastmasters method is an excellent way of accomplishing whatever we set our minds to doing in our clubs. But even the best of us come up against barriers that can seem impossible to overcome.

How do we make breakthroughs as we travel the road to success in public speaking? By applying the same skills that Olympians like Dan Jansen use as they work to be "faster, higher, stronger" in competition. Athletes follow many different paths to achieve sporting excellence. But at the core of all their pursuits is a very similar process that never fails to lead to the top of the ladder of success. How can you become a champion in your chosen endeavour? By taking the same five steps to victory.

Just as every great speech begins with an idea, the quest for excellence begins with a dream. Olympians such as American gold medal speed skater Bonnie Blair and Norwegian cross-country skier Bjorn Daehlie humbly say that they are fortunate to be able to pursue their dreams in a sport they love so dearly. Is it the success that makes them love it or the love that makes them successful? Clearly the latter, for it is deep-rooted passion fueling the relentless pursuit of higher performance that results in success.

## VICTORY STEP #1:

### MAKE THE COMMITMENT TO EXCELLENCE

The strength of your passion will push you to make a commitment to excellence – to being the best that you can possibly be. However, excellence is often confused with perfection. Perfection is unattainable. Excellence is not an absolute, but a continual process of growth whereby you strive for *higher*, not *highest* achievement.

The biggest hurdle is just taking the first step. Katja Seizinger from Germany would never have won the Olympic downhill skiing gold medal if she hadn't pointed her skies downhill and taken the first step! There are always plenty of reasons *not* to commit to your dreams. The one overpowering reason *for* doing it is your love for that particular pursuit.

Spectators in the game of life see their dreams and *wish* they would come true. Life's competitors see the reward inherent in their dreams and are driven to *action* by the desire to attain it as well as the sheer joy of the pursuit

itself. Champions channel this desire so that it propels them forward on their journey toward excellence.

First decide what it is you really love about public speaking, what you dream about when you hear a great speech – the joy of inspiring the listener, the benefits that a great sales presentation can bring, the accomplishment of writing and delivering a great speech. Then make an honest commitment to seek out the very best that you can become in pursuit of this. The beauty of commitment, like marriage, is that it puts everything else in perspective, giving you an instant set of priorities that make the path to victory become quite obvious.

Soon after you decide to undertake this journey, you will experience the result of true commitment: the love for your dream will propel you forward to take another step. Demonstrate your commitment by taking action. Couple your passion with purpose and you are on your way. Nancy Kerrigan's goal of winning an Olympic medal was driven by the power of her love for skating.

## VICTORY STEP #2:

### CHALLENGE YOURSELF BY SETTING GOALS

The first thing you must do is to make your dream real by writing it down on paper. Then take the next step to victory by setting an achievable goal. Your ability to carefully craft goals is your most valuable tool.

Be specific with your goals, making them clear and measurable. The goal of "being the best you can be" won't get you there unless you first define "your best." An Olympic silver medalist once said, "Next time I'm going to write down the goal of winning the *gold* medal."

Goals will empower you on your "mission to achieve personal excellence," giving your journey a strong sense of direction. Link a pleasurable reward to your goal and you will be applying the most powerful psychological tool known: positive reinforcement. As Admiral Hyman Pickover once said: "Happiness comes from the full use of one's power to achieve excellence."

Once you have proven this process effective, the goals will permeate your lifestyle and you will establish a routine of setting and achieving goals that work best for you. You will actually start to live your goals as they become a bigger part of your life. Your behavior will become aligned with the quickest path toward the end you have defined. For example, you may very much want to eliminate those pesky "um's and ah's" from your speech. So you practice, do exercises and daydream about giving a speech free of them until one day, with enough practice, they disappear altogether



from both your presentations and your normal speaking. Anything is possible when you live it on a daily basis.

One of the touching stories from the Winter Olympics this year was about U.S. speed skater Kristen Talbot. She made a painful donation of bone from her hip to her brother just three weeks before arriving in Lillehammer so that he could beat bone marrow cancer. And while Talbot knew she was not in contention for any records, medals or glory, she still experienced the true spirit of the Olympics as expressed in the Olympic Creed by Baron Pierre de Coubertin: *"The most important thing in the Olympic Games is not to win but to take part, just as the most important thing in life is not the triumph but the struggle. The essential thing is not to have conquered but to have fought well."*

### **VICTORY STEP #3:**

#### **COMPETE SUCCESSFULLY WITH YOURSELF**

You are highly motivated by your dreams and compelled to work toward your goals. The natural result is that you become more competitive. This competition can be detrimental when you compete directly with other members of your club. "He did two speeches a month and so can I." This is a sure-fire way to self-destruct.

Your competitive urges can become your ally when you learn how elite athletes control them. They do it simply by competing with themselves, not others. This causes several beneficial things to happen:

- ▶ You begin measuring your progress against the one person you can control – yourself. This makes you more proactive and less reactive in your quest for excellence.
- ▶ You take responsibility for the results of your actions and apply the "no excuses" rule instead of the "if only..." line. Thus you can concentrate on what went right and what went wrong and determine how best to improve.
- ▶ You focus on optimizing your performance and worry less about the outcome. This "process not product" approach helps you relax and do your best under pressure.

Competing successfully with yourself ultimately leads to the most satisfying victory, the kind Coubertin wrote about: personal victory. A personal victory is a breakthrough performance that happens when you stretch your limits, when you overcome your fears to meet your goals and exceed your expectations. It happens when your spirit triumphs in such a way that your mind or body accomplishes an outstanding feat.

No doubt you've seen athletes celebrating a personal victory. Their natural reaction is to thrust both fists overhead with an exultant cry of jubilation at having done something remarkably well. It is precisely this celebration that uplifts the spirit and strengthens the hope for someday making dreams a reality.

Rather than be overwhelmed by the wealth of talent in your club, direct your attention to those things needed for

you to give *your* best speech. Go ahead and unleash those competitive urges when you speak. That will give you the enthusiasm and energy that every good speech must have. And when you truly excel at it – celebrate! For, the personal victory is sweetest of them all.

The Olympic motto is "Citius, Altius, Fortius," which translates to "Faster, Higher, Stronger." These three simple words sum up the challenge of Olympic excellence – the pursuit for *higher* performance. The Olympics are not about who is the absolute best. The Olympic torch is a symbol for the passion which burns in athletes to continually seek *higher* levels of personal performance.

### **VICTORY STEP #4:**

#### **STRIVE FOR CONTINUOUS IMPROVEMENT**

Excellence requires education. In order to truly excel at something, you must become a student of that subject and continually learn new things that expand your mental and physical capacities. The truly great performers in any field certainly have talent. But don't be fooled by this. Much of their skill is the direct result of developing their God-given talent by working with a great teacher or coach for many years.

"Years? I want success and I want it *now!*" That impatience has doomed many a person with great potential, simply because they couldn't hold onto their dreams long enough and learn new ways to do things. The secret of success lies deep within the champion. It is the desire to persistently endure and the love of learning that makes them stand out above their competitors. Take heart from Michelangelo's words: "I am still learning."

Continuous improvement is at the core of the Toastmasters' methodology. Tape your speeches, seek out and openly welcome feedback from fellow members, use the wealth of information available on public speaking. When you are able to admit your need to learn and grow, you are ready for the final step to victory.

You have seen athletes who consistently come through with a superb performance when they need it the most, while it seems like others can never quite break through to higher performance. Why was Dan Jansen able to come up with a peak performance on his eighth and final try for a medal? He certainly followed Victory Steps 1–4: he loved his sport, had specific goals, competed with himself and worked closely with his coach. The difference was that he finally figured out how to take the Leap of Faith.

### **VICTORY STEP #5:**

#### **BELIEVE IN YOURSELF**

When you practice Victory Steps 1–4 long enough you develop the two most important traits of a champion: confidence and courage. Your self-confidence deepens with every improved performance and new skill learned along the way. Your courage builds with each new challenge that results in



a personal victory. But sooner or later you will need to come up with "the big one." It always seems that's when *fear* raises its ugly head and says, "Forget it, you're not good enough for that yet. You're going to fail miserably and embarrass yourself. Don't even try."

This is the time to take the Leap of Faith over the chasm of fear – a leap beyond where your mind says you can reach over to where your heart wants to go. Your leap will be successful when you hold onto your dreams with great passion, call up the courage to attempt it and have an unshakable belief that you will not fail.

Dreams, love, hope, faith, knowledge, spirit. Are these the essential elements of excellence, the inner traits of a champion? Absolutely! The pursuit of excellence starts with the power of a dream you love dearly. That love leads to greater hope as you live your pursuits daily. Faith grows when you compete successfully with yourself and learn your craft diligently. And when you get to that point, as we all do, that you just can't seem to get beyond, take a leap a faith and you will find yourself up on the victory platform with a medal around your neck for your own Personal Victory. **T**

**Fred Borchelt** is a member of Early Risers Club 5574-31 in Worcester, Massachusetts. He is a three-time U.S. Olympian and Olympic silver medalist in the sport of rowing.

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# YOUR 1994-95 OFFICER CANDIDATES



Here's your introduction to Toastmasters International's 1994-95 Officer Candidates. On Thursday, August 18, you'll have the opportunity to vote for the candidate of your choice while attending the International Convention in Louisville, Kentucky.

Candidates were nominated for the positions of President, Senior Vice President, Second Vice President and Third Vice President by the International Nominating Committee. The Committee's selection is presented here in accordance with Article VIII, Section 1, of the Bylaws of Toastmasters International.

It is the right and duty of all Clubs to participate in the vote, either through their representatives at the Convention or by proxy. All members are urged to give careful consideration to the qualifications of each candidate.

(Additional nominations for International Officers may be made from the floor at the Annual Business Meeting. International Director candidates will be nominated at the eight Regional Conferences to be held this month.)

## NOMINATING COMMITTEE:

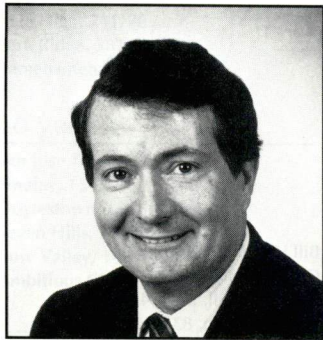
A. Edward Bick, DTM, Chairman; Jack Gillespie, DTM; Durwood English, DTM; Ginger Kane, DTM; Frank Poyet, DTM; Mary Margaret Dockendorff, DTM; Carol Blair, DTM; Jon Greiner, DTM; Jim Vogele, ATM-S; Margaret Flory, DTM; Larry Prickett, DTM; Brian O'Connor, ATM.



## FOR PRESIDENT

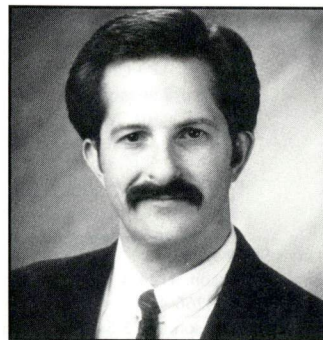
**Pauline Shirley, DTM**—Senior Vice President, Second Vice President, Third Vice President, International Director during 1988-90 and District 25 Governor from 1986-87. A Toastmaster for thirteen years, Mrs. Shirley is a member of Lone Star Club 7787-27, TNT Club 4533-25, Roving 49ers Club 6590-25, Galloping Governors Club 8539-27 and Preston Persuaders Club 5569-25. While serving as District 25 Governor, the District was honored as a President's Distinguished District and also received the President's Extension Award in recognition of chartering 34 new Clubs. She was selected Area Governor of the Year and was recognized by District 25 as Outstanding Club President. Her activities include participation as an Employer Advisor for the Arch Training Center, membership in the American Institute of Parliamentarians, participation in the United Way Speakers Bureau, the International Association of Assessing Officers and service as a troop organizer in Girl Scouts of America. She has twice been honored as Beta Sigma Phi Woman of the Year. Mrs. Shirley is Executive Manager of The Sherman R. Smoot Corporation of Washington, D.C., a construction management and general contracting firm. In 1992 she was the recipient of the corporation's Award of Excellence. A resident of Vienna, Virginia, she and her husband, J.D., have two children, Terri Marie and John.





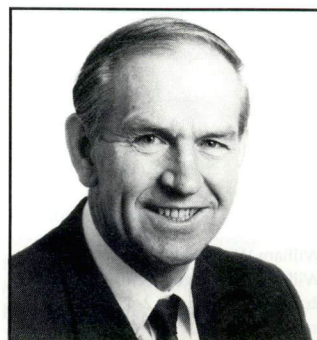
### FOR SENIOR VICE PRESIDENT

**Ian B. Edwards, DTM** – Second Vice President, Third Vice President, International Director during 1988-90 and District 20 Governor from 1984-85. A Toastmaster for 17 years, Mr. Edwards is a member of Executive Club 335-19, Professional Achievers Advanced Club 8132-19 and Los Oradores (bilingual) Club 7987-19. During his three years in top District office, District 20 was honored as a Distinguished District each year. Mr. Edwards was chosen Area Governor of the Year in 1982. He obtained his B.Sc. and M.Sc. degrees from the University of London (England) and his Ph.D. degree in genetics from North Dakota State University. He has spent 28 years in genetic research in North America, Europe and Africa, and is currently a Worldwide Crop Research Director for Pioneer Hi-Bred International. Mr. Edwards was elected to two terms as Chairman of the National Wheat Improvement Committee (1985-91), and currently serves on the Executive Committee of the National Wheat Quality Council, the American Seed Trade Association and the Governors Task Force on Volunteerism. He resides in West Des Moines, Iowa, with his wife, Patricia, and daughter, Julie.



### FOR SECOND VICE PRESIDENT

**Robert E. Barnhill, DTM** – Third Vice President, International Director during 1989-91 and District 44 Governor from 1986-87. A Toastmaster for 11 years, Mr. Barnhill is a member of the Lubbock Club 884-44, the Articulate Club 6145-44 and the Lubbock Professional Club 5011-44. As Governor of District 44, he led the District to President's Distinguished District. He received a President's Circle Award in 1988, was named District 44 Outstanding Toastmaster of the Year in 1988 and received the Accredited Speaker designation in 1992. He was named the AICPA Outstanding Discussion Leader in 1991-92 and is a member of the Order of the Coif. Mr. Barnhill is a self-employed attorney, estate planner, Certified Public Accountant and Certified Financial Planner. He is a member of the State Bar of Texas, Texas Society of CPAs, International Association for Financial Planning, the American Bar Association and the National Speakers Association. He and his wife, Jana, who also has received a DTM designation, reside in Lubbock, Texas.



### FOR THIRD VICE PRESIDENT

**Len Jury, DTM** – An International Director 1990-92 and District 72 Governor 1989-90. A Toastmaster for 18 years, Mr. Jury is a member of Auckland Club 3593-72 and a charter member of City of Sails Club 6475-72, Illuminati Club 8929-72 and Twilight Talkers Club 8931-72. As Governor of District 72, he led the District to President's Distinguished District, President's Extension Award and President's 20 Plus Award. He received the District Outstanding Lt. Governor Award in 1987, the District Professionalism Award in 1988 and the Auckland Club Outstanding Toastmaster Award in 1992. Mr. Jury is CEO/Owner of Len Jury Ltd., an internationally known stamp dealing firm. He has been a consultant for New Zealand Post Stamp Design Council and a Past President of the New Zealand Stamp Dealers Association. He also owns and runs a 300-acre townmilk supply dairy. Len and his wife, Heather, who has received a CTM designation, reside in Auckland, New Zealand. They have two adult children, Sheryl and Ian.



### FOR THIRD VICE PRESIDENT

**Evelyn-Jane Burgay, DTM** – An International Director 1991-93 and District 36 Governor 1987-88. A Toastmaster for 21 years, Mrs. Burgay is a member of Sarasota Evening Club 6026-47. As Governor of District 36, she led the District to Distinguished District. She received a Presidential Citation in 1983. In 1977, she was named the "World Champion of Public Speaking" when she won the International Speech Contest in Toronto during the International Convention. Mrs. Burgay holds a B.A. degree from Keuka College and a Juris Doctor (Law Degree) from American University. She was awarded an Honorary Doctor of Law Degree (LLD) from Keuka College in 1981. During her career, she has been a U.S. History teacher, attorney for the United States Internal Revenue Service, National Manager of the Federal Women's Program for the IRS and a professional speaker and trainer. Evelyn-Jane and her husband, Hugh, a Past International Director (1979-81), reside in Sarasota, Florida.





## hall of fame

The following listings are arranged in numeric order by district and club number.

### DTM

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

Joan Laing, 11-1  
Marcia Golombik, 1772-3  
Verlyn J. Tank, 525-8  
Lois A. Gore, 242-13  
James L. Veal, 6285-14  
John Garrison, 627-16  
H. Bruce Lund, 759-20  
Maria (Bonnie) Weaver, 1184-25  
Judy K. Fulbright, 5360-25  
Dwight L. Davis, 6976-25  
Susan M. Chichester, 5018-26  
Barbara J. Baker, 2734-30  
Roberta A. Wisnosky, 4893-33  
Annelie E. Weber, 4036-36  
Patricia Nelson, 6436-42  
Stephania C. Duffee, 8596-42  
Alice A. Eib, 3817-46  
Susan J. Ismail, 5175-48  
Timothy H. Kaylor, 7177-48  
Wayne L. Harris, 3728-63  
Ruth Stophel Newsome, 4559-63  
Mary Nell Wilshire, 3115-66  
Helen Flynn, 2987-69  
Laurene Mulcahy, 7087-69  
Richard Logan, 7819-72  
Anne Warwick, 1050-73

### ATM Silver

Congratulations to these Toastmasters who have received the Able Toastmaster Silver certificate of achievement.

Robert E. Wagner, 2531-3  
Floy Westermeier, 493-8  
Harry H. Malvin, 7543-11  
Patricia J. Fiene-Voyna, 8352-14  
Lawrence E. Geisler, 2696-15  
Carol A. Smith, 4874-19  
Elna Grace Melbye, 759-20  
Norma Watt, 5488-21  
James Hammitt, 6881-23  
Harriet Jane Brattain, 3396-27  
Joseph Coito, 1535-28  
Michael Wilson, 3374-33

William W. Franklin, 77-36  
William N. Hodges, 1740-40  
Ronald E. Walls, 3962-43  
Ima Dora Haile, 763-44  
Marsha Ellen Dobrenick, 5854-47  
Jack S. Ragsdale, 1196-54  
Robert H. Ballard, 1196-54  
Lois Gingrich, 5692-60  
Daniel Day Sparrow, 3305-66  
Robert Scott Traxler, 3305-66  
Trevor Pullar, 2890-72

### ATM Bronze

Congratulations to these Toastmasters who have received the Able Toastmaster Bronze certificate of achievement.

Garry Lee Hickman, 8735-F  
Kenneth R. Christie, 5030-2  
Michael Pomiak, 112-5  
Dodd B. Wragg, 851-5  
Ralph Edward Kreigh, 4492-8  
Marilyn Mitchell, 8396-12  
Sarah B. Harvey, 3076-16  
Jeffery W. Johnson, 6191-25  
John Anthony Smith, 97-26  
Ellwyn L. Albee, 726-28  
Marilyn Albee, 726-28  
Betty A. Howald, 3159-28  
Mauricio Aristoteles Freitas, 535-29  
Walter H. Long, 3263-36  
Albert E. Jabs, 843-37  
Ernestine K. Marshall, 7039-38  
David Wing, 1448-42  
David J. Haberman, 4082-46  
Jerry S. Gold, 9400-47  
Peter J. Taraboletti, 1196-54  
Jim Tanis, 3581-62  
James G. Hart, 4703-63  
Frik Klopper, 4125-74

### ATM

Congratulations to these Toastmasters who have received the Able Toastmaster certificate of achievement.

Els Lundgaard, 4476-U  
Gerry Knasiak, 6412-U  
James E. Hastings, 602-F  
Walter T. Sullens, 3733-F  
Randey L. Poulter, 9377-F  
Patricia Kenney, 748-2  
Vicky L. Roberts, 2139-2  
Linda Lois Daniels, 5144-2  
Diane Lemley, 3198-3

James S. Gess, 4517-3  
Linda E. Wasson, 4124-4  
Elise Spleiss, 8266-4  
Carmen J. Johnson, 1275-5  
Kenneth W. Brooks, 1815-5  
Elmer Q. Carlson, 2464-6  
James A. Mortensen, 5338-6  
David C. Schmitt, 6866-7  
Jack Kalia, 1760-9  
Sharon L. Madger, 2093-10  
Josephine Yu, 1183-11  
Al Rudolph, 3212-11  
Sharon Keesler, 3293-11  
Kathrin J. Goodwin, 5946-11  
Grace Lefevre, 105-12  
Richard E. Danzey, Jr., 1026-12  
Frances L. Wood, 4039-12  
Edward E. Moss, 5247-12  
Pamela J. Loree, 6109-12  
Charles Weck, 7213-12  
Maxine Caswell, 2579-14  
Shiv Sibal, 2579-14  
Emma Lois Smith, 2087-15  
James M. McUsic, 264-16  
(George) Vance Morrow, 3139-16  
Ming Cabrera, 1376-17  
John L. Jaffee, 7174-18  
W. James Vandekamp, 386-19  
Jane E. Jacobson, 2061-19  
Stan Wright, 5995-19  
Gene Schmidt, 3786-20  
Mary Ann Heary, 2769-21  
Rae Roblyer, 3973-21  
Michael E. Selm, 2210-22  
Pat Weiler, 8977-22  
Victor H. Smith, 2524-23  
Edward F. Staats, 7183-23  
Martin Birnbach, 1064-25  
Richard A. Goodrum, 4108-25  
Katherine A. Burgess, 5830-25  
Betty Evans-Kelly, 5894-25  
Ronald D. Grubb, 6212-25  
Jorene Meador, 7274-25  
Christine L. Grant, 1671-26  
Kathy Buskohl, 6503-26  
India E. Soodoo, 1765-27  
Dana R. Darnell, 6556-28  
Thomas J. Mickey, 675-31  
Randy Cunningham, 3986-32  
Lorraine G. Woodwark, 1433-33  
Leslie Harrison, 2628-33  
John Franck, 4622-33  
John Falvey, 3740-36  
Robert Dean Henry, 4268-36  
Bill Hart, 1811-37  
Shari L. Handler, 541-38  
Andrew J. Salvadore, 2749-38  
Austin Forward, 3092-38  
Donald G. Johnson, 4527-39  
H. L. Houser, 5014-39  
Karen Chileski, 5014-39  
Venustiano M. Mendoza, 6864-39  
Ralph B. Friedman, 453-40  
John P. Nickel, 450-42  
Aleta L. McKim, 3489-42  
Bill Hubbard, 4840-42  
Carolyn Cole, 243-43  
James W. Bell, 2217-43  
Ross Hamilton, 8317-43  
Dorothy Wilson, 2672-45  
Dolores B. Yurdock, 840-47  
Tamara Wacker, 1066-47  
Thomas Hooks, 1423-47  
Charles P. Serneck, 3087-47  
Donald Avery, 9443-47  
Roy Gorion, 3701-49  
Robert E. Beverage, 764-53  
Theresa Seay, 1065-53  
George Kauzlarich, 1196-54  
Robert Ballard, 1196-54  
Thomas A. Potter, 1196-54  
Jennifer O. Curtis, 745-56  
Jonathan L. Mallard, 2845-56  
Susan Thompson, 6918-56  
Mary Dee Mickelson, 8011-56  
Jean A. Herron, 2704-57  
Richard C. Clark, 4143-57  
Dorothy M. Bird, 4762-57  
John W. Hanson, 3960-58  
Tom Derreck, 1102-60  
John C. Hunt, 2399-62  
Wilma Wallis, 3581-62  
Donald C. Herres, 4167-65  
Jackie Cotton, 4191-65  
Giselle Green Stevens, 5168-66  
Gwedolyn Hawkins, 6822-66  
Deena T. Burch, 2306-68  
Ronda Williams, 2306-68  
Karen Radosevich, 2484-68  
Paul John Wise, 2987-69  
Margaret Clancey, 3632-69  
Jean A. Nicholson, 9137-69  
Pamela J. Douglas, 2762-70  
Peter Edward Bunton, 3827-70  
Sonia Hathaway, 5073-70  
Arthur James Price, 5308-70  
Ronald Edgar Wheelodon, 7519-70  
Kate Sillery, 7851-70  
Di Sims, 8372-70  
Richard Logan, 7819-72  
Annesley (Lee) Caspersz, 6247-73

### ANNIVERSARIES

#### 60 years

**Pioneer**, 17-11

#### 50 years

**Rochester**, 271-6  
**Pioneer**, 272-20  
**Golden Empire**, 270-33

#### 45 years

**Lake City**, 748-2  
**South Bay**, 161-5  
**Chief Anderson**, 715-11  
**Rocky Mountain**, 739-26



Mile High, 741-26  
Park Ridge, 381-30  
Kamehameha, 720-49

## 40 years

San Jose TMC, 1577-4  
Findlay, 1563-28  
Doylestown, 1540-38  
Seven Hills, 1578-40  
Bow Valley, 1494-42  
Ambitious City, 1586-60

## 35 years

Georgetown, 2687-U  
Monroeville, 2954-13  
Sub & Surface, 2886-38  
Hershey, 2990-38  
Chanticleer, 1624-39  
Parkersburg, 2891-40  
Seaway, 2959-61

## 30 years

Downtowners, 3801-26  
Plaza, 3776-27  
Clifton, 2664-46  
Hollywood, 3770-47

## 25 years

Maple Drive, 2789-14  
Monroe, 3324-14  
Bien Dicho, 696-23  
Achievers, 2903-47  
Speak Easy, 2832-68

## 20 years

Dana Harbor, 1707-F  
Keynoters, 2434-30  
Halliburton NUS, 2408-36  
Paradise, 299-39  
Beaches Area, 2862-47  
Clear Lake, 43-56

## 15 years

Word-Spinners, 589-F  
Table Talkers, 1246-F  
Terra Nova, 3995-U  
Ballard Speakeasy, 3997-2  
Land's End, 3976-4  
Mid-Peninsula, 3983-4  
Circle Bar W, 4004-4  
Foster City TM's, 4014-4  
Satiros, 4026-6  
Indy Bell Talkers, 220-11  
Greensburg, 4021-13  
Cass County, 4010-20  
Power Masters, 3985-22  
Boeing Achievers, 3990-22  
Kirtland MC's, 4013-23  
Cowtown, 4005-25  
Alcott, 3981-31  
DCASR-Boston, 3991-31  
Framingham/Natick, 3993-31  
Chelmsford, 4031-31  
Timber Talkers, 3986-32  
Early Risers, 4023-33  
Nations Bank, 3971-37  
Lakelanders, 4002-42  
Schooner, 3978-45  
ORHS Horizon's, 4017-47  
Hangar 9, 3996-56

Post Oak Persuaders, 4037-56  
Confidence Builders, 3972-57  
12th Street, 3999-57  
Diablo Champagne Breakfast, 4027-57  
Florence 7 AM, 4019-58  
Bellevue, 3967-63  
TM2TV, 4022-63  
Lord Selkirk, 3977-64  
Elmwood Sr. Citizens, 4032-64  
Dolphin Speakers, 3988-68

## 10 years

Bay of Islands, 5506-U  
Diamond Talkers, 5560-U  
Edmonds, 5538-2  
Emerald City, 5562-2  
Speakers In Paradise, 5565-3  
Village, 2340-5  
R B Filibusters, 5528-5  
Chamber, 5529-5  
Hewlett-Packard, 5553-5  
Articulators, 5555-5  
NSpeakers, 5582-6  
Clay Hole Toasters, 5583-6  
Northern Orators, 5584-6  
Mineral Area, 5571-8  
Dynamic, 5581-11  
Mellon Bank, 5592-13  
Hostess City, 5572-14  
Enid, 5514-16  
Anaconda Speakeasys, 5544-17  
Yakatease, 5567-23  
Sunrise, 5546-24  
Twin Cities TM's, 5509-25  
Airport, 5537-25  
Preston Persuaders, 5569-25  
Big T, 5590-25  
Laramie Morning, 5563-26  
Carousel, 5587-26  
South Suburbia, 5532-30  
South Holland TM's, 5534-30  
All American Speakers, 5577-30  
Creative, 5579-30  
Last Word, 5525-31  
Early Risers, 5574-31  
Ventura Sunrise, 5575-33  
Sallie Mae, 5511-36  
Toasters, 5519-40  
Command Performers, 5586-40  
Freespeakers, 5516-44  
Bicentennial, 5594-45  
Genesis, 5521-46  
Islanders, 5547-47  
Amelia Island, 5568-47  
Nova, 5507-52  
Distinguished Singles, 5515-52  
Motivated, 5522-52  
Litton, 5524-52  
Unity, 5552-52  
Brazosport, 5530-56  
West Austin, 5531-56  
Greenville AM, 5539-58  
Clemson, 5540-58  
Blue Crss/Blue Shld-TN, 5502-63  
Gove, 5503-69  
Queanbeyan, 5593-70

## NEW CLUBS

Toastmasters Seventy-Five, 1575-U  
Paris, France  
Pacific, 9800-U  
Howard AFB, Republic of Panama

Long Beach Bank FSB, 9822-F  
Orange, California  
Miles, Inc., 9835-F  
Covina, California  
Winners Circle, 9858-F  
Garden Grove, California  
Mickey's Masters, 9866-F  
Garden Grove, California  
Insurable Interests, 9855-2  
Mountlake Terrace, Washington  
FNWL, 9856-2  
Mercer Island, Washington  
Electrifying Speakers, 9741-3  
Tonapah, Arizona  
E A Nerfmasters, 9808-4  
San Mateo, California  
San Francisco, 9809-4  
San Francisco, California  
Renaissance, 9825-4  
San Francisco, California  
Grand, 9810-6  
Onamia, Minnesota  
Press Pontificators, 9815-6  
St. Paul, Minnesota  
First Energizers, 9823-6  
St. Paul, Minnesota  
Electric Toasters, 9836-6  
Maple Lake, Minnesota  
Ellensburg Evening, 9792-9  
Ellensburg, Washington  
Cranberry Area, 9843-13  
Cranberry Township, Pennsylvania  
Top of Georgia, 9798-14  
Blairsville, Georgia  
GDOL, 9817-14  
Atlanta, Georgia  
Toast of the Town, 9818-14  
Gainesville, Georgia  
Hewlett Packard Talking Techies,  
9821-15  
Boise, Idaho  
Jenks America, 9805-16  
Jenks, Oklahoma  
DeWitt Eye Openers, 9859-19  
DeWitt, Iowa  
Lunch Bunch, 9816-20  
Minot, North Dakota  
Stewart, 9806-21  
Stewart, British Columbia, Canada  
High Country University College  
of the Cariboo, 9832-21  
Kamloops, British Columbia, Canada  
Prismatic Networkers, 9837-21  
Richmond, British Columbia, Canada  
Thorn Americas, 9848-22  
Wichita, Kansas  
Filipino American, 9839-26  
Edgewater, Colorado  
B-2 Toasters, 9807-27  
Fairfax, Virginia  
NDC, 9820-27  
Washington, D.C.  
Rap-Masters, 9813-30  
Chicago, Illinois  
Money Masters, 9838-30  
Chicago, Illinois  
Attorney General's 9857-30  
Chicago, Illinois  
Paso Robles Chamber of Commerce,  
9797-33  
Paso Robles, California  
Burnt Toast, 9819-33  
Las Vegas, Nevada  
Toast of Sierra, 9847-33  
Las Vegas, Nevada

Macuiltepetl, 9850-34  
Xalapa, Veracruz, Mexico  
Manuel Gomez Morin, 9851-34  
Veracruz, Veracruz, Mexico  
Quaker State, 9852-34  
Tlaquepaque, Jalisco, Mexico  
Cemanahuac Calli, 9853-34  
Guadalajara, Jalisco, Mexico  
De Rio Bravo, 9863-34  
Rio Bravo, Tamaulipas, Mexico  
UW-Madison School of Business  
9845-35  
Madison, Wisconsin  
Voices of Distinction, 9840-36  
Washington, D.C.  
Rapmasters, 9826-39  
Rancho Cordova, California  
Lips Inc., 9830-39  
Modesto, California  
River City Speakers, 9833-39  
Sacramento, California  
Fermco Filibusters, 9854-40  
Cincinnati, Ohio  
Good Good-Morning Club 9842-42  
La Ronge, Saskatchewan, Canada  
Kelsey Communicators, 9844-42  
Saskatoon, Saskatchewan, Canada  
Pecos County, 9801-44  
Fort Stockton, Texas  
Southwest Connection, 9864-44  
Lubbock, Texas  
Rutgers University, 9812-46  
New Brunswick, New Jersey  
Conquerors, 9828-46  
Union, New Jersey  
Inchcape, 9831-51  
Singapore  
F I C, 9802-52  
Burbank, California  
Real Speakers, 9799-53  
Springfield, Massachusetts  
IBM, 9804-56  
Austin, Texas  
Autodesk, 9846-57  
San Rafael, California  
CMHC/SCHL, 9824-61  
Ottawa, Ontario, Canada  
Grundy County, 9862-63  
Coalmont, Tennessee  
V.U.U.-No Pressure, 9803-66  
Richmond, Virginia  
Averett College, 9829-66  
Danville, Virginia  
Team Shaklee, 9841-66  
Virginia Beach, Virginia  
Richmond Papers, 9849-66  
Richmond, Virginia  
Oilfield Orators, 9811-68  
Lafayette, Louisiana  
Tweed Valley, 9860-69  
Kingscliff, New South Wales,  
Australia  
Cooloola Coast, 9861-69  
Tin Can Bay, Queensland, Australia  
Toastmasters of Broadway, 9814-70  
Sydney, New South Wales, Australia  
Cessnock City, 9827-70  
Cessnock, New South Wales,  
Australia  
Guildford Speakers, 9834-71  
Guildford, Surrey, England  
Victoria, 9791-72  
Christchurch, New Zealand  
Lincoln, 9865-72  
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