

The TOASTMASTER®

JUNE 2002

ALSO INSIDE: C'Mon Baby: Light Their Fires! • Elizabeth I, Queen of Speechcraft



LEARNING FROM ANCHORS

Watching the evening news is educational – in more ways than one.



VIEWPOINT

The Importance of Being Distinguished

Chances are good that you've heard a focused leader talk to you about being part of a Distinguished club, area, division or district. What does "Distinguished" mean and why should you care?

In our organization, member service is taken seriously. That is why you, the member, are at the top of our organization chart. Our clubs exist to provide a positive environment for you to develop communication and leadership skills. The district's mission is to build clubs and make sure current clubs are meeting their members' needs. How do we know if we are meeting these goals? Our "Distinguished" programs provide the measure.

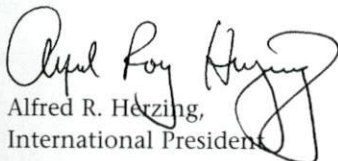
The Distinguished Club Program (DCP) reinforces the need for clubs to bring in new members. This is important because if your club is not growing, it is dying. The DCP also ensures that members are achieving educational goals in both speaking and leadership development. As an educational organization, it makes sense that we measure our members' educational accomplishments. The club receives credit for submitting dues and club officer lists to WHQ on time. And finally, the DCP rewards officers who receive district-sponsored training. Training teaches us to work smart. And of course, trained officers are in a much better position to serve you.

To be a Distinguished Club, your club must achieve five of 10 possible goals. If your club achieves seven out of 10 goals, it is recognized as a Select Distinguished Club. The top level of recognition is a President's Distinguished Club, which is achieved by obtaining nine out of the 10 goals. Ask your Club President which goal he or she has set for the club. The program year ends June 30, and the club must have had a net increase of five members over the year, or end with at least 20 members, to receive recognition.

In the same way, the district officers' function is to serve you. The district officers want to ensure that your club is strong, and that you are advancing through the Toastmasters educational programs. Districts are measured on membership and club growth, and on the number of CTM and ATM accomplishments. Districts must continually build new clubs because club attrition is a fact of life. Being a member of a Distinguished, Select Distinguished or President's Distinguished District means that your officers have worked to ensure that the clubs in the district have met their mission of serving you, the member.

I cannot overstate the importance of integrity in this process. Integrity is one of our core values and it is imperative that all paperwork submitted to World Headquarters be legitimate.

To be a Distinguished leader, have a vision of what you want to achieve. Aim high to ensure that there is no chance of not being Distinguished. Communicate your goals. Because you can not achieve Distinguished by yourself, make sure that everybody is working as a team. And finally, remember to have fun. Life is too short not to enjoy every moment.


Alfred R. Herzing,
International President

The TOASTMASTER

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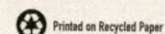
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The Toastmasters Vision:

Toastmasters International empowers people to achieve their full potential and realize their dreams. Through our member clubs, people throughout the world can improve their communication and leadership skills, and find the courage to change.

The Toastmasters Mission:

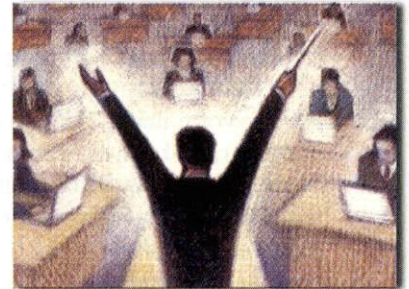
Toastmasters International is the leading movement devoted to making effective oral communication a worldwide reality.

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.

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LETTERS

GOOD ADVICE

I enjoyed Karl Walinskas' article, "Leaving Voice Mail Messages that Get Returned" (February). But I was disappointed that he left out the two factors most overlooked in leaving voice mails. First, people should leave their phone number close to the beginning of a message so the receiver doesn't have to wade through a lengthy message to get to the number. Second, they should slow down. People tend to speed up, rattling off their phone numbers at such breakneck speeds that they are often indecipherable.

Joan Tornow • Town Criers Club 2577-32 • Federal Way, Washington

CONVENIENT WEB SITE

I want to congratulate and thank you for a wonderfully easy-to-use Web site. My job for the last two years has required me to spend a great deal of time on thousands of Web sites.

I visited your site to find a Toastmasters club near me, and halfway through I found myself saying, How wonderfully convenient and easy this is! So on behalf of everyone who spends time trying to get information from poorly constructed sites, thank you! I got the information I needed quickly and with no trouble.

Marcy Eckhardt • Future Toastmaster

COUNTERPOINT

In Ellie Marek's article, "Why Are We Laughing" (March), the quote from South African singer Miriam Makeba is catchy and funny – but incorrect. I owned a copy of the book *Black Beauty* as a child, and it was never banned. Everybody knew it was the story of a horse. In another article, by Nowell King, I agree with seeing the funny side of life, but there's nothing funny at being held at gun point. Believe me, I know.

Burgie Ireland, CTM • Bedfordview Club 1413-74t • Bedfordview, South Africa.

NO SMALL ROLE

This is the first time I have felt it necessary to respond to an article. I have disagreed with some in the past but not to this extent. In Linda Adams' article, "Overcoming the Challenge of Schedules" (January), she mentions that a new member should be given a minor role, such as Timer. Let me point out that there are no minor positions in a Toastmasters club. Every position is important.

The use of the word "minor" belittles those who take on these positions. A new member reading her article might feel insignificant by this statement.

Curtis Harvie ATM-St • Quesnel Club 3197-21t • Quesnel, British Columbia, Canada

THANK YOU

When I joined Toastmasters in 1997, I felt trapped in my job of 17 years. I wanted to get a promotion and be able to retire at a higher pay rate. I had been passed up for promotion on numerous occasions, and it seemed impossible to be able to retire in the near future. However, within two years of joining Toastmasters, I was promoted. With the constant support of my fellow members and with the help of the wonderful Toastmasters program, I recently gained enough confidence and courage to retire. I have many goals left to accomplish, and I am confident that with my continued involvement in such a great organization, I will achieve them all!

Jennifer Wilder, CTM • High Desert Club 1043-12t • Victorville, California

ENGLISH IS UNIVERSAL

I very much enjoyed Richard Lederer's article on Mark Twain in the March issue. As a high school English teacher, I have a great fondness for the humor of Samuel Clemens, and I agree that he remains one of the most significant authors of the late 19th century.

However, I very much object to the pomposity displayed in this sentence: "*Huckleberry Finn* is the first novel of world rank to be written in the American language." American is not a language. It is at least an accent of the English language, and at best a dialect of the English language, marked by its own unique idioms.

The fact that English is spoken in Canada, Australia, New Zealand, India, the Philippines, the U.K. and in hundreds of other countries as a second language, is due to the fact that it is a language, and has nothing to do with its spelling, pronunciation or idioms.

If Americans claim to speak American, then Indians can claim to speak Indian, New Zealanders can put in a claim for Kiwi, Tongans can claim to speak in Tonga, and what a malaise would emanate from Malaya!

So if I hear anyone say "I speak American," I am tempted to reply, "Humbug, sir. Humbug! What the Dickens are you on about?"

Peter Stanhope, ATM-St • Wollongong Club 2456-70 • Figtree, New South Wales, Australia



By Linda Lewis, ATM-B

Thanks, Toastmasters, for helping me make a difference.

From Pain to Purpose

“We help the tongue-tied.” I love this Toastmasters slogan. It’s funny, pithy and right on. But it is also a huge understatement. Our organization does much more. It truly does change lives, and changed lives help change our communities and ultimately, our world. I speak from personal experience.

In my club, Toastmasters of La Jolla, I have worn underwear on my head and dressed in other absurd costumes. At times, my props have taken on a life of their own and spun out of control, singing and dancing when they weren’t supposed to. To my club I am funny, happy, outgoing and yes, even joyful! And I guess I really am...now.

You see, my life for many years was defined by pain – or rather running from it. In 1971 my little sister was shot and killed along with our mother by my third stepfather. This came as a culmination of years of escalating family violence. I spent the next two decades in denial, supported by the family curse, drug and alcohol abuse. Then one day, after a dark night of the soul, I had a moment of clarity and asked for help. After help from a plethora of angels and a great deal of excruciatingly hard work on my part, I am becoming the kind of person that I am not only proud of but that I know my little sister, Bobby, would be proud of too.

A few years ago I walked into Toastmasters a happy, healthy person, savoring the healing I had experienced so far. I wanted to talk about my experiences in hopes of helping someone, but I was terrified of speaking in public. I thought my fellow Toastmasters could probably help me overcome this fear, but I had no idea to what degree they would lead me. I timidly tried a few speeches with some success but without revealing any of the real me. Eventually I saw a few others take risks and talk about personal issues, and I began to open up a little at a time. In the meantime, I began to feel at home and even started having fun.

It was a process, for sure – one that I awkwardly stumbled through. But the people in my club held my hand and encouraged me. I found mentors and friends. I began giving more and more personal speeches, talking about the real issues in my life. Each speech was difficult, but I survived and guess what? I got better at it. So I started to speak outside the club.

In the past two years, I have spoken to several groups, as large as 1,000 people, on the subject of domestic violence and safe gun laws. I always take my little sister’s picture with me. People are moved when they can put her beautiful face to the statistics. My Toastmasters experience is always

with me as well. I know that Bobby and I are raising public awareness and helping women make safer choices, especially for their children.

I never could have shared such a personal story without my Toastmasters friends. They have helped me not only to find my voice but to find my purpose in life: to be a warrior in the battle on violence against women and children and to honor my little sister every time I can.

Along the way, I’ve learned that most people have some sort of difficulty to overcome. Many people are looking for ways to heal their pain, to make a difference in the world. I know that if they find their way into Toastmasters, they will find the help and courage they need.

Here are a few things that helped me to speak about difficult personal experiences and to turn them into something inspirational:

1. Just do it, but start slow.
2. Trust the process – both in healing and in becoming a better speaker.
3. Ask for help. People, Toastmasters in particular, love to help.
4. Don’t fire your therapist. Toastmasters is not really therapy; it only seems as if it is.
5. Have fun. Give a light speech after a tough one. Learn to be silly.
6. Never give up.

Today my sister is my muse and my inspiration, and Toastmasters continues to give me the courage to follow my passion and purpose. In my humble way I try to make the world a better place. I can do so because of Toastmasters. **T**

Linda Lewis, ATM-B, is a member of Toastmasters of La Jolla Club 895-5 in La Jolla, California.



CAN WE TALK?

By John Kinde, DTM

**Diverse experiences
enrich your life
and make you a
better speaker.**

Valuing Diversity

I bought tickets for a Moms Mabley Concert. Yes, that was in the 1960s. A famous black comedienne, she was playing in Oakland, California, with a local black rock band that I had never heard of. It was an experience I'll always remember. We arrived at the theater to find about 1,000 fans attending the performance. And maybe 10 people in the whole building were not African-American! For the first time, this white guy from North Dakota knew what it felt like to be a minority in a large crowd. My awareness grew and my comfort zone expanded. The concert was terrific.

Valuing diversity and expanding your comfort zones is a pathway to a richer life and a more powerful presence as a speaker. Stepping outside can give you boundless new perspectives and new levels of understanding. With understanding comes appreciation. With appreciation comes life enrichment. And along the path, the experiences you gain will strengthen your speaking skills.

In the 1970s, I again found myself outside my comfort zone. I traveled to Japan. My 10-day vacation included the usual tourist experiences, taking public transportation and walking the city streets looking for accommodations in a strange city with nothing but a map and a phrase book. On a crowded city street, this six-foot-three-inch American felt like an outsider. Checking into my first Japanese inn, I discovered that no one there spoke a word of English. Another great experience. I loved Japan!

Soon after that, while enrolled in an American Sign Language class, I attended a basketball game between two deaf schools. Once again I was an outsider in a gymnasium filled with people communicating in a foreign language. I'll always remember the band. Two bass drums. The vibration of the drum beats could be felt by

everyone in the gym. It was an enriching visit to another world, and I never had to leave town.

Since those days, I've always been on the lookout for opportunities to experience something new. Have you visited a Jewish Synagogue or a Catholic mass? Have you toured a mental hospital? Have you visited a prison to give a speech to the inmates? Have you attended a gay-pride parade? Have you watched a black gospel concert? As an introvert, have you found yourself at a Karaoke Bar surrounded by extroverts? Did you summon the courage to jump on stage, grab the microphone and sing a song? These are a few of the things I've done to expose myself to new and varied experiences with people who are different from me. And I always discovered that, for the most part, they weren't so different at all.

I recommend similar experiences to you. Stepping outside your comfort zone helps you experience, understand and appreciate the lives of others. It will make you comfortable with how we are different and amazed at how we are alike. It will make you a better and wiser speaker. It will deepen the content of your talks. It will enhance your delivery style. It will enrich your life.

Diverse experiences improve the content of presentations because they broaden your story base. Exposed to a rich variety of cultures and people, you'll develop personal stories with more depth and variety than you probably have now. Through my experiences I've added stories about people who are deaf, gay, Native-American or otherwise different from me, all through my interaction with people. Your presentation content also will be sharpened because you'll be more in tune with your audiences. One unexpected benefit of watching Moms Mabley perform was the opportunity to peek into the



lives, concerns and thinking of the African-American culture. Her comedy routine at the concert in Oakland sure wasn't the same material she used on *The Ed Sullivan Show!* With a better understanding of cultures and people, you'll make a stronger connection with today's increasingly diverse audiences. Your material will appeal to a larger range of audiences, which will magnify your impact as you reach a wider listener base.

Exposing yourself to diverse cultures can improve your presentation skills. I was amazed to discover how the language of the deaf, American Sign Language, is a more expressive language than spoken English. Watch a deaf person communicate and you won't see an inanimate talking head. You'll see someone whose face lights up when she speaks. You'll see someone whose body gets involved in the communication. You would probably be a better presenter if you could communicate as effectively as the deaf do. Also, just as you can enrich your presentation with a study of various performance styles, visiting other cultures exposes you to a variety of entertainment styles you wouldn't otherwise see. While in Japan I attended a traditional Kabuki theater performance. The music and movement were unlike anything I had seen before. And watching a black gospel choir in action is a study in communicating with meaning and emotion.

Expanding your experience in the diverse world also sharpens your ability to create humor. This is partly because you'll see a wide variety of new humor styles;

black, gay and Jewish cultures, for example, are rich with humor. But in addition to seeing new styles of humor, you learn to think differently. At the core of creating original humor is your ability to create new relationships between concepts and things. At the base of most humor is a fresh connection between two previously unconnected thoughts. Your experiences in a diverse world will strengthen your ability to create humor.

Not only will living in the diverse world enrich your life, but by experiencing how people are more alike than different, you'll gain a refreshing appreciation for the true goodness of people. By gaining a deeper understanding of people, you'll better understand yourself. You'll develop new skills for relating and interacting with a wide variety of people. You'll better understand what makes other people tick. And by taking the risk of stepping outside your comfort zone, you'll find even more adventures.

With success comes the courage to step outside again and again. As speakers, we know that a fulfilling life comes not from the destination but from the journey.

Value diversity, expand your horizons, become a better speaker and enrich your life. **T**

"With a better understanding of cultures and people you'll make a stronger connection with today's increasingly diverse audiences."

John Kinde, DTM, an Accredited Speaker and member of Powerhouse Pros Club 6773-33, is a humor specialist living in Las Vegas, Nevada.

C'mon, Baby, Light Their Fires!

In January, you, the president, told your club about your exciting campaign to enlist five new members by May 15.

Here it is May 13. Looking at the membership list, you see you've gained one new member but lost three. On top of that, two of the other officers aren't speaking to each other.

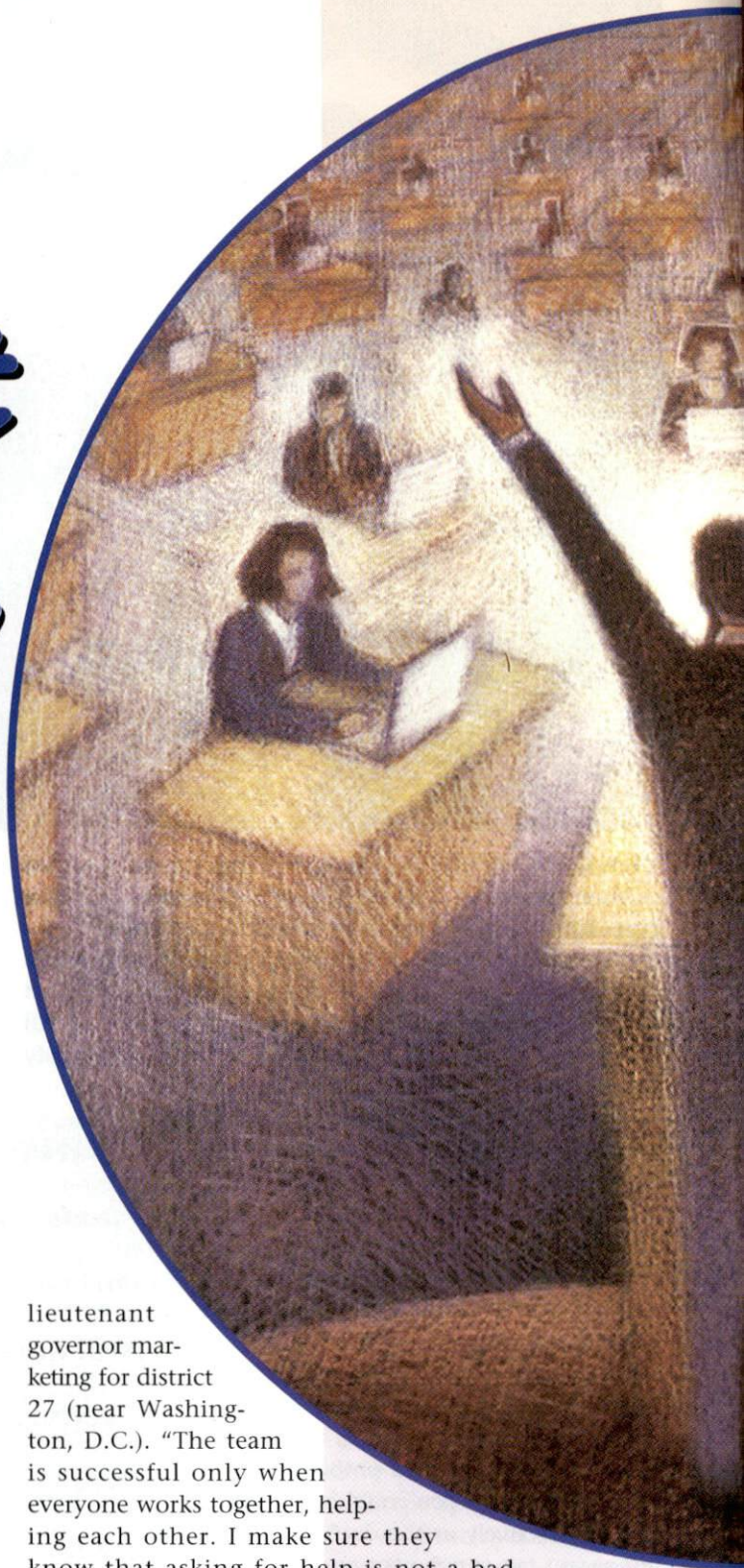
Is it possible to light a fire under your officers, or any group, and get them to work together? Yes! One way is to knit your group into a team. A team is a group of people who work together for common goals and encourage the best efforts in each other. Loyalty and unity characterize the group.

Since a team works for common goals, they won't be working for you. So before you light the match, close the cover on your ego. Then start with basic kindling.

KINDLE THE CONCEPT

"At your first meeting, introduce your group to the concept of teamwork," says Patti Crain of E & P Business Promotions. For 15 years she has taught team-building strategies at Phillips Petroleum in Oklahoma. "You let them know that, number one, we are a team. That means no one has any more power than another."

Get them to realize that we're all in this together, that every member is important" says Viki Kinsman, DTM,



lieutenant governor marketing for district 27 (near Washington, D.C.). "The team is successful only when everyone works together, helping each other. I make sure they know that asking for help is not a bad thing. If everyone buys into this idea, they will work well as a team."

Geoff Holle, general manager of the Palm restaurant in San Antonio, Texas, has seen the effectiveness of teamwork with his staff. "If you build the concept 'we succeed together, we fail together,' everyone seems to take care of each other. And they seem to be a little bit more caring."

BY PAULA SYPTAK PRICE, ATM ■

How to knit a group into a team.

"We have a track record of being a Distinguished or better district for 15 of the past 19 years," says Bob Lyle, district 61 governor, in Ottawa, Ontario, Canada. "Our goal is always to be the President's Distinguished. When you let people know what you want, what you expect, they stand up to the challenge. I'm amazed at the way people come through when we instill the expectation of being Distinguished every year."

FUEL THE FIRE WITH THE IMPORTANCE OF TASKS

At meetings, divide duties needed to fulfill your vision. Be sure everyone understands how his or her duty affects the results.

Assign tasks to the appropriate person. For instance, the secretary traditionally takes attendance at every meeting. Attendance statistics can be helpful in a variety of ways, but if there is no determined use in the beginning, the secretary may rightfully ask, "Why should I?" However, if he or she knows that attendance awards will be given, then the importance of taking attendance becomes obvious. However, if the vice president membership (VPM) is the one wanting to know who is absent and who isn't, it makes more sense for the VPM to take attendance.

"It's a proven fact that if you take the time for what's called 'front-end loading' [putting the team together, creating a vision] your chances for success are greater," says Crain.

WARM UP TO ACCOUNTABILITY

Tasks important enough to be assigned are important enough to require a progress report. Regular meetings, usually once a month for most Toastmasters projects, provide a forum where everyone can talk about their accomplishments – and their failures.

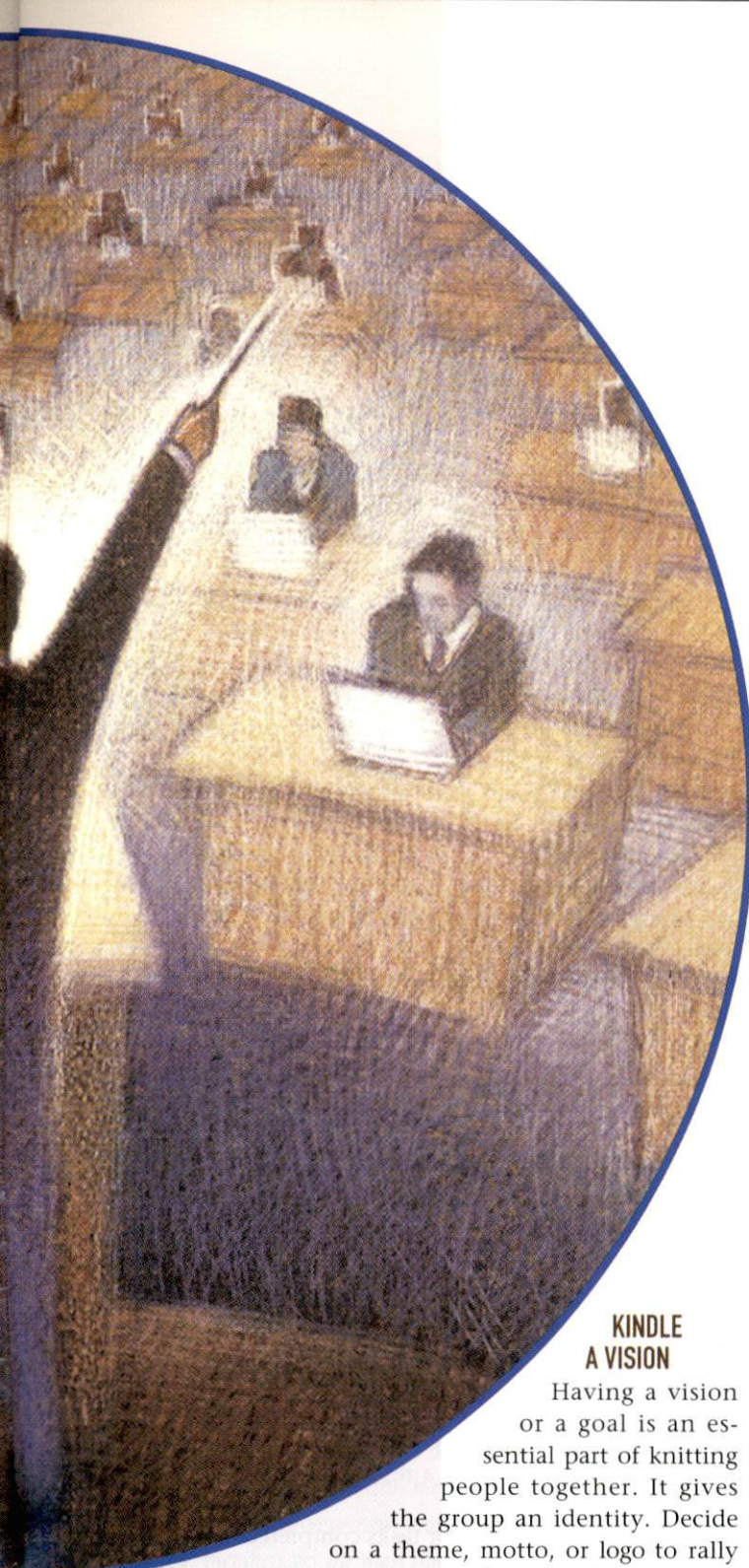
At each meeting, ask for updates on assigned activities. Show appreciation when jobs are completed on time. Applause, a smile, a nod or an obvious sigh of relief are inexpensive rewards but noted by the recipient.

"I've learned that the positives outweigh the negatives every time," says Crain. "If you ask for updates every time, and someone is not getting his or her task done and everybody else is doing their part, you don't really have to point it out.

"Measurement is critical for a team's success," Crain continues. "If you see you are accomplishing your goal, you want to keep going." She recommends setting target dates. "Every time you hit a targeted milestone, celebrate! Bring cookies, give out accomplishment certificates. Do something!"

What can you do when people don't do their job? Financier J.P. Morgan once said, "A man always has two reasons for doing anything – a good reason and the real reason." So find out why.

Holle suggests making sure that nothing in the person's private life is affecting the performance.



KINDLE A VISION

Having a vision or a goal is an essential part of knitting people together. It gives the group an identity. Decide on a theme, motto, or logo to rally around and nurture that identity.

"The purpose of a team is performance," says Crain. "To get performance out of the members, they must share a common purpose. Without that common thread, it's very difficult to get people to work together."

Preferably, everyone on the team needs to agree with the vision. If they don't, consider redefining it. "With consensus, you'll have an effective team," says Crain.

ILLUSTRATION BY LAUGHING STOCK

"I don't want to pry but I want to be aware and show compassion."

"Ask what kind of help they need," says Kinsman. "Don't dwell on it at the meeting."

SPREAD THE FIRE WITH COMMUNICATION

Want to know a secret?

Who doesn't? In the book *Egos and Eggshells* by Margot Robinson, being "In on things" was ranked number two on items important to employees. People love to be in the know, so don't dribble out information on a need-to-know-basis. Communicate your expectations, your concerns, and what needs to be done. And listen to team members' concerns and ideas.

"Most problems will not disappear simply because you ignore them," Robinson reminds us.

Holle says, "It's so easy for minor mistakes to become major just by not communicating. It can snowball on you so quickly."

"Respond positively to bad and good news so members feel comfortable sharing," Robinson suggests. "Build trust: Don't condemn or criticize ideas. Give credit for good ideas. Talk in terms of improvement and potential rather than failure or blame."

"The leader has to take responsibility to provide comfort so all team members feel comfortable enough to speak up without fear of being berated or looking stupid," says Crain. "And strive for balance. A lot of times you have to grab the extrovert by the back of the shirt and pull him back and give the introvert a little shove.

"Put out an agenda ahead of time, via e-mail. Keep minutes and review them. Keep people informed about what's coming up," adds Crain. Keeping people informed is just plain courteous.

FLARE THE FIRE WITH OPTIMISM

Maintaining an air of optimism stokes the flame of hope that goals can be reached.

"My view is that, first of all, you must believe the job can be done," says Lyle. "Our new members see the results of previous members and gain confidence that they can go even farther."

Emphasize the positive. "Talk in terms of improvement and potential rather than failure and blame," suggests author Robinson.

"You have to make them realize that it doesn't matter if they fail or not, you will still be there for them because they tried," says Kinsman.

"We look for success anywhere we can get it," says Holle. He finds that short-term successes are measurable and yield a sense of accomplishment that energizes people.

KEEP THE HOME FIRES BURNING.

Maintaining motivation is easier in a business where you can "throw" money at the situation. But in a volunteer situation, the leader has no power of any kind over the group.

"There's no incentive for a volunteer to work unless they get something out of it," says Kinsman, who has worked with volunteers for 30 years. "What you can offer is a sense of belonging and a sense of helping someone. Volunteers want to know that they are making a difference."

In Robinson's book recognition was ranked number one on items important to employees. So celebrate progress.

District 61 Governor Lyle's theme this term is "Share the Force." "We give out a pin with those words to anyone who brings in three new members, or achieves a CTM or ATM," he says.

Divide jobs that are too time-consuming for one person. "The more people you have on a job, the less time is required of each person," says Kinsman.

Lyle thinks it's important to show the benefits to the individual. "I'll say, 'If you look at the skills you could learn if you did this project, are they skills you could use at work?'" If the person says, "yes," Lyle offers the person the task as an opportunity. "I try not to tell them they have to do this for me," he says.

How do you learn what motivates your members, what benefits they are looking for? Ask. In his book *Bringing out the Best in People*, Alan Loy McGinnis suggests asking a simple question: "Tell me about yourself." He maintains if you listen long enough, people will explain how they can be motivated.

"You have to remind people of the vision," adds Lyle. "Remind them of their commitment. Also, remember that it's about the members. The goal is to deliver the [Toastmasters] product to them. Show them that if they share with others, they'll benefit themselves."

PARK THE FLAME WITH FUN

Toastmasters founder Ralph Smedley believed people learn better when they are having fun. Be ready to celebrate when goals – including short-term goals – are accomplished. Encourage positive – not derisive – laughter.

"Have a rule like you have to take your shoes off before the meeting, or we have to have pizza," suggests Crain.

Other examples include:

- Pass out party hats to wear during the meeting.
- Hold some meetings at a restaurant or in a member's home.
- Give out candy kisses for tasks completed.

Says Kinsman, "If you make meetings fun, they will come."

DOUSING THE FIRE

When your team's goal is accomplished, the flame flickers out. But if the group enjoyed the fire, a warm memory will continue to smolder, ready to be sparked by the next match. **T**

Paula Syptak Price, ATM, is a member of Talk of the Tower Club 4601-55 in San Antonio, Texas.

CONTAIN

Wild Fires

By Paula Syptak Price, ATM

People have their little quirks that can create problems: conflict, procrastination, mistakes. As management expert Peter Drucker put it, "The job of a professional manager is not to like people. It is not to change people. It is to put their strengths to work."

"Positive conflict is good," says Patty Crain of Phillips Petroleum in Oklahoma. She believes healthy debate can bring out better ideas.

What if the person doesn't get along with the other members of the group? "You have to figure out how to get that person to understand that he or she is part of the group," says District 27 Governor Viki

Kinsman. "Try to find a compromise point so the conflict goes away or at least subsides. Remind people that no matter what, they're still working for a common goal."

A book on leadership titled *Shackleton's Way* describes Antarctic explorer Earnest Shackleton's attempts at winning over the malcontents on his shipwrecked crew. He believed one should look for strengths and recognize effort. "Treat them with respect. Try to learn their point of view by listening."

When talking to a person who is creating problems, commend or agree with some part of the person's stand to "sweeten" the points you must criticize, just as you would in giving an effective evaluation of a speech. "Problems can arise from someone who has the 'Everyman for himself' mentality," observes Geoff Holle, general manager of the Palm restaurant in San Antonio, Texas. "They are not willing to work together."

Crain suggests that if the team member's behavior or activities affect productivity, the team must decide whether or not to continue. "Sometimes, just like a sports team, you have to make cuts."

In Toastmasters, the team members may decide, as a last resort, to proceed without the dissenting person and take over his or her duties.

Or consider using community resources. "Our local university has a school of mediation," offers Lyle. "The students have to have some practical experience. This year I've asked them a couple of times to provide a mediator, and I'm optimistic about the results."

For the procrastinators, Lyle suggests moving up the deadline. Kinsman recommends frequent contact to see how the work is going. As for mistakes, "I let them know I am willing to do anything to help them," says Kinsman. "If they know you're there to help, you are in the trenches with them, they are more likely to succeed because they know they can call you."

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It seems there is no end to the unique and even bizarre lengths that some organizations will go to as they embrace a management trend that gained momentum at the end of the last century and continues to be one of today's hot organizational tools: team building! Based on the time-honored notion that the whole is greater than the sum of its parts, the team concept also acknowledges the contribution of each "part" in maintaining a well-oiled and smooth-functioning operation. As effective leaders know, employee and membership satisfaction and productivity – and ultimately the success of an enterprise



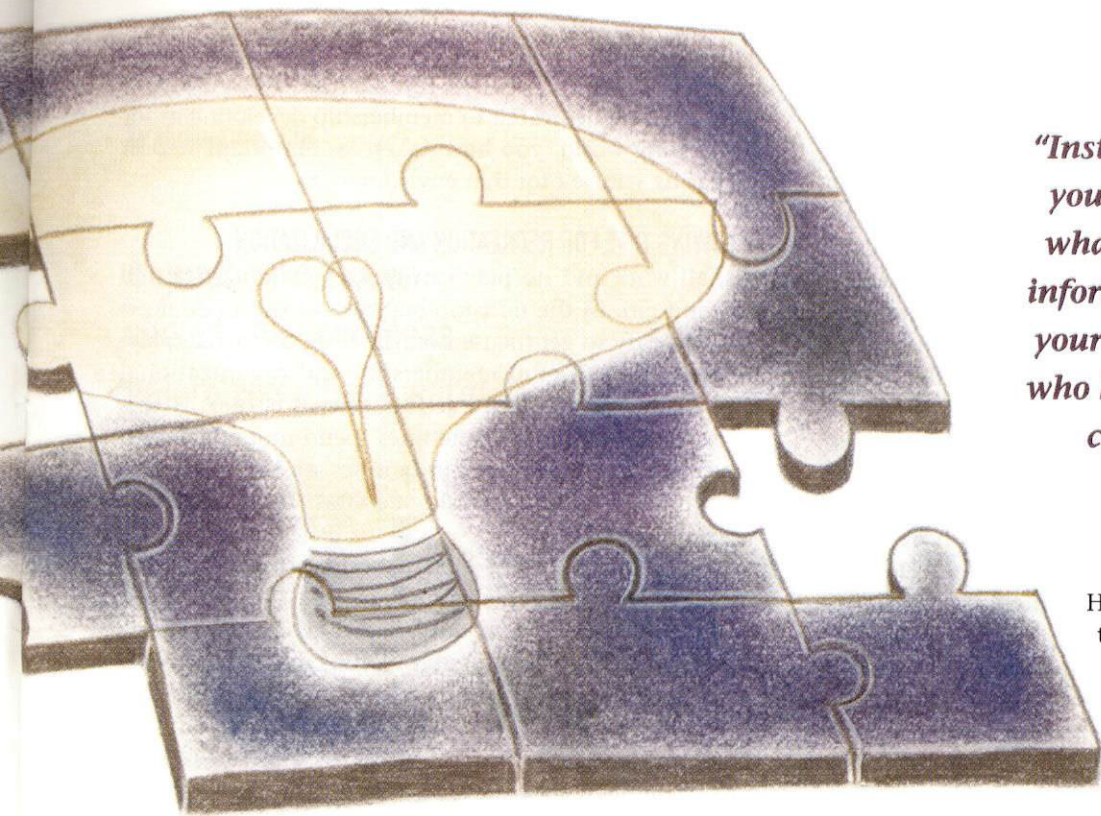
– have a lot to do with the nature of working relationships.

In "Teams, Teammates, and Team Building" (*MedSurg*, August 2001) Marlene Roman, a registered nurse, provides her own testimony regarding the power of teams:

"When I moved to the Northeast, I took a staff nurse position in one of the ICUs. I soon found that I needed to prove myself to the senior staff. I felt totally unsupported and not a part of the team. I started looking for a new position after 6 months and ended up transferring to a surgical unit in the same hospital. Because of the mutual support of the nurses on this floor, I stayed for 10 years."

The article explains, "Roman's new team-oriented environment helped her feel valued and supported; in return, she developed a sense of loyalty to the group and was committed to helping it succeed."

Yes, teamwork has tangible benefits, but beware! Leaders who pay only lip service to group collaboration may find that a team approach can backfire, especially if team-building activities are contrived or become an end in themselves without regard for their intended outcome. Team building is also doomed to fail when people are asked to engage in exercises for which they lack skills



“Instruction tells you what you’re not allowed to do, what your limits are. But information tells you about your possibilities. A person who has sound information cannot escape taking responsibility.”

– JAN CARLZON

How does 'taking the hill' benefit the team and each member within it?" James Lennox, author of "Team-Building for a Better Tomorrow" (*Business Management*, September 2001), believes effective teams must articulate the answers to these ques-

tions, across the board and for each function. He holds leaders responsible for developing the game plan and leading the team to a successful conclusion. But, he adds, "Each team member must clearly understand his/her role and commit to participating in the attainment of that goal."

The emphasis on working collaboratively to achieve goals is changing the nature of business. Once hierarchical, with a few people at the top who were "in-the-know," many organizations now have more flattened structures where many people share knowledge and responsibility. In *The Creative Spirit* (Dutton, 1992), authors Daniel Goleman, Paul Kaufman and Michael Ray point out the advantages. In a hierarchy, the trio explains, managers rely more on instruction – telling people what to do – than on information sharing; this management style leads to work done mechanically and without inspiration.

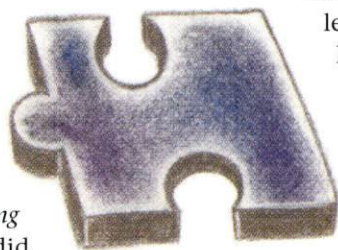
By contrast, they point to the success of Jan Carlzon, the Swedish entrepreneur responsible for the meteoric rise of the Scandinavian Airlines System (SAS), who makes a clear distinction between instruction and information. "Instruction tells you what you're not allowed to do, what your limits are," Carlzon says. "But information tells you about your possibilities. A person who has sound information cannot escape taking responsibility." So, leaders take heed! Whether you're chairing a fundraising committee, trying to improve on a widget or guiding your company through a restructuring process, you've got to do more than let the troops glimpse at the vision in the crystal ball: You have to give them the information and resources that will empower them and make them more accountable for the outcome.

or which embarrass them or make them feel uncomfortable. A manager, quoted in *Mortgage Banking* (September 1998), poses this candid question: "So, how am I supposed to work with you differently because we've held hands and danced in a circle?" Ouch!

To develop the kind of team spirit necessary for getting committee work accomplished, solving problems, developing new products or increasing company profits, you don't need to risk life and limb, make a fool of yourself or sing "Kum By Ya" around a campfire. What you do need, however, is a work atmosphere that promotes a common goal, capitalizes on and builds the skills of group members, and yes, sets aside time for a little recreation and socialization.

PROMOTING A COMMON GOAL

Suppose you are about to embark on a voyage, but the captain of the ship doesn't reveal the destination, the route you'll be following, or how long the trip will take. You're told that you'll be expected to work hard along the way, but there may be a reward – unspecified – at the end of the trip. Eager to set sail? Probably not. Unfortunately, too many team experiences reflect similar unknowns, creating an environment that does little to build team spirit or morale. "What is the purpose of the team? How will you get there? How can the team win?"



CAPITALIZING ON STRENGTHS AND BUILDING SKILLS

How well do you really know your colleagues? Sure, you see them everyday at work or once or twice a month at club gatherings, but do you really know the full range of skills and abilities they can contribute to your team effort? Do you know, for example, what they majored in while they were in college? What their hobbies and interests are outside of work? The volunteer endeavors they're involved in? A simple ice breaker called "Two Truths and a Lie" may reveal some interesting tidbits about your co-workers or fellow club members. Consider setting aside a few minutes at your next meeting and asking everyone to make three statements about themselves, two that are true and one that is a lie. Then have other members guess which of the statements is the untrue one.

"Team building really boils down to making the transition from 'what I need to do to be successful' to 'what we need to do to be successful.'"

— MARK AGARS

Activities like these, as well as simple skill and interest surveys, help members learn about and develop a greater appreciation for one another's unique qualities and gifts. Leaders also acquire valuable information to draw upon as they assign people to committees or group projects, where a balanced set of strengths and interests is required to facilitate decision-making and problem-solving.

Mark Agars, Ph.D., an industrial-organizational psychologist at California State University at San Bernardino, advises managers to carefully consider skills and abilities when putting together a team. Using a baseball analogy, he explains: "When forming a team, you don't want nine great infielders and no catcher or pitcher." The other part of the team-building equation, says Agars, involves not just a focus on technical or job-related skills but consideration of the interpersonal qualities that members of the group bring to the team setting, especially conscientiousness and a willingness to interact, share and remain open-minded.

For those accustomed to a North American culture that has long valued the exploits of the "Lone Rangers" of the world, relinquishing a little of the spotlight and the power in order to participate in a team setting may require a reorientation in thinking and additional training. Consensus-building, conflict management, delegation, effective communication tools, and an appreciation for diversity – these are the other job skills required for success in today's work environment. Fortunately, in choosing to become a member of Toastmasters, an orga-

nization long dedicated to membership development for a changing world, you have taken an important step in preparing yourself for that environment.

ALLOWING TIME FOR RECREATION AND SOCIALIZATION

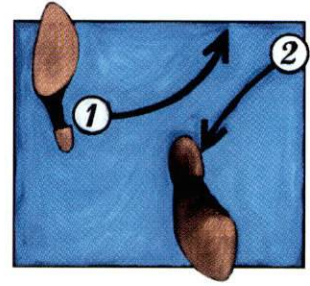
Yes, all work and no play can make Jack and Jill a dull boy and girl. In the nonstop busyness of our lives, however, it's easy to get focused on the tasks and neglect the personal side of club membership and organizational life. As Roman – the nurse mentioned earlier in this story – reminds us, we sometimes spend more time with our co-workers than with our families, and if we hope to work together harmoniously, it's vital that we like the people we work with.

"Usually, the most powerful bonding occurs during off-hours in an informal atmosphere," she says. "It's a chance to learn more about your co-workers. So hang out with them when possible. You'll enjoy the camaraderie that glues the group together into a real team. This social network helps to decrease stress and to increase teamwork." If "hanging out" after work isn't possible, at least set aside some time periodically to celebrate special occasions in your members' lives, to acknowledge their contributions or to share some informal time for socializing over lunch or at a potluck.

For the "bottom-line" folks who are skeptical of fun or think it's a waste of valuable time in an organizational setting, consider the wisdom of James A. Autry, business consultant and former president of the magazine group of the Meredith Corporation, publishers of such magazines as *Ladies Home Journal* and *Better Homes & Gardens*. Autry, author of *Love & Profit: The Art of Caring Leadership* (William Morrow & Co., Inc., 1991), believes that an enriched environment helps stimulate enriched thinking, and he says enrichments don't have to be elaborate or expensive. "I encourage celebrations of all kinds: promotions, a breakthrough sale, a new account, a record-breaking month; or on the more personal level, an engagement or marriage, a new baby, a service anniversary, even a birthday." Frivolous? No, indeed, he argues: "So you lose 20 minutes while everyone gathers for snacks and refreshments, silly speeches and some conversation. So what? I say grab onto every opportunity to demonstrate that joy and celebration are part of the work experience." And part of a club experience, we might add!

As Mark Agars suggests, team building really boils down to making the transition from "what I need to do to be successful" to "what we need to do to be successful." If you know where you're going, have the skills to get there, and have a good time with your fellow travelers along the way, the "I" to "we" transformation will occur painlessly and with positive results for both the individuals involved and the group. **T**

Deborah Flores is a freelance writer living in Riverside, California.



By Michael Hart, CTM

**A great introduction
should sell your ideas
before you utter a word!**

Don't Forget Your Intro!

AS A PRESENTER OR SPEAKER, YOUR PRIMARY GOAL IS TO SWAY your listeners to your point of view. Your introduction should be the first step in that process. But unfortunately, many presenters have no idea how to create a compelling, emotionally charged introduction – or why they should even introduce themselves at all.

As a trainer specializing in teaching presentation skills, I make it a habit to attend as many seminars about the subject as possible. Regardless of the featured speaker's competency level, I usually come away with some tidbit of wisdom. At one such seminar, sponsored by Toastmasters, a bright-eyed young Toastmaster leaned over to me and asked, "Who is this guy?" "I don't know," I responded, "but he's pretty good." "Well, at least he thinks so," quipped this future master presenter.

Regardless of my young friend's opinion of this speaker, he was good – very good. He had, however, committed the amateurish mistake of neglecting to tell his listeners who he was and what gave him the right to be there.

His message was clear and to the point: Everything these aspiring speakers had learned in Toastmasters was wrong! They needed to discard their poor speaking habits and adopt his beliefs, or their presentations were doomed. The audience was absolutely dumbfounded. What gave him the right to make such pompous declarations?

Although we had never met, I knew of this speaker and was aware of his reputation for making outlandish remarks in a tongue-in-cheek manner for the purpose of effect. The rest of the audience didn't know this. Why? Because he had given them no background about himself in his all-important missing introduction.

Regardless of where I speak, I am often startled to find that many of my fellow presenters have no idea how crucial a brief introduction is.

Whether you speak to inform or to persuade, you are working to gain acceptance of your views and to compel

your listeners to act on them. The most effective way to accomplish this goal is to open your presentation with a strong, compelling statement. But before you begin, you need to establish your credibility, that is, to tell your listeners who you are and what makes you an authority on the subject you plan to discuss. In other words,

you need an introduction.

Keep it to one or two paragraphs. For example, let's assume you are about to address city leaders on the virtues of your new cast-iron pipe product line. Perhaps you have vast experience working with or for municipalities. In your career you have seen the pitfalls associated with making a major purchase with taxpayers' money. Be sure to make this information available to your audience before you start talking about your firm or its products' merits.

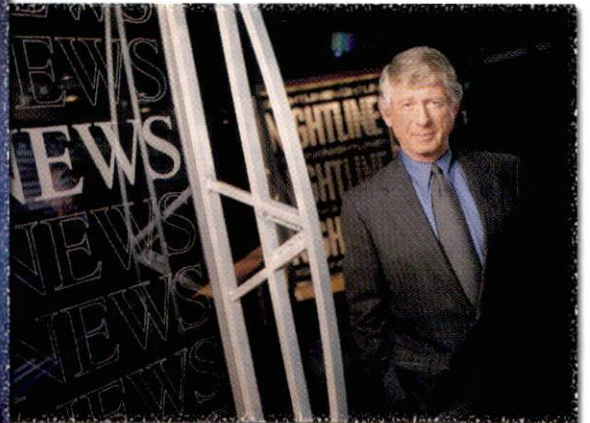
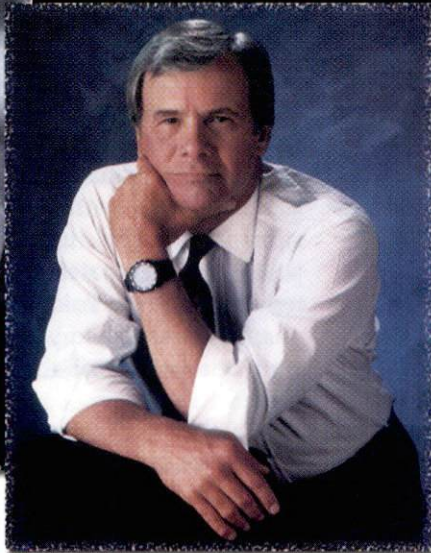
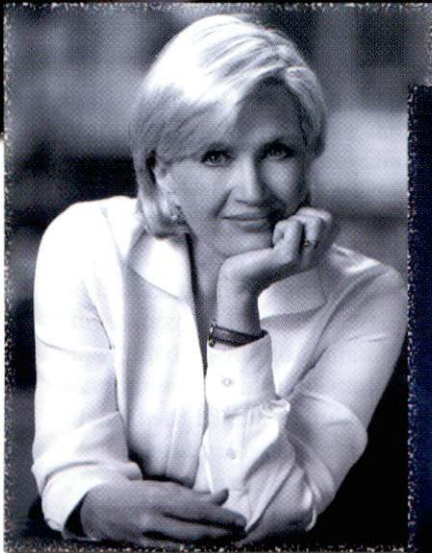
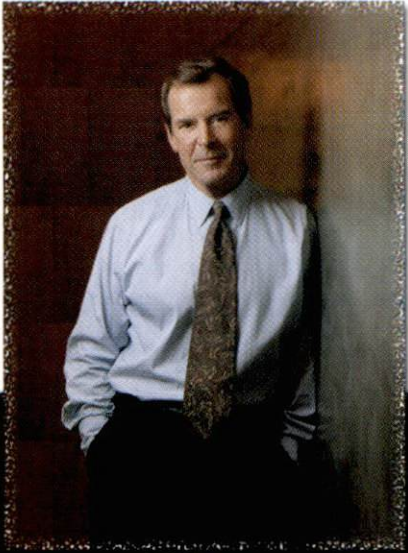
Members of every group you address have some issue, dilemma or concern to handle. Before you can attempt to help them solve their problems, they need to know you understand their situation.

Thus, your introduction should include more than your name and who or what you represent – it should convince your listeners that you know what they are going through, that you understand their needs. Tell them how you came to know the answers to their needs.

You will be amazed how much more they will understand and agree with your presentation, which should be structured to back up ideas you express in your compelling opening statement. No amount of whizbang technology and PowerPoint slideshows can make up for what you fail to declare in your introduction. Take the time to craft one worthy of the presentation you are about to deliver. **T**

Michael Hart, CTM, a professional speaker specializing in presentation skills for salespeople, is a member of Vulcan Voices Club 512-48 in Birmingham, Alabama.

LEARNING FROM



FROM ANCHORS

Watching the evening news is educational – in more ways than one.

Television news anchors are often targets of critical barbs, but one thing is clear: They are still among the most compelling speakers around. Nearly every evening, American newscasters Tom Brokaw, Peter Jennings, Dan Rather and their counterparts around the world hold our attention, keeping us focused on the TV screen – despite more distractions (dinner on a tray, a child wanting attention, a chair scraping) than they would ever encounter in an auditorium. How do they do it? Do they have some techniques we can borrow?

Anchors are worth studying because they have raised the standards for communicating to others. Thanks largely to TV newscasters, audiences today expect a higher level of performance from speakers. If a speaker fails to hold a listener's attention, he or she is swiftly "tuned out" just as surely as if the listener pressed a TV remote button.

Here are some tips we can borrow from some famous broadcasters:

1 **Communication is one-on-one.** "I'm comfortable speaking to another person or to a small group – say, three or four people – but anything larger really bothers me," says a Toastmaster. It's a common complaint. But on television, *all* communication is one-on-one – despite a total audience reckoned in the millions. Tom Brokaw talks to us directly, as individuals. Peter Jennings doesn't shout, frown or talk in a monotone. Their style is conversational. They seldom refer to notes. We suspect they are reading their lines from a monitor, but they certainly don't *appear* to be reading.

How to put this idea into practice? As you give your presentation, single out individuals in the audience and talk directly to them. Forget that it's a roomful of people; talk to those individuals as if they were the only ones in the audience. As a result, your tone will automatically become more conversational and your remarks more direct.

BY WILLIAM HENNEFRUND

2 **Try the power of a pause.** TV anchors are good listeners. When conducting an interview, they appear interested and involved as they listen to the other person. But they also know that when they are delivering the news, a pause can be powerful.

Barbara Rocha is a speech coach and author of *Getting Over Yourself: A Guide to Public Speaking*. She says, "Pauses just naturally happen when you're paying attention. Amateurs are more concerned with looking good, impressing people, or just not making fools of themselves." Silence, she adds, "gives the audience time to catch up with you. Silence gives you time to catch up with yourself and stay in charge."

She cautions: "If you don't pause, you look glib, rehearsed and uncaring. And pausing isn't just silence; it's silence that comes from being in the moment, processing the ideas – not just mouthing them."

3 **Look confident.** TV newscasters seldom look anxious or nervous. Even under harrowing conditions, they seldom get rattled. In broadcasts from the site of the World Trade Center soon after the Sept. 11 attack, for example, TV anchors exuded confidence and conveyed a sense of being in control.

When you appear confident – giving your talk with a strong and expressive vocal tone, holding your head high and smiling – your audience will perceive you as an authority on your subject.

"Appearing confident during a stressful situation may seem like an impossible task, but it's something you can easily do," notes Dr. Reesa Woolf, professor of communications at John Hopkins University of Maryland. "Do not place your hands in front of your face, touch your chin, play with your hair, or fidget in any other way."

Dr. Woolf, who also conducts public speaking workshops, recently offered this advice to readers of *National Public Accountant* magazine: "Be sure your word choices contribute to your confident appearance. Avoid phrases like, 'I just wanted to say...,' 'This might not be helpful but...,' or 'In my opinion...,' These apology phrases make you look weak. In order to appear confident, you need to state your points in a forceful and purposeful manner."

4 Plan to have interesting visuals. TV anchors – and the producers of their programs – excel at offering visuals to accompany their words. A recent CNN broadcast was typical: The newscaster was talking about a new medical discovery. He held up a pill. Then the screen showed a hospital patient, who briefly told how his health had improved with the new medication. Back to the anchor to sum up the story.

Nearly every TV news broadcast is replete with props, charts, diagrams, brief film clips – almost anything to illustrate a point and to keep the viewer's attention riveted to the screen.

"Props don't have to be complicated or elaborate," says Francine Berger, president of Speechworks, a communications consulting company in Stony Brook, New York. "On a recent *60 Minutes* broadcast, Diane Sawyer held an ordinary clipboard in her hand while interviewing a government official. You assumed she was using it to make notes. Of course, that wouldn't have been necessary. But it served to make the interview seem important."

5 Be a storyteller. The point is worth making over and over: Anecdotes and other illustrative stories give life to a speech and keep an audience listening. TV newscasters are masters at livening up a story. Ted Koppel, speaking of his popular show *Nightline*, once explained that his show took advantage of storytelling techniques because much of the news was "of less than earth-shattering importance." He added: "This led me to the conclusion that the viewer needed to be lulled into a state of complicity – the approach of a storyteller seemed more apt than that of a hard-news journalist."

Television news leans heavily on a "feature" approach. In a story about an outstanding football player, for example, TV will take us back to his hometown and show us pictures of our hero as a high-school athlete. In a story about urban poverty, TV will take us into a shelter for the homeless.

Anecdotes are easy to acquire. They can be borrowed, stolen, reshaped or even invented. So if you're looking for ways to make your speeches memorable, develop short stories to make your points. One reliable source of stories: yourself. Your conversations with other people, your experiences, the ordinary events at home or office – all can give rise to anecdotes.

6 Work on your language. Prepare your speech using language for the ear, not the eye. Few have mastered the technique better than Dan Rather of CBS. Reporting on the presidential race of year 2000, he remarked that the contest was "as hot and tight as a too-small bathing suit." He noted that then-candidate George W. Bush "has run through Dixie like a big wheel through a cotton field." As for candidate Gore, "His back's against the wall, his shirttail's on fire and the bill collector's at the door."

The speech you deliver should be much different from the copy of your speech that you might distribute.

A speech that is delivered before an audience will inevitably have pauses, half sentences and repetitions – maybe a few asides and self-deprecating lines – just the way regular conversation between two people does. Try tape-recording your talk before delivering it to an audience. The playback will reveal what parts of your talk are prepared for the eye rather than the ear.

7 Will they trust you? Trust is important when it comes to television news. In a survey about trustworthiness in the media conducted by the Council of Public Relations Firms in May 2001, a third of respondents mentioned the individual's values and attributes as "most important" – more important than reporting experience or knowledge. The most trusted anchors "told it like it is," were honest, sincere, nice, attractive and polite.

When a thousand viewers were asked "Which of today's television news personalities do you trust most?" NBC's Tom Brokaw was named by 19.1 percent. ABC's Peter Jennings came in a close second with 16.2 percent, and Dan Rather, 14.6 percent. It's interesting that Walter Cronkite, who retired as CBS anchor in 1981, was known primarily as "the most trusted man in America." ("Trust" is widely valued in TV; in Germany, some news anchors are known as "Kronkiters.")

How can you earn an audience's trust? Maturity helps. The veteran TV newscasters who score high on trustworthiness each have more than 20 years' experience, and it evidently shows. But the TV newscasters have another technique that other speakers can borrow: They maintain eye contact with us – almost constantly.

8 Acquire a new language – body language. Body language plays a big part in conveying trustworthiness when giving a speech. Appearance is important. A slouch can suggest a lack of interest or enthusiasm; standing straight with weight balanced on each foot makes you look confident and relaxed. Eyes should be focused on the audience. The speaker who shifts his eyes and evades direct eye contact conveys impatience, discomfort, guilt or disinterest. Instead, try to keep your gaze slightly upward. Darting eyes, say the professionals, suggest deceit, while looking down while you speak conveys low self-esteem.

While delivering your talk, it's tempting to use your hands, but be careful: Running fingers through your hair can indicate frustration. Other don'ts: drumming on a lectern, jingling keys, rustling papers or toying with pencils or microphones. During a question period, don't nod when a member of the audience makes a negative statement. It's tempting to nod, to show that you understand the question, but the audience will think you are agreeing with the negative statement.

On the more positive side, it's important to display interest when an audience member asks a question. "One gesture you'll see frequently is hand-to-chin and

side-of-face when the newscaster is interviewing," notes Ms. Berger. "It looks as though the listener is very, very intensely concerned with the person being interviewed."

A word of caution goes with the advice, though. One speech coach puts it this way: "Be your own counsel and do what comes naturally, because the most effective gestures are spontaneous ones. Trying to apply the numer-

ous and often contradictory rules and guidelines of body language can turn you into a quivering mass of self-consciousness, steering you way off of your message." **1**

William Hennefrund is a freelance writer living in Woodbury, Connecticut.

Results From Our Online Poll

By Dr. Ken Tangen

In the March issue, we asked readers to go online and share their views about starting a speech with a joke. How do Toastmasters use jokes? In short, most don't. Many noted that they had trouble remembering jokes, that there is a tendency to force jokes into speeches, and that care must be taken to match jokes and audiences.

The most common joke cited is the three-liner about the two atoms walking down the street. "I've lost my electron," says one. "Are you sure?" says the other. And the reply: "I'm positive." Then there were the philosophical jokes: Descartes goes into a bar and the bartender asks, "Your usual?" Descartes says, "I think not," and disappears. Not surprisingly, there were speaker-jokes (the brain begins working at birth and only stops when you get up to speak).

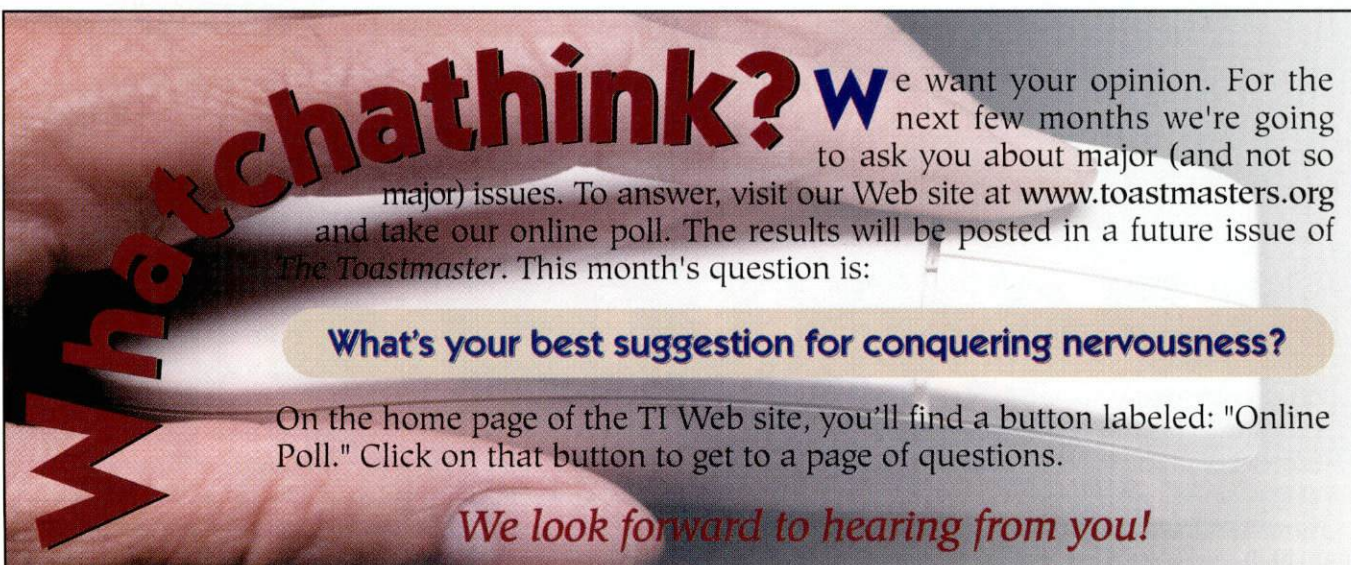
But the most preferred were true stories: The teacher asked the 1st graders what pets they had. One little boy said they had a dog, but when his mother dies they'll get a cat. At the parent-teacher conference that year, the teacher asked about the incident. The boy's mother laughed and explained that when her son had asked for a cat, she had said, "Over my dead body."

Who are these jokesters? According to their answers, they read *Reader's Digest*, *Newsweek* and *Time*. Several also read *Black Enterprise*, *Discover* and *Consumer Reports*. Hobbies were baseball, computers, cooking, hiking, reading and (of course) Toastmasters. Of those who specified, slightly more women than men took our poll (52% women). The majority (56%) were between 35-54 years old (with approximately 22% older and 22% younger than that cluster). The respondents came from 214 zip codes and 13 countries (including 10% from Canada, 6% from Australia and 3% from New Zealand. Other countries included Jordan, India, Japan and the UK.

Interestingly, 17% of those who filled out our poll were not Toastmasters, proving that there's no such thing as a local Web site; it's a global event. For a more in-depth review of the poll, go to www.kentangen.com.

Note: This unscientific poll is intended as a forum for people around the world to put their thoughts, reactions and experiences into words. Neither the questions nor the answers are meant as official statements of policy. We seek to facilitate open communication and to build an international sense of community.

Dr. Ken Tangen of Costa Mesa, California, has more than 20 years of experience as a research psychologist and management consultant specializing in surveys and the independent, third-party evaluation of training programs. He is an expert in information processing, memory, and the integration of cognitive science, psychometric assessment and strategic planning.



What do you think? We want your opinion. For the next few months we're going to ask you about major (and not so major) issues. To answer, visit our Web site at www.toastmasters.org and take our online poll. The results will be posted in a future issue of *The Toastmaster*. This month's question is:

What's your best suggestion for conquering nervousness?

On the home page of the TI Web site, you'll find a button labeled: "Online Poll." Click on that button to get to a page of questions.

We look forward to hearing from you!



Why Settle for the Balcony?

How to get a
front-row
seat in life.

By Marilyn Sherman

Have you ever sat in the upper level at a sports event or in the balcony at an entertainment event and wondered just who those people were in the front row? And, just for a second, did you wish you were there too? Lots of people have, and I am no different. I love sitting up front and every chance I get, I try to sit as close as possible. What I have found in my pursuit of a front-row seat is that people who sit up front have three things in common:

1. They book ahead.
2. They are willing to pay premium prices.
3. They act on their vision of getting what they want.

Now, what happens if it's last minute, and there are no more high-priced seats left, even if you wanted to pay the

big bucks? All hope is not lost! Here's how I was able to sit up front at a recent Earth, Wind and Fire concert.

My schedule as a professional speaker allows me the good fortune of speaking in Las Vegas at least three times a year. When I do, I always call my good friends Dani and Angela and we plan to create some kind of fun when I get there. On a recent visit, they picked me up from the airport and told me Earth, Wind and Fire was having a concert that night. Of course we are all great fans, so we swung by the MGM Grand to buy three tickets. By buying tickets the day of the event, we were already 0 for 1. The only tickets left were in the balcony, so even if we had been willing to pay premium prices, there were none available. We were now 0 for 2.

It didn't take us long to go up several levels to our nosebleed seats. As I was looking way down at the stage, envisioning sitting in the front row (or was it fantasizing?), my friends decided we had plenty of time to go to the concession stand before the concert started. When we arrived at the back of the line for snacks, I just kept walking. Not just any walk, mind you; I did what my speaker friend Christine Holton Cashen calls a "secret-

mission" walk. I simply acted as if I knew where I was going and no one stopped me! My red blazer added that extra air of authority that didn't hurt either. Before I knew it, I had walked down three levels and ended up next to the stage. I looked around at how great the front-row seats were. Then I noticed a very good-looking, approachable young man standing by the entrance to back stage. I walked up to him and asked what time the concert started.

He said, "Technically, the concert is supposed to start at 10, but my Uncle Phil isn't scheduled to be on stage until 10:30." To which I replied with a wide smile: "Uncle Phil? As in Phillip Bailey, the lead singer of Earth, Wind and Fire?"

"Yeah, are you in the business?" I told him I wasn't in the entertainment business, but that I owned and ran my own speaking business. He was very interested in hearing more about my motivational speaking. I gladly gave him some of my favorite motivational lines like: "Any day above ground is a good day!" and "There is no such thing as a bad day, only bad moments that people choose to nurse all day long!" We had a great conversation that was interrupted by the dimming lights indicating that the concert was about to start. He told me he had to take his seat but he would love to continue talking after the concert. Then, he asked me where I was sitting.

I told him to turn around and pretty much look all the way back and up, and that's where my two friends and I were sitting. He immediately said, "Wait here!" After two minutes, he came back from behind the curtain with three backstage passes and invited me to meet

him after the show! I was so excited, I flew back up to the cheap seats where my friends greeted me with "Marilyn, where have you been? Those people over there tried to steal our seats." To which I said (as I flashed my ALL-ACCESS badges) "No worries. We're going down to the floor and sitting next to the stage!" They then said, "Okay, how did you do it this time?" I simply told them that I acted as if I knew where I was going, which created an opportunity to strike up a conversation with someone who had access to front-row seats.

Not only did we enjoy a great show, but afterward we were able to go with my new best friend backstage to a private party to meet his uncle Phil. What a great night!

As I recall this memorable evening, I am reminded of people who are not satisfied with some part of their life. They accept where they are, and sometimes complain without doing much about it. I figure that creating a better, more satisfying life is very much like getting a better seat at your favorite concert or similar event. So, if you want to sit up front in the venue of your life, remember to book early, and be willing to pay the price! If that doesn't work, you can always at least try to take some sort of action toward what you want. Don't sit back wishing you had a better seat. If you get stopped along the way, hey – at least you tried. But, you never know how far you might get and who you might meet along the way. Go for it, and I'll see you in the front row! **1**

Marilyn Sherman is the president of Stay Focused Seminars, a speaking business based in San Diego, California. She can be reached at www.conflictexpert.com.

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National Speakers Association



What to Do With Your Faithful Few

ADMIT IT. WE DON'T ALWAYS HAVE MEMBERS PACKING THE room at every meeting. As a matter of fact, many of us have watched our group dwindle from the Get Along Gang, to the Fab Five, Fantastic Four, Three Musketeers, or even the Dynamic Duo. It's time to plug the leak before you end up the Lone Ranger.

There, there. It's OK, leaders. We've all been there. Every organization has its ebbs and flows. We watch in amazement when a sports team wins the championship one year then struggles to make the playoffs the next. In the process, the group loses its collective morale and begins to question the leadership's competency. Just know this – when faced with adversity, every leader has two choices: give up or get better.

There is no such thing as a club that is always "on." Thus, the goal is not to avoid the unavoidable. Rather, we seek to manage the transitions from one era to the next. Here is a short list of practical "do's" that will guarantee that your club returns to its game-winning form.

- **Examine why your numbers have decreased.** The old adage is still true. If you do not learn from your mistakes, you are doomed to repeat them. People make decisions concerning where they spend their time based on perceived value. If your group has lost its value to its members, find out why. Bottle up your pride and ask yourself, "Is the leadership doing something wrong?" Sometimes even minor changes can make a big difference.

- **Speak to the seats that are filled, not those that are empty.** Nothing is more frustrating than sitting in a meeting where the presiding officer continually laments not having a larger audience. It tells me that he or she does not value my presence, even though I took the time to attend. What kind of mood does that set for the rest of the meeting? When faced with an unimpressive turnout at a meeting I once attended, a great leader stood before the group, and she said "For reasons both good and bad, many have chosen to do something else during this time. Though we are all busy, you however, have demonstrated your commitment to the organization with your presence tonight. I am humbled and honored to serve men and

women of such great integrity." Wow! Where do I sign for a life membership?

- **Make a "hit list" of new people you will invite to your meeting every week.** Three to five is a good number. If each of your "faithful few" invites five new people every week, the num-

bers absolutely have to rise. Have each member bring in their list to verify that they are actively participating in the program.

- **Speak to people who have recently left the organization.** They will give you the best insight on potential weaknesses within the group. Who knows? Once you tweak, shine and polish things, they may just come back!

- **Frequently trade roles within the organization.** Being small and nimble is a great developmental opportunity that gives everyone a good feel for executive leadership roles. In many small organizations, you find the same people repeatedly holding the same executive board positions because others do not want the weight of the fledgling organization on their shoulders. Because people probably have to shuffle to fill several positions anyway, why not make the most of it? Be sure to give kudos to those who step up and take the challenge.

- **Have joint meetings with other clubs.** Sometimes it's just good to see a crowded room. It's also a great esteem booster to create a fellowship with other organizations that have similar goals and challenges. Trust me, you are not alone.

- **Do not start late because you are waiting for a tardy member of your faithful few.** Everyone must work at maintaining your club's standard of excellence at every meeting. As soon as one concession is made, two or three others usually follow.

- **Keep increase on your mind!** In the words of motivational speaker Les Brown, "It's not over until you win." **T**

Jonathan Sprinkles, ATM-G, is a member of Dell Master Speaker Club 5615-55 in Austin, Texas.



By Jack McClendon, ATM-G

Advice about adding acronyms, acrostics and alliterations.

Amaze an Audience

MOST PROFESSIONAL SPEAKERS ARE FASCINATED WITH ACRONYMS, acrostics and alliterations. These literary tools help a speaker grab an audience and leave them with a message that's easy to remember. These word tools were even used in the Bible.

An **acronym** is a word in which each letter stands for another word. Acronyms can be great teaching tools. HOMES, for example, is an acronym for the five U.S. Great Lakes: Huron, Ontario, Michigan, Erie and Superior. Many acronyms have even become part of standardized English. Some of the most well-known are:

- Laser: **L**ight **A**mplification **S**timulated **E**mission **R**adiation
- Radar: **R**adio **A**nd **D**etecting **A**nd **R**anging
- Scuba: **S**elf-**C**ontained **U**nderwater **B**reathing **A**pparatus
- Snafu: **S**ituation **N**ormal, **A**ll **F**ouled **U**p

Many of the acronyms used by professional speakers have unknown authors. The best acronyms are those that convey important messages. Here are a few examples:

- Denial: **D**on't **E**ven **N**otice **I** Am **L**ying
- Fear: **F**alse **E**vidence **A**ppearing **R**eal
- Win: **W**hat's **I**mportant **N**ow
- Team: **T**ogether **E**veryone **A**chieves **M**ore
- Bible: **B**asic **I**nstructions **B**efore **L**eaving **E**arth.

The book *Wacronyms* by Alan Katz and Pete Fornatale has some funny and pithy acronyms that can add a lot of power to a talk. Two of the book's most memorable *wacronyms* involves the word "death." The first had to do with the way atheists view death: **D**on't **E**xpect **A**nanything **T**o **H**appen. The second concerned the way believers may view it: **D**epart **E**arth, **A**fter **T**hat **H**eaven

Robert G. Allen wrote the acronym SYSTEM to stand for **S**ave **Y**ourself **S**teps, **T**ime, **E**nergy, **M**oney. Such an acronym is clear and natural, and makes a point worth remembering.

Here are four acronyms I wrote for this article that relate to being a Toastmaster:

- TOASTMASTER: **T**hink **O**f **A** Subject, **T**hen **M**ake **A** Speech **T**hat's **E**asily **R**emembered.

- LEADER: **L**ive **E**xemplary, **A**ct **D**ecisively, **E**arn **R**espect
- MOTIVATE: **M**ake **O**rganizational **T**eamwork **I**mportant – **V**alue **A**ll **T**he **E**mployees
- ACRONYM: **A**n **O**ne **C**an **R**emember **O**bvious **N**ames **Y**ou **M**ake

An **acrostic** is a poem or series of lines in which certain letters, usually the first in each line, form a name, motto, or message when read in sequence. The following acrostic has to do with the California state motto "Eureka," which means "I have found it."

Everyone is excited when they find something of value.
Usually the person who discovers a treasure shouts with joy.
Rarely is a treasure found when the discoverer is silent
about his finding.
Especially rare is the person who finds a treasure and says
nothing about it.
Keep an eye out for treasures – there are many to be
found.
And if you find one, don't forget to shout, "I have found it."

Alliteration is the repetition of the same letter at the beginning of two or more words immediately succeeding each other, or at short intervals. An absolutely exceptional example: *Alliterations are always alphabetically alike.*

Actually alliterations do not have to be alphabetically alike. The repetition of the same consonant sounds or of different vowel sounds at the beginning of words or in stressed syllables, as in "on scrolls of silver snowy sentences," qualifies as alliteration.

Great speakers make their talks memorable. One way to accomplish that goal is to use memory techniques. Acronyms, acrostics and alliterations are great tools for making your talk unforgettable. **1**

Jack McClendon, ATM-G. is a member of Expressions Unlimited 4130-5, in Carlsbad, California. He is a talk radio host and the author of *The EncourageMint Book: Amazing Acronyms, Acrostics, and Alliterations*. Jack can be contacted at action@encouragemint.com

Elizabeth I

QUEEN OF SPEECHCRAFT

The Virgin Queen won battles with her persuasive rhetoric.

One of history's most intriguing and influential speakers was an unmarried female in an era when women had little voice. Yet she was able to transform a backwater nation into a superpower largely as a result of her own super powers of communication. She was Elizabeth I, Queen of England.

When the 25-year-old daughter of Henry VIII was crowned in 1558, England was surrounded by enemy states but was too poor to support much of an army or navy to defend itself. Religious upheaval had catapulted the country to the brink of civil war. To make matters worse, several pretenders sought the throne for themselves, creating an atmosphere of danger and deception. The situation was so bleak, according to Maria Perry, in her book *The Word of a Prince: A Life of Elizabeth I from Contemporary Documents* (Boydell, 1990), that Elizabeth noted, "The burden that has fallen upon me maketh me amazed."

The young queen had spent much of her life imprisoned in the dreaded Tower of London, unjustly accused of treason by her half-sister Queen Mary. Nevertheless, she was witty, vivacious and an avid scholar. As a girl, she read the classics, wrote poetry and studied rhetoric—the art of persuasive and informative discourse – with an acclaimed public orator at Cambridge.

In the 16th century, every well-educated person was schooled in rhetoric, because knowledge and its expression were believed to be inextricably linked. Elizabeth was widely considered a natural speaker. Even her most casual comments were treasured for their flamboyance. In particular, she was skilled at establishing credibility, connecting with her audience and employing diplomacy.

ESTABLISHING CREDIBILITY

One of a speaker's first tasks is to prove her credibility, and an essential part of credibility is image. The queen's public image was dignified and professional, yet distinctly feminine. She took great care with her appearance, using all the means available at the time to present her copper-colored tresses, milk-white skin and lithe figure to maximum advantage. She was especially proud of her hands and showed them off whenever possible.

Elizabeth had tremendous integrity, born in part from her strict religious devotion. The queen gave an impression of moral, intellectual and physical strength, choosing to keep any trouble or illness to herself. She possessed a firm grasp of all the political, economic and religious matters of the day. She translated books from Latin to English and had published her own volume at age 14. She delivered extemporaneous speeches in perfect Latin and was also fluent in French and Italian.

Yet despite these obvious advantages, Elizabeth faced a serious image problem. She chose to remain single and independent, over her advisers' fierce objections. How could she, an unmarried woman in a man's world, earn the respect of her people?

Brilliantly, Elizabeth chose a public persona that resonated deeply with her subjects. She presented herself as



the Virgin Queen, the incarnation of the Virgin Mary. This was extremely significant, because Elizabeth's father had broken the country's ties to Catholicism when he established the Church of England. Although a Protestant, Elizabeth understood that her people missed the solace of the Virgin Mary, so she established her persona as the Blessed Virgin on earth. To further the identification, she made every effort to radiate the utmost purity, so that eventually her unmarried state would appear entirely appropriate.

As useful as the association with the Virgin was, Elizabeth still did not always possess the credibility of a man. This could have been particularly problematic when dealing with her troops. In delivering her 1588 motivational speech "To the Troops at Tilbury" to a battalion of 15,000 soldiers, therefore, the queen opened by addressing the soldiers as "my loving people" and went on to explain how, as a woman, she derived her strength from the good will of her subjects.

Had Elizabeth attempted to present herself as equal to a man, she might have been laughed off the field. Instead, she won over her audience by freely admitting that she was a weak woman. But she did not leave it at that. In the next breath, she cannily alluded to both her masculine and feminine qualities, in lines such as, "I know I have the body but of a weak and feeble woman, but I have the heart and stomach of a king." Later in the speech, she referred to herself as both general and prince. In this way, she gained her listeners' confidence by accepting their prejudices toward women, after which she was free to overturn those prejudices by stressing her bravery and strength. Once her credibility was confirmed, the queen was able to lead her audience wherever she wished them to go.

CONNECTING WITH AUDIENCE

Perhaps Elizabeth's greatest power as a speaker lay in her ability to establish a bond with her listeners. She took pains to understand the needs, desires and ambitions of those around her and to respond to them accordingly. In one of her best-known addresses, the Golden Speech of 1601, the queen faced an unpleasant task: to lambaste Parliament for the sad state of the nation's finances, which would have to be overhauled in order to achieve peace and prosperity. But although the speech was about money, Elizabeth emphasized her love for her people over her love of wealth.

I do assure you that there is no prince that loveth his subjects better... There is no jewel... which I prefer

before this jewel, I mean your love, for I do more esteem it than any treasure or riches, for that we know how to prize, but love and thanks I count inestimable. Of myself I must say this: I never was any greedy, scraping grasper, not a strait fastholding prince, nor yet a waster; my heart was never set on worldly goods, but only for my subjects' good. What you do bestow on me I will not hoard up, but receive it to bestow on you again. Therefore render unto them, I beseech you, Mr. Speaker, such thanks as you imagine my heart yieldeth, but my tongue cannot express.

*"I know I have
the body of a weak and
feeble woman, but I have
the heart and stomach
of a king."*

- ELIZABETH I

Elizabeth thus made her point, but not before she had made her connection.

Despite her lofty ancestry, the queen was at heart a simple and straightforward person.

Especially in her youth, wrote Alan Axelrod in *Elizabeth I, CEO: Strategic Lessons from the Leader Who Built an Empire* (Prentice-Hall, 2000). Elizabeth

preferred to bond with others through direct communication rather than distance herself through convoluted

syntax. Only occasionally, when she was put on the spot and needed time to consider a question, was she known to wander off into murky circumlocution until she could formulate an appropriate response.

The humble and self-effacing queen went to great lengths to assert her humanity in other ways as well. She made good use of body language, carefully using it to reflect her words. She also maintained excellent eye contact, demonstrating that she was talking *to* her listeners, not *at* them. Interestingly, Elizabeth's humility had the opposite effect on her people, who, historians say, came to trust and worship her like a god.

Elizabeth knew that good theater makes for good speeches and that a certain amount of theatricality in her presentations would touch the hearts of both the masses and the elite. She often used bold, dramatic gestures to make a point or forge a connection. Her style was personal, and her language sparkled with vivid imagery. The day before her coronation, for example, she led the traditional procession through London, stopping every now and then to enjoy the pageants and shows performed in her honor. All at once, standing shoulder to shoulder with her people, she raised her voice in spontaneous prayer:

O Lord Almighty and Everlasting God, I give thee most hearty thanks that thou hast been so merciful unto me to spare me to behold this joyful day. And I acknowledge that thou hast dealt as wonderfully and as mercifully with me as thou didst with thy true and faithful

servant Daniel, thy prophet whom thou delivered out of the den from the cruelty of the greedy and raging lions. Even so was I overwhelmed and only by thee delivered. To thee therefore only be thanks honor and praise forever. Amen.

These remarks had a profound effect on the queen's audience. Even the lowliest pauper would have recognized the reference to the Biblical story of Daniel in the lions' den and understood why she had made it. Elizabeth was drawing a parallel between herself and Daniel as two leaders chosen by God to return their people to the righteous path. What is more, like Daniel, Elizabeth had been rescued from the clutches of those who sought to destroy her.

In a further dramatic display, Elizabeth, on receiving a Bible from a small child in the midst of a crowd, took the gift, hugged and kissed it, and vowed "to be a diligent reader thereof." Her subjects roared with pleasure.

Like any actor, Elizabeth was also careful to select the perfect "look" to appeal to her audience, according to historian Laura Elizabeth Coleman. In a speech at Cambridge in 1564 before her troops went to war with Spain, the slender, elegant queen made her remarks while mounted on a charger and dressed in breastplate, with a man carrying the sword of state alongside her and a page bringing up the rear, bearing her helmet. What a glorious and inspiring image for an army to carry into battle! Little wonder that England emerged victorious.

EMPLOYING DIPLOMACY

Although Elizabeth could by law order an execution with a wave of her hand, she was known as a fair-minded, sensitive ruler with a warm, ready smile. Her study of rhetoric had taught her that moderation was the key to successful communication, and so she came to believe that an opponent could be won over with a carrot far more effectively than with a stick. In a speech to Parliament entitled "Concerning the Queen's Marriage" in the first year of her reign, she did not directly combat those who insisted that she wed. First she expressed understanding, in an effort to establish common ground with her listeners. She noted the concerns she shared with her audience, which were, first and foremost, the best interests of the kingdom:

My meaning is not to do or determine anything where-with the realm may or shall have just cause to be discontented...put that clean out of your heads...I will

never in that matter conclude anything that shall be prejudicial to the realm.

Then Elizabeth went on to state that she was committed to serving the will of God, another value that her audience shared. If God wanted her to remain single, she stated, that was His will. If not, she would be happy to marry a virtuous and upright man – as soon as God introduced her to one! Thus the queen cleverly appeared to remain open to the idea of marriage at the same time that she firmly closed the door on the issue. This apparently middle-of-the-road stance served Elizabeth well. She won over her opponents and remained single for the 45 years of her reign.

Similarly, in her 1569 "State of the Nation" speech, Elizabeth tackled the subject of religious freedom with extraordinary tact. She quickly distinguished herself from the nation's tyrannical former rulers, then reminded the members of Parliament that they all shared the same goal: worship of God. She came across as both tolerant and firm, taking the blame for past misdeeds from the shoulders of those she addressed and placing it onto those of the leaders she had replaced:

For things past, it may appear in what sort our mild, merciful, and reasonable government hath been falsely and maliciously depraved by seditious and obstinately ignorant persons.

This approach enabled the queen to criticize the behavior of her listeners without directly insulting them, a feat that remains a tightrope dance for speakers four centuries later.

The Elizabethan era is known as a golden age, and the queen for which it was named is hailed as England's greatest monarch. When she died in 1603, the country was the richest and mightiest in Europe and would soon become the greatest empire of all time. Could Elizabeth have accomplished all this without a mastery of public speaking? History doesn't say for sure. But we can only imagine how much more daunting the task would have been. **1**

Caren S. Neile, ATM-S. is a member of Boca Raton Club 3299-47 and West Boca Club 1978-47 in Boca Raton, Florida. She co-owns a creative consulting agency and teaches storytelling at Florida Atlantic University.

"Her study of rhetoric had taught her that an opponent could be won over with a carrot far more effectively than with a stick."



YOUR 2002-2003 OFFICER CANDIDATES

Here's your introduction to Toastmasters International's 2002-2003 Officer Candidates. On Friday, August 23, you'll have the opportunity to vote for the candidates of your choice while attending the International Convention in San Antonio, Texas.

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. For those attending the convention, you'll have an opportunity to meet and talk with all the International Officer and Director candidates before the election.

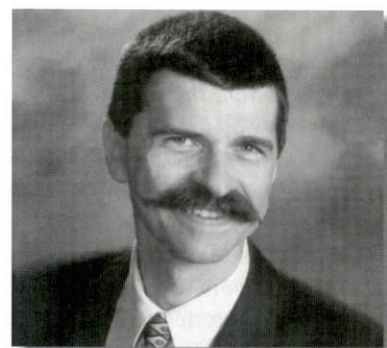
(Additional nominations for International Officers may be made from the floor at the Annual Business Meeting. International Director candidates will be nominated at the eight regional conferences to be held this month.)

Official Notice

The 2002 Annual Business Meeting will be held on Friday, August 23, at 8 a.m., during the International Convention, August 21-24, 2002, being held at the San Antonio Marriott Rivercenter, San Antonio, Texas, U.S.A.

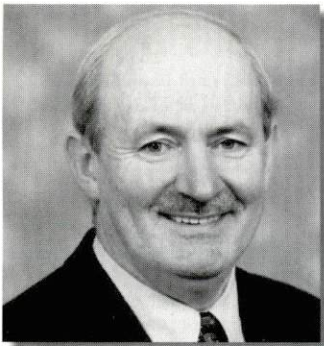
Nominating Committee:

Terry Daily, DTM, Chairman; Tim Keck, DTM, Co-Chairman; Helen Blanchard, DTM; Sheila Logan, DTM; Wendy Farrow, DTM; Carla Ranger, DTM; Dwight Edstrom, DTM; Edwin Rowold Jr., DTM; Robert Brentin, DTM; Barbara Hunt, DTM; Fekry Ismail, DTM; and Mary O'Connell, DTM



For International President

Gavin Blakey, DTM – Senior Vice President, Second Vice President, Third Vice President, International Director 1994-96 and District 69 Governor 1990-91. Mr. Blakey's home club is the Western Suburbs Club 2477-69. As Governor of 69, he led his district to President's Distinguished District. He won the District Evaluation Contest in 1992. Mr. Blakey is a Principal with the City of Brisbane, the largest local authority in Australia. He has an honor's degree in civil engineering, a post graduate diploma in management, and a master's in business administration. His career has included roles in consulting engineering, management, project management, program budgeting, strategic asset management, lecturing in communication at two universities, labor relations, total quality management, policy development, and communication training for Australia's elite athletes. He and his wife, Dr. Bea Duffield, ATM, reside in Brisbane, Queensland, Australia.



For Senior Vice President

Ted Corcoran, DTM – Second Vice President, Third Vice President, International Director 1996-98 and District 71 Governor 1994-95. Mr. Corcoran's home club is the Fingal Club 6255-71. As Governor of District 71, he led his district to President's Distinguished District. He founded five new Toastmasters clubs and, while governor, his district was awarded the President's 20+ Award and the President's Extension Award. Mr. Corcoran is Manager of Safety for Irish Railways. He is a graduate of the Irish Management Institute. He is president of the Dublin Rotary Club, and has served as vice president of the Kerry Association, chairman of the Clontarf Football Club and is a current member of the American Society of Safety Engineers, Chartered Institute of Transport and Chartered Institute of Marketing. He and his wife, Celine, reside in Dublin City, Ireland. They have two daughters.

For Second Vice President

Jon Greiner, DTM – Third Vice President and International Director 1991-93 and District 54 Governor 1988-89. Mr. Greiner's home club is the Caterpillar Employees Club 79-54. As District 54 Governor, he led his district to Select Distinguished District. He has received the District Outstanding Toastmaster Award, the Outstanding Division Governor Award, and is a District Evaluation Contest winner. He also received a Presidential Citation. Mr. Greiner is the Mining Product Support Manager for Caterpillar, Global Mining Division. He has a bachelor's degree in mechanical engineering and in business administration. He is a founding father and past president of the Equipment Maintenance Council and a member of the United Way, Society of Automotive Engineers, the National Mining Association and his church choir. He and his wife, Belinda, reside in Dunlap, Illinois. They have five adult children.

For Third Vice President

Dilip Abayasekara, DTM – International Director 1999-2001 and District 18 Governor 1996-97. Mr. Abayasekara's home club is the Chambersburg Area Club 1981-18. As governor of district 18, he led his district to President's Distinguished District. He placed second in the World Championship of Public Speaking and is an Accredited Speaker. He has received the District Toastmaster, Club President and Division Governor of the Year Awards. Mr. Abayasekara is president of Speaker Services Unlimited, and is also special assistant to the president of Central Pennsylvania College. He has a bachelor's degree and a Ph.D. He serves his church as a teacher, choir member and committee member. He has served on the board of directors of two churches and the YMCA. He and his wife, Sharon, reside in Camp Hill, Pennsylvania. They have two children.

For Third Vice President

Beverly Wall, DIM – International Director 1997-99 and District 62 Governor 1994-95. Ms. Wall's home club is the Grand Rapids Club 404-62. As Governor of District 62, she led her district to Distinguished District. She has received the Area Governor of the Year Award and is a District Evaluation Contest Winner. She served as the Region VI Conference Chair. Ms. Wall is a partner in and secretary-treasurer of finance of Truss Technologies, a \$20 million sales company. She has two bachelor's degrees, and a master's degree in business administration. She is a board member of the Grand Rapids Rowing Club, the Cedar Springs Chamber of Commerce, View 100, Junior Achievement, and the Davenport University Alumni Board of Directors. She is also a member of Rotary International. She and her husband, Steven, reside in Grand Rapids, Michigan. They have two daughters.



HALL OF FAME

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

DTM

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

M.V. Jose 514-U, Ghala, Oman
 Gajanan 'Ajit' G. Limaye 6646-U, Ruwi, Oman
 Nelson P. Mathew 6646-U, Ruwi, Oman
 Godfrey E. McAllister 6891-U, St. Catherine, Jamaica
 Lisa M. Novacek 5983-1, Santa Monica, California
 Richard C. Moore 5641-3, Phoenix, Arizona
 Linda Kenney 2994-4, Sunnyvale, California
 Linda Renee Jackson 4920-4, San Francisco, California
 Norman W. Peters 4307-5, El Cajon, California
 James F. Barbour 3722-7, Corvallis, Oregon
 Daniel. Kopulsky 3358-12, Chino Hills, California
 Laura A. Kopulsky 3358-12, Chino Hills, California
 Bob Maher 8178-21, White Rock, Canada
 Donald M. Bush 4357-23, Albuquerque, New Mexico
 Britt T. Morgan 7514-25, Arlington, Texas
 Deborah L. Kulkula 5896-31, Littleton, Massachusetts
 Deborah L. Kulkula 7434-31, Gardner, Massachusetts
 Gregory A. Moore 4023-33, Las Vegas, Nevada
 Michael Smolen 7184-36, Washington, D.C.
 Arne Sampe 9102-39, Sacramento, California
 Steven Yu 8981-42, Calgary, Canada
 Henry R. Leggette 1310-43, Memphis, Tennessee
 Robert H. Rounsefell 8317-43, Cordova, Tennessee
 Arlene Duane Hemingway 8348-46, Babylon, New York
 Maudline Hanna 7108-47, Nassau, Bahamas
 Gloria M. Grehl 7250-47, Orlando, Florida
 Nancy Hodgkinson 1495-50, Dallas, Texas
 Rana Killough 8952-50, Dallas, Texas
 Val Albert 6983-53, Malta, New York
 Laura Del Cotto-Kaminski 5879-60, Niagara Falls, Canada
 Arthur R. Betts 9806-60, Wasaga Beach, Canada
 Cynthia Fortin 348-61, Granby, Canada
 Velma P. Latmore 4916-61, Ottawa, Canada
 Dianne Marie Riddell 4164-69, Nambour, Australia
 Gwen Inglis 7797-69, Brisbane, Australia
 Gordon Barnard 3180-70, Castle Hill, Australia
 Sue Haynes 3554-70, Sutherland, Australia
 Gary Inwood 8382-72, Manukau, New Zealand
 Leo Baxendale 8994-72, New Plymouth, New Zealand
 Judith Murphy 4731-73, Lilydale, Australia

Anniversaries

APRIL

60 years

Sodak 224-41, Sioux Falls, South Dakota

55 years

King of Clubs 447-6, Roseville, Minnesota
 Minneapolis 459 459-6, Hopkins, Minnesota
 Conoma 454-16, Oklahoma City, Oklahoma
 Helena 487-17, Helena, Montana
 Coronado 475-23, Albuquerque, New Mexico
 Sherman Oaks 147-52, Sherman Oaks, California
 Mc Kinley 467-54, Campaign, Illinois

50 years

Idaho Falls 548-15, Idaho Falls, Idaho
 North Shore 1085-21, West Vancouver, Canada
 Mid Cities Evening 989-25, Bedford, Texas
 Greater Dallas 1064-50, Dallas, Texas

45 years

Westwinds 2436-F, West Covina, California
 John Pournaras Agency 2338-13, Ambridge, Pennsylvania
 Downtown 2461-23, El Paso, Texas
 Titan 2368-26, Littleton, Colorado
 Baxter 2447-30, Round Lake, Illinois
 Beacon 2421-40, Beaver Creek, Ohio
 Mavericks 1160-44, Odessa, Texas

40 years

Vikings 591-6, St. Paul, Minnesota
 Tillicum 3435-21, New Westminster, Canada
 Abbott 2679-30, Abbott Park, Illinois
 Hub City 2173-45, Moncton, Canada
 Balcones 3407-55, Austin, Texas
 Corpus Christi 3439-55, Corpus Christi, Texas
 Port Hacking 2235-70, Sydney, Australia

35 years

Aztec 2531-3, Tucson, Arizona
 Valdosta 2906-14, Valdosta, Georgia
 Jenks/South Tulsa 2599-16, Jenks, Oklahoma
 Tower 3544-16, Tulsa, Oklahoma
 Big Sky 3175-17, Bozeman, Montana
 Susanville 3444-39, Susanville, California
 Dolphin 3170-58, Charleston, South Carolina
 The Grosvenor 1651-60, Toronto, Canada
 Cork 1868-71, Country Cork, Ireland

30 years

Los Nortenos 557-3, Tucson, Arizona
 Burlington Northern 2342-6, St. Paul, Minnesota
 Sunny Side 3212-11, Jeffersonville, Indiana
 Rome 1844-14, Rome, Georgia
 The Presidents 1582-15, Salt Lake City, Utah
 NADL Early Risers 3595-19, Ames, Iowa
 United States Senate 473-36, Washington, D.C.
 Plantation 2582-47, Plantation, Florida
 President 3642-74, Pretoria, South Africa

25 years

Articulates 316-F, Irvine, California
 Unisys Toastmasters 66-6, Roseville, Minnesota
 Foothills 1475-12, Claremont, California

Marching Toasters 1556-12, Moreno Valley, California
 NASA 34-27, Washington, D.C.
 Nordberg Windjammers 3385-35, Milwaukee, Wisconsin
 Downtowners 294-42, Edmonton, Canada
 Westwinds 3483-42, Calgary, Canada
 Hereford 275-44, Hereford, Texas
 Association Toastmasters 2792-55, Austin, Texas
 Amer.General-Nashville 1371-63, Nashville, Tennessee
 Volunteer 2640-63, Jonesborough, Tennessee
 Wednesday Orators 2983-63, Kingsport, Tennessee
 Speak-Easy 2498-72, Dunedin, New Zealand

20 years

La Voz de Oro 4798-3, Phoenix, Arizona
 Silicon Valley 4802-4, Sunnyvale, California
 Daylighters 4807-6, Sartell, Minnesota
 Three Rivers 4797-13, Pittsburgh, Pennsylvania
 Nova 4817-27, Falls Church, Virginia
 Winners Circle #2 4822-49, Honolulu, Hawaii
 Eagle Toastmasters 4819-50, Shreveport, Louisiana
 Serendipity 2513-64, Winnipeg, Canada
 Impressionist's 4799-65, Rochester, New York
 PECL 4800-67, Taipei, Taiwan
 Springwoods 4796-70, Springwood, Australia
 Emcees 4821-70, Sydney, Australia
 Balclutha 4793-72, Balclutha, New Zealand
 Pretoria 2000 4795-74, Pretoria, South Africa

MAY

65 years

Russell H Conwell 82-6, Minneapolis, Minnesota
 Walla Walla 81-9, Walla Walla, Washington
 Olympia 84-32, Olympia, Washington

60 years

Victory 221-6, St. Paul, Minnesota
 Omaha 229-24, Omaha, Nebraska
 Mobile 226-29, Mobile, Alabama

55 years

Oregon Trail 480-7, Portland, Oregon
 Lamplighters 449-9, Spokane, Washington
 Evergreen 486-9, Spokane, Washington
 Bloomington Good Morning 482-11, Bloomington, Illinois
 Milwaukee 466-35, Milwaukee, Wisconsin
 Cincinnati 472-40, Cincinnati, Ohio
 Media Center 125-52, Burbank, California
 Oakland 88 88-57, Oakland, California
 Rochester 476-65, Rochester, New York

50 years

Washington 1089-19, Washington, Iowa
 Gateway 1101-24, Grand Island, Nebraska
 Federal 1037-27, Washington, D.C.
 Anchor 1110-27, Arlington, Virginia
 Acorn 1068-28, Royal Oak, Michigan
 Arlington Heights/Rolling Meadows 1087-30, Rolling

Meadows, Illinois
Garden City 1102-60, Saint Catharines, Canada
Hamilton No 1 1114-60, Hamilton, Canada

45 years

Pioneer 2308-15, Boise, Idaho
Esquire 2388-19, Des Moines, Iowa
Offutt 2393-24, Offutt AFB, Nebraska
Lexington 2391-40, Lexington, Kentucky
South Dade 2463-47, Miami, Florida

40 years

Daly City 1881-4, Daly City, California
Realtors 2512-6, Minneapolis, Minnesota
Delano 3470-33, Delano, California
Northern Hills 3456-40, Fairfield, Ohio

35 years

Springfield 1792-27, Springfield, Virginia
T N T 2291-42, Edmonton, Canada
State Farm Talk of the Town 3228-54, Bloomington,
Illinois
Demosthenes 1282-57, Oakland, California

30 years

Puc(k)sters 3873-4, San Francisco, California
Servetus East 253-7, Portland, Oregon
Magic 2597-14, Atlanta, Georgia
GSA CO 3448-36, Washington, D.C.
Marshall 868-62, Marshall, Wisconsin

25 years

Edison Power Lines 1055-F, Rosemead, California
Leaders Plus 1853-3, Mesa, Arizona
Motor Mouths 1718-4, San Francisco, California
Reston-Herndon TM's 3550-27, Reston, Virginia
Brentwood Early Risers 1673-63, Brentwood, Tennessee
Riverview 1526-64, Winnipeg, Canada

20 years

Tri-City Achievers 4836-F
Seal Beach Speech Bums 4842-F, Seal Beach, California
High Fliers 4847-1, El Segundo, California
Harborview 4859-2, Seattle, Washington
San Pedro Squares 4860-4, San Jose, California
University of Missouri Rolla 4850-8, Rolla, Missouri
Hill-Climbers 4846-15, Hill AFB, Utah
Triskelion 4853-26, Englewood, Colorado
Arlington Annex 4857-27, Washington, D.C.
The Enterprisers 4840-42, Edmonton, Canada
Sundown 4834-43, Vicksburg, Mississippi
727 4841-47, Winter Park, Florida
National Defense Headquarters 5846-61, Ottawa, Canada
Clinch River 4843-63, Clinch River, Tennessee
Collieries 4831-70, Wollongong, Australia
Newcastle 4835-74, Newcastle, South Africa

JUNE

75 years

Los Angeles 3-52, Los Angeles, California

60 years

New Orleans 234-68, New Orleans, California

55 years

Zephyrus 490-6, Bloomington, Minnesota
Specialty Club/Debate 500-6, Brooklyn Center,
Minnesota
St. Clair 496-8, Belleville, Illinois
Capitol 503-8, Jefferson City, Missouri
Arthur M. Diamond 462-11, South Bend, Illinois
Fond Du Lac 498-35, Fond Du Lac, Wisconsin
Moundbuilders 511-40, Granville, Ohio

50 years

Muncie 1096-11, Muncie, Idaho
Muscatine 685-19, Muscatine, Iowa
Kittyhawk 1108-40, Wright-Patterson AFB, Ohio
Hilo 248-49, Hilo, Hawaii
Uncle Sam 1138-53, Troy, New York

45 years

Professional Men's 624-5, San Diego, California
Diamond 2486-10, Painesville, Ohio
York 2435-38, York, Pennsylvania
Ramstein 2442-59, Ramstein AFB, Germany
Oshawa 2398-60, Oshawa, Canada
Kitchener-Waterloo 2432-60, Kitchener-Waterloo,
Canada

40 years

Eastside 3491-2, Redmond, Washington
Georgia Power Co. 3488-14, Atlanta, Georgia
Meridian 3497-15, Meridian, Idaho
Providence 1330-31, Providence, Rhode Island
Chapel Hill 2294-31, Chapel Hill, North Carolina
Agoissi 3500-40, Columbus, Ohio
Equitable 3507-46, New York, New York
Brisbane Central 3433-69, Brisbane, Australia

35 years

North Star 3696-2, Tukwila, Washington
Gates 3413-26, Denver, Colorado
Summerland 3865-69, Lismore, Australia
Gosford City 3186-70, Gosford City, Australia
Capital 409-72, Wellington, New Zealand

30 years

Columbia 3755-18, Columbia, Maryland
Statesmen 1937-19, Des Moines, Iowa
Cary 3335-37, Cary, North Carolina
Elmwood Park 1552-46, Elmwood, New Jersey
USAA 181-55, San Antonio, Texas
Park 10 Talkers 2359-56, Houston, Texas
Alameda 3904-57, Alameda, California
Western Suburbs 2477-69, Brisbane, Australia

25 years

Saddleback Sunrise Spk 86-F, Laguna Hills, California
Wordmaster 1275-5, San Diego, California
M A C 3681-7, Portland, Oregon
Jack C. High 1489-15, Idaho Falls, Idaho
Chambersburg Area 1981-18, Chambersburg,
Pennsylvania
Friendship 1734-21, North Vancouver, Canada
Booz, Allen & Hamilton 91-27, McLean, Virginia
Promise Speakers 3469-27, Alexandria, Virginia
Flying High 1712-33, Las Vegas, Nevada
Guadalajara A.C. 1828-34, Guadalajara, Mexico
Epic 1732-35, Madison, Wisconsin
Kennedy Space Center 3695-47, Kennedy Space Center,
Florida

Nathan Hale 1484-53, Manchester, Connecticut
Money Changers 802-63, Knoxville, Tennessee
Heart of Tennessee 1757-63, Murfreesboro, Tennessee
Darwin 2163-69, Darwin, Australia
Campbelltown 880-70, Campbelltown, Australia
Coffs Harbour 3387-70, Coffs Harbour, Australia
East London 2711-74, East London, South Africa

Ralph C. Smedley Memorial Fund

Associate

Edward Paluch and Carol Paluch
Past International Director Ned E. Wallace Jr., DTM,
and Ann E. Wallace, ATM, in memory of Steve Jarvis,
DTM, District 58 Governor 1992-93
AMYAC Toastmasters Club 4460-4, in memory of
David Hall
Clyde S. Wilcox, DTM, in honor of Nate A. Parris,
DTM, International Director 1980-82
Jo Anna McWilliams, DTM, International President
2000-01, and Bruce McWilliams, CTM
Toastmasters of Manchester Toastmasters Club
4227-45
Scott Jeffus
Rio Imamura, in memory of Atsuo Ochi
Viren Bhatia
Saskatoon Toastmasters Club 450-42, In honor of Gene
Thompson, DTM
Talk of the Town Toastmasters Club 4295-33

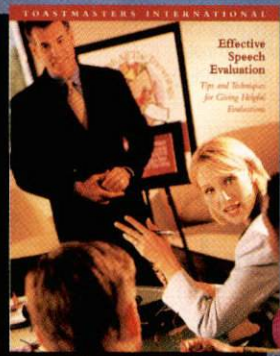
Contributing Club

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of Mary Frances Powell, CTM
AMYAC Toastmasters Club 4460-4, in memory of
David Hall
Katy Toastmasters Club 2755-56, in memory of Ray
George
Premiere Toastmasters Club 2738-45, in memory of
Michael Clarke, CTM

Contributor

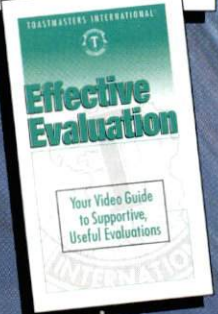
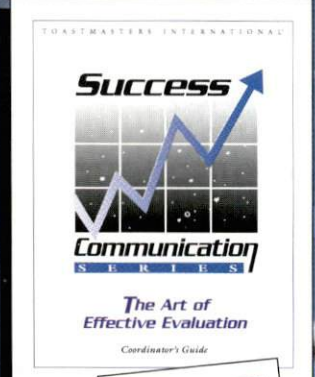
Past International Director Frank Slane, DTM, and
Phyllis Slane, in memory of Raymon C. Ingram, DTM
Past International Director Frank Slane, DTM, and
Phyllis Slane, in memory of John Perry, DTM,
District 16 Governor 1984-85
Gilcrease Toastmasters Club No. 1384-16, in memory
of Raymon C. Ingram, DTM
Joyce Krajewski
Julian Hernandez
Past International President Robert W. Blakeley, DTM,
in memory of William J. Davis, District 36 Governor
1967-78
Robert N. Burns
Francis Roth, in memory of William J. Williams
Norm Ferguson, CTM, CL
Cynthia M. Gibb
Trinity Toastmasters Club 1190-50, in honor of Adrian
Dunklin
Past International Director Jack Pelinka, ATM, in
memory of Ann Thompson
Tucker Lions Club, in honor of International Director
Mary Drew Hamilton

Evaluation *is* Key!



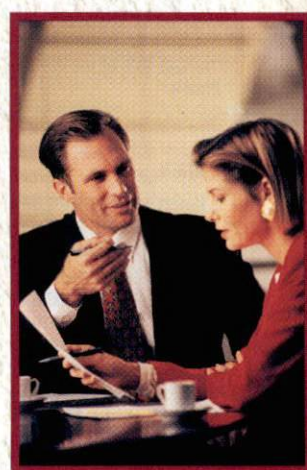
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- | | | | |
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