

# THE Toastmaster

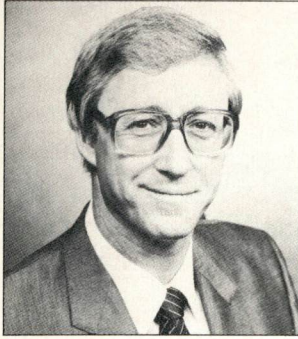
MARCH 1988

NEW MEMBERS:

Reel 'Em In  
And Keep 'Em  
There

ADV. UNITS  
EDIT. UNITS  
TOTAL UNITS

$96.5 = 10.05\%$   
 $863.5 = 89.95\%$   
 $960 = 100\%$



## Master The Market

**M**arketing—the word creates mental images of business executives in Brooks Brothers suits sitting around a conference table. A stuffy old gent holding a long, wooden pointer is drawing imaginary pictures across a flip chart. The graph on the chart is reminiscent of a healthy person's EKG. The vice president of operations fidgets with her hair while the company president snores resoundingly. Ah, marketing, the true foundation of any business.

*Don't get caught up in these textbook images of marketing!* In Toastmasters, we define marketing in three simple terms:

1. Getting new members
2. Building new clubs
3. Keeping all members satisfied

This is what Toastmasters International is about. It is our goal to offer the Toastmasters program to men and women throughout the world. At the same time, we want all our members to continue reaping the benefits of Toastmasters for many years to come. Where does the responsibility for this lie? With each of us.

People join Toastmasters to accomplish a learning objective, but they join a specific club because they feel comfortable and welcome. Once those members are no longer happy within the club, they will leave, regardless of whether their goals have been achieved. It is therefore up to the club to provide an atmosphere in which members will want to achieve. Strong leadership, varied educational opportunities and a friendly, supportive environment are just a few of the characteristics necessary for club and member satisfaction.

This special issue deals with marketing from the Toastmasters point of view. No designer suits, no stuffy board rooms—just a plethora of ideas for building new clubs, and getting and keeping members. You learn the strategies in these areas, along with some established concepts that are possibly being overlooked. You will even read some thoughts on what constitutes the “ideal” club and have the opportunity to see how *your* club measures up.

Most importantly, you'll find out about the proposed revision of club and district structure, designed to offer all members the greatest possible benefits of membership.

I encourage you to read this issue from cover to cover—perhaps even twice. Then discuss these topics at your next club or district council meeting. Keep your copy handy so it can be referred to time and again as a guideline—this is by no means textbook marketing.

*As we achieve quality, growth comes as a result.*

*Thomas J. Peters and Robert H. Waterman, Jr.*  
In Search of Excellence

**JOHN A. FAUVEL, DTM**  
International President

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by Jeffrey Koegel



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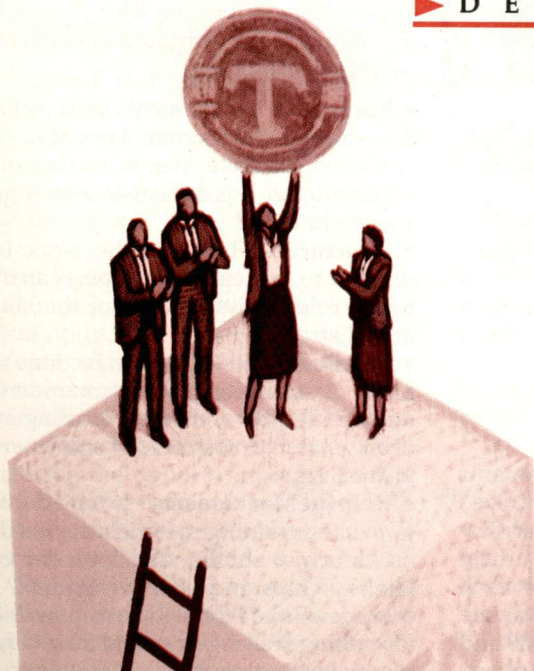
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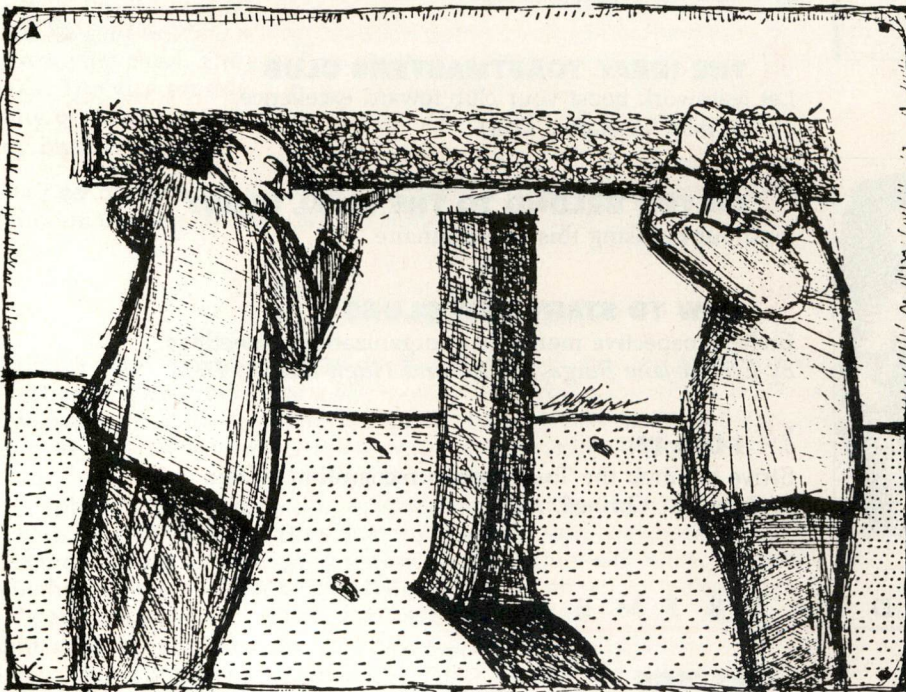
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# Creating a New Club and District Structure

Let's make a good thing better.



**This proposal is geared to help every club and district grow stronger while recognizing officers with titles that truly reflect their duties and dedication.**

**W**e agree that Public Relations/Publicity is important for our growth."

"The idea of having officer titles within Toastmasters more clearly identified with those in the business environment sounds exciting, and would have a positive impact."

"My club thinks it's a great idea—can we start electing the new officers now?"

These are just a few of the comments Toastmasters International has received as a result of the proposed modification of the club and the district officer structure. This proposal, which each club now has the opportunity to vote on, is geared to help every club and district grow stronger, while recognizing officers with titles that truly reflect

their duties and dedication. Better training, more effective programming and public recognition will result in increased benefits to all members.

## Making a Good Thing Better

For more than eight years, the Long Range Planning (LRP) Committee of Toastmasters International researched and discussed ways to improve the organization and increase the quantity and quality of member benefits. The Committee's first step was to develop an organizational model to be used as a means of isolating the specific areas of concern. This provides a clear and defined path for the Committee to follow in order to determine the future direction of the organization.

By identifying the components of any successful organization, we have been able to determine which projects will result in the optimum benefits for members. They are:

- **Purpose or Mission** - What is it that Toastmasters International needs to accomplish to make membership more appealing to Toastmasters and non-members alike?
- **Structure** - How can the work be divided so that each officer plays an integral role in the success of the club and district?
- **Relationships** - What can be done to foster a strong sense of camaraderie among members, thereby creating an even greater atmosphere of enjoyment at meetings?
- **Helpful Mechanisms** - What educational and training materials are needed to assist in the development of healthy clubs and effective leaders?
- **Leadership** - Who will be responsible for pulling it all together and maintaining a sense of control?
- **Rewards** - Toastmasters Interna-

tional is comprised of hard-working, dedicated volunteers. What can be done to ensure that our members are duly recognized for their commitment and performance?

The first of these projects was completed in 1982 when the Board of Directors ratified a Mission Statement for the organization which, in effect, reaffirmed our commitment to serve members while offering the benefits of Toastmasters to others. Similar mission statements were approved in 1985 for clubs and districts. These statements are a result of the effort put forth by the LRP Committee to detail the goals of Toastmasters International.

With the mission statements in place, we now have the opportunity to create a structure which would help achieve the goals of Toastmasters International. This would provide additional benefits to all members and strengthen our organization for many years to come. This proposed structure will ultimately lead to:

- Specialized, increased leadership training
- Greater opportunities for development of leadership skills
- Leadership roles which will be recognized and respected by all realms of the business world and surrounding communities
- Clear, concise objectives on all Toastmasters levels
- Definitive leadership structure, allowing greater distribution of responsibilities and opening the channels of communications to a much greater extent
- Constant influx of new members to clubs because of more effective marketing and public relations programs.

#### Club Structure

Our mission calls for marketing and promoting Toastmasters to as many people as possible, while offering our members quality training in communication and leadership. This proposed structure will do just that. By increasing the opportunities for leadership training while developing new, effective materials and programs, more benefits will be available to members.

The improved training and materials will lead to a greater public awareness of Toastmasters, which in turn will bring more members into the clubs. In order to fulfill our goals and maximize

the potential for gaining these benefits, the following Club Executive Committee structure is proposed:

**Club President:** The chief executive officer of the club ensures that goals are met in education and membership through a combination of goal-setting, delegation, committee participation and counseling.

**Vice-President Education:** As the second-ranking club officer, this person is responsible for planning, organizing and conducting effective educational programs that will ensure maximum opportunities for members' personal development.

**Vice-President Membership:** This third-ranking officer will plan, develop and implement membership promotion with the goal of maintaining charter strength (twenty members). The V.P. Membership will be responsible for new member orientation and promotion of regular meeting attendance among membership.

**Vice-President Public Relations:** The duties of this fourth-ranking officer will include the development of internal and external communication/publicity programs such as club bulletins, news releases, public service announcements and media advertising.

**Secretary:** The fifth-ranking club officer maintains accurate and timely club records, orders all supplies and provides World Headquarters with updated membership and officer lists.

**Treasurer:** The sixth-ranking officer

carries out financial planning and control, dues collection and payment, audits and prompt payment of all other financial obligations. The offices of Secretary and Treasurer may be combined if necessary.

**Sergeant-at-Arms:** As seventh-ranking officer, the Sergeant-at-Arms is responsible for club property management, meeting room preparation and guest hospitality.

**Immediate Past President:** Acts as a role model to club officers and members, as well as promotes the Club Management Plan within the club and completes and submits the plan for recognition.

All elected officers shall be eligible for re-election to successive terms with the exception of the Club President.

#### District Structure

By offering more people the opportunity to benefit from Toastmasters programs, the districts will be fulfilling their mission to meet educational and membership goals and provide effective training and leadership development at all levels.

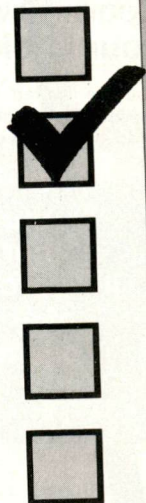
The specialized training for club and district leaders will result in more effective leadership. All members will benefit from this, as the club and district officers will be able to better serve them.

There is no greater leadership training available than serving as a district officer. This new district structure en-

## Cast Your Ballot


It's now time for clubs throughout the world to discuss and vote on the proposed modification of club and district structure. Proxies are mailed to club presidents in mid-March. These proxies are to be reviewed and voted upon by the club members. The ballot will then be cast at the International Convention in Washington, D.C., this August. If a representative of the club will not be attending the convention, the club must cast its vote and send the proxy card to the District Governor, who will deliver the proxy in Washington. The proxy should be voted upon by only the club—do not mail unmarked proxies to the District Governor.

The benefits which will result from this proposal—increased leadership opportunities, more specialized training, effective programming, public recognition and promotion—will help strengthen clubs and districts, as well as the individual members.



**10<sup>th</sup>**

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courages participation at all levels and offers the opportunity to develop leadership skills in specific areas in management, marketing, education and public relations.

**District Governor:** As chief executive of the district, this officer ensures that the highest standards are met in educational programs and club activities/growth through a combination of goal-setting, delegation, committee participation, training and counseling.

**Lt. Governor Education and Training:** The second-ranking district officer is responsible for the design, development and successful conduct of district/club officer training, educational programs and speech contests. This officer will plan and organize training, educational and conference programs and district speech contests.

**Lt. Governor Marketing:** This third-ranking officer will formulate marketing strategies to ensure the attainment of membership/club growth objectives and member/club retention goals. Because there's more to marketing than just 'selling'—marketing involves servicing what you 'sell'—this officer will focus on member satisfaction as well.

The top three district officers cannot be re-elected to the same offices for succeeding terms.

**Public Relations Officer:** This officer serves in a staff position under the direction of the District Governor and is therefore not in logical progression to the position of District Governor. The Public Relations Officer will prepare a communications promotional program for both internal and external use, designed to keep members and non-members aware of the opportunities in communication and leadership training available through Toastmasters.

**District Secretary:** Serving under the direction of the District Governor, the Secretary maintains district records and supplies copies of correspondence and International and District Constitutions and Bylaws.

**District Treasurer:** This office may be combined with the position of District Secretary. The Treasurer prepares procedures that will effectively govern the recording, monitoring, evaluating and reporting of the district's financial performance and obligations.

The Public Relations Officer, Secretary and Treasurer may be elected or appointed by the District Governor subject to the approval of the District

Executive Committee and confirmation by the District Council. These three officers may serve one succeeding term only.

**Division Governor:** This officer serves under the direction of the District Governor and is responsible for the administration and conduct of programs and activities of the division. This is an elected office with a term of one year. Division Governors may be re-elected to succeed themselves for one term.

**Area Governor:** Serving under the direction of the District Governor, this officer helps clubs grow, maintain twenty-plus members and set educational goals of the individual members. This officer also focuses on new club growth and retention of established clubs. The Area Governor may be elected or appointed and serves for a term of one year, commencing July 1 and until a successor is qualified.

**Immediate Past District Governor:** As someone who has already successfully administered the district, this officer provides guidance and counsel to the District Governor, may also be responsible for chairing the nominating committee and planning the long range operations and viability of the district.

**What Else Should We Know?**

Whenever changes occur, some of the questions most often asked concern the cost of implementing the change and any disturbance created by the change. In this instance, however, there will be no additional costs to the clubs or members, and the process of adding or changing officers will be smooth due to the length of time and amount of training involved. Many clubs and districts have already begun preparing for the new structure by "unofficially" adding public relations and marketing officers. But keep in mind that Bylaws prohibit clubs and districts from using titles not yet recognized by Toastmasters International. For instance, although your club must have an Administrative Vice-President, you may appoint a Membership or Public Relations Chairman (who could serve in that capacity without being eligible for receiving credit for having served as a club officer).

We at Toastmasters International are truly excited about this proposal, and we thank you for your encouragement and support. We look forward to working *with* you as well as *for* you to make our organization the best it can be. The benefits will be all yours. □

# LETTERS

## Cover Compliments

Compliments on the cover photo of the December issue of *The Toastmaster* are a must. The highlights in the glass and the texture of the skin are remarkable. One can almost feel the fabric in the shirt sleeve. Even the detail in the cuff link is showing. It is superb!

My compliments to Mr. Johnson.

Robert A. Hedberg  
Communications Club 4816-31  
Milford, Massachusetts

## Cheers to Sober Toastmasters

At a recent Toastmasters meeting, the interesting Table Topics theme was about alcoholism, statistics about drunken driving and the lives it costs us.

When I picked up the December issue of your magazine, the article "Return of the Toast" was featured. This in itself was not offensive, but as I read the contents cover to cover, some statements bothered me. For instance:

Page 11 — Mr. Alex M. Moller suggests: "If your speech succeeds, you may pour a glass of wine and drink a toast to yourself. Cheers!"

Page 15 — Mr. Perry E. Gresham reminds us of a famous quote: "I propose a toast to Socrates—the first professor who drank himself to death." (This is intended to be humorous.)

Page 19 — Our member of the American Baptist clergy, Lo-Ann Trembley, casually refers to this situation: "A month from now you'll be laughing about this as you tell the guys over a couple of beers."

Page 27 — Mr. Rick Wilson states: "Some people don't feel comfortable with those who immediately act as though they've been their *drinking buddies*."

The best advice I gleaned from any article was when Mr. Perry Gresham informed us of one of history's most famous celebrations as recorded in Plato's *Symposium*. "Agathon's personal physician proposed that in the interest of mental clarity, *drinking should be avoided*."

If Toastmasters are to be viewed as leaders of the community, I'm not sure I appreciate the image portrayed in the December issue! Please, let's be responsible Toastmasters.

Pat Eatherly  
Club affiliation and  
address unavailable.

## Fantastic FAX

World Headquarters has just advanced into a whole new era of advanced communications and Australian Toastmasters, indeed *all* overseas members, should be grateful.

The main thrust of Toastmasters International and its World Headquarters staff is to improve communications of all types. Over the years, World Head-

quarters has produced a wide variety of publications unequalled in any other organization in the world; a library of effective oral communication eagerly sought after by members and other interested parties and groups. However, except for a few lines in a recent edition of the *District Newsletter*, the installation of a FAX machine at WHQ went unheralded.

For overseas clubs and members, that FAX machine provides the following benefits:

1. Saves up to eight days in Air Mail delivery time.
2. Provides a direct link to the organization's top executives and administrators.
3. Operates 24 hours a day, so regardless of time zone differences our communications are on the appropriate desks before the mail is even delivered.

The use of the first class publications produced by WHQ is one thing, but the installation of a practical state-of-the-art piece of electronic communication is sheer genius.

Congratulations for showing us the way.

John C. Graham, DTM  
Nambour Club 4164-69  
Nambour, Queensland, Australia

**Editor's Note:** The news about our new FAX machine was mentioned in the December issue of *The Toastmaster* as well as in *TIPS* and *The District Newsletter*. The FAX number is permanently listed on page 2 in the magazine.

## ORGANIZE YOUR IDEAS WITH THE PERFECT SPEAKERS TOOL.

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# REEL 'EM IN AND KEEP 'EM THERE

Fish for new members in the human sea.



BY JOHN A. FEUDO, CTM

*"Sure, catching fish is fun. But what good is it if you can't bring them home and show them off?"*

*Amateur Fisherman/Competent Toastmaster*

**F**ishing has always been a big thrill for me. From the moment I send that first earthworm spiraling to a watery grave until the tantalizing aroma of fresh fish on the skillet wafts throughout my home, I'm exhilarated by the concept of fishing. My cats don't even get even as excited about the fish as I do.

Why does fishing excite me so? No, it's not because I lead an otherwise boring existence. There's a sense of challenge in catching fish, and success is followed by a great feeling of pride. There's no need to complain about the "one that got away," as long as you can gloat over the one that didn't. It may be fun to catch them, but showing them off is the real reward.

By now you've either realized—or you're hoping—that this isn't just another fish story. Well, it's not. The purpose of this article is to provide you with suggestions on reeling in the big catch—new members—and keeping them satisfied.

## Choose the Right Bait

You can very easily catch rainbow trout with a piece of marshmallow, but don't expect to catch a marlin with something that wasn't once alive. Likewise, what is appealing to one prospective member may not impress another. For this reason, Toastmasters International offers a series

ILLUSTRATION BY JERREY KOEHL



of promotional brochures and flyers *Speak Up and Get Ahead* (Code 101) is geared towards the corporate world, while *Reach Out For Success* (Code 99) is a more general brochure. This also holds true for our set of radio Public Service Announcements (Code 1151), which offers three different ways of promoting Toastmasters.

Selecting the right "sales" approach is just as important as choosing the right promotional material. Whereas a salesperson who needs to think quickly may be more enticed by Table Topics, a customer service representative may benefit more from the evaluation and listening aspects of Toastmasters. Just as you need to know your audience when preparing a speech, you must know your target market for prospective members. It's a lot easier to choose the right bait when you know which kind of fish you're after.

### Bait the Hook

Every club should have a membership committee responsible for developing and implementing promotional campaigns and membership contests. The committee can decide which market to hit first, and how to promote the club in that market. Regardless of who is on the committee, though, it's the responsibility of each and every member to recruit new members.

Why should members be motivated to bring in prospective members? The most obvious benefit of adding members is that the clubs at or above charter strength (twenty members) enjoy the best opportunities for varying club programming. Increased membership means increased options and a larger pool of potential leaders. Clubs also benefit financially (additional dues), socially (opportunity to build more friendships) and educationally (new members from diverse backgrounds with varied ideas and talents). In addition, members who successfully recruit new members are recognized for their efforts. Did you know that every day of the year Toastmasters International has *at least* one membership contest in progress? Most districts have their own contests, and each club should sponsor one or more campaigns during the year. This way, everyone has the opportunity to benefit.

Now that you know who should do the fishing and why, it's time to bait the hook. How can you inspire someone to attend a club meeting? First, let's consider all the *free* bait available.

When I was in high school, I wrote for my hometown newspaper. I was paid \$6 for each article I wrote about local sports, politics or the community. After a few weeks, I decided to write about specific groups in the city, using members' names. Well, the newspaper was swamped with letters from people requesting articles about their particular group. Circulation rose tremendously, and soon I was making \$10 per article.

The point is that people enjoy reading about

other people, and they especially like seeing their names in print. So, write a story about *your* club for *your* local newspaper or company publication, or contact the editor and sell the idea so they can write the story. This is an effective way to generate free publicity.

In the Toastmasters International Supply Catalog you'll find an extensive list of promotional material available to clubs and districts. Some brochures are free, such as *Your Membership Provides* (Code 354), while you may have to pay a nominal price for other items.

People often ask why Toastmasters International doesn't advertise in national or international media. A one-page ad in a worldwide publication such as *Time* magazine would need to directly result in the addition of roughly 230,000 new members in order to pay for itself. For even greater exposure, we could air our Toastmasters TV Spot Announcement (Code 1144) during the National Football League's Super Bowl game. We would recover our advertising expenses nearly a million new members later.

The best possible advertising for Toastmasters also happens to be free—word of mouth. How did all the members of your club hear about Toastmasters? In the two years since my club chartered, at least 75 percent of our new members were introduced to Toastmasters by another member. You can't beat testimonials.

A recent survey of organizations revealed that most people joined because of word of mouth advertising. Each of us is a Toastmasters advertisement.

### Cast Your Line

Now that you've baited the hook, it's time to go for the goldfish. As effective as word of mouth advertising is, it only influences a limited number of people. When you cast your fishing line, you have no way of knowing what will take the bait. Likewise, your club may wish to cast a line into the human ocean to reach out to as many people as possible. This can be done by putting up posters in your community or company. You can also get good mileage out of the One-Page Promotional Flyers (Codes 113, 114, 115) available through the Supply Catalog. These can be distributed in envelopes, posted on walls, telephone poles and bulletin boards, or handed out at your local shopping mall or favorite fishing hole.

Another effective marketing tool is a well-produced club bulletin. As mentioned earlier, people like to read about themselves. An interesting and attractive bulletin can help the club in three ways:

1. Motivate active members by recognizing their achievements and detailing significant events.
2. Encourage inactive or former members to return by keeping them informed of the club's progress. An occasional note "Calling All



In  
Toast-  
masters,  
all  
catches  
are "big  
ones."



**T**here's no need to complain about the "one that got away," as long as you can gloat over the one that didn't.

- Former Members" can spark those people to attend.
- Promote the club to community or company leaders, former guests and other prospective members, and invite them to visit.

But the best tool for adding and retaining members is also the least expensive: your imagination. When you go fishing, the sky's the limit.

### Hook 'Em

As soon as that bait hits the water, you'll begin to hook your fish. Guests at a meeting must be immediately welcomed. Otherwise, they'll be like the fish that approaches the hook, sniffs the bait, then swims away deciding to become a vegetarian.

The Sergeant-at-Arms should be at the door greeting all newcomers and introducing them to the Administrative Vice-President or to another member able to explain the benefits of membership. Make sure an experienced member or officer sits next to each guest during the meeting to answer any questions and help the guest feel comfortable.

Each member should take a moment after the meeting to thank the guests for attending. Be certain that any questions are answered. Above all, *welcome each guest to join*. This is very important, yet surprisingly often overlooked. Remember, fish don't jump into the boat just because you've taken out the frying pan.

### Reel 'Em In

In fishing, we often talk about "the big one that got away." In Toastmasters, all catches are "big ones." Don't do anything that could jeopardize your chances of recruiting a new member. Someone who wants to join Toastmasters will join a club. But only people who are impressed with what they have seen will join *your* club.

The first step towards member satisfaction and retention is to immediately orient new members. The Educational Vice-President must sit down with each new member individually to explain what that person can expect from the club, and what the club expects in return by way of commitment. Each member should complete a Member Interest Survey (Code 403), which will give the club a better idea of how to keep the member satisfied. Furthermore, it's important not to schedule new members to give their icebreakers until they feel comfortable in the club.

Building confidence among a new group of people takes time. Be sure to assign an experienced Toastmaster to serve as mentor for each new member. It's critical that new members have a friend to lean on who can guide them through the early stages of their membership.

Have you ever seen a photograph of a smiling fisherman proudly showing off his catch? Be proud of your new members. Make them feel welcome by holding a memorable induction ceremony. Present each new member with a membership certificate, lapel pin and name badge. Provide them with a copy of the club's constitu-

tion and bylaws, reminding them that they are now an integral part of the club. A standing ovation by the members and a round of hearty hand shakes mean more than you can imagine. Guide lines for effective orientation and induction procedures can be found in the New Member Orientation Kit (Code 1162).

From there on, your job gets easier. In order to keep members satisfied, the meetings must be enjoyable and educational. The program should vary occasionally, so members won't get bored. Keep evaluations positive, yet helpful.

The first time I went fishing, I became easily frustrated when there were no nibbles within the first hour. My father took me aside and said, "Son, you cast that line better than anyone I know. I think the problem is that you need to double-hook the bait so it won't fall off when it hits the water. If you do that, fish will be fighting to see who can grab your bait." He easily could have said, "You'll never catch a single fish if you don't bait the hook better." Instead, he chose to use positive reinforcement and helpful suggestions. I went home that night with a thirteen-pound cod, which is the biggest fish I've ever caught.

Above all, continue to provide members with the opportunity to learn, grow and achieve. Toastmasters International is always developing and improving manuals and programs, such as the Success/Leadership series. Use these programs often to assist each member in the development of communication and leadership skills. Members who feel they have stopped learning or are no longer enjoying meetings will certainly not continue to attend.

I have belonged to my club for nearly two years. Other than meetings missed during regional conferences or the international convention, I can honestly say that I've attended more than 90 percent of the meetings. I continue to learn, and never have I *not* enjoyed a meeting. I'm getting better, and I'm having fun at it.

### Make Toastmasters a Hobby

So is that it? Do we just tell you how to fish and then send you adrift? Certainly not. Toastmasters International and your district officers are always available to provide materials, suggestions and inspiration. We exist to help all of you develop strong communication and leadership skills, while offering the benefits of Toastmasters to others. So don't get caught like a fish out of water: take advantage of Toastmasters. □



**John A. Feudo, CTM**, is a member of Indian Professionals Club 6366-F in Fullerton, California. As manager of Membership and Club Extension at Toastmasters World Headquarters, he is responsible for marketing and public relations.

# In Search of NEW BLOOD



Membership growth is no problem!

BY RALPH W. PEHRSON, DTM

Maintaining an active club of more than twenty members is a difficult and ongoing problem for many clubs. In fact, few subjects occupy more time and concern than that of membership retention and membership building. Is there a solution to this serious problem? Is it possible to turn a crisis club around? Yes, but it takes commitment and belief on the part of all club members—particularly the officers. Members are the only ones who can effect a change in a club's circumstances.

For clubs willing to commit to improvement and growth, the following six-point program gives the framework upon which to build.

### 1. First Impressions

Your club must look like it knows what it is doing. Guests and potential new members can only judge a club by what they see and hear at the meetings they attend. If the meeting is disorganized and unfriendly, if speeches are boring and trite, if evaluation and constructive member assistance are nonexistent, the visitor will never find any reason for joining. Club officers in particular must work constantly to ensure that all standards of excellence are maintained.

### 2. Speechcraft

Conducting a Speechcraft program is the quickest way for a club with low membership to attract new members. After completing a Toastmasters Speechcraft program, most participants want to join a club for further development. Club officers can contact district officers for the names of in-

**C**onducting a Speechcraft program is the quickest way for a club with low membership to attract new members.

dividuals and clubs in their areas who have given the Speechcraft course. These people will be able to offer first-hand information on what works and what doesn't, and provide a step-by-step approach to the program. You'll discover there are many details which can make the difference between success and failure. Try to obtain samples of used Speechcraft materials. Your district Speechcraft coordinator may have a library of sample materials and a copy of the program you can examine for ideas and suggestions.

### 3. Education

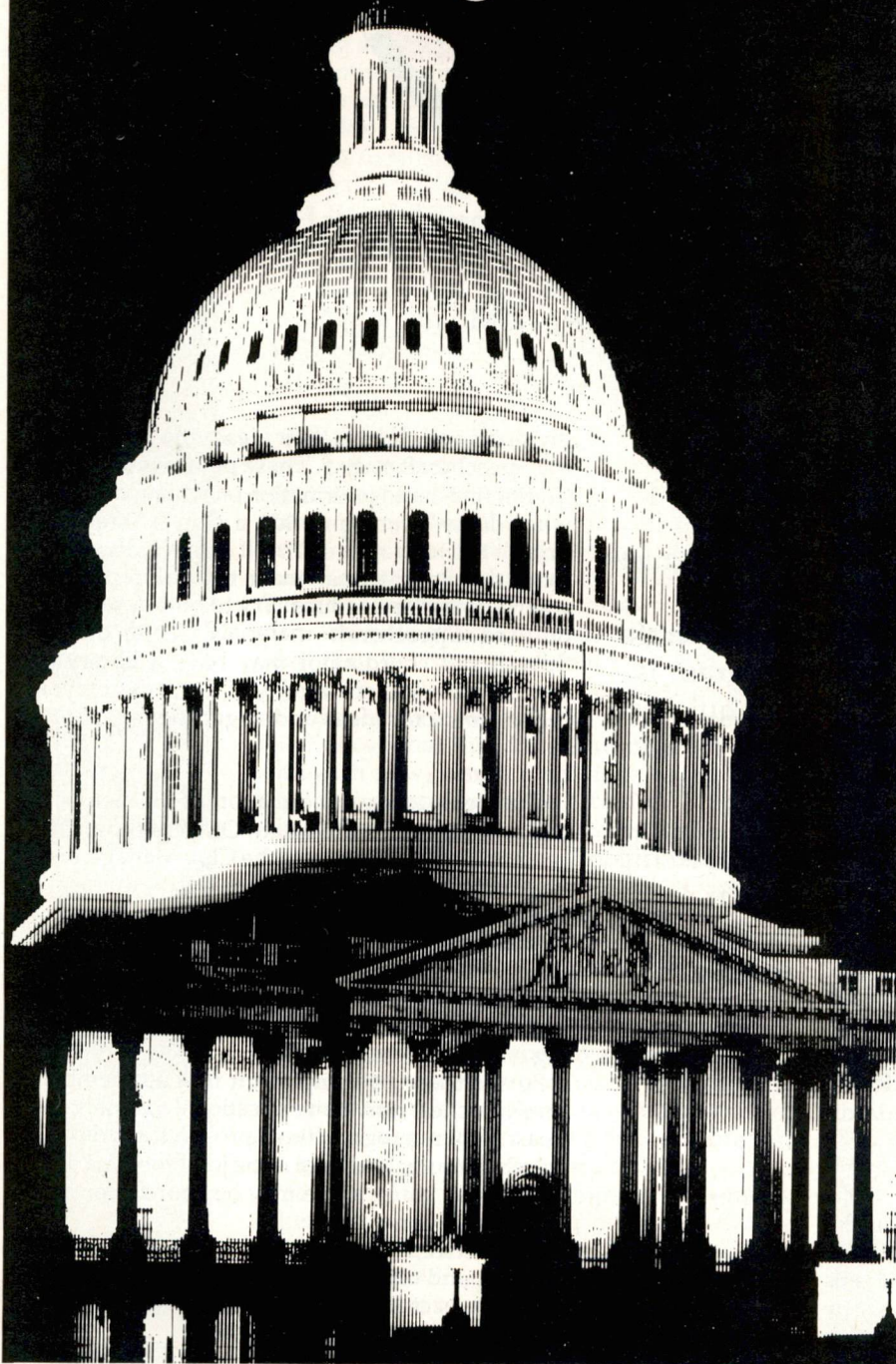
The week-to-week education of all members will only happen with a plan. Officers should set goals for their club and use the Club Management Plan to help the club stay on the "growth track." Find out what the members' goals are by using the member interest survey form (Code 403) twice a year. You'll learn many things about individual goals and interests which otherwise may never be revealed. Let members complete the forms during a club meeting.

Furthermore, it's important that all members give speeches from their educational manuals; the Toastmasters program has a proven track record. Another educational tool is the joint meeting with other clubs, since these may be sources for new ideas and energy.

Productive, constructive evaluation of the meeting and of individual efforts is the most important aspect of education. Every club can benefit from periodic evaluation training.

*Continued on page 30*

# Experience a CAPITAL ADVENTURE in Washington, D.C.



**I**t's a historic event in a historic city! Toastmasters from all over the world will gather for a monumental happening in a city of monuments: the 57th Toastmasters International Convention, August 16-20, 1988, in Washington, D.C.

Combining a great city, an outstanding hotel and lots of exciting speakers is a recipe for making Toastmasters history. If you've never been to Washington, D.C., now is the time to plan a visit to the federal city. If you've never experienced an International Convention, get ready for the time of your life.

Inspired volunteers from District 36, led by Tosh Hoside, DTM, are teaming up with the World Headquarters staff to take you on a "Capital Adventure."

Do you want to hear outstanding speakers and see unforgettable sites? Are you craving a great time; perhaps dreaming about attending the World Championship of Public Speaking? This is the vacation adventure you've been waiting for.

Your "Capital Adventure" will feature this year's keynote speaker, Brian Tracy, and the Golden Gavel recipient, Rear Admiral Grace Hopper, USN Retired. Other inspiring orators include Dr. Arnold G. Abrams, Larry Wilde, Dawn Miller, David Wolford and Rick Phillips. Entertainment is your companion and education your guide as you venture through scintillating sessions on personal growth, club improvement and professional development.

## **The Washington Hilton and Towers**

The magnificent Washington Hilton and Towers with its elegant meeting facilities and luxurious rooms provides the perfect location for the International Convention and your vacation.

Whether your idea of relaxing is an exploration of the Smithsonian Institution, an all-out tennis match or lazing by the Olympic size pool, you can do it at the Washington Hilton. Hotel guests can take advantage of the exclusive Racquet Club's fine health facilities. Recreational opportunities for those of any age abound.

Your room at the Washington Hilton is a home away from home. Elegantly designed, rooms have extra-long beds (king-size or double), refrigerators and color televisions with feature films.

Have a bite in Ashby's Restaurant or the Colonial Coffee Shop, both located in the hotel. A drugstore, gift shop,

hair salon, rental car service, and transportation/tour information are all there for your convenience. There's even a Godiva Chocolate shop. Babysitting services are available.

#### Washington, D.C.

Naturally, a visit to the U.S. capital means a visit to many picture postcard sights. Take a moonlight tour of the Washington Monument, glimpse the famous pandas or visit the home of the President of the United States.

The sights of Washington are easily accessible from the hotel: shopping in historic Georgetown, walking around the Capitol Mall, or sampling the city's fine restaurants. The District of Columbia is famous for its fine entertainment and international cuisine.

Most federal buildings and museums offer free tours. Here are just a few:

**The U.S. Capitol** — On a site chosen by the first U.S. President, George Washington, the sixth through 100th Congresses have exercised their legislative duties as the elected representatives of the people of the United States.



**National Archives** — View the Declaration of Independence, Constitution and Bill of Rights.

**The Washington Monument** — Take an elevator ride to the top of the world's tallest masonry structure.

**White House** — Visit and tour the home of every U.S. President since the year 1800.

**Monuments and Memorials** — Washington offers you a stirring panorama of memorials. From the magnificent Lincoln and Jefferson Memorials to the touching Vietnam Veterans Memorial and Arlington National Cemetery, the federal city offers you a chance to explore the character of a nation.

**The Smithsonian Institution** — With 14 museums and the National Zoo, it is the world's largest museum complex. See the original Star Spangled Banner at the National Museum of American History, or gaze at the 1903 Wright Flyer in the National Air and Space Museum.

**Dining, Music and Entertainment** — If you want the best in entertainment or fine cuisine, a pleasant brunch or a night of jazz, Washington is the place to be.

**Shopping** — Visit Georgetown's upbeat boutiques or stroll through Washington's neighborhoods and find antique shops, bakeries and other quaint emporiums.

#### Register Now!

Washington is a historic city, and the 57th Annual Toastmasters International Convention will be a historic event. Be a part of it and discover excitement beyond your expectations. Plan to take a "Capital Adventure" and attend the 1988 International Convention at the Washington Hilton, August 16-20, 1988. □

## Get Yourself to Washington, D.C.!

**G**etting to Washington, D.C., is easy; it's one of the most accessible cities in North America. Make your travel plans now and take advantage of travel discounts. Remember, the Convention registration desk opens at 10 a.m. on August 16, 1988.

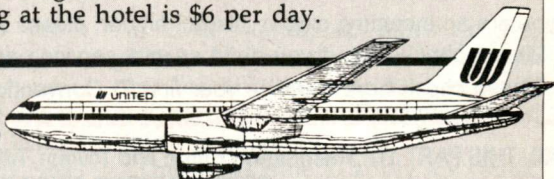
• **By Air** — Three major airports serve Washington, D.C. From most areas you can fly directly into Dulles International, Baltimore/Washington International (BWI), or Washington National airports. The Washington Flyer Limousine Service provides direct transportation to the hotel. Limousine/bus fares to the hotel are about \$15 from Dulles, and only \$7 from Washington National. From BWI you can take a bus to the Capitol Hilton for about \$15, then it's a \$5 cab ride to the Washington Hilton. From National Airport you can take the modern, new Metro subway to stop at **Dupont Circle** for only \$1! From there it's only three blocks north to Connecticut Avenue and the Washington Hilton. A cab ride to the hotel is about \$40 from either Dulles or BWI (be sure to agree upon a price with the driver before departure) and about \$10 from National Airport.

• **By Rail** — Historic Union Station is located on Massachusetts Avenue and North Capitol Street near the Capitol Building. It connects AMTRAK rail service with the Metro subway's rapid rail service to Dupont Circle. From there it's three blocks north to Connecticut Avenue and the Washington Hilton. A cab ride to the hotel costs about \$8.

• **By Bus** — Greyhound/Trailways provides bus service to the Washington area. A cab ride from the bus terminal to the Washington Hilton costs about \$8.

• **By Car** — Interstate 95 provides access to the city from the north and south. Interstate 270 also provides access from the north, while Interstate 66 provides a western approach to the city. All of these main highways intersect with Interstate 495. Take Interstate 495 to Connecticut Avenue and proceed south to the Washington Hilton and Towers at 1919 Connecticut Avenue, N.W. Parking at the hotel is \$6 per day.

### Official Air Carrier



### United Airlines Makes Skies Friendly for Toastmasters

United Airlines/United Express has made flying 'the friendly skies' easier for Toastmasters and guests attending the International Convention in Washington, D.C.

United is offering attractive **30 percent discounts** on full coach fares and five percent off on first-class through "super saver" fares.

Discounts are available only through United's Convention Desk. Call (800) 521-4041, anytime between 8 a.m. and 11 p.m., Eastern Time, and give the Toastmasters Account Number: **8023L**. Discounts are available for travel to Washington between August 13-23, 1988. Seats may be limited, so call now for best availability.



# TOASTMASTERS 57th ANNUAL CONVENTION

August 16-20, 1988  
Washington Hilton and Towers  
Washington, D.C.

**MAIL THIS PART TO: Toastmasters International, P.O. Box 10400, Santa Ana, CA 92711 (This form is not to be used by International Officers, Directors, Past International Presidents or District Governors elected for 1988-89.)**

To attend general sessions on Wednesday, Thursday and Friday, a registration badge will be required. Preregister and order event tickets now! ATTENDANCE AT ALL MEAL EVENTS AND THE SPEECH CONTEST WILL BE BY TICKET ONLY. Advance registrants will receive a receipt by mail. Tickets can be claimed at the registration desk beginning Tuesday, August 16.

**ALL ADVANCE REGISTRATIONS MUST REACH WORLD HEADQUARTERS BY JULY 15.**

- \_\_\_\_\_ Member Registrations @ \$40.00 \$ \_\_\_\_\_
- \_\_\_\_\_ Joint Registration: Husband/Wife (both Toastmasters) @ \$55.00 \$ \_\_\_\_\_
- \_\_\_\_\_ Spouse/Guest Registrations (each) @ \$15.00 \$ \_\_\_\_\_
- \_\_\_\_\_ Tickets: **Toastmasters & Guests Luncheon** (Thursday, August 18) @ \$16.00 \$ \_\_\_\_\_
- \_\_\_\_\_ Tickets: **DTM Luncheon** (Thurs., August 18) (Note DTM# \_\_\_\_\_) @ \$16.00 \$ \_\_\_\_\_
- \_\_\_\_\_ Tickets: **"American Graffiti" Fun Night** (Thurs., August 18, Dinner, Show) @ \$32.00 \_\_\_\_\_
- \_\_\_\_\_ Tickets: **Golden Gavel Luncheon** (Friday, August 19) @ \$19.00 \$ \_\_\_\_\_
- \_\_\_\_\_ (PLEASE NOTE: The Golden Gavel Luncheon will be held on FRIDAY, August 19. This is a change from previous convention schedules).
- \_\_\_\_\_ Tickets: **President's Dinner Dance** (Fri., Aug. 19, Dinner, Dancing, Program) @ \$32.00 \$ \_\_\_\_\_
- \_\_\_\_\_ Tickets: **International Speech Contest** (Sat., August 20) @ \$7.00 \$ \_\_\_\_\_
- \_\_\_\_\_ (PLEASE NOTE: The International Speech Contest is no longer a meal event. However, continental breakfast items will be available for purchase prior to the contest).

TOTAL \$ \_\_\_\_\_

Check enclosed for \$ \_\_\_\_\_ (U.S.) payable to Toastmasters International. **Cancellation reimbursement requests not accepted after July 31. Cancellations not accepted on site.**

(Please Print) Club No. \_\_\_\_\_ District \_\_\_\_\_

NAME \_\_\_\_\_  
SPOUSE/GUEST NAME \_\_\_\_\_  
ADDRESS \_\_\_\_\_  
CITY \_\_\_\_\_ STATE/PROVINCE \_\_\_\_\_  
COUNTRY \_\_\_\_\_ ZIP CODE \_\_\_\_\_  
NO. CHILDREN ATTENDING \_\_\_\_\_ AGES \_\_\_\_\_

If you are an incoming club or district officer, please indicate office: \_\_\_\_\_

- Please check here if you need special services due to a disability. We will contact you before the Convention.
- Please check here if this is your first TI Convention.

**MAIL THIS PART TO: Washington Hilton and Towers, Attn: Reservations Dept., 1919 Connecticut Avenue, N.W., Washington, D.C. 20009  
RESERVATIONS MUST BE RECEIVED NO LATER THAN JULY 17, 1988.**

NAME: \_\_\_\_\_ (LAST) (FIRST) (M.I.)  
NAME: \_\_\_\_\_  
ADDRESS: \_\_\_\_\_  
CITY: \_\_\_\_\_ STATE: \_\_\_\_\_ ZIP: \_\_\_\_\_

**Please circle rate for desired  
ACCOMMODATIONS\***

SINGLE: \$79.00 SUITES: \$270.00 and up  
DOUBLE: \$89.00\*\* TOWERS: \$155.00, \$135.00  
DOUBLE/DOUBLE\*\* \$ \_\_\_\_\_

**TOASTMASTERS INTERNATIONAL  
57th ANNUAL CONVENTION  
August 16-20, 1988**

ARRIVAL DATE: \_\_\_\_\_  
DEPARTURE DATE: \_\_\_\_\_  
Check out time is 1 p.m.

Accommodations are held until 6 p.m. on arrival day unless guaranteed by a major credit card or check covering first night's deposit.

AX  DC  CB  VS  MC  ER  JCB

CARD NO. \_\_\_\_\_ Exp. \_\_\_\_\_

CHECK ATTACHED

**Special Requirements:**

\*If a room at the rate requested is not available, one at the next available rate will be assigned.  
All rates are subject to prevailing D.C. Sales Tax which is 10% plus \$1.00 per room, per night occupancy tax.  
\*\*There is a charge of \$20.00 for each additional guest. Children stay free in their parent's room. Limit of four guests per room.

Hotel Phone: (202) 483-3000

## Spontaneous Debates

The Picatinny Toastmasters club has developed a debate format that is easy, fast and fun for every member of the club. It's a spontaneous debate, and here is how it works: The Table Topicmaster chooses the subject for debate and keeps it a secret until he has the floor. He then announces the subject, immediately divides the club into two teams, quickly designates team captains, and gives each captain two minutes to present his case without any preparation.

Then each club member has one minute to persuade listeners to believe in the cause of his or her respective team. Finally, each captain summarizes the team's position in two minutes. The whole debate moves rapidly, as the timer controls the loquacious.

Guests judge the winning team. If more than one guest is present, ballots are used. If only one guest is present, the decision is announced informally.

Spontaneous debates promote good feelings among club members. Everyone participates. It matters not who wins, it's the spirit and challenge of the contest that counts. It is a great change of pace that should be used once or twice a year.

Henry Hartmann, ATM  
Picatinny Club 3547-46  
Dover, New Jersey

## 1988 Supply Catalog

The 1988 Supply Catalog was mailed to all club presidents of record in October. Be sure to ask your club president to bring the catalog to each meeting so you'll have an opportunity to see what new and exciting items are available this year.

Please remember that, effective January 1, all orders must be accompanied by payment.

For your convenience, we now accept MasterCard and VISA in payment of supply orders. If calling in an order to World Headquarters, be sure to have your credit card number and expiration date handy to give to the order clerk.

## One at a Time

We are often faced with tasks so great they seem impossible to ac-



## Back in Circulation

Do you or members of your club have any extra copies of *The Toastmaster*? Don't let them gather dust—use them to gather new members for your organization. Write labels with your name and phone number, attach them to the covers, and distribute the magazines in the community. You might place some in the library, your doctor's waiting room, or the break area where you work. Let your imagination suggest other good locations.

Putting your magazines back in cir-

ulation can put more new members in your club!

Rod Crase  
Dyess Club 6189-44  
Dyess Air Force Base, Texas

**Editor's Note:** Anyone interested in receiving free issues of *The Toastmaster* for promotional purposes should contact the Publications Department at WHQ. We have a large supply of back issues and will gladly mail some to you for the charge of shipping alone.

complish. We then tend to procrastinate completing the project because of its immensity. The job, therefore, frequently doesn't get done.

When faced with such large tasks, we should approach them by the technique of Manageable Increments. This is accomplished by breaking the project down to a number of smaller sub-tasks—small enough that they don't overwhelm us.

For example, if you are faced with a large job that might take a month or more to accomplish, break it down into smaller tasks that can easily be finished in a few days.

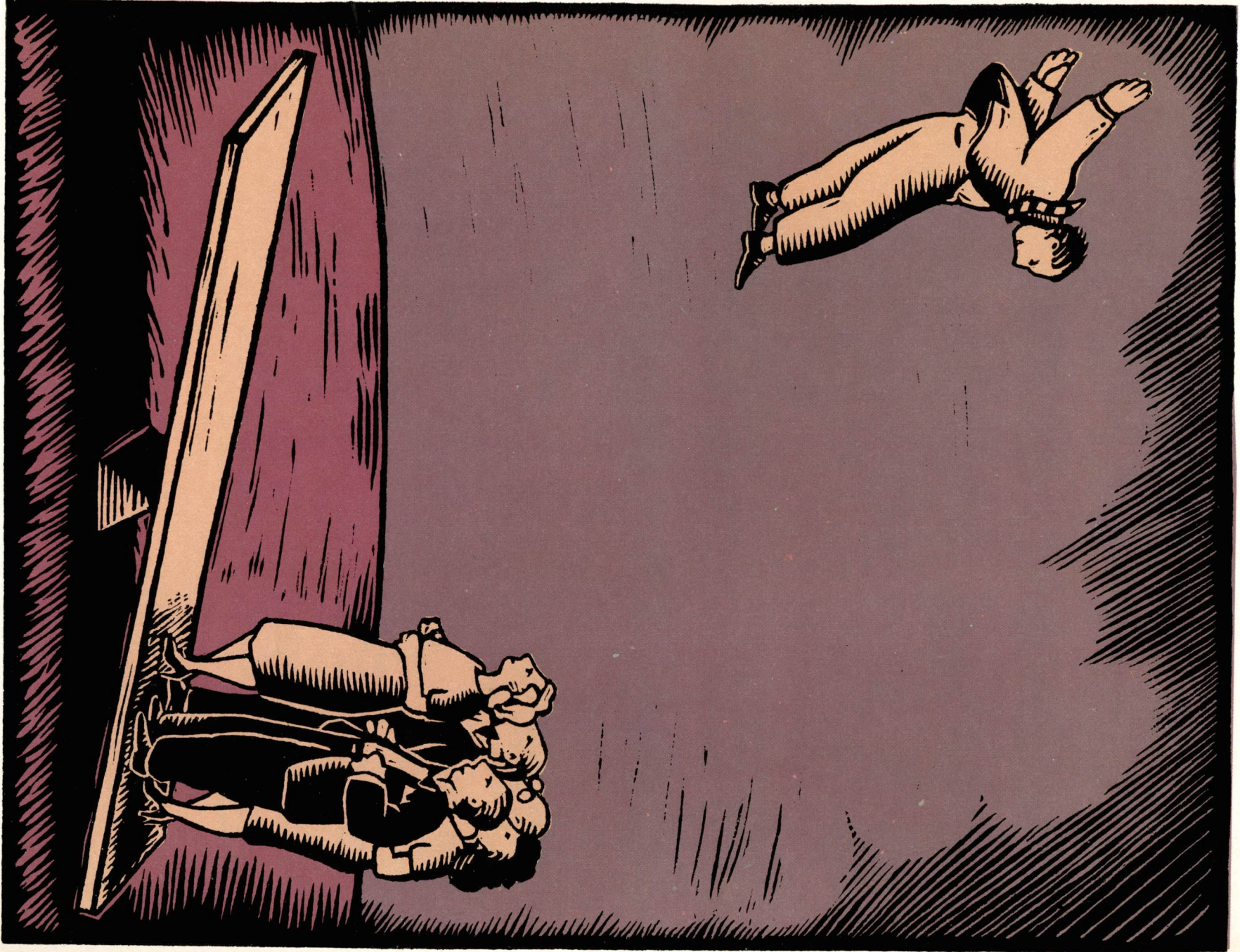
Applying this to Toastmasters, many persons shy away from achieving CTM, ATM or DTM status because the whole task seems overwhelming—

All those manual speeches to give, plus the additional tasks of bringing in new Toastmasters, starting a new club and participating in Speechcraft and Youth Leadership.

This is the time to apply the principle of Manageable Increments: Take on one project at a time; set a goal of one manual speech per month or one every two months. For the DTM, set a goal of two new members and one outside speech per quarter. Soon you will find that you are well on your way to a CTM, ATM or DTM—and before you know it, you'll have accomplished the entire task!

Phil Williams, ATM  
Exchange Club 3785-15  
Salt Lake City, Utah

ILLUSTRATION BY DIRK HAGNER





# The Ideal Toastmasters Club

Let teamwork boost your club toward excellence.

BY THOMAS MONTALBO, DTM

**M**any years ago, I wrote an essay on "My Ideal Girl." When it was published, I received a dozen letters from young women, each claiming that she was the "perfect woman" I described. I had, however, written about a totally imaginary woman.

Likewise, James Hilton in his novel *Lost Horizon* wrote of Shangri-la, an imaginary paradise on earth. Sir Thomas More wrote of a fictitious island called "Utopia," which had what he considered a perfect society.

In the real world, of course, nothing is perfect and everyone has flaws. This is not to say, however, that there's no such thing as The Ideal Toastmasters Club. "Ideal" can apply to a club whose officers and members make great efforts to achieve standards of excellence that approach perfection.

Toastmasters realize that nothing is perfect. Yet we strive for perfection because that's the way to improve ourselves. We join a Toastmasters club because it offers us certain benefits. How those benefits are administered determines whether the members consider their club "ideal."

More than 6,200 Toastmasters clubs with 135,000 members are united by a common purpose; to help members improve their communication and leadership abilities. All operate under the same constitution, yet all are different. They're different because the members are unique and have different needs.

"Most of our members come into a club to achieve some definite purpose," wrote Dr. Ralph C. Smedley, founder of Toastmasters. "That purpose may be to learn to speak in public, to overcome fear, to gain skill in conducting a meeting, or to be a contest winner; or it may be any one of many purposes." After achieving this purpose, Dr. Smedley pointed out, the member is likely to drop out, "unless the leadership of the

club has been awakened to the realization of the further possibilities for him."

By singling out leadership, Dr. Smedley precisely identified a secret of club success. "But just what do we mean by leadership?" he asked. Answering his own question, he said, "It would appear to be the capacity to look ahead, think ahead, plan ahead, and then influence other people to go ahead with the plan."

Note that Dr. Smedley's closing words emphasize influence over coercion. Dwight D. Eisenhower, whose credentials as a leader included five star general of the army, president of Columbia University and president of the United States, often used a piece of string to demonstrate the art of leadership.

He would place the string on a table and ask members of his staff to first push it and then pull it. Then he asked what they noticed. Pushing the string took more energy, and it didn't seem to go anywhere. Pulling the string took a minimum of energy, and it went wherever you wanted. Eisenhower explained that it's the same way when it comes to motivating people.

Supreme authority in a Toastmasters club rests with the president, who presides at all club and executive committee meetings, appoints all committees, and generally supervises the functioning of the club. So the president's leadership sets the pace and determines whether the club will be weak or strong. The president's challenge is to motivate the members and tie their needs to club goals.

When members elect you as their president, you assume the top leadership position of your club. It's up to you to demand members' respect and demonstrate that you have a plan and goals and that you know where you're going. Then you can communicate to them how to meet their own goals while accomplishing the goals of the club. By inspiring members and turning them in-

to enthusiastic followers, club presidents strengthen their own leadership skills while helping other officers to develop theirs. Above all, the president develops a spirit of teamwork. "Teamwork" describes in one word how top Toastmasters clubs excel.

What are the factors involved in accomplishing club goals?

- Carry out the purpose of a Toastmasters club: Provide a learning environment. That includes educational materials, opportunities in the preparation and delivery of speeches, evaluations, knowledge and practice of parliamentary procedure and leadership training.
- Monitor members' evolving needs. Plan programs that have educational value and stimulate both involvement and enjoyment.
- Challenge members to go beyond their immediate needs to realize their potential for greater growth.
- Develop a sense of club pride to make the club greater than the sum of its members.

In discussions with officers and members of some strong Toastmasters clubs, six items emerged as standards of excellence that were actually attained by their clubs.

### 1. Strong Leadership.

In "top" clubs, all the officers understand their duties and responsibilities as outlined in the Club Management Handbook (Code 1310), as well as understand and apply the club constitution and bylaws. Additionally, the officers are dedicated Toastmasters who devote their time and energy to making sure the club succeeds. They participate in periodic meetings of the executive committee, which includes all current club officers and the immediate past president. All actions of the executive committee are reported to the members.

The club president and educational vice-president attend and vote at area, division and district council meetings. They represent their club at regional conferences and international conventions either by attending these meetings or by assigning their proxies to the district governor.

To ensure the club's financial integrity, officers in a top club confirm that a detailed budget is prepared at the beginning of the term and that members pay sufficient dues to cover all expenses.

Officers of top clubs use the Club Management Plan (Code 1110), a tool for setting goals, selecting strategies and reviewing progress. The CMP also serves as the basis for Distinguished Club recognition.

### 2. Effective Programming.

Top clubs give priority to educational programming that meets the members' needs. This adheres to the objectives set forth by Dr. Smedley, who said, "The program presented at the regular meeting is the key, the touchstone,

**T**oastmasters realize that nothing is perfect. Yet we strive for perfection.

the mainspring of the club's progress and success. The program is the laboratory process, the educational method, the training school, the stock in trade of the Toastmasters club. Since it is so important, it should be given primary attention."

Past District 47 Governor James E. Martin, DTM, who won a Select Distinguished District award last year, wholeheartedly agrees. "Above all else," Martin says, "I believe the key ingredient in a successful Toastmasters club is an educational vice-president who sees to it that the club has a good solid program for each meeting, with embellishment by occasional special activities. Additionally, the EVP must have the flexibility to adapt the program to members' needs. A club whose EVP consistently provides this will be successful."

One measurement of a club's success in helping members achieve is the number of Competent Toastmasters (CTM), Able Toastmasters (ATM) and Distinguished Toastmasters (DTM) awards issued. Successful clubs motivate members to strive for these awards by encouraging them to give manual speeches and tracking their progress through basic and advanced manuals.

### 3. Growth and Retention.

Effective programming is one of the best tools to attract and retain members. The programs must be well-planned and varied. For ideas, see *Patterns in Programming* (Code 1314).

Meeting assignments in top clubs are planned at least three meetings in advance. The positions are rotated so that all active members have the opportunity to fill every assignment. To avoid last-minute absentees, the educational vice-president, Toastmaster of the meeting, and general evaluator follow up with those scheduled for the meeting program.

Top clubs treat guests like royalty. Visitors are given recognition by the president and are warmly welcomed by all members. When becoming members, they're inducted in an impressive ceremony, assigned an experienced club member as coach or mentor, and are quickly involved in club programs and activities.

Lynnette Henderson, CTM, president of Harris Malabar club in Malabar, Florida, says, "We realize success when our membership is of a healthy size and composition. By this I mean a membership of between 30 and 40, comprised of both new and experienced members. From our new members we get the enthusiasm that keeps us young at heart, and from our experienced members we get guidance that keeps us on track. As our new members quickly grow experienced, there is a constant need for newer members, so we recruit regularly."

In recruiting, the corporate club puts its weekly newsletter to effective use. The newsletter contains notes on the last meeting, member accomplishments and welcome messages to the guests,

*Continued on page 21*

# DO YOU BELONG TO THE IDEAL CLUB?

We all have ideas on what we would consider to be the ideal club. Most members might agree that enjoyable meetings, unlimited learning opportunities and a sense of belonging are what they look for in that "perfect" club. Well, they're right. This checklist offers you the chance to measure your club against the "ideal."

Complete the questionnaire, then give it to your club president. The president will discuss the answers with the club's executive committee, who should work towards implementing any necessary changes. **Please do not send the completed questionnaire to World Headquarters.** Your answers, and the changes that your club may make thereafter, will put you well on the way towards becoming an ideal club.

## CLUB MEETINGS

- |  |       |       |
|--|-------|-------|
| 1. Do club meetings start and end on time?   | _____ | _____ |
| 2. Does the club president follow an agenda?   | _____ | _____ |
| 3. Does every member wear a name badge and membership pin?   | _____ | _____ |
| 4. Are all members greeted at the door and made to feel welcome?   | _____ | _____ |
| 5. Are all guests greeted at the door and introduced to others?  | _____ | _____ |
| 6. Is there a friendly atmosphere during the meeting?  | _____ | _____ |
| 7. Is the club meeting place comfortable and pleasant?   | _____ | _____ |
| 8. Is your club meeting place easy to find, with signs posted?   | _____ | _____ |
| 9. Is the cost of meals reasonable?  | _____ | _____ |
| 10. Is the Toastmasters International Supply Catalog displayed at every meeting?   | _____ | _____ |
| 11. Is the business meeting conducted quickly and efficiently?   | _____ | _____ |
| 12. Are programs interesting and varied?   | _____ | _____ |
| 13. Are speakers, evaluators and other meeting participants reminded of their responsibilities well in advance of the meeting? | _____ | _____ |

*Continued on next page*

## CLUB MEETINGS

- |   | Yes   | No    |
|---|-------|-------|
| 14. Are speeches well prepared?                                     | _____ | _____ |
| 15. Are evaluations helpful and constructive?                       | _____ | _____ |
| 16. Is everyone given an opportunity to participate in the program? | _____ | _____ |
| 17. Is your club meeting an enjoyable experience?                   | _____ | _____ |
| 18. Are your officers effective in their roles as leaders?          | _____ | _____ |
| Suggestions For Improvement: _____                                  |       |       |

## MEMBERSHIP

- |   |       |       |
|---|-------|-------|
| 1. Does your club set a membership goal for the year?   | _____ | _____ |
| 2. Does your club have a planned membership drive?  | _____ | _____ |
| 3. Does your club participate in Toastmasters' membership building programs, such as "Anniversary Month" and "Get Into Action"? | _____ | _____ |
| 4. Are guests introduced during the club meeting?   | _____ | _____ |
| 5. After the meeting, is a guest invited to join the club?  | _____ | _____ |
| 6. Are new members oriented to the Toastmasters program immediately after joining?  | _____ | _____ |
| 7. Are new members reported immediately to World Headquarters so that they may receive their membership materials?              | _____ | _____ |
| 8. Are new members assigned a coach/mentor?   | _____ | _____ |
| 9. Are new members scheduled to speak soon after joining?   | _____ | _____ |
| 10. Are new members formally inducted and given a membership certificate, pin and name badge?                                   | _____ | _____ |
| 11. Is your club free of an absentee problem?   | _____ | _____ |
| 12. Does a member telephone those who miss more than one meeting to encourage them to attend regularly?                         | _____ | _____ |
| 13. Are all members assigned to a club committee?   | _____ | _____ |
| 14. Is your club free of members who disrupt meetings and have a negative influence on meetings and members?                    | _____ | _____ |
| 15. Are members recognized during meetings for their accomplishments and contributions?   | _____ | _____ |
| Suggestions For Improvement: _____  |       |       |

## EDUCATIONAL ACTIVITIES

- |   |       |       |
|---|-------|-------|
| 1. Does your club provide opportunities for speaking outside the club?  | _____ | _____ |
| 2. Does your club regularly conduct Success/Leadership programs inside and outside the club?                  | _____ | _____ |
| 3. Are members encouraged to visit other Toastmasters clubs?  | _____ | _____ |
| 4. Does your club participate in area, division and district speech contests?                                 | _____ | _____ |
| 5. Does your club encourage members to attend area, division, district, regional and international functions? | _____ | _____ |
| 6. Do you know the value of and requirements for the CTM, ATM, and DTM awards?                                | _____ | _____ |
| 7. Does your club display a Member Program Progress Chart (227) for tracking members' manual completions?     | _____ | _____ |
| Suggestions For Improvement: _____  |       |       |

## GENERAL

- |  |       |       |
|--|-------|-------|
| 1. Do you have a club bulletin?  | _____ | _____ |
| 2. Do you have a formal and impressive installation of club officers?  | _____ | _____ |
| 3. Are you encouraged to attend your club's executive committee meetings?  | _____ | _____ |
| 4. Are you familiar with the proxy your club receives each March which entitles it to votes at the Regional Conference and International Convention? | _____ | _____ |
| 5. Does the club treasurer begin collecting October and April semiannual dues early and give members plenty of reminders about the due dates?        | _____ | _____ |
| 6. Does your club submit the names of new officers to World Headquarters immediately following club elections?                                       | _____ | _____ |
| 7. Do your officers thoroughly understand their responsibilities and carry them out?   | _____ | _____ |
| Suggestions For Improvement: _____   |       |       |

## IDEAL CLUB

Continued from page 18

who are listed by name and thanked warmly for visiting. The newsletter is hand-delivered to the guests, with an invitation to return for another visit. Henderson says this method is quite successful.

### 4. Support and Recognition

Top clubs have members who care and support each other through constructive evaluations with positive suggestions for improvement. More experienced members readily assist the newcomers.

Harry E. Johnson, past president of the Sarasota Toastmasters club 1958-47 in Sarasota, Florida, says, "The offering of constructive criticism is a necessary part of Toastmasters training. However, the manner in which the advice is given is very important. In our club we try to do this in a friendly and considerate manner to avoid creating antagonism. We are lavish in our praise and kind and discreet in our adverse comments. This approach is more apt to bring about beneficial results than a harsher attitude."

Recognition also is a major factor in a top club. Ceremonies are held to present members with trophies, awards or certificates. Those include awards for completion of CTM, ATM and DTM requirements; contests, Speechcraft programs and outstanding participation in such activities as Youth Leadership, debates and Speakers Bureaus. Recognizing members' accomplishments encourages them to even greater achievements and motivates others to follow their example.

Loretha Waiters, president of Venetian Club 952-47 in Fort Lauderdale, Florida, one of the "Top Ten" clubs in 1986 and previous years, regards recognition as the key to motivating members. When asked to name one action that improves a club, Waiters said, "Praise members."

### 5. Fellowship.

Members of highly successful clubs seem to develop a spirit of loyalty and devotion to each other, their club, and its purposes.

This relationship is derived from caring and sharing of experiences, activities and interests. It's an association of friends helping each other in a comforting and congenial atmosphere.

Dr. Smedley called this relationship "fellowship." He said, "If we should ever lose this sense of fellowship, of personal, friendly relationships, we might easily become just another high-grade correspondence school. The personal touch, in all levels of our work, is one of its distinguishing features."

Vivian M. O'Dell, CTM, charter member and past president of the Single Club of Pinellas 3331-47 in St. Petersburg, Florida, says that her club is "a very supportive group. We truly care about *all* of our members: their feelings, achievements and goals. We encourage members in their personal endeavors both inside and out-

"**N**othing great was ever achieved without enthusiasm."

Ralph Waldo Emerson

side the club environment."

O'Dell, an area governor, points with pride to the fact that three members of her club have become area governors since the club was chartered in 1984. This is an example of how top clubs tend to develop members with leadership potential.

We all know the powerful effects of people's enthusiasm at sports events and political rallies. Similarly, members of top clubs draw strength from each other and from their mutual dedication to pursue worthwhile goals.

When club members are interested in and knowledgeable about the cause of Toastmasters, they're filled with enthusiasm. As Ralph Waldo Emerson said, "Nothing great was ever achieved without enthusiasm."

George Shyrock, DTM, Educational Lt. Governor of District 47 and a member of Bradenton Club 2449-47 in Bradenton, Florida, says, "What makes us successful is a handful of members who serve as a nucleus around which the influx of new people come together for united efforts. As the nucleus provides a sense of continuity to the club, its dedication and enthusiasm spread out to the other members."

### 6. Involvement Outside the Club.

Top clubs encourage members to get involved in outside activities. Members gain information, insight and new experiences by visiting other clubs and sharing ideas for programming.

Among the many outside activities are joint educational meetings with other clubs, individual member exchange visits, Speakers Bureau participation, attendance at district and regional conferences and international conventions.

The most successful clubs often have members with experience in district leadership. George Shyrock, for example, applies his skills as Educational Lt. Governor in District 47 to helping fellow club members "do things the Toastmasters way."

Clearly, none of these clubs is doing anything that other clubs could not. So if your club follows suit, you'll receive the full benefits of Toastmasters training. How those benefits are administered determines whether yours is "The Ideal Toastmasters Club."

As George Shyrock says, "Our most successful clubs are led by goal-oriented officers following the Toastmasters International guidelines. Clubs and members always excel when they know where they're going." □



**Thomas Montalbo, DTM**, is a member of Sparkling Toastmasters Club 3602-47 in St. Petersburg, Florida, and has received a Presidential Citation for his articles in "The Toastmaster." He also is the author of "The Power of Eloquence," a book on public speaking published by Prentice-

Hall, 1984.

# Start A New Club!

Invite prospective members to organizational meetings.

BY EVELYN-JANE BURGAY, DTM and HUGH BURGAY, DTM

**T**he continuing success of Toastmasters International depends, in part, on forming new Toastmasters clubs. Traditionally, it's done this way: We find a group of interested people and hold a demonstration meeting featuring a speech, an evaluation and some Table Topics. Although this pattern has formed countless new clubs, it often fails. Usually, the reason for this failure is lack of time. By the time the demonstration meeting is completed, the interested people have to go home or back to work. While the prospective members may say they're interested, they often don't follow up and the new club never gets started.

A more successful way to start clubs is through organizational meetings. This is done by having two or three knowledgeable Toastmasters inform the group about the organization, then form the new club immediately.

Arrange a time and place for you and a few other Toastmasters to address the group. (You can do it alone, but more members offer greater variety.) Arrive early and chat with the people to establish a friendly rapport. Pass out Toastmasters publicity brochures.

Call the meeting to order at the appointed time. After greeting the group and introducing yourselves, a Toastmaster gives a short talk about the history and purpose of Toastmasters International. Then, another member describes a typical meeting, stressing the fun and the educational value. Costs are then explained: charter fees, new member fees, international dues and club dues.

We usually recommend an amount for club dues, depending on the type of club. If the potential club plans to

In one year,  
we held  
twenty-four  
organizational  
meetings in  
District 36,  
resulting in  
twenty-four  
new clubs.

meet in company meeting rooms and has access to company facilities for the preparation and distribution of a bulletin, low club dues, maybe between three and five dollars semiannually, are recommended. If it's a community club that will send bulletins through the mail, we suggest higher dues. If the group is from a business or organization, we determine ahead of time if the organization will subsidize the club. Will it pay the charter fee, new member fees or dues? Companies are often willing to pay everything, but we advise against it. The members will be better Toastmasters if they have a financial commitment.

We often recommend that the company pay the charter fee and the new member fee, but let the members pay their own dues. Make sure to arrange this before the meeting; don't embarrass the company official by asking him

in front of the group how he'll support the club.

The iron is now hot, so strike. Ask the people if they want to form a club. They may be a little shy at first, so have patience. Answer any questions. They want to join, or they wouldn't be there. Start forming the club immediately.

First, the group must decide if it wants a community club or a "closed" club, with members only from their particular company or agency. When the group members have decided what kind of club they want, let them choose a name for the club. They can change the name later if they wish, but it's good to have them start identifying with the new club immediately. They then must decide on the club dues. You can calculate for them what their per person costs will be: one-twentieth of the club charter fee, new member fee, international dues and club dues, minus any part their organization is paying. Then let them decide on a date, time and place to meet.

Next, have a Toastmaster explain the duties of club officers, and lead an election of officers for the new club. If the group has about twenty members, elect all the club officers. If ten or fewer are present, it may be better to elect only a president and a treasurer. All officers will be pro tem until the club is actually chartered. Try to obtain as many membership fees as possible, and have the checks made out in the name of the new club. The treasurer can open an account in the club's name in a nearby bank.

The new club will hold the checks until there are enough members to charter—but *don't* wait for twenty members before collecting the fees. If you do, you may lose some of the

potential members. It's also a good idea to have them pay the charter fee immediately so that World Headquarters can mail their educational manuals.

Now that the club is formed, it's time to plan the first meeting. Have a Toastmaster explain the various functions, and call for volunteers for each position. Fill all the slots, but have an experienced Toastmaster serve as General Evaluator for the first meetings. Bring several copies of the first two manual speeches, so the new Toastmasters can start their speeches right away. You could also give them copies of the Evaluation Manual and any other helpful materials.

Make sure that a few experienced Toastmasters attend the first meetings to assist the new club. Also assign a mentor who will attend all the club's meetings for at least six months.

These activities will take one or two hours, depending on how much the group wants to discuss each activity. Encourage discussion; it builds enthusiasm.

We've used the organizational meeting to start several new clubs in Districts 47 and 36. In one year, we held twenty-four organizational meetings in District 36, resulting in twenty-four new clubs.

By holding organizational meetings, you can help your district build many new clubs, but you also have to follow up and help those new clubs. Retention of members and the growth of new clubs are what makes Toastmasters International successful. □

**Evelyn-Jane Burgay, DTM**, a member of G.U.T.S. Club 5986-36 in Annandale, Virginia, is a lawyer with the Internal Revenue Service. She joined Toastmasters in 1973, won the International Speech Contest in 1977, and now is District 36 Governor.

**Hugh Burgay, DTM**, a member of G.U.T.S. Club 5986-36 and Orlando Conquerors Club 1046-47 in Orlando, Florida, is a professor of engineering management at the Defense Systems Management College, Ft. Belvoir, Virginia. A Toastmaster since 1962, he's a former District Governor and International Director.

**Editor's Note:** To obtain a free New Club Information Kit, which provides all the information necessary to form a Toastmasters club, contact the Membership and Club Extension Department at Toastmasters International. (Please specify whether you will be starting a community or company club.)

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See September 1986 issue of *Toastmaster Magazine* which describes the personal computer tool as it was used to make Top 10.

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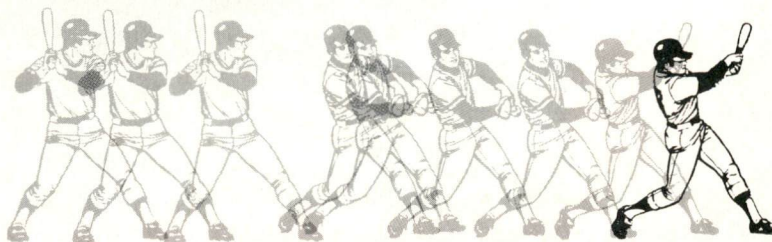


ILLUSTRATION BY JOE CRABTREE



Joe crabtree



# I DID IT!

## Strive to climb the Toastmasters recognition ladder.

BY JAMES L. CONNELL, ATM

**M**ichelle's spirits soared. She was thrilled. As the applause subsided, she glanced around the room at the members' faces—she saw approval, joy and acceptance. Michelle had just been awarded her Able Toastmaster (ATM) certificate. She looked at her friends of the River City club and exclaimed, "I did it!"

"Three years ago I stood here with quivering voice and gave my icebreaker," she continued. "I realized that night just how much I needed Toastmasters, this club and all of you. You've all been tremendously supportive.

"My next step is to become a Distinguished Toastmaster (DTM). I already have my ducks in line. I plan to conduct a Youth Leadership program at St. Vincent's Boys Home, and I almost have the Kaiser plant talked into a Speechcraft program. I think those will be the most challenging and rewarding DTM requirements. But first, I'm taking a month off!"

Applause again filled the room as Michelle walked away from the lectern. Everyone in the club admired Michelle. They had observed her hard work, her successes and her growth during the past three years. Like members of most Toastmasters clubs, they empathized with one another. They each felt that they shared in her progress and hence, they shared in her joy.

We all need acceptance, approval and appreciation. Success seldom reduces these needs; it may even intensify them.

Toastmasters are certainly no exception. Since we periodically need to overcome the impulse to duck out the backdoor and instead get up and address the crowd, it may be that we need emotional reinforcement even more than others do. Applause at times of stress is certainly welcome. Awards and recognitions, such as achieving

CTM, ATM or DTM status, make each of us stand a little taller.

### Toastmasters Recognition

The first step on the Toastmasters awards ladder is Competent Toastmaster (CTM). This certificate is awarded upon completion of ten speech projects from the Communication and Leadership Manual. Each of these projects has a different theme, and contributes greatly to the member's ultimate mastery of public speaking. Furthermore, each speech is followed by an evaluation, giving the Toastmaster an opportunity to pick up pointers from a more experienced member.

Receipt of the CTM certificate gives the member the satisfaction of having significantly progressed toward becoming a polished speaker. The member knows and feels that the apprenticeship now is over.

A Toastmaster may begin work immediately for the next level of recognition, the ATM. The member now has the opportunity to specialize by selecting three Advanced Communication and Leadership Manuals (sent from World Headquarters upon achieving CTM status). This is an opportunity to select growth areas in which the individual is most interested.

There are nine Advanced Communication and Leadership Manuals to select from:

- The Entertaining Speaker
- The Discussion Leader
- Specialty Speeches
- Public Relations
- Speaking to Inform
- Speeches by Management
- The Professional Speaker
- Technical Presentations

- The Professional Salesperson

Fulfilling the requirements for ATM provides the opportunity to correlate communication and leadership skills with one's profession, business or hobby. The projects range from communication of technical specialties to entertaining an audience, and from providing management guidance to conducting a seminar. Such projects normally directly benefit a member's career.

Before becoming an ATM, a member is required to use leadership skills by serving as club officer. Another requirement is to reach out beyond the club level and give three speeches to non-Toastmasters groups.

### Choice of Pursuits

After becoming an ATM, the member faces a choice. The member focusing on community leadership may pursue the requirements for DTM. If the focus continues to be on further development of personal communication and leadership skills, the member may continue to work on projects in the Advanced Communication and Leadership manuals. It's also possible to pursue both avenues simultaneously.

Completion of three more Advanced Communication and Leadership manuals will enable the member to fine-tune communication skills while meeting one of the requirements for ATM Bronze. In doing so, the member may continue to develop skills relating to career or interests.

The member also is required to make additional presentations to non-Toastmasters groups, and to coordinate and conduct Success/Leadership modules. This last requirement may be the member's first experience in leadership and can be very rewarding.

The requirements for ATM Silver are similar, designed to provide continuing development of communication and leadership skills. Requirements include completion of the last three advanced manuals, additional outside presentations, and experience as a judge at two Toastmasters speech contests above club level.

A Toastmaster pursuing DTM status must focus on taking the Toastmasters program to the community. Requirements include conducting Speechcraft and Youth Leadership programs, presentations to non-Toastmasters groups through a Speakers Bureau, club leadership, and sponsoring new members.

Members pursuing the coveted DTM award make great contributions both to Toastmasters International and to their communities. These men and women really make things happen.

As they conduct a Youth Leadership Program, they have the satisfaction of guiding youth in fundamentals of public speaking, group discussions, listening skills, delivery techniques, chairman responsibilities and more.

By providing a Speechcraft program, members learn how to accomplish the same with adults. They provide communication and leadership coaching which usually result in new members.

Leadership skills are further developed by fill-

**T**ake a look at your own progress in the Toastmaster's program and strive to be an achiever.

ing positions of responsibility at the club, area or district level. Members pursuing DTM awards also accept responsibility for starting new Toastmasters clubs, or for rebuilding struggling clubs.

In 1988, about 9,000 members worldwide will receive CTM certificates. Approximately 1,900 members will receive ATM awards (including Bronze and Silver). About 300 ATM's will attain the coveted DTM award. That's more than 11,000 men and women who will be able to stand at the lectern and exclaim, "I did it!" Joy and satisfaction will be theirs.

Each of us has the opportunity this year to continue to improve our skills. Each of us has the opportunity to take the Toastmasters concepts and principles out from our clubs to the surrounding communities. The communities win and so do we.

### Privilege

All awards carry privileges. Each Toastmaster has a right to be introduced to fellow Toastmasters with the appropriate recognition: "Our next speaker is Competent Toastmaster Betty Leigh," or "Distinguished Toastmaster Don Listern."

All members who attain ATM, ATM Bronze, ATM Silver or DTM have their names listed in *The Toastmaster*. This monthly magazine has a circulation exceeding 130,000 copies in 50 countries.

Recognition is very rewarding. It provides awareness of the awards and recognition available to members. Repeated reminders provide continuing incentive.

### Where Are You Now?

The Toastmasters awards program is designed for us. It enables objective recognition of our efforts and accomplishments. Toastmasters International provides the awards and our fellow members respond with admiration and approval.

Whenever we are recognized by our peers—with applause, awards, or having our names in print—we stand a little taller. Each recognition adds a little to our self-image and takes us one step closer to being a polished communicator and leader. We feel our own growth and take pride in it. This fulfills a need which all of us share: the need for approval.

As we progress up the Toastmasters recognition ladder, we grow from focusing on improvement in communication skills to concentrating on leadership within the Toastmasters organization and leadership in the community on behalf of Toastmasters International.

Take a look at your own progress in the Toastmasters program and strive to be an achiever. Michelle did it, and so can you. □

**James L. Connell, ATM, Past President of Santa Rosa Club 182-57 in Santa Rosa, California, has spoken at more than 200 marketing presentations nationwide. He's a sales personnel training consultant, freelance writer and member of the National Speakers Association.**

## DTM'S

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

**Jane Abbott-Morris**, Grand Center 5000-8, St. Louis, MO

**James F. Allison**, Spacecom 3221-1, El Segundo, CA

**Bill Benton**, Sunrise 2124-58, Greenville, SC

**Stephen R. Bredthauer**, Aurora 750-U, Anchorage, AK

**J. Farrell Burho**, Hibbing 819-6, Hibbing, MN

**Dorothy O. Chapman**, Free Speakers 2630-26, Rocky Ford, CO

**Vincente Vic Constantino**, Bayanihan 2844-75, Manila, Philippines

**Kevin J. Donoghue**, Dunedin 2166-47, Dunedin, FL

**Ramon Enriquez**, Tambuli 2160-75, Makati, Philippines

**Keith E. Essex**, Strowger 3848-30, Northlake, IL

**Thomas J. Fisher**, Redbank 2091-58, Charleston, SC

**Richard C. Fuller**, 4759-65, Lockport, NY

**Muriel E. Godden**, Belleville 1617-60, Belleville, Ont., Canada

**Robert E. Grissom**, Sun Country 942-F, Hesperia, CA

**David Hadsell**, Caterpillar Employees 79-54, Peoria, IL

**Nancy Hedensten**, Colorado Orators League 5618-26, Colorado Springs, CO

**Charles A. Hewson**, Tacoma 13-32, Tacoma, WA

**Colleen Madill Humpal**, Billings Heights 1234-17, Billings, MT

**Evelyn Miriam Jaffe**, Auckland West 5208-72, Auckland, New Zealand

**Sue Johnson**, Link 2848-65, Binghamton, NY

**Thomas W. Kirkpatrick**, Ralston Purina 471-8, St. Louis, MO

**Mary Louise Korona**, Daybreakers 1327-44, San Angelo, CA

*"We judge ourselves by what we feel capable of doing; others judge us by what we have done."*

HENRY WADSWORTH  
LONGFELLOW

**William R. Krietemeyer**, Ampex 5304-48, Opelika, AL

**Roy B. Larson**, Select 1638-38, Drexel Hill, PA

**Richard E. Levy**, Oak Creek Orators 4459-3, Sedona, AZ

**Ray J. Mulvihill**, Camosun 757-21, Victoria, BC, Canada

**Mary O'Connor**, Waterford 3794-71, Waterford, Ireland

**Jenny K. Pagano**, Daybreakers 1155-11, Indianapolis, IN

**Craig E. Pearson**, Behrcerc 1630-36, Ft. Belvoir, VA

**Lynn R. Randy Prier**, Hafa Adai 630-U, Tamuning, Guam

**Ronald R. Roque**, DCAS-Orators 2214-1, Los Angeles, CA

**Ken H. Smith**, Uptown 627-16, Oklahoma City, OK

**Raeford G. Smith, Jr.**, Forsyth 1278-37, Winston, Salem, NC

**Lora Mae Stewart**, Alpha 1408-8, Jefferson City, MO

**Marc Sullivan**, The Oral Majority 3748-28, Plymouth, MI

**Rick Sydor**, Reveillers 985-39, Sacramento, CA

**Gary A. Thompson**, Princeton 3954-38, Princeton, NJ

**John C. Wakefield**, Falkland 6574-21, Falkland, BC

## ATM SILVER

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

**Albert Bally**, Smooth Talkers 5625-29, Mobile, AL

**Pat Bruns**, Grand Lake 5136-40, Celina, OH

**Nigel Bryan**, PW 2178-70, Sydney, NSW, Australia

**Ronald L. Davis**, Daybreakers 1388-33, Modesto, CA

**R. Harvey Drdul**, Malaspina 738-21, Nanaimo, BC, Canada

**Jack Ducey**, Cape Code 5259-31, West Barnstable, MA

**Wendy Farrow**, Simi Valley 3533-33, Simi Valley, CA

**Arthur Dingwall Gorrie**, API Brisbane 900-69, Brisbane, Qld., Australia

**Robert F. Happel**, Town Criers 1743-30, Lombard, IL

**Connie Harris**, Taylorville 4458-7, Taylorville, IL

**Richard V. Hunt**, Point Magu 1075-33, Point Magu, CA

**Camellia E. Lewis**, Southwestern Bell 3287-8, St. Louis, MO

**Rebecca McDowell**, Ingleburn 4213-70, Ingleburn, NSW, Australia

**Sammie McKenzie**, GSU Baton Rouge 4897-68, Baton Rouge, LA

**Ward Penman**, Woden Valley 494-70, Canberra, ACT, Australia

**Rick Sydor**, Reveillers 985-39, Sacramento, CA

**Roger W. Tilbrook**, Argonne 128-30, Argonne, IL

**Leigh Wilson**, Western Lectern 5069-70, Sydney, NSW, Australia

## ATM BRONZE

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

**Roy D. Bray**, Belconnen 4237-70, Canberra, ACT, Australia

**Thomas J. Brien**, Honeywell Communicators 3326-31, Waltham, MA

**Marcia T. Brown**, Rouge Valley 5633-7, Medford, OR

**Tom Carlyon**, Professional Men's 624-5, San Diego, CA

**Elizabeth H. Daniell**, High Noon 3714-7, Salem, OR

**Bette J. Davis**, Castro Valley 961-57, Castro Valley, CA

**John F. Davis**, D.C. Department of Recreation 3682-36, Washington, DC

**Arlene E. Deitz**, Prineville 4458-7, Prineville, OR

**Charles Donen**, Sperry 4326-46, Great Neck, NY

**Nors K. Duncan**, Red River Early Bird 915-25, Shreveport, LA

**Melody Lane Firebaugh**, First Masters 3866-7, Portland, OR

**Karl Stephenson Flowers**, Woden Valley, 494-70, Canberra, ACT, Australia

**Helen K. Foose**, Chesapeake 3142-66, Portsmouth, VA

**Richard C. Harder**, Business Professional 2207-56, San Antonio, TX

**Dick Henderson**, Sunrise Center 3359-39, Citrus

▲  
**ATM'S**  
▼

Heights, CA  
**Charles Hollander**, Pentincton 2392-21, Pentincton, BC, Canada  
**Darrel G. Hopper**, Megacity 553-40, Kettering, OH  
**Richard V. Hunt**, Point Magu 1075-33, Point Magu, CA  
**Joan Johanson**, Fort Dodge 597-19, Ft. Dodge, IA  
**Zenobia Jones**, Gilcrease 1384-16, Tulsa, OK  
**Noel C. Kirk**, Victory 221-6, St. Paul, MN  
**Betty Krause**, Skokie 1608-30, Skokie, IL  
**Angela Lannen**, Towson 2707-18, Towson, MD  
**Gordon G. Leggat**, Belleville 1617-60, Belleville, Ont., Canada  
**William Frank Lock**, Brighton 163-73, Bayside, Vic., Australia  
**Milton S. Lysdahl**, Christopher 958-6, Minneapolis, MN  
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**Terri L. Murphy**, Windjammers 2628-33, Las Vegas, NV  
**John O'Sullivan**, Rich-Del 3767-21, Richmond, BC, Canada  
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**S.E. "Gene" Wood**, Palatka 2310-47, Palatka, FL

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

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**Donald K. Applegate**, Sierra Hastings 648-F, Pasadena, CA  
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**Douglas N. Bailey**, University Park 2984-23, University Park, NM  
**Peggy Bangle**, Dolphin 3170-58, Charleston, SC  
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**Stephen W. Box**, Osage 1585-16, Bartlesville, OK  
**Ian Michael Bratt**, Springs 3194-74, Springs, South Africa  
**Jack L. Breech**, Mineral King 887-33, Visalia, CA

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**Oceola Y. Briscoe**, OPM 3594-36, Washington, DC  
**Alison Brown**, Mile High 741-26, Denver, CO  
**Barbara A. Burke**, Goaltenders 4273-1, Bellflower, CA  
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**Donald M. Bush**, Daybreakers 4357-23, Albuquerque, NM  
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**Frank Cansky**, Midtown 1778-10, Cleveland OH  
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**Phil Colling**, Tech Talkers 4973-56, Corpus Christi, TX  
**William D. Colmer**, Speak EZ's 882-F, Huntington Beach, CA  
**Bob Conway**, Early Bird 1061-44, Odessa, TX  
**Phyllis M. Coombs**, Bristol Speakers 5776-65, Syracuse, NY  
**Sandra M. Dalburg**, Honeywell Plaza 1847-6, Minneapolis, MN  
**Timothy L. Dane**, Windjammers 2628-33, Las Vegas, NV  
**Ora Belle Daniel**, Kalmia 1239-58, Aiken, SC  
**James R. Dawson**, Presidents 1713-14, Atlanta, GA  
**Helen Y. Dea**, SSA 2884-18, Baltimore, MD  
**Diane Dee**, TRW 990-1, Redondo Beach, CA  
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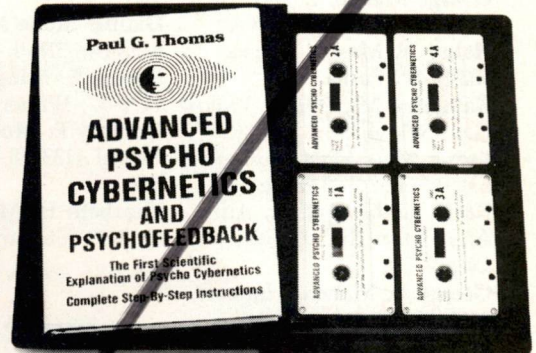


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**Elizabeth H. Mora**, Capital I 4353-39, Sacramento, CA

## NEW CLUBS

**AGC City 6769-70**  
 Sydney, NSW, Australia—2nd & 4th Mon., 5:30 p.m., AGC House, 130 Phillip St., 7th fl., (02) 234-1284  
**Breakfast of Champions 6780-7**  
 Portland, OR—Thurs., 7:30 a.m., Lyon's Restaurant, 1215 NE Union Ave., (503)

226-9346  
**Coast Toasters 1626-37**  
 Shallotte, NC—Tues., 7 a.m., Joe's Barbecue, Hwy. 17 N., (919) 754-5082  
**Crowe, Chizek 1809-11**  
 South Bend, IN—Thurs., 6:45 a.m., Crowe, Chizek & Co., 330 E. Jefferson Blvd., (219) 232-3992  
**Custom Designed 6777-25**  
 Dallas, TX—Mon., 1:30 p.m., US Postal Serv., 401 D/FW Tpke., (214) 696-8813  
**E Exxon Baytown 6768-56**  
 Baytown, TX—Wed., noon, Exxon Baytown Refinery, 2800 Decker Rd., (713) 425-4881  
**"Figures of Speech" 1856-30**  
 Skokie, IL—2nd & 4th Mon., 5:15 p.m., W.W. Grainger, Inc., 5500 Howard St., (312) 380-7121  
**First Class 5061-25**  
 Shreveport, LA—Tues., 5:30 p.m., USPS conf. rm., 2400 Texas Ave., (318) 377-3214  
**Fort Howard Post Toasters 6770-18**  
 Ft. Howard, MD—Thurs.,

11:55 a.m., Ft. Howard VAMC, N. Point Rd., (301) 687-8622  
**Fort Worth W.T. 6775-25**  
 Ft. Worth, TX—Thurs., noon, Fritz Landum Bldg., 819 Taylor St., rm. 13A08, (817) 573-7649  
**Honda 4395-40**  
 Marysville, OH—1st & 3rd Tues., 3:30 p.m., Honda, 24000 U.S. 33, (613) 642-5000 ext. 2887  
**Horizons Unlimited 6778-39**  
 Sacramento, CA—Mon., 6:30 p.m., International House of Pancakes, 4770 Florin Rd., (916) 447-8004  
**IDX 6779-31**  
 Boston, MA—2nd & 4th Wed., 5:30 p.m., IDX Corp., 888 Commonwealth Ave., (617) 566-6800  
**Klassy Talkers 5728-39**  
 Sacramento, CA—Wed., 7 p.m., International House of Pancakes, Hwy. 99 & Florin Rd., (916) 427-6815  
**Land Barons West Portal 6776-4**  
 San Francisco, CA—Homestead S&L, 130 W.

## NEW BLOOD

*Continued from page 11*

### 4. Guests

Inviting guests is a must. Signs, posters, articles in newspapers and other public exposures are good, but the most effective method of recruiting new members is by personal invitation. "Talk Toastmasters" to friends, associates, social acquaintances—anyone you come in contact with. Most people could benefit from the Toastmasters experience, yet many people have never heard of our organization.

### 5. Initiations and Installations

Every new member should be honored with an initiation ceremony at which the member commits to the club and the club pledges its support of the member. A mentor should be assigned at this point. A helpful kit called "Toastmasters and You" (Code 1167) is available from World Headquarters. This, along with club information, bulletins and rosters, makes a nice initiation packet.

Installation of new club officers also fits into this category. This ceremony officially charges club officers with the responsibilities of their office—which are not to be taken lightly—and the membership is charged with supporting these officers. The area governor or division lieutenant governor can do the swearing in.

### 6. Timing

A clear, detailed time schedule or agenda is

**Y**our club must look like it knows what it is doing.

necessary to ensure that each meeting is disciplined. Clubs sometimes allow one part of the meeting to intrude upon the time of the next part. Consequently, the last and most important segment of the meeting, the evaluation, is squeezed down to three or four minutes. Cutting your evaluation time cheats your club and its members of the most important educational benefits.

These six points make up the framework upon which your club can build. Low membership clubs in particular can benefit by implementing these guidelines.

If you are a club officer, you've accepted the responsibility of guiding your club and implementing the goal of building excellence in your club. You must get your membership committed to help you. It isn't simple, but the long-range benefits should make this commitment easy. Start today and take one step at a time. Everyone in your club will share the benefits. □



**Ralph W. Pehrson, DTM**, is District 2 Governor and a Toastmaster for 22 years. He's a member of Totem Club 41-2 in Seattle, Washington, as well as of two advanced clubs: Sunuppers 2834-2 in Seattle and Toastmasters Extraordinaires 2148-2 in Lynnwood. He is president of Pehrson and Associates, an advertising design and printing agency.

Portal Ave., (415) 681-1040  
**Manitou 5226-42**

Watrous, Sask., Canada—  
Mon., 7:15 p.m., Sask.

Wheat Pool Development  
Farm, (306) 946-2516

**Manning 6766-42**

Manning, Alta., Canada—  
Wed., 7:30 p.m., Manning  
Adult Educ. Ctr., (403)  
836-2704

**Peace Challengers 6772-42**

Peace River, Alta.,  
Canada—Wed., 7:30 p.m.,  
Mayflower Restaurant, Main  
St.

**Profesionistas y Ejecutivos  
de Ensenada 6767-5**

Ensenada, BC, Mexico—  
Thurs., 7:30 p.m.,

Restaurant Casa Blanca,  
Ave. Ruiz #254, 2nd Piso.

**Rhetorical Link 6765-33**

Thousand Oaks, CA—Tues.,  
noon, GTEL-GTE, 3500

Willow Ln., (805) 379-6201

**Rogue Communicators  
927-7**

Grants Pass, OR—Tues.,  
noon, Elmer's Pancake &  
Steak House, 175 NE

Agness Ave., (503) 479-7011

**Say Watt 2295-33**

Las Vegas, NV—Thurs., 7  
a.m., Nev. Power Bldg.,  
6226 W. Sahara, (702)  
367-5677

**SCI Talkers 6764-48**

Huntsville, AL—Tues., 11:30  
a.m., Science & Technology,  
Inc., 6767 Madison Pike

NW, (205) 830-9700

**Shell 6771-42**

Calgary, Alta., Canada—  
Mon., noon, Eau Claire Pl.,  
525 3rd Ave. SW, rm. 106,  
(403) 232-4763

**Simi Solo's 4057-33**

Simi Valley, CA—Tues.,  
7:30 p.m., YMCA Simi  
Valley Family, 1350 Cherry  
Ave., (805) 583-8730

**Springfield 6773-46**

Springfield, NJ—1st & 3rd  
Thurs., noon, AT&T Tech.  
Sys., 50 Lawrence Rd., (201)  
467-7176

**Tower 6774-7**

Portland, OR—Fri., noon,  
US Bank Plaza, 555 SW  
Oak, 4th fl., (503) 222-9931

**Turning Point 3920-11**

Indianapolis, IN—Tues., 7  
p.m., Shoney'd Restaurant,  
82nd St., & Allisonville Rd.,  
(317) 844-3901

**Ultimate Weapons 3845-38**

Ft. Dix, NJ—1st & 3rd  
Wed., 11:30 a.m., Ft. Dix

Family Life Ctr. bldg. 5216,  
(609) 562-3388

**Vegreville Style 4990-42**

Vegreville, Alta., Canada—  
Mon., 6:30 p.m., Alta. En-  
vironmental Ctr., (403)

632-4333

## ANNIVERSARIES

### 55 Years

**Pomona Valley 12-F,**  
Pomona, CA

### 50 Years

**CalTrans Communicators  
1124-F,** San Bernardino, CA

**Down Town 110-F,**  
Pomona, CA

**Prescott 104-3** Prescott, AZ

### 40 Years

**Cascade 566-7,** Eugene, OR

**Colorado Springs 555-26,**  
Colorado Springs, CO

**La Salle 578-11,** South  
Bend, IN

**Magic City 585-20,** Minot,  
ND

**Northeastern 573-28,**

Detroit, MI

**Stevens Point 570-35,**

Stevens Point, WI

**Syracuse 580-65,** Syracuse,  
NY

**Wascana 577-42,** Regina,  
Sask., Canada

### 35 Years

**Blue Monday 1242-4,** San  
Francisco, CA

**Cable Car 1243-4,** San Fran-  
cisco, CA

**Community Motivators  
1170-11,** Indianapolis, IN

**Fightin 49ers 1244-4,** San  
Francisco, CA

**Hi-Noon 1021-62,** Port  
Huron, MI

**Hobbs 537-23,** Hobbs, NM

**Northern Lights 489-42,** Ed-  
monton, Alta., Canada

**Rockwell 214-40,** Columbus,  
OH

**Rome 1271-65,** Rome, NY

**Russell 1258-22,** Russell, KS

**Wausau 782-35,** Wausau,  
WI

### 30 Years

**Downtown 2455-68,** Baton  
Rouge, LA

**Engineers 2654-22,** Kansas  
City, MO

**Essayons 2553-2,** Seattle,  
WA

**Estherville 2708-19,** Esther-  
ville, IA

**Front Range 2668-26,** Thorn-  
ton, CO

**Hollywood & Vine 328-1,**  
Hollywood, CA

### 25 Years

**BC-BS Dental Service Cor-  
poration 1232-31,** Boston,  
MA

**Hellfire 3599-71,** Dublin,  
Ireland

**LA Civic Center 3567-52,**  
Los Angeles, CA

**Paul Revere 602-F,** Los  
Angeles, CA

**Sharpstown 2243-56,**  
Houston, TX

### 20 Years

**Argonne 128-30,** Argonne,  
IL

**Fluor Nederland 3833-U,**  
Haarlem, Netherlands

**Gabby AAAs 1701-28,**  
Detroit, MI

**LeMoyné 1261-61,** Montreal,  
Que., Canada

**Rockcliffe Raconteurs  
808-61,** Ottawa, Ont.,  
Canada

**Speechcrafters 1044-65,**  
Webster, NY

**Sunrisers 2140-6,** Rob-  
binsdale, MN

### 15 Years

**AB Dick 811-30,** Niles, IL

**Amana Refrigeration  
1824-19,** Amana, IA

**A Rousers 2202-24,** Omaha,  
NE

**Cranbrook First 3532-21,**  
Cranbrook, BC, Canada

**FDIC 3739-36,** Washington,  
DC

**Olympia 721-61,** Montreal,  
Que., Canada

**Reynoldsburg 594-40,**  
Reynoldsburg, OH

**Top o' the Mornin' 3777-17,**  
Butte, MT

**Zurich 3906-U,** Zurich,  
Switzerland

### 10 Years

**Advanced 805-F,** Garden  
Grove, CA

**Century Two 1768-3,**  
Phoenix, AZ

**Challenge 3166-16,** Tulsa,  
OK

**Chester County 946-38,**  
Lionville, PA

**Danville 1785-57,** Danville,  
CA

**Daybreakers 1155-11,** In-  
dianapolis, IN

**Diamond Bar 168-F**  
Diamond Bar, CA

**Energizers 3010-24,** Omaha,  
NE

**Hidden Valley 2006-5,**  
Escondido, CA

**Palliser 3192-42,** Calgary,  
Alta., Canada

**Paoli Express 2774-38,** Paoli,  
PA

**Professional Speakers 698-1,**  
Beverly Hills, CA

**Rancho Bernardo 112-5,** San  
Diego, CA

**Real Orators 474-5,** El Ca-  
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# MARKET THE POSSIBILITIES

In Toastmasters, marketing is defined as getting new members, keeping them satisfied, and building new clubs. Here are some items to help you promote your club:

## GETTING NEW MEMBERS

"Get The Toastmasters Edge" TV Spot Announcement 1144

Radio Spot Announcements 1151

Public Relations and Publicity Kit 1141

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"Be A Winner!" One-Page Promotional Flyer 114  
(package of 50)

"Get The Edge!" One-Page Promotional Flyer 115  
(package of 50)

Advertising Kit 1150

Membership Building Kit 1160

"Help People Discover Toastmasters" Kit 1178

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Toastmasters and You 1167

Package of 5 Toastmasters and You Kits 1167-A

Spirit of Success Award package 1211

Member Interest Survey 403  
(package of 25)

Patterns in Programming 1314

"Stand Up and Speak" Table Topics Game 1316

## BUILDING NEW CLUBS

New Club Information Kit

How to Organize a Toastmasters Club 120

Sponsoring New Toastmasters Clubs 122

Membership and Extension Slide Presentation 376

Action Manual For Club Builders 1157

Community Contact Team 1020

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Quantity:	_____ 113	"Wanted!" Flyers	@ \$ 2.00	My check or money order for \$ _____ (U.S.) is enclosed
_____ New Club Information Kit @ no charge	_____ 114	"Be A Winner!" Flyers	@ \$ 2.00	OR
_____ 122 Sponsoring New Toastmasters Clubs @ no charge	_____ 115	"Get The Edge!" Flyers	@ \$ 2.00	Bill my credit card (indicate which one) MasterCard <input type="checkbox"/> Visa <input type="checkbox"/>
<i>No charge for postage and handling on above items.</i>	_____ 1162	New Member Orientation Kit	@ \$ 3.50	Card # _____
_____ 1211 Spirit of Success Award Package @ \$ 1.25	_____ 1116	"Stand Up and Speak" Table Topics Game	@ \$ 5.50	Expires _____
_____ 120 How To Organize A Toastmasters Club @ \$ .10	<i>Add \$1.25 shipping and handling to each item above.</i>			Signature _____
_____ 1157 Action Manual For Club Builders @ \$ .50	_____ 1142	News Release Stationery	@ \$ 2.25	Name _____
_____ 1020 Community Contact Team @ \$ .10	_____ 1150	Advertising Kit	@ \$10.00	Club No. _____ District No. _____
<i>Add \$ .50 shipping and handling to each item above.</i>	_____ 1160	Membership Building Kit	@ \$ 3.50	City _____ State/Province _____
_____ 1151 Radio Spot Announcement @ \$ 3.00	_____ 1178	Help People Discover Toastmasters	@ \$15.00	Country _____ Zip Code _____
_____ 1167 Toastmasters and You @ \$ 1.75	_____ 1167-A	Package of 5 'Toastmasters and You' Kits	@ \$ 7.50	
_____ 403 Member Interest Survey @ \$ .75	_____ 376	Membership and Extension Slide Presentation	@ \$15.00	
_____ 1314 Patterns in Programming @ \$ 1.25	<i>Add \$2.00 shipping and handling to each item above.</i>			
<i>Add \$1.00 shipping and handling to each item above.</i>	California residents add 6% sales tax. Where postage exceeds shipping and handling figures, customer will be billed for the excess.			
_____ 1144 "Get The Toastmasters Edge" TV Spot Announcement @ \$20.00	<b>PAYMENT MUST ACCOMPANY ORDER.</b>			
_____ 1141 Public Relations and Publicity Kit @ \$ 2.50	See the Toastmasters Supply Catalog for complete descriptions and information on other educational and promotional material.			