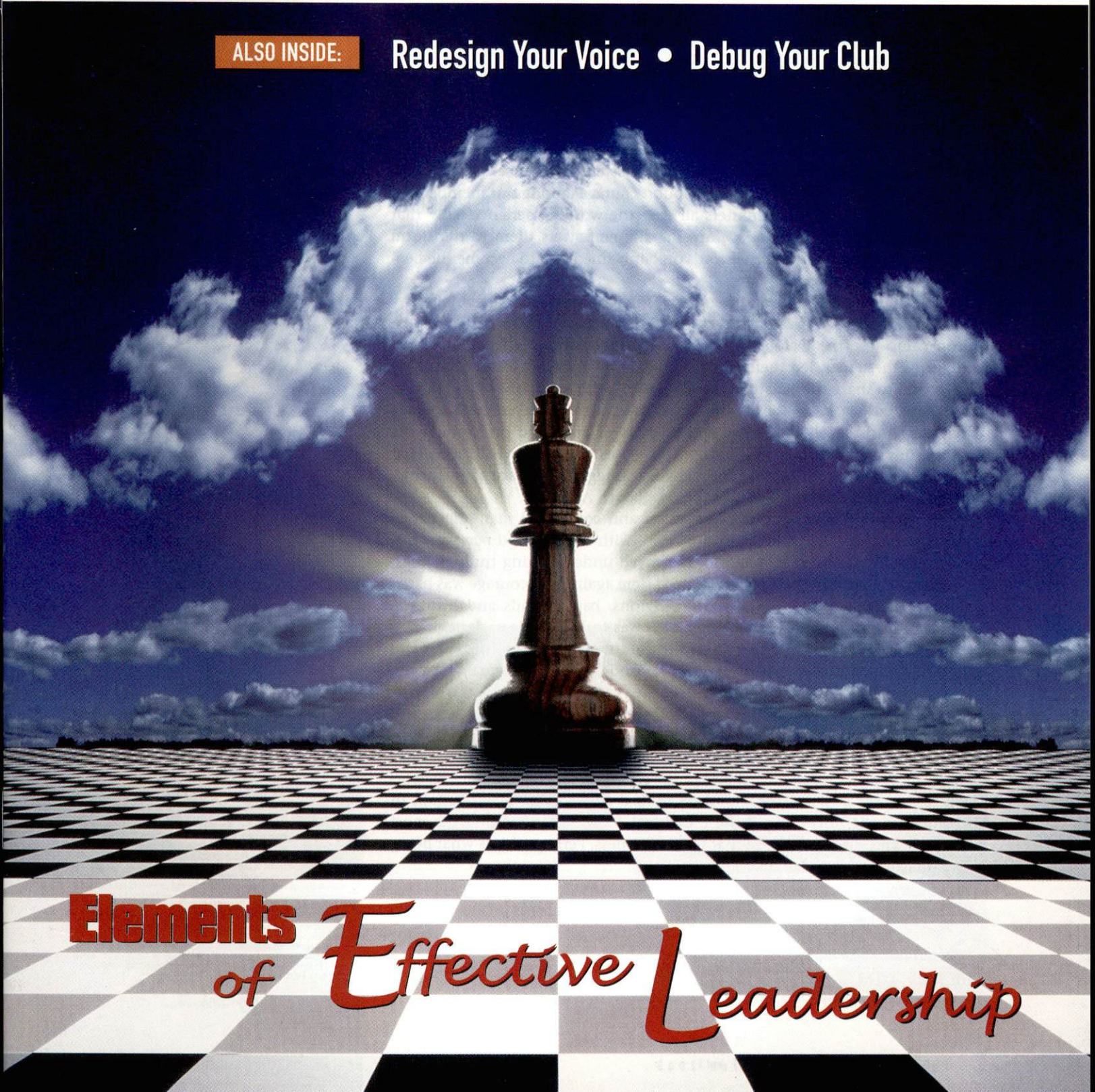


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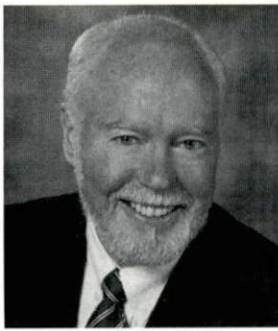
MARCH 2000

ALSO INSIDE:

Redesign Your Voice • Debug Your Club



Elements of *Effective Leadership*



VIEWPOINT

The Courage to Change

"Through our member clubs, people throughout the world can improve their communication and leadership skills, giving them the courage to change." These words from our Vision statement suggest that the time-honored virtue of courage is integral to the Toastmasters experience. And so it is. In our history we have seen acts of profound courage among our members. In a more personal sense, Toastmasters all over the world experience daily that what they have learned in their clubs literally empowers them to transform their lives, enabling them, in the words of Ralph Smedley, "to become the people they were meant to be."

Who could fail to admire and learn from the profound courage exhibited by the Toastmasters who created the Hanoi Hilton club in a North Vietnamese prison camp (see the October 1999 issue for their story)? The phenomenal courage of these men led them to overcome deprivation, loneliness, brutality and torture to share the Toastmasters experience with each other.

Half a world away the Toastmasters of South Africa displayed great courage when they insisted all through the dark years of apartheid on keeping the Toastmasters organization – at whatever cost – open to people of all races. That example of courage continues as our members struggle in the face of great challenges to make Toastmasters part of the new South Africa.

More recently I was struck by the vision and courage of many dedicated Toastmasters in the Republic of Ireland who, with courage and perseverance, brought the Toastmasters program of improved understanding through communication to a troubled Northern Ireland. Here again their courage was based on the belief that people of different religions, backgrounds and histories, could learn to communicate peacefully. This was truly a noble undertaking.

Still, probably more important to us is the journey inward into the heart and spirit of the individual Toastmaster. Here we find courage continually at work in wonderful, life-transforming ways. Over the years, and especially this year as I am honored to travel about the world of Toastmasters, I have heard again and again how our Toastmasters members feel their participation has given them the courage and strength to attain goals and share their gifts with the world.

Somehow, what people experience in the caring climate of our clubs enables them to harness their internal resources to lead richer, fuller lives. Perhaps in the quiet, private, inner life of the individual Toastmaster is found the most profound expression of courage that we can witness. Perhaps this is what being a Toastmaster means, after all.

Tim Keck, DTM
International President

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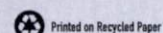
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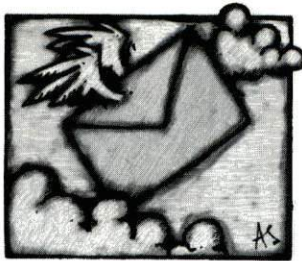
Toastmasters International empowers people to achieve their full potential and realize their dreams. Through our member clubs, people throughout the world can improve their communication and leadership skills, giving them the courage to change.

The Toastmasters Mission:

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

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

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



LETTERS

INSIGHTS ON INVOCATIONS

Congratulations to Mr. Horton for his insightful and thought-provoking article in the January issue. This is an article every Toastmaster should cut out and keep as reference material. And it should be incorporated as a source in all officer training. In my travels over the last 28 years, I have seen invocations run the gamut from 30-second positive thoughts to seven-minute sermons. I believe all prayer should be kept within the home, church or synagogue, but I am willing to bend toward the middle for a nonsectarian prayer or positive thought.

David M. Levine, DTM • Truckee Meadows Club 178-39 • Sparks, Nevada

WHAT TO DO ABOUT BORING SPEECHES?

My daughter recently attended a conference whose speakers she considered dull and terrible. Apparently most moderators are not as clever as Toastmasters at recognizing quality and correcting any lack thereof. So what's an audience member to do under such circumstances? Walk out? Go to sleep? Doodle? Or politely and privately offer the speaker a constructive evaluation and refer him or her to Toastmasters? Any suggestions for an audience member – and a moderator?

Henry H. Fisher • Ohio Club 6377-40 • Columbus, Ohio

LEADING THE WAY

As I began to practice public speaking in the nurturing environment of Toastmasters, my confidence gradually improved. Speaking in front of others became more natural. Six months after I joined Toastmasters, I was asked to serve as club president, and I gladly accepted the position. Since then, I have learned the different aspects of leadership, from delegating tasks to motivating members. The six-month term was a thrill to me!

Catherine Lee • Alameda Club 3904-57 • Alameda, California

A MAGICAL MOMENT

Being a Toastmaster has provided many enjoyable moments and the opportunity to meet very interesting people. At a recent hypnosis conference I had one of those magical Toastmasters moments.

The keynote speaker at the conference was Shelley Stockwell, whom I had been wanting to meet since reading one of her books. The speech was excellent! I introduced myself, explaining that I belong to Toastmasters and always appreciate a motivating speaker. To my surprise, Shelley told me she also is a Toastmaster and asked if I

would evaluate her keynote address. I agreed and was honored to do so. One more experience to add to my growing list of reasons why I'm happy to be a Toastmaster!

Ann Adams, CTM • Triangle Club 1223-40 • Fort Thomas, Kentucky

TM ACHIEVEMENT BOOSTS EARNINGS

When I joined Toastmasters I never thought of achieving anything other than courage to speak in public, leadership training and the ability to control nervousness. But joining Toastmasters also has boosted my earnings. I recently received a 20 percent salary increase, based on the recommendation of my direct manager, who cited the formal letter sent by Toastmasters headquarters, informing him of my completion of the Competent Toastmaster project. Thanks to Toastmasters International and, above all, thanks to God for showing me the way.

Saleh Ampaso Bucay, CTM • Ranao Club 3082-U • Riyadh, Saudi Arabia

INSPIRING CLUB CATERS TO HEARING-IMPAIRED

Thank you for the most wonderful magazine. With it, I garner ideas, learn from esteemed contributors and feel inspired.

Actually, our club, which caters to hard-of-hearing Toastmasters, is itself inspiring. We believe ours is the only club of its type in the world. We use a loop system and a microphone, enabling the hearing-impaired to "tune in" and, thus, contribute to meetings. One could say it opens the world to them – and to us as hearing people.

At present, our club members are trying to attend as many Toastmasters clubs as possible in our city of Brisbane, Australia. With our "traveling show," we demonstrate to other Toastmasters how the loop system works and how to use the microphone.

Sharron May • Hear to Achieve Club 6779-69 • Brisbane, Australia

INVESTING IN TM PAYS OFF

Being a Toastmaster for almost three years and serving as Vice President Education of my club have benefited many aspects of my life. At a recent conference I was asked, without notice, to say a few words. A few minutes after my impromptu speech, I realized, "I've just spoken, with confidence, to 750 people!"

I received positive feedback, and as a result, I believe I won't get nervous about speaking again unless it's to thousands of people. But even then, my investment in Toastmasters will be obvious.

Paul Kruger • Tygerberg Club 5650-74 • South Africa



By Joan L. Wieggers, Ph.D., CTM

Let's seek experiences that improve our vision.

Speaking of Serendipity

I am blind. I'm also a Toastmaster, a nurse, a counselor and a writer, but I do not perform these services in a professional context. My transition to blindness has been gradual. The loss of professional identity, although presaged, came screaming down on me. Now, after more than 10 years of

being blind and unemployed, the feeling that I am sometimes regarded as a non-entity screams too.

On a recent trip that was to include skiing, I was unable to obtain a guide. Sorely disappointed, I realized that it was not only the thrill of skiing that I yearned for, but also the boost to my ego that came with it.

In reviewing the trip, I found it easy to blame myself for the failure. Further feelings of inadequacy were evoked when, during this trip, I met a highly successful woman designer. She had commanded the social situation, and I acquiesced by doing what I do best: I listened and asked questions. She mentioned that she had never known anyone who was blind but that she had once engaged a young blind man to speak at a service club meeting. She said she didn't know how to treat a blind person. And there I was, in our foursome, having dinner at a Brazilian restaurant with answers to any questions she might have about blindness or other related subjects. Although I learned much about her, she asked nothing of me. I was a blind non-entity.

On that same trip, my son introduced me to a young stepmother. My questions and genuine interest took me to this woman's flourishing family, its dairy farm in Northern Wisconsin and an exchange of appreciation for growing up in the Midwest. Later, my son told me more about this tired-sounding young woman's stalwart efforts in a difficult family situation. Comparing my encounters with these two women, I knew which of them had offered me enrichment.

The shuttle driver who was to take me to the airport arrived 45 minutes late. Although I was anxious and chagrined, I noted that he spoke with an accent, and I asked a question that led to a mutual meeting of minds. During that long ride to the airport, I learned about this young man's homeland of Pakistan and his dreams of universal

peace, and he learned about the constraints of my blindness.

Back in my hometown of St. Louis, Missouri, I rode with another taxi driver who spoke with an accent. He was from Poland, and I learned that his father and other relatives had died in concentration camps there. He then

asked if I had a reader, searched for a pamphlet he wanted to give me about a "miracle priest" and offered to take me to the priest for a special blessing. I declined that offer, but I appreciated his concern and accepted the literature.

Walking into my house, I wasn't exactly glad to be home. My mood remained heavy. I had missed out on the skiing experience I had sought. Then I began to examine my mood and realized that I, nevertheless, had been rewarded with some enriching experiences. And I had made them happen.

Could I attribute these new experiences to my Toastmasters skills? Yes. I remembered I'd been contemplating giving a speech on the topic "Why People Are Collectors." People collect things for a myriad of reasons: challenge, nostalgia, possible financial gain, aesthetic pleasure. Expanding on my theory, I realized that I collect people. I learn and expand my awareness through endeavors of authentic communication.

Most Toastmasters are good listeners and speakers. But some of the value of these skills may be lost if we don't use them outside the context of podium and audience. Are we sensitive to sharing the stage? Do we really listen, realizing that other people's lives and perspectives are as meaningful as our own?

As author Edward Albee wrote in *The Zoo Story* (Coward-McCann and Co., Inc.; 1960), "Sometimes a person has to go a very long distance out of his way to come back a short distance correctly."

We seldom plan perfectly and we never get everything we want. But we often have serendipitous experiences that can improve our vision. Being Toastmasters, we ought to share what we learn from these encounters. **T**

Joan L. Wieggers, Ph.D., CTM, is a long-time member of Plus Factor Club 1229-8 in St. Louis, Missouri.



MEMBERSHIP BUILDING

By Ann Bloch, ATM

The first step toward building and maintaining a successful club is to pinpoint the club's shortcomings.

Debug Your Club

For computer programmers, the first step to perfecting a program is "debugging" – finding the errors. Often, simply fixing the most serious "bug" eliminates the smaller ones.

It's the same with Toastmasters. The first step toward building and maintaining a successful club is pinpointing the club's shortcomings. Most club goals center on two areas: program and membership. The better the program, the more members you'll attract and keep. And the more members, the better the program. Below are helpful tips to eliminate common "bugs" and make your club run smoothly:

LOW GUEST ATTENDANCE: Too few people know that your club exists. Every club has at least 50 prospective guests nearby. Target them. Support your Vice President Public Relations in a steady, continuous campaign to keep the Toastmasters name in the public eye. Most people need to see or hear the club name many times before they decide to visit. To promote your club, order *The Toastmaster* magazine free from Toastmasters Headquarters, add a label promoting your club meetings, and place the magazines in public places such as office waiting rooms. Additionally, send 10 invitations to prospective guests each month.

GUESTS VANISH: If guests never return after the first visit, your club may have one of two "bugs."

Bug 1. Guests don't feel welcome and no one asks them to join. At each meeting, personally invite each guest to become a member – and don't do it from the lectern.

Bug 2. The program bores them. The absolute key to membership and attendance is a lively program – not a wild costume party but a well-organized agenda with content-filled speeches.

NEW MEMBERS DROP OUT: Develop a step-by-step welcoming procedure for new members. Don't allow them to leave their first meeting empty-handed. Have packets available that include the

requirements for the Icebreaker speech, a roster with meeting dates for the year, the booklet *A Toastmaster Wears Many Hats*, and a copy of *The Toastmaster* magazine. Send new members a letter before their second meeting that tells them when to expect their magazine and manuals, and gives them the name of a member to contact in case a problem arises. In one club, a treasurer deposited new members' checks but forgot to send a club check to Toastmasters World Headquarters. Thus, new members never received their manuals and didn't know who to tell. Naturally, they dropped out.

Assign a willing mentor to ensure that each new member receives a good start. Supply all club members with names, addresses and phone numbers of new members as soon as they join. Do not wait for a club roster update.

DIFFICULTIES IN FILLING MEETING ROLES: Keep and analyze records of attendance and roles at each meeting. If you find that some people only attend meetings when they are scheduled to speak and assume no other responsibilities, implement this new rule: Each member must accept a role before giving a subsequent speech.

Some members hide behind the Timer role or sign up repeatedly to count "Ah's" but never deliver a speech. To solve this dilemma, appoint a "deputy" to the Vice President Education. Deputies arrive early and encourage members to sign up for their next speech. At this time, each member also completes a form to set their personal goals for a six-month period. To reinforce this, display a wall chart – available from the TI Supply Catalog – showing each member's progress. Add a yellow sticky note beside names of members who haven't spoken in three months, and leave it there until they schedule a speech. Print an updated version of the chart on the back of every

meeting agenda. Keep a separate record for each member showing roles they have assumed. Reviewing this record individually with them may inspire them to plan a speech.

Peg Hudson of the South Shore Soliloquy club offers this tip: Hold a contest – the prize being a gift certificate for the TI Supply Catalog. For this contest, create a roster listing each meeting role and credit members with one role per meeting. The first to complete the list wins the prize.

LACK OF SPEECH CONTESTANTS:

Instead of frantically rustling up contestants before an event, line them up in advance. When members deliver a speech suitable for use in a contest, ask them to save that speech and deliver it again in the next contest.

NO INTEREST IN OFFICER POSITIONS:

In April, give everyone a list of officer roles and ask them to eliminate any offices they do not wish to hold. This forces members to take action and reminds them that they are letting the club down. Collect the slips within a few minutes. Call absentees and complete the form with them over the phone. Encourage busy members to share positions, or divide club members into four teams: publicity, program, membership and social. The teams assist the officers and the educational experience prepares them to accept these positions in the future.

A WEAK PRESIDENT:

When officers let the club down, presidents fill in. But when the president is the problem, members must rally to run the club. One club president was so apathetic she “forgot” to attend the meetings. Members complained among themselves, yet no one confronted her. Consequently, the club lost 11 of its 22 members and two years later still has not recovered. To remedy this scenario, privately offer an uninterested president a way out – to resign and let someone else step in rather than limp through the year. The president may actually be relieved.

FEW RENEWALS:

Treasurers should do more than merely mail a notice asking for club dues. Call non-renewing members to ask why they are quitting. Perhaps the club has a problem no one realizes. Remember that people stay with people they like. Arrange social activities before or after meetings. Send an e-mail summary to all members after each meeting. Continue to send mail regularly to dropouts; often the reminders will prompt them to return. Even if they don't, they might refer others to the club.

POOR EVALUATIONS: Evaluators are sometimes too harsh. Even if an evaluation is honest, if a speaker drops out, what have you gained? In cases where someone received an overly critical evaluation, call the person to smooth things

over. Your call might encourage that person to return the next week and give a subsequent speech. Remember, as Toastmasters, we are coaches, not critics.

Some evaluators offer little direction – their comments are bland or “white-washed.” Hold regular educational sessions on evaluation techniques. Ask poor evaluators to lead sessions based on the *Evaluate To Motivate* module in the Successful Club Series (Item # 292: \$3.50), available from the TI Supply Catalog. The

best way to learn something is to teach it.

NO CTMS: In an older club, leadership may be lacking as long-time members have dropped out. These former members can still be contacted for advice, and some might renew their memberships as a result and serve as mentors. In a new club, encourage and reward members as they progress through the basic manual.

EVERYONE'S A CTM: You may relish the camaraderie of a mature club in which members know each other well, but the club is in grave danger. No one stays forever; members may drop off in packs. Begin a membership-building campaign. New members are future officers who will run the club after long-term members leave.

ADVANCED MEMBERS SELDOM SPEAK: Once members finish the basic manual, they often relax a while before tackling more advanced manuals. Keep this rest period short. Advanced speakers need to set new goals. Save one slot in every program for an advanced speech. Appoint a “deputy” to the Vice President Education to ensure that advanced members speak regularly. When extra time is available at a meeting, divide the club into two groups – basic and advanced. Let members from each group plan their subsequent speeches. Encourage a few in the advanced group to review the basic manual and help beginners. Sometimes members are unhappy with their chosen advanced manuals and they procrastinate over starting them. Help members select appropriate advanced manuals.

Now your club is perfect. Congratulations! Your only peril is complacency. Keep alert and prevent these “bugs” from plaguing the club. **T**

Ann Bloch, ATM, is a member of Southern Berkshire Club 8792-53 in Great Barrington, Massachusetts.

“The better the program, the more members you'll attract and keep. And the more members, the better the program.”

Redesign YOUR Voice

Vocal exercises can help you sound more intelligent, competent and interesting.

Recently an out-of-town house guest heard the CEO of a prestigious local organization speak on my radio program. When I arrived home, our guest asked me why I put that person on the air. "Couldn't you have selected someone more influential to represent the organization?" "As a matter of fact, he is the most influential," I answered. "He's the president." Her response was poignant: "His voice didn't sound influential." Although he is an intelligent and competent person, his voice told a tale on him.

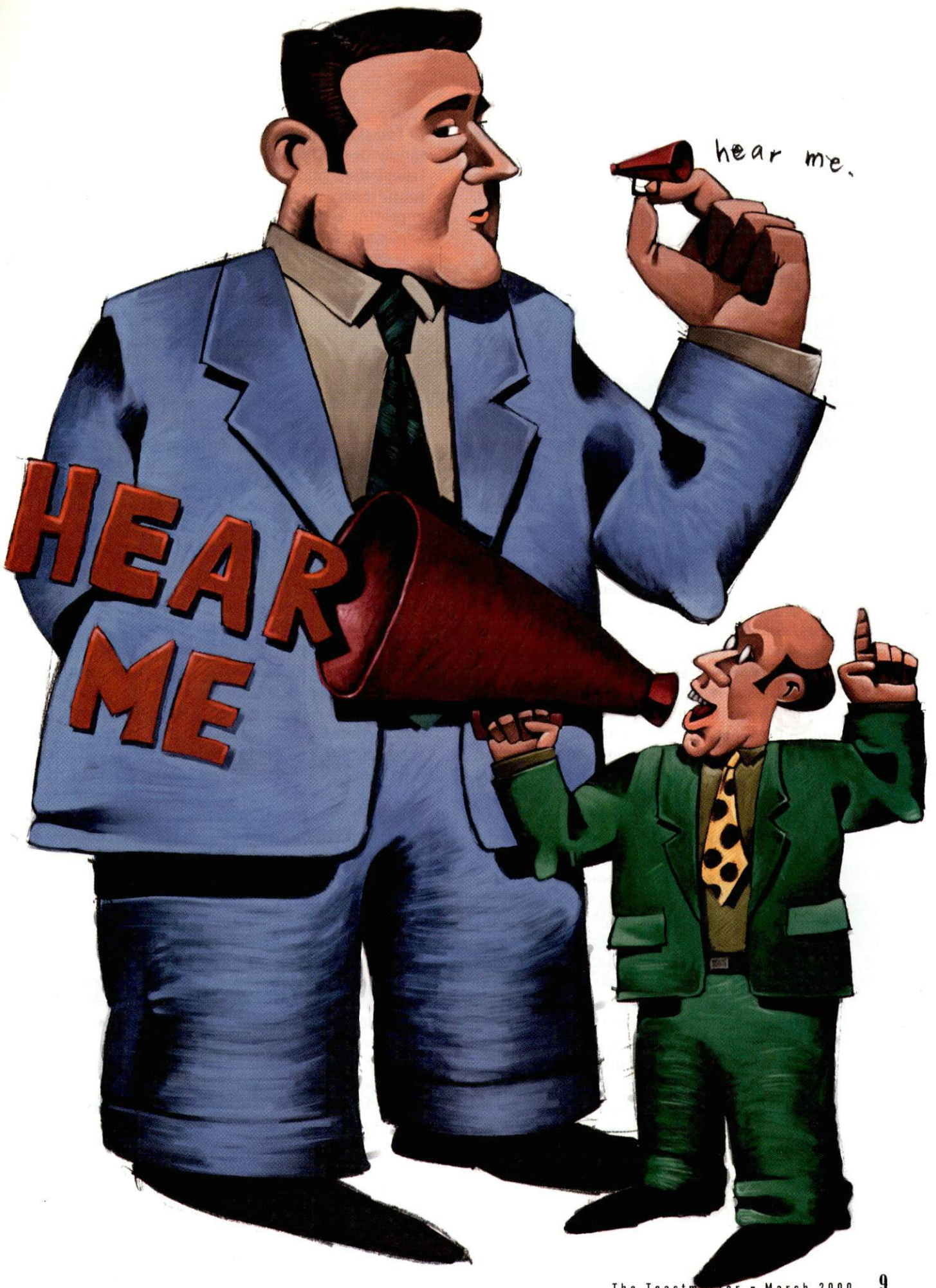
Your voice has a personality that tells your story. It may say "she's capable" or "he's interesting." On the other hand, it might say, "she's incompetent" or "he's boring." True or false, that story is what your hearer accepts as reality. What message do you want your voice to convey about you?

One of my clients, an author and speaker, wanted others to perceive her, among other things, as caring. She really is a caring person, but her voice told a different story. So she worked on sounding as caring as she really is by changing some of her inflection patterns. One week after our first session she excitedly told me how, during a phone conversation, an acquaint-

tance had opened up to her as never before. She attributed this to her "new" voice.

How much difference can a good voice make? One evening around 6 o'clock, my wife and I were watching television when the phone rang. I assumed it was a salesperson. Who else would call at that time of the day? (I believe people doing phone sales can be both intelligent and competent. However, I have this bias that says none of them really wants to do it, nor do they care about my needs.) So I answered with my most uninterested voice. My wife, who was listening, noticed that within seconds the tone of my voice changed from hostile to hospitable. What she heard went something like this: "Sure, tell me

BY ROY HANSCHKE ■ ILLUSTRATION BY ANTHONY STROM



about it. ... Really? ... What day do you come? ... Will you pick up anything? ... How much? ... Great! Sign me up!" In less than a minute the conversation was over. "Was that a garbage disposal company?" my wife queried. A little puzzled, I told her that in fact it was. "That's interesting," she said. "You hung up on them last week."

My pose froze as my mind scurried back to the previous week. She was right! It was the same company and the same sales script! The first sales person never had the chance to get to his message because his voice indicated very little interest in me. The second person's voice told me, "I care about myself, I care about you and I care about what I'm telling you." So I listened, heard the message and gave her the sale.

Only 7 percent of interpersonal communication is attributed to content. Some 37 percent is attributed to the way your voice delivers that content. Is your voice compelling enough to draw people to your message or does it tune them out before you get there?

I know a speaker whose content is powerful. His message, however, is obscured by poor diction. He rushes sentences and slurs words, creating a less than competent sound. A trainer for a local corporation recently told me that the No.1 complaint against the trainers on his team is that they are not understood. They speak too softly. Their volume trails off at the end of sentences.

They mumble and sound boring. Like most people, they have a "lazy mouth."

You can't afford to be "most people." To put yourself above the crowd in this highly competitive world you must be professional in every way.

And that includes your voice. You wouldn't see a client or make a presentation with a wrinkled suit and dis-

heveled hair. As Toastmasters, we tend to think about those things. However, rarely do we consider our voices and what they say - about us, our products or our services.

Most people don't realize they can alter and improve the sound of their voices by using correct techniques and a little concentrated effort each day. The goal is to know how to use your voice to your advantage, to develop vocal versatility.

You don't need a "big voice" to be successful. You simply need to develop the skills of proper breathing, articulation, intonation and inflection that make you sound compelling. Let me show you how to begin improving your vocal projection with three simple principles and exercises. I've taught these many times with great success.



1 Awareness is the beginning of improvement. You need to become aware of what your voice is doing and what it should be doing.

It helps to record yourself and then listen for slurring, rushed phrases, dropped endings, hard-to-understand words, a nasal sound, or dull inflection. Ask for candid comments from a friend or two. Tell them you want their honest evaluations. Ask them what they like about your voice. Then ask them to suggest one aspect that could be improved. Better yet, agree to help each other.

2 Exercise is the path to improvement. Simple vocal exercises can help you sound more intelligent, competent and interesting. They will raise your awareness and bring about the desired results. Once you've achieved a better-sounding voice, it takes simple daily toning to keep it that way. It's a good idea to develop a brief daily voice exercise routine. I've been a Denver radio personality for more than 14 years and I still tune my voice with exercises on the way to work every day.

3 Keep it simple. If you make it complicated, you won't do it. Don't try to learn too much at one time. You have the rest of your life to work on changing your voice. The following exercises provide a simple daily plan that will help you immediately. Do these in the shower, in the car or anywhere you have an extra 10 minutes each day.

"You need to become aware of what your voice is doing and what it should be doing."

Activate Your Articulators

To develop clear, crisp articulation (an intelligent-sounding voice) you need to make your lips and tongue work properly. Most Americans have a lazy mouth. Get your articulators going first thing in the morning and before you make an important presentation. Say these statements out loud using wide, but comfortable, mouth movement. Feel the action of your lips and tongue as you speak. First say them slowly, then faster: "Pretty perky puppies paint predictable pictures."

Be sure to clearly enunciate each sound as you practice. Did you pronounce the "t" in pretty or did you

make it a "d" sound? Did you say "per - dictable" or "pre - dictable?" Was it "pichers" or "pic - tures?" Say it again with crisp articulation: "Pretty perky puppies paint predictable pictures." Did you feel the rapid movement of your tongue and lips?

Now say, "Tillie took twenty-two teeny tantalizing tomatoes." Did you hear the second "t" in twenty and the second "t" in tantalizing? Did you say tomatoes or tomadoes? Read it again, with careful articulation, emphasizing every sound. "Tillie took twenty-two teeny tantalizing tomatoes." Here's another one: "Animal meriment ministered the needed aid."

Some people object by saying that crisp, precise enunciation sounds unnatural. My answer is threefold. First, if you can only speak the way you do now, you are limited in what you can do with your voice. The more you train your articulators to work for you, the more versatile you become in the way you speak. You can then choose the way you want your voice to sound. My second argument is this: The more you work on enunciating clearly, the more natural that sound becomes. Finally, as in all skill development, unless you stretch beyond your current boundaries you will not experience improvement.

Practice Delivering a Full-Forward Sound

To develop rich, strong intonation, (a pleasant-sounding voice), practice delivering a "full and forward" sound. When speech is focused in the back of the mouth it sounds weak or thin. Directing too much speech into the nose cavity and not enough into the front of the mouth makes it sound nasal. The goal is to make it sound full and then bring it forward and out.

Try this exercise. With good posture and a deep abdominal breath, begin a yawn and say "ah." Make it a wide, full-sounding "ah." Open your mouth comfortably wide. Now say "ah" again, holding out the sound as you close your lips together into an "mm" sound. Hold the "mm" sound. Feel the vibration in your lips. By forming the "ah" you create a full sound. The "mm" focuses the sound forward. Now repeat the exercise and without hesitating add the phrase "my name is . . ." Perform this exercise daily to practice a full-forward sound. Become aware of good full-forward speaking. By doing so, you'll project a more pleasant and confident voice.

Learn the Tools of Inflection

To develop an interesting voice (a compelling sound) and to effectively communicate, you need to learn the various tools of inflection. Emphasis is one such tool. To help you see how emphasis can add meaning to your message, say the following question five times, emphasizing a different word each time. "How do you do that?"

There are five different meanings in that sentence, depending on which word receives the emphasis. Try it. Did you hear all five? Other tools of inflection include pause, pace, pitch and volume. Varying each, you can put color and life into your speaking.

The more you practice, the more you take command of your vocal projection. Practice every day saying that simple question five different ways. As a variation, think of a different hearer each time and say it with meaning for that person. For example, how would you say "How do you do that?" to a child, an influential client, a friend, a group of sales people or a very ill person? If you use your imagination and have fun with your voice, you can develop a skillful use of each tool.

Start developing a better voice today. Make the above exercises part of your daily routine. Once you start, you'll never be the same again. It's fun – and addicting. You'll notice good and bad voices all around you. You'll enjoy what you hear and feel in your own voice. You'll have more confidence and sound more competent. You will do a better job of holding your audience's attention, and your message will be heard. Your voice will soon say great things about you – if it doesn't already. **T**

"The more you practice, the more you take command of your vocal projection."

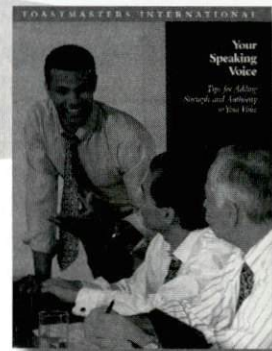
Roy Hanschke is founder of *Voice Personality – Taking Your Voice To The Next Level*, and creator of various voice products. He conducts workshops, consults with organizations and personally mentors individuals on effective use of the voice. For more information, call Roy at 1-800-604-8843.

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**Wanted: A subtle approach
to vocal variety.**

By John Rosales, ATM

Beware of the Bellowing Toastmonster

The more Toastmasters functions I attend the more I see speakers who try to impress their audiences with monstrous antics. Instead of using vocal variety, for example, "Toastmonsters" try to shout the roof off the rafters. They don't just dramatize their voice for emphasis, they scream to show off their vocal range. One moment their volume is clear and normal. The next it's Jackie Gleason: "Pow, Alice! Straight to the moon!"

Vocal variety refers to the delicate or forceful or rhythmic inflection applied to words and phrases. It takes judgment, insight and a normal voice, not a howitzer throat canon. I'm afraid, however, that Toastmonsters inflict vocal punishment on their audiences because our Toastmasters culture often rewards such outlandish expression.

Apparently, Toastmonsters earn points from judges and evaluators for distinguishing themselves from the rest of the pack. It's similar to Chicago Bull Dennis Rodman. Yes, Rodman can rebound basketballs like no other NBA player. He is skillful and talented. But so is every professional basketball player; that's why they earn millions of dollars. So why does Rodman get so much attention? Because of his outlandish behavior and colorful tattoos – he's over-the-top.

By bellowing words and exaggerating gestures, Toastmonsters seem to state the obvious: "Look everyone,



I am now employing vocal variety, eye contact and body movement." They are not subtle. This often makes it easy for inexperienced judges to give them the top prize. At the club level, predatory speaking habits are fostered by evaluators who applaud vocal explosions, clownish facial contortions and other annoying gestures that are best left to desperate comedians. I too have committed these atrocities at one time or another. Usually, I resorted to this after losing the audience's attention. It's a cheap trick.

As audiences become more sophisticated about public speaking, it is more important than ever to reach them with talent and finesse. Poise, speech content and congeniality should win points. These are the real hallmarks of the Toastmasters culture. Leave the gimmicks to talk show hosts and TV pitchmen selling used cars.

To be honest, we perpetuate monster behavior. Toastmonsters are not born, they evolve from their Ice Breaker speeches. From Speech No. 1, club leaders emphasize the mission of Toastmasters: To promote confident and competent public speakers while honing management and leadership skills. It is a high calling. Contest judges, too, might choose not to praise contestants intoxicated with their oratorical prowess. Judges, like good evaluators, might offer constructive criticism instead of a blue ribbon.

As Toastmasters, we help one another conquer our fears while polishing our communication skills. We help each other to better develop and present ideas. These

goals have nothing to do with gaudy behavior on the podium. Judges should reward eye contact, not eyeballs shooting out from their sockets. By lauding voice canons and frenzied gestures, judges are creating Frankenstein speakers.

Like most people, Toastmonsters just want to be loved. They seek approval. Granted, Toastmonsters are some of the most hard-working and skilled speakers. They are creative risk-takers who seem to enjoy the challenge of pushing the envelope. And yes, there is room for creativity within the parameters of proper Toastmasters etiquette as dictated in our manuals.

Creativity on the podium is diminished, however, once the audience runs for cover. Tacky voice gimmicks and annoying facial gestures – not to mention body noises – are best kept on late night television's theater of the absurd. Sure, if your speech contains three sections, then hold up three fingers for visual support. But don't wave your fingers around like sparklers. It's contrived and your audience knows it.

Toastmonsters are usually accomplished speakers. They tend to devour the competition during speech contests, but this alone does not satisfy their ravenous appetites. They also must ingest the audience and spit it out. How?

Toastmonsters screech louder than a T-Rex and are just as outdated. They mark their turf by walking into the audience and *getting in your face!* Their contorted facial expressions would scare a werewolf. As frightened children cling to their mothers for protection, Toastmonsters pull their favorite trick: They demand that the audience listen. There's nothing wrong with trying to get your audience's attention. But Toastmonsters don't earn

it. They don't simply persuade or inspire, educate or inform. They *order* audience members to take action, or else! In a word, they intimidate. They insist that everyone in the room commit to some trivial thing or other. Essentially, they stifle the audience's senses with some self-serving or trite matter. While in a stupor, their onslaught may include something like: "You better...blah, blah, blah, or else!" Very seldom do Toastmonsters have a substantive matter to convey. They seem to confuse persuasion with coercion.

"Very seldom do Toastmonsters have a substantive matter to convey. They seem to confuse persuasion with coercion."

They are all style and no substance. I pray for their extinction. For this to happen, evaluators must be honest with speakers who have no sense of parameters or protocol. Just as the use of obscenities and blue humor is discouraged by Toastmasters International, so too should the same guidelines apply to obscene voice levels and demon-possessed body language. Instead of handing over first-place trophies, judges should call an exorcist at the next sighting of a Toastmonster.

We all can learn from Toastmonsters. Study their cheesy antics and avoid imitating them at all costs. Aspire to the high goals of the Toastmasters manuals. Work hard to organize and deliver your presentations. Be original. Build your leadership skills to help you at work and in the community. In the long run, you will attain the prestige of becoming a strong evaluator and polished public speaker. Audiences will not fear you, rather they will admire and emulate you. You will become a club role model. Some day, you may even teach one of these tired old Toastmonsters a new trick or two. **T**

John Rosales, ATM, is a former member of Lone Star Club 7787-27 in Washington, D.C.

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MANNER OF SPEAKING

By Craig Valentine, CTM

Toastmasters' 1999 World Champion of Public Speaking tells how to add punch to any topic.

Silence Speaks

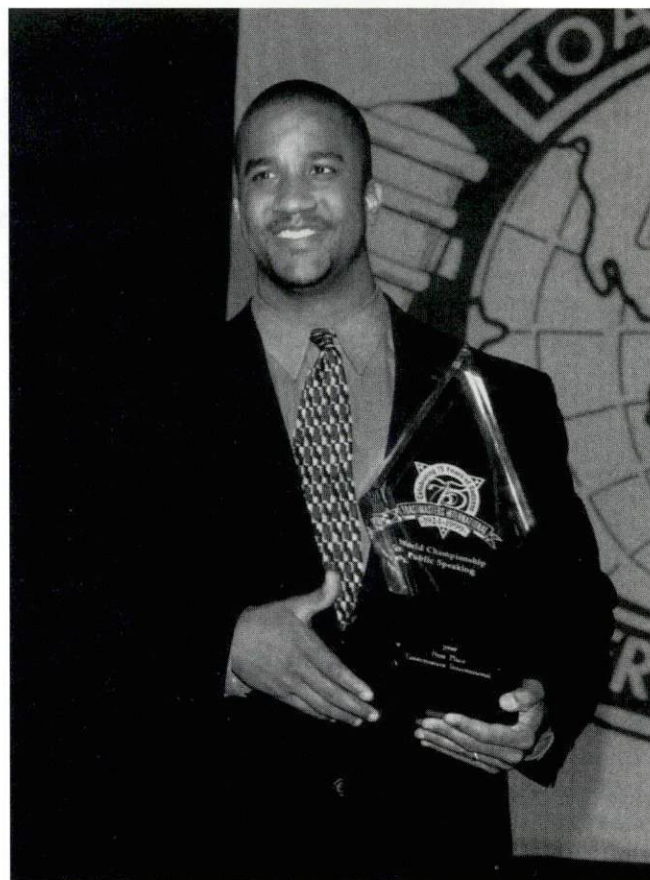
Louder Than Words

On August 21, 1999, at the World Championship of Public Speaking, I stood in front of 2,000 Toastmasters for nearly 10 seconds without saying a word. Why? Because my speech, "A Key to Fulfillment," described how devoting a few minutes each day to silence and meditation can change our lives, and I was demonstrating silence. Later that morning I sat silently as the following announcement was made: "And the 1999 World Champion of Public Speaking is... Craig Valentine!"

Toastmasters International has lifted my life to new heights and has placed me in a position to help many others. Being a Toastmaster helps me fulfill my personal mission – "to touch lives." Since winning the World Championship of Public Speaking, I have been asked many times for advice on the art of public speaking. In this article, I will share with you a few ideas that have significantly enhanced my speeches and probably can do the same for yours.

THE POWER OF SILENCE

Yes, I incorporate silence in my everyday life, but I also use it in my speeches. I believe silence is just as important as spoken words. Dale Carnegie advised speakers to "pause before and after important ideas." This lets the idea or statement sink into audience members' minds and hearts. It allows them to fully digest what you, the speaker, have said before you make your next point. In my opinion, the easiest way to lose an audience is to talk continuously. Strategically placed pauses can say much more than words.



TELL A STORY AND MAKE A POINT

After I won the International Speech Contest, I had a three-way telephone conversation with two former winners of the same contest – David Brooks (1990) and Mark Brown (1995) – and we agreed that telling a story and making a point is an outstanding way to make a speech memorable. Here is how to achieve greater impact when telling stories:

■ **Personalize your story.** Telling your story in the first person helps in two ways. (1) It builds a connection between you and your audience. As David Brooks puts it, "Although we all have different stories, we share the same emotions." If you can evoke your audience's emotions, you have made a connection that strengthens your impact as a speaker. (2) You gain credibility because your story is about something you have experienced and, therefore, you know it better than anyone else.

■ **Conflict is essential to a story** – regardless of its nature. For example, conflict gives the audience an idea, a map, of where you are going. If your story involves conflict, the audience knows you will eventually have to face it and then do something to transcend it. If told well and with emotion, a story with conflict between characters can inspire your audience to overcome other obstacles. I find this a good way to “touch lives.”

■ **Colorful characters contribute to a memorable speech** because they make the presentation more interesting and entertaining. Characters don't have to take the form of another person. They can be inanimate objects that you personify or assign human characteristics. In one of my speeches, I have a conversation with a book that jumps, yells, looks at me and acts like a human. It is a speech people remember.

MAKING YOUR POINT

If your purpose is to motivate your audience, your story should focus on “you,” the audience, not on “I,” the speaker. The question “What's in it for me?” always is foremost in audience members' minds. Answer that question upfront. Will your story give listeners more confidence, add to their happiness, increase their wealth or make them more attractive? What is in it for them?

“In my opinion, the easiest way to lose an audience is to talk continuously.”

After you've explained what you want your listeners to think, feel or do, it is time to answer why. In my championship speech, I say, “Five minutes of silence will give you a peacefulness, a tranquility, a serenity that you have never felt before. Five minutes of silence will give you confidence exuding from every pore in your being, and five minutes of silence will lead you to feel fulfilled.” That is why the audience should take five minutes of silence. That is why I devote five minutes to total silence each day.

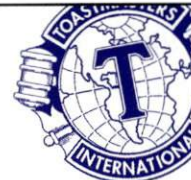
THANK YOU TOASTMASTERS

As a 10-year-old, I once was called “Daffy Duck” because of my pronounced lisp. For years after that incident, I concentrated on each word that left my mouth, and I have now turned myself into a public speaker. The better I become as a speaker, the more people seem to listen. Toastmasters has done wonders for my development as a speaker and as a person. If I can win the World Championship, anyone can. Believe it or not, that was not even my goal. My mission is to touch lives, and with the help of Toastmasters I am able to do that more and more each day. **T**

Craig Valentine, CTM, is a member of Randallstown Network Club 6805-18 of Randallstown, Maryland.



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Elements of Effective Leadership

How to direct and motivate others.

From the time a toddler first interacts with other children, he begins to experience the two basic elements of leadership: leading and following. This hands-on, real-life leadership training continues into adulthood. While life offers many opportunities to both lead and follow, some people become stronger leaders and others are at their best when following. We've all known people in leadership positions who lack the skills necessary to move a project forward. What are the elements of good leadership?

Logic and experience tell us the ability to effectively direct and motivate others is crucial for guiding a project or running a club. Someone with strong leadership skills builds structure into a project and creates order. She has a clear vision of the purpose or goal. She recognizes talent in others and knows how to take advantage of those talents. She's decisive but open to the ideas and opinions of others. She's not afraid to incorporate those ideas into the task at hand and give credit where credit is due. People know what to expect from a good leader, and they respect her enough to follow her.

A poor leader, on the other hand, is often disorganized and unsure about the ultimate direction of a project or organization, thus unable to guide others. He's inconsistent, which makes it difficult for him to influ-



ence or inspire people. A closed mind is another trait of an ineffective leader. He may have his own agenda. He wouldn't recognize a good idea if it bit him, because the only ideas he's interested in are his own. Most projects that fail or organizations that fold can be traced to ineffective leadership.

Many people join Toastmasters to improve their leadership skills. Through the Toastmasters program, you have the opportunity to run meetings, govern the club and even become involved at the district level – all of which are excellent training grounds for budding leaders.

Following are some steps to keep in mind when in a Toastmasters leadership position or when heading a committee, a brainstorming session or a company.

1 Take charge. This doesn't mean you should bully others to get your way. A good leader guides the

*"Most projects
fail or organizations
that fold
can be traced to
ineffective
leadership."*

BY PATRICIA L. FRY, CTM ■ ILLUSTRATION BY [unreadable]



group in meeting a shared goal. With the help of your committee, list the steps necessary to meet this goal and then develop a plan of action. It's your job to make

sure all committee members have a task and that they follow through. A friend of mine does a lot of volunteer work and often finds herself chairing committees. She says the single most important thing she does as a leader is to stay in touch with her committee members. "As chairperson, I'm responsible for getting everything done," she says. "I don't do all of the work myself, of course. That's what the committee is for. My job is to make sure the work gets done and, if someone is having a problem doing their part, I may have to jump in and help."

2 Hone communication skills. The most important factor in the relationship between a leader and a fol-

lower is effective communication. It's imperative that a leader be understood and know how to listen. If you want to lead a group or organization but sometimes have difficulty conversing with people, set a goal to become a more effective communicator. Sign up for Toastmasters leadership programs, take communication-oriented workshops, hire a voice coach, read books on the subject and take every opportunity to practice the skills you're learning.

3 Be consistent. People are more likely to follow someone they trust and respect – someone they can count on to be consistent. We all need to know what to expect from a leader.

4 Give praise. A leader must be able to influence and inspire people. The best way to inspire is to praise good work. Surveys show that praise and recognition are stronger motivators for employees than bonus checks.

Find ways to compliment your team as a whole and to acknowledge individual members for excellent work, for good ideas and for effort.

5 Delegate. Your committee members or employees are the backbone of your organization or project. You need them. Don't spoil the project by trying to do it all. Put your trust in others and delegate tasks.

A man I know started an organization for horse enthusiasts. He ran club meetings, set up equestrian events, held fundraisers and family dinners, and did all of the planning and most of the work himself. It was his project and he didn't want any interference. With time, he realized he was spreading himself too thin and his organization was suffering. The members liked his concept and persuaded him to let them help. It took someone else to lead the organization, however, because although he had good ideas and was a hard worker, he lacked the necessary leadership skills.

6 Set a goal. In our community, a woman who was fed up with the crime and disrespect in her neighborhood struck out to do something about it. She called a community meeting to discuss the problems and possible solutions. Meeting attendance was high for three months straight, but it seemed that nothing was being accomplished. Why? There was no common goal.

Some people thought the solution to all neighborhood problems was to provide after-school activities for the children. Others feared for their children's safety and wanted to focus on enforcing the speed limit. Still others wanted to see the police department do something about local drug problems. And some people pushed personal agendas – for one merchant, it was turning a grass lot into a parking lot. Another woman wanted a post office established.

Projects that organizations could be ineffective leadership."

ILLUSTRATION BY AL FRANCEKEVICH

After a valiant try, this community effort died from lack of unity and leadership. A strong leader might have formed subcommittees to explore each possibility.

7 Take responsibility. Have you heard the phrase, "The buck stops here?" As a leader, you're responsible for the success or failure of the project. It's up to you to support your team. Any problem encountered by a team member is your problem.

8 Find a role model. Every leader has his or her ideal. Pay close attention to the leadership styles of others. Who gets things done and who doesn't? Who has loyal followers? Find out what this person does to succeed as a leader and emulate him or her.

9 Go back to school. Take advantage of leadership programs and classes through Toastmasters or your place of employment.

10 Practice, practice, practice. Take on projects to practice honing your leadership skills. Agree to serve as chairman of the ice-cream social at your children's school. Take charge of the Christmas potluck for your Toastmasters club, or volunteer to head the committee to rewrite the employee handbook at work.

Leadership has many faces and can take many forms. A CEO of a large company is a leader, as is a teacher in the classroom. Your club president is a leader. When you head a committee, you are a leader. There are long and short-term leadership positions. Probably the most common type of leadership is conducting a meeting. Here are some tips for leading successful meetings:

Create an agenda and stick to it. I like to hand out my agenda, which includes a timeline, before the meeting so attendees know what to expect. An agenda also keeps me focused and on track, and it keeps people from disturbing others by walking out at inopportune times. If they must leave before the meeting is over, they can use the agenda to plan their departure so it doesn't disturb speakers or guests.

Start and end meetings on time. Your Toastmasters training has taught you how to time your presentations. Not everyone who participates in meetings outside Toastmasters knows how to do this, however, so it's up to you to inform and coach presenters to be cognizant of time limitations. If a speaker disregards your efforts, motion for him to end his talk, either by raising your hand and suggesting he respond to one audience question before ending, or by walking toward him to take control of the meeting.

Stop monopolizers in their tracks. We've all seen people monopolize a meeting by changing the focus to something of interest to themselves. If someone asks

"You are the leader, not the program. Your job is to keep things running smoothly, not to provide the entertainment."

questions that are of no interest to others, answer briefly and offer to speak with that person privately after the meeting. If a member brings up a non-agenda topic, acknowledge it and suggest that it be placed on the agenda for the next meeting.

Don't monopolize. You are the leader, not the program. Your job is to keep things running smoothly, not to provide the entertainment. A friend told me about an incident at a writing conference where a man was given four minutes to introduce a speaker. He went on to speak about himself for nearly

20 minutes until someone finally stopped him. The chairman probably didn't stop him earlier for fear of being rude. The truth is that it's sometimes necessary to be rude.

Another key to effective leadership is the ability to keep everyone in your club or on your committee interested and involved. Make it your priority to acknowledge members' participation and contributions. A personal call, note or e-mail before meetings will tell them their presence is valued. If they miss a meeting, call or delegate someone to find out what happened and to let them know they were missed.

We're often too busy to honor our commitments. The sad truth is that we seldom think our absence matters. We don't believe that anyone will notice or care whether or not we attend the meeting. Effective leadership means convincing others that you value their participation. **T**

.....
Patricia L. Fry, CTM is a frequent contributor to this magazine. She is a writer living in Ojai, California.

A Toastmaster's Promise

As a member of Toastmasters International and my club, I promise...

- To attend club meetings regularly;
- To prepare all of my speeches to the best of my ability, basing them on projects in the Communication and Leadership Program manual or the Advanced Communication and Leadership Program manuals;
- To prepare for and fulfill meeting assignments;
- To provide fellow members with helpful, constructive evaluations;
- To help the club maintain the positive, friendly environment necessary for all members to learn and grow;
- To serve my club as an officer when called upon to do so;
- To treat my fellow club members and our guests with respect and courtesy;
- To bring guests to club meetings so they can see the benefits Toastmasters membership offers;
- To adhere to the guidelines and rules for all Toastmasters educational and recognition programs;
- To maintain honest and highly ethical standards during the conduct of all Toastmasters activities.



By Laura Wilcox

Each of us has the potential for greatness.

Demystifying Leadership

"Leadership is one of the most observed and least understood phenomena on earth," said James Macgregor Burns in his Pulitzer-prize winning book, *Leadership*.

Most of us think of leadership in grandiose terms. A leader, we believe, is someone who occupies a place on a pedestal above us and out of reach – someone we can look up to and admire, in awe and from a distance. We tend to surround the words "leader" and "leadership" with an almost mystical quality. It is important for us to understand, however, that:

- Each of us is a leader at times.
- Each of us has leadership potential.
- Each of us can develop that potential.

Status Doesn't Count. Leadership, as defined by John W. Gardner, director of the Leadership Studies Program in Washington, D.C., is simply a term that involves the process of persuasion and example by which an individual induces a group to take action.

A leader is not necessarily someone who holds a position of high status. Nor does authority make a leader. Authority is legitimized power – the meter maid has authority but not necessarily leadership. A manager is not necessarily a leader either. Managers may get today's tasks accomplished – but if they don't break new ground, or think longer-term, or reach beyond their jurisdiction – they are not leaders, according to Gardner.

Is a Visionary a Leader? Again, not necessarily. A visionary with grand ideas – but who never actually brings the idea to fruition or gets others to act on his idea – is merely a dreamer.

One does not have to lead thousands or change the course of history to be a leader. Leadership is dispersed throughout all levels of society. Literally hundreds of thousands of individuals among us constitute our dispersed leadership – yet we give them little credit or encouragement. Nor do we recognize the leadership qualities that each of us possesses. As Warren Bennis, author of the book *Leaders* points out, "Leadership is not a rare skill."

Leadership Behavior – One way to learn more about leadership is to look at the behavior of leaders. J. M. Kouzes and Barry L. Posner are experts on this topic and have identified five leader-

ship practices common to most extraordinary leadership achievements. They say the leader:

- Challenges the process, takes a risk and searches for opportunities.
- Envisions the future and enlists others to make the shared vision a reality.
- Fosters collaboration by enlisting the support of others.
- Sets an example for others by taking small steps and planning small wins.
- Recognizes the contributions of others and celebrates their accomplishments.

Leadership is not something mystical and ethereal. We may consider ourselves ordinary people, but each of us has the potential for extraordinary leadership. We must look for the leaders among us and encourage their development.

Developing Leadership Skills – We all must make an effort to develop our innate leadership potential. Becoming a leader is a constant learning process, as John F. Kennedy pointed out when he said, "Leadership and learning are indispensable to each other."

As Toastmasters, I urge all of us to expend the time and energy necessary to learn more about ourselves, our skills, our potential; to seek out opportunities to develop ourselves professionally as well as personally; to hone the leadership skills we already possess; and to seize on leadership opportunities as they come along.

Even if we have no desire to lead others, our participation in Toastmasters gives each of us the potential for greatness. For that reason alone, we must take pride in our efforts. 1

Reprinted from the Spring 1997 issue of *DuPont Speaker*, the newsletter of Dupont Speaks club 7184-36 in Washington, D.C.

Club Leadership in the 21st Century

Communication and leadership skills. These are the products we advertise to our guests and the world. Our record on the communication track is outstanding. But how well do we deliver on the leadership end?

Toastmasters International has done a fantastic job in developing leadership training materials that our clubs can work into their educational programs. And for individuals, there's the leadership track for developing skills necessary to receive Competent Leader and Advanced Leader awards. The club environment provides us the opportunity to learn and apply these skills. I've observed dedicated Toastmasters demonstrate true leadership within our organization. And I've seen "opportunities for improvement" in others.

I didn't join Toastmasters four years ago to learn leadership. However, having served as a club president, a division governor, and as co-chair for our last district conference, I've had plenty of opportunities to exercise leadership skills.

I've been privileged to serve 16 years as a Marine Corps officer, a position in which I've been exposed to the best leadership training and practical application of leadership skills the United States has to offer.

What follows is a review of 11 leadership principles taught to Marines and how they apply to the Toastmasters environment and especially to portions of the Toastmasters Promise. Take an honest assessment of yourself and your club. As club officers or future club officers, we owe it to our members to provide the best leadership possible. Are you demonstrating the leadership principles

inherent in the Toastmasters Promise? (See page 18.) Let's take a closer look at these 11 rules:

1 Know yourself and seek self-improvement. This should be a continuous process. Assess your skills and look for growth opportunities. It's good to share your own goals with your club members. Are you continuing on the communication track? Leadership track? You might request to work with a mentor to help you stretch your comfort zone. When I wanted to learn how to deliver the Speechcraft program, I asked some of our club's senior DTMs for help. Within a few weeks, an opportunity came and I was able to assist in delivering the program. Now I routinely conduct my own Speechcraft programs.

Maybe you have served as Vice President Public Relations and want to try serving as Vice President Education or President. It will be easier to encourage others in your club to try different tasks when they see you thriving.

2 Be technically and tactically proficient. We are fortunate that Toastmasters International provides a comprehensive handbook for each club office. When I conduct the district-sponsored

training for club presidents, I provide no handouts. I tell attendees that everything I'm covering is in the *When You are the President* handbook. This encourages them to open and browse through the handbook. As a club officer, can you run a Toastmasters meeting effectively? Do you know the requirements for accomplishing the different levels of educational awards? Can you properly explain to a guest the different tracks or do you at least know where to find the information? As a leader, you should know how your district is organized, be able to

*"Indecisiveness
makes you look
unsure of yourself
and hurts your
credibility as
a leader."*

explain the various types of speeches to achieve the CTM award, and be able to share some basic historical facts about Toastmasters.

3 Develop a sense of responsibility among your subordinates. We can refer to our fellow officers as team members. This principle applies to meeting preparation and the duties and responsibilities of each officer. Is the Vice President Education preparing the agenda on time? Is the Sergeant-at-Arms setting up the meeting place on time? Are the Timer and Grammarian prepared? We owe it to our members to be ready to conduct our meetings as planned, per the Toastmasters Promise (“...prepare for and fulfill meeting assignments.”)

4 Make sound and timely decisions. It’s one minute before the meeting and the scheduled speaker hasn’t arrived. Make the decision: Deliver a backup module or move up Table Topics; adjust as required. The point is to make the decision. Indecisiveness makes you look unsure of yourself and hurts your position. Good leaders are self-confident.

5 Set the example. This is probably one of the most important leadership principles. Do we walk the talk? We lose credibility if we don’t do what we expect others to do. This applies to delivering speeches, attending officer training and participating in district events when called upon. Are we sloppy in carrying out our assignments or are we maintaining the integrity of the programs? It would be difficult to cajole members to complete their CTMs when you’ve been a member for three years and are still working on Speech No. 3 of the basic manual.

6 Know your people and look out for their welfare. Club members rely on officers to carry out their responsibilities. As a leader, you need to make sure that the other officers on your team are doing what they are supposed to do. Is your club getting proper credit for officers attending district-sponsored training? Are reports, lists and dues turned in on time? Are required forms submitted to World Headquarters in a timely manner or are they sitting in someone’s folder for three months?

Knowing they are taken care of helps to develop club loyalty and member retention.

7 Keep your people informed. Are you passing information to your club members concerning speech contests or district-level membership-building contests? Did you brief your members on the Club Success Plan? This is where the club newsletter fits in. Some clubs list information about scheduled events on the back of meeting agendas to remind members and inform guests about club activities.

8 Seek responsibility and take responsibility for your actions. Here’s a key phrase from the Toastmasters Promise: “...willing to serve my club as an officer when called upon to do so.” Shying away from responsibility is not in keeping with the spirit of Toastmasters. Ensuring that dues, officer lists and other forms are turned in to Toastmasters headquarters is part of a club officer’s responsibility. Club members can’t compete in contests if the club is not in good standing.

9 Make sure assigned tasks are understood, supervised and accomplished. Does the club secretary know the process for submitting membership applications and club officer lists to Toastmasters headquarters? Are agendas prepared for club meetings? Are club minutes being maintained? The club president is ultimately responsible for ensuring that all applications, lists and semi-annual reports are turned in to headquarters *on time*. Keeping our clubs in good standing is an important member service.

10 Train your people as a team. One person does not a club make. When I became club president, we had eight members on paper, with five consistently attending weekly meetings. We were few in number but committed to sustaining and expanding the club. We stayed on track with our manual speeches, conducted meetings as if we had 20-plus members sitting in the room and maintained the integrity of a “textbook” Toastmasters meeting. The flip side of leadership is followship. There are times when club officers need to follow as well as lead. I was lucky in that my fellow club members supported and gave



100 percent to the club. Club officers also must let other club officers do their jobs. The Vice President Membership should contact guests after a meeting. The Vice President Education should prepare the agenda and perform other duties that the role requires. These procedures give members a sense of trust and confidence in club officers.

11 **Employ your command in accordance with its capabilities.** The Distinguished Club Program is a great way to do this. As a club officer, how can you help your club accomplish DCP goals? Members grow by stretching their comfort zones. Maybe all some of them need is to deliver two modules from the *Successful Club Series* to achieve the Competent Leader award. Being aware of your members' individual goals will help you steer them to growth opportunities. As a club, your members will feel like a team, provided they know what the goals are and what they can do to reach them.

Two years ago, our club was at the bottom of our district in points for the Distinguished Club Program. In 1999, our club achieved Select Distinguished status. Our members consistently serve as area and division governors, as well as in other district officer positions, and they are actively involved in district conferences and training.

Communicating and developing leadership skills are continuous processes. Toastmasters clubs provide the best learning labs and educational materials to do this. Let's deliver as advertised. By helping members develop their leadership skills, our clubs will provide a better service to their communities and organizations. If we do our part, we help support our International President Tim Keck's theme, "Building a Better World." **T**

Richard A. Hernandez, ATM-G, CL, is a member of Waikiki Club 7234-49 in Honolulu, Hawaii.

Toastmaster of the Meeting — Platform Control

By Joe De Rico, ATM

One of the most important roles we perform as Toastmasters is that of Toastmaster of the meeting. Not only does this role teach us how to be a master of ceremonies, it also adds cohesion to the meeting and keeps it flowing. A key function of the Toastmaster of the meeting is to control the speaking platform. Here are some things to consider when performing that important duty:

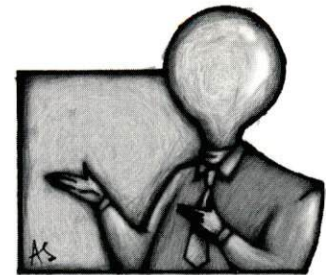
- **You are in charge of the speaking platform.** Consider yourself a sentry on duty at your post. Do not abandon your "post" until properly relieved. That is, someone should always be at the speaking platform. This becomes a challenge when speakers finish their speeches and are eager to hurry back to their seats. You must lead the applause and reach the speaker before he has a chance to "escape," thus leaving the lectern unattended. As soon as the speaker finishes, start clapping, then return quickly to the podium and firmly shake his hand. Say something nice, then remain on the podium or behind the lectern and clap until the speaker has returned to his seat.

Words such as "nice job," "very nice," "super," "well done," or "that was great" mean a great deal to speakers. Lengthy comments like, "The same things you mentioned in your speech happened to my Aunt Ethel back in 1978 when she lived in Poughkeepsie and we were visiting her for the summer..." are best saved for after the meeting. Remember, when speakers are finished, they want to sit down. Let them.

- **Sit near the podium.** You will need to get up frequently and with alacrity, and you don't want an awkward delay while you make your way to the front from a distant seat.
- **Yield the lectern when the speaker arrives.** When you see the speaker coming, step to the side of the lectern opposite the speaker's approach so that she will already stand behind the lectern when shaking hands with you. This puts the speaker in control, and allows her to begin speaking as soon as you return to your seat.
- **Make sure the lectern is free from papers,** including your notes, when the speaker arrives. Speakers usually scoop up all papers when they leave the platform. It is embarrassing to delay the meeting while you ask the last speaker to look through her notes to find your copy of the meeting agenda. Carry the agenda with you to your seat or tape it to the lectern.
- **If the speaker has told you he will not use the lectern, remove it prior to his arrival.** You can replace it while the speaker is returning to his seat.

Proper control of the platform demonstrates polish and skill, and distinguishes you as an accomplished professional. **T**

Joe De Rico, ATM, is a member of Tarsus Club 532-8 in St. Louis, Missouri.



By Robyn Harrison, ATM-B

40 Topics for Easy Introductions

Get to Know Your Club Members

INTRODUCTIONS ARE AN IMPORTANT ASPECT OF THE WEEKLY meeting, but they are often brief and reserved for key speakers and perhaps for guests. They can, however, be an excellent tool for extemporaneous speaking practice as

well as for learning new things about club members. Interesting and entertaining introductions encourage people to laugh and relax, and they set a positive tone for meetings.

Following is a list of 40 questions and topics for quick but insightful introductions. The point is to be brief but complete. Variety and a good sense of humor are key.

1. What was your first car?
2. Describe a teacher you remember.
3. What is your favorite color?
4. What chore do you most hate?
5. Tell about a person you liked to visit as a child.
6. Where is your favorite place?
7. What is your favorite sport as a participant? As a spectator?
8. What do you consider to be the most ridiculous sport?
9. What are your plans for the next holiday?
10. Tell about your most interesting weather encounter.
11. This week is "Take your daughter to work" week – what will she see you do?
12. What would you have seen your father doing had "Take your daughter/son to work" existed when you were young?
13. Tell about something you saw this week that indicates the changing of the season.
14. What do you like most/least about the current season?
15. Describe your favorite comfort food, foreign food, dessert, snack or breakfast.
16. Introduce yourself as an object: "My name is _____ and today I feel like a rocking chair, just sort of laid back and relaxed." Or "My name is _____ and today I am a toaster – popped up and ready to go."
17. Introduce the person on your left as an object.
18. What can you do the fastest? Slowest? Best in your family? As a kid, what could you do better than anyone else in your family?
19. How do you express exuberance?
20. Where is your biggest blind spot?
21. With what person in history would you most like to have a conversation?
22. Describe an activity from your list of "things to do before I die?"
23. What should your parents have named you?
24. It is said that people's cars reflect their personalities. Introduce the person to your right and describe the car she drives.
25. What is your favorite holiday and tradition?
26. Tell about a treasure you received last week.
27. Describe someone who has had a strong influence on your life.
28. Where would you travel if money and time were no object?
29. Tell about your favorite poem, book, song, TV show, newspaper comic, author, singer or artist.
30. Describe something you'd like to try doing.
31. In one word, describe your week ahead. Then summarize this past week.
32. Tell about a pet you had when you were growing up.
33. What is your favorite scent?
34. What famous person do you most admire?
35. Describe your hometown.
36. Where did you go to school?
37. Describe the most interesting place you've visited.
38. What talent would you most like to have?
39. Introduce a member of the group and briefly describe one of his or her speeches that you enjoyed.
40. Have members introduce themselves alphabetically by last name or by first name and then introduce the person who would come next. It helps club members learn each others' last names!

T

Robyn Harrison, ATM-B, is a member of Socorro Club 2305-23 in Socorro, New Mexico.

Keeping the mess out of telephone messages.

Even with computers and the popularity of e-mail, the telephone continues to be the tool of choice for business communication. In a survey conducted by the Institute for the Future, corporate employees reported leaving more than 20 telephone messages a day.

State when you are calling. The date, and often time of day, are especially helpful on urgent matters.

Identify the reason for your call. People appreciate this courtesy; it shows you understand they are busy and you are helping them prioritize the return call.

If you need to discuss several topics, limit your message to the most important one. The practice of identifying the reason for your call also can prevent your own embarrassment. Have you ever received a return call and

At the Sound of the Beep

With all these one-way conversations, it's important to establish sound telephone manners. A poor message detracts from your professional image while a clear, concise message makes a good impression and leads to the action you want. Here are some guidelines for leaving succinct messages "at the sound of the beep":

WHAT YOU SAY

Clarify for whom the message is intended. This is not necessary if the taped greeting you hear clearly identifies the name of the person you are calling or if you recognize the voice. However, when a single answering system is used for more than one person, when the greeting is generic, or when you can't recognize the voice, start with something like, "This message is for Joe Duncan."

Address the person by name as you extend your greeting: "Good morning, Joe."

Identify yourself. Use your full name and don't assume the person will recognize your voice. When appropriate, identify your company, function or association. If you have not spoken to the person recently, you may want to identify the connection between the two of you. "We met at the first meeting on the Student Intern Program last month," or "Gerry Hines from Marketing suggested I call you."

desperately asked yourself why you called? If you leave a clear message, the person returning your call will most likely start by saying, "You called about..." and repeat the subject you identified.

Clarify the action. Do you want the person to return your call, or will you try again later? If you intend to call later, it is helpful to suggest what day or time you will call. This may prompt that person to stay close to the phone, or to call you instead.

Do you hate phone tag? Here is an unwritten rule: After two messages are returned with messages, the responsibility for making contact reverts to the person who made the original call. That is, if you initiated the calls, don't expect the other person to leave you more than two messages. Status between callers can affect this unwritten rule. A corporate executive may consider the obligation to return a call to be met after leaving just one message to someone in a lower position.

It is best to avoid phone tag altogether. If you can briefly specify some action for the person to take without having to call you back, do so. Messages like, "Please add the phone numbers to the list before you mail it," or "The next meeting will be on Tuesday at 2:30 instead of 2" can save time for both of you. Also, clarify your availability: "Please call me back. I'll be in the office after 12:30." Don't

BY KATHY S. BERGER ■ PHOTOGRAPHY BY PHOTODISC



ask someone to call you if you will not be there.

State the urgency of your call.

Distinguish among calls you want as soon as possible, those you'd like at the person's earliest convenience, and those that can wait 10 days. Don't insist that your call be returned immediately if there is no reasonable need. If you do, a future response truly requiring urgency may be jeopardized.

If, after leaving a message, you obtain the information you need, a call back canceling the first is always appreciated.

Be brief. Avoid a lot of details, especially if a personal discussion is necessary. This demonstrates your ability to communicate concisely and lets the other person know you understand the demands on his or her time. It also helps you avoid being cut off prematurely by the answering machine.

You may disregard the advice about avoiding details if you can provide useful information within one minute that would preclude another call, or if the caller specifically requested a detailed message. Your level of familiarity with the caller is a factor as well. Don't initiate conversation with a person you haven't spoken to previously by leaving a detailed message.

Under typical circumstances a message should not exceed 25 seconds.

State your phone number, even if you know the other person has it. This saves time and increases your chance of getting a return call. By the way, it is helpful to provide your number even if you don't expect a return call. "Call me if you have any questions" is always welcome.

Repeat the person's name at the end of your message, for a personal touch. "Thanks, Sally. I'm looking forward to your call."

How do these guidelines all string together? Here's an example:

"Allen, this is Elaine from Business Management. It's noon on Tuesday. The budget meeting can't be held tomorrow as scheduled because of a conflict for some of the council members. Please mark up the numbers sent out last week and turn in your markup and comments to me by the end of the day on Friday. If you have any questions, call. My extension is 458. Thanks Allen."

Or -

"This call is for Donna Westin. Donna, This is Steve Allman from the Chamber of Commerce. It's Wednesday evening. I'm organizing the volunteers for the booth at the street fair, and I noticed you signed up to work on Saturday. Please let me know what time of day would be best for you. I'd appreciate a call back tonight or tomorrow night if possible. I want to finish the schedule before the Friday morning meeting. My name again is Steve Allman, and my number is _____. Thank you Donna."

Both messages, which follow the guidelines above, take less than 35 seconds. The second example is slightly longer, but it contains crucial information. Steve, the caller, subtly reminds Donna of the commitment she made earlier and explains his deadline (and the priority of a return call).

HOW YOU SAY IT

Eliminate the "uhs" and "ums" in your speech. As any Toastmaster knows, "like" and "well" are simply bad habits that you can eliminate with practice. Sometimes "so" becomes a filler word when the caller tries to connect ideas, even though the connection is unnecessary.

A message without fillers makes the caller sound clear, effective and decisive. It is a stark contrast to the image of a person who sounds as if he isn't quite sure who he is or what he wants.

Use a pleasant tone, remembering that the listener is forming an impression of you, your personality and your business effectiveness. Make the person want to call you back.

If you are angry, control your temper in the message you leave. There may be times when anger will elicit the

response you need, but in general, a neutral message is best. If your perspective changes later, the message will continue to represent you at your emotional peak.

Avoid background noise. Try to avoid calling while the carpenter is drilling in the next office or automobile horns are honking behind you. What's the point of leaving a message no one can hear?

EXECUTING THE GUIDELINES

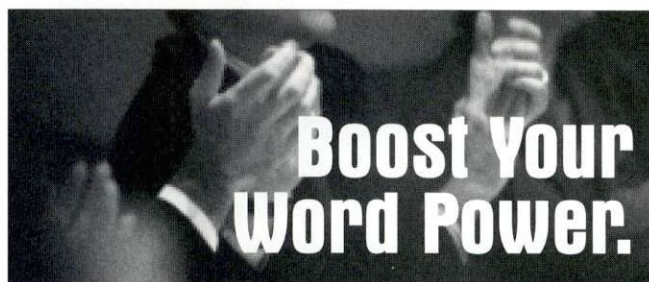
The appropriate content of phone messages is derived from common sense. The biggest trick is to learn how to quickly organize your thoughts. You can turn these tips into habits faster by writing down what you will say. This "reading" of a message or two should also help you eliminate any "uhs" or awkward pauses.

Some callers leave sloppy messages simply because they are distracted by other activity. If you dial a number and then start looking at your mail, turning on your computer, or cleaning your desktop while waiting for the ringing to stop (or the taped message to end), stop the peripheral tasks and focus on leaving an effective message. This focus is the equivalent of making eye contact when speaking in person.

For especially important messages, take advantage of the playback option if the messaging system has one. Listen to your recording and redo it if necessary, but don't depend on this option. It is not an efficient use of your time.

Instead, practice and develop the habit of leaving an effective message the first time. Don't be caught off guard at the sound of the beep. **T**

Kathy S. Berger is a writer living in Rossmore, California.



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By Mark Majcher, ATM

Toastmasters Share Their Lessons Learned

Commit Rather Than Omit

Now is a good time – in the early part of a new year and a new century – to renew your commitment to being the best Toastmaster you can be. Resolve that any mistakes you may make will be errors of commission, not of omission. You may commit errors when you actively seek out new roles and responsibilities. But an error of omission, usually caused by complacency, results in lost opportunities. Now for some tips from fellow Toastmasters to help you on your road to new achievements:

■ I've learned to think of public speaking as an opportunity to share with others. It works the same way when speaking before two or 200 people. Each time we share verbally, a type of osmosis is formed. We think, speak and listen – all at the same time. Each time we say something, we, the speakers, gain the most. Speaking out loud also reaffirms our message in our memory and subconscious.

CARLETON L. WILLIAMS, DTM • FAYETTEVILLE, GEORGIA

■ Our area telephone directory lists the user-friendly term "Toastmasters Membership Information" and my home number. This listing has brought so many new members into our club that I have received membership recruitment awards from Toastmasters International.

HARRY JOHNS, ATM-G • LAS VEGAS, NEVADA

■ A Toastmaster told me about a new "ah"-reporting method developed by a psychologist. The "ah" counting itself is done in the usual way, but the difference is in the reporting. Based on the idea that people learn faster when rewarded than when punished, the Ah Counter at the end of the meeting calls only the names of members who spoke and did NOT say "ah."

Later as Vice President Education, I was instrumental in putting this plan into practice. What a difference! The number of "ahs" dropped significantly. Speakers whose names weren't called and who wanted to know how many "ahs" they had could simply ask the Ah Counter at the end of the meeting.

DEBRA ROLLINSON, CTM • VAIL, ARIZONA

■ The Successful Club Series, a set of programs available from Toastmasters International, provides tips on holding quality club meetings. "Successful" also describes a presentation I attended, where the club had invited two speakers who conducted sessions from the Successful Club Series on "Meeting Roles and Responsibilities" and "Creating the Best Club Climate." A lively and beneficial panel discussion followed.

Panelists included a past club president, an area governor, the division governor and other experienced Toastmasters. Everyone had an opportunity to ask questions about quality clubs, including challenges they faced as leaders and the new Distinguished Club Program. Those who attended said they not only found the instruction helpful, but they also enjoyed the meeting.

WU TZE SING, DTM • KUALA LUMPUR, MALAYSIA

■ If you know a visitor is coming to your next club meeting, try to obtain the person's name and address and send him or her a page of information about what to expect. You could acquaint prospective visitors with some words and terms used that are unique to Toastmasters, such as Ice Breaker and Table Topics, and also with the various meeting roles.

TERRY STORMON, ATM-B – LISMORE, NSW, AUSTRALIA

■ In my nearly 11 years as a Toastmaster, I have discovered that it's best – at least for me – to rehearse speeches at approximately the same time of day I plan to deliver them. In my early Toastmasters days, I rehearsed and timed my speeches before leaving for work, usually 6 a.m. When I actually delivered the speeches – after 8 o'clock at night – I found that although I completed them within time limits, it was always a close call. Then I realized that when I rehearsed in the mornings, my mind was fresh. After a day's work, I was tired, and I delivered speeches at a slower rate. Now I rehearse and time presentations several times at approximately the time of night I'm scheduled to speak. I am also a member of

a breakfast club, so I practice speeches for that club's meetings in the early morning.

VALDAH THOMPSON, DTM • VICTORIA, AUSTRALIA

■ I practice my speeches in the morning as I get dressed. One thought I associate with my trousers and another with my shirt. Socks, shoes and belt each gets its own theme. Later I easily recall the ideas during my formal presentation – because I am literally “wearing” my speech.

JIM WILSON • CEDAR RAPIDS, IOWA

■ I use color – and highlighters – with a passion to signify desired emotional effect when I prepare 3 x 5 cards for my speech. A red highlighter calls attention to words to be expressed in an angry tone. Yellow denotes a fearful emphasis, and green designates energetic emotion – you get the idea. This scheme enables me to instantly know what emotion to adopt when I first scan those words.

PAM HEREN • SACRAMENTO, CALIFORNIA

■ Give yourself a boost by using a simple spreadsheet to keep track of each speech you give. My spreadsheet columns indicate theme, title, date, location and evaluator's name relating to each speech. I keep the printouts in a binder that I carry with me on the road. The data emphasize a history of success and keep me enthusiastic.

RAY GANT, DTM • PORT ORANGE, FLORIDA

■ To promote Toastmasters and our club, we printed business cards with the date and time of our meetings. I visited the library and placed one card inside every book I found on the topic of public speaking and communications.

GEORGE TOROK, CTM • BURLINGTON, ONTARIO, CANADA

■ Because of a bad stammer, I found it difficult even to speak face-to-face with people before I joined Toastmasters. Here is a technique I discovered after becoming a Toastmaster to help me speak to an audience: To prepare, I create the entire presentation in my mind. I mentally practice the speech delivery because I do not stammer in my mind. The first time I actually hear my talk is when I am delivering it to an audience. When I begin the speech, I flip a mind switch – and out flow the words. I gesture at appropriate moments – and with emotion. This all comes from within – all as it was in my mind. Sometimes I become so interested hearing my speech for the first time, I forget to be nervous!

BILL CASSELS • ONTARIO, CANADA

■ Get rid of the lectern – at least for Table Topics. Our club requires Table Topics participants to come forward, stand in front of the lectern – not behind it – and then respond to the question or topic. A lectern is a stand for holding notes or a written speech. In Table Topics, where speaking is impromptu, a lectern serves no purpose other than as a crutch to hide

behind or to rest one's hands on. It's a barrier between the speaker and the audience. Without the lectern, our club now has members who feel comfortable walking among the audience. They engage the audience with lively gestures and by eye contact. Their participation is upfront, personal, sincere and convincing. Try it, you'll like it!

BOWMAN OLDS, ATM • MONTCLAIR, VIRGINIA

■ Think before you speak. In Toastmasters, thinking could be a simple pause to collect your thoughts before responding to a Table Topic. At work, at home or in a social situation, thinking could go a step further. Pause, then decide if a response is worth your time and energy, and then calculate the effect your comments might have on others. When you exercise your choice, you will find yourself more in control of WHAT you say, WHO you say it to, WHY you are saying it, and HOW you express your thoughts. Pause again, smile, and feel your confidence swell!

KAYE BERNARD MCGARRY • CHARLOTTE, NORTH CAROLINA

■ I consider Toastmasters events important and believe members should dress appropriately to reflect that concept. Therefore, I always wear a suit to meetings.

What do you think first-timers' impressions would be of a Toastmasters club where members wear the type of clothes they might wear at home?

RAYMOND TAYLOR • RANGIORA, NEW ZEALAND

■ Maintaining strong eye contact and keeping within the time limit can be as intimidating as the Ice Breaker speech itself. I successfully tried taking the bull by the horns by conducting a “dry run.” From magazines I cut out pictures of men and women in business suits with varied facial expressions: smiling, friendly, stern-looking, passive, cynical, unfriendly. With map pins I placed the pictures on the wall, forming a wide quadrant. As I practiced delivering my speech, my eyes surveyed their faces from the top, down and from the left to the right, pausing when I felt it appropriate. My stopwatch kept me within the time limit. Brian, my 16-year-old son, was my toughest critic. The actual delivery was *deja vu*. My butterflies flew in perfect formation – just the way I wanted them to.

MALDA GOMEZ • JERSEY CITY, NEW JERSEY

Share with us that favorite tip, strategy or action that has made you a more effective communicator. Entries may be edited for clarity and length.

Send to: Mark Majcher
“Topical Tips”
1255 Walnut Court
Rockledge, FL 32955
or e-mail: majcher@spacey.net

PRESELECTION OF SEAT LOCATION

In an effort to reduce delays in the seat selection line, World Headquarters will offer convention registrants the opportunity to have their seat location preselected for the *Golden Gavel Luncheon, Fun Night, International Speech Contest, and President's Dinner Dance*. Simply check the appropriate box located on the convention registration form. World Headquarters will preselect seat locations in the order in which it receives convention registration

forms – so, register early! Those individuals who wish to select their own seats may do so at the Convention beginning on Wednesday, August 23, at 10:00 a.m.

Seating Preselection Procedure

1. World Headquarters will assign seating locations in the order in which it receives convention registration forms.
2. Preselected seating will be offered on an "all or none" basis only. Registrants may purchase tickets to one or more of the events which have assigned seating. However, if preselected seating is requested, World Headquarters will select seat locations for **all** tickets for event(s) that have assigned seating.
3. Assignment of preselected seat locations will be at the discretion of Toastmasters International.
4. All preselected seat locations are **final** and **cannot** be changed prior to the convention or on site.
5. Toastmasters requesting preselection of seat locations and who wish to sit in a group must mail their registration forms together in the same envelope. World Headquarters will make every attempt to accommodate such requests.
6. World Headquarters will make every effort to seat larger groups (*registrants purchasing six or more tickets for any single event*) at the same table. However, it is possible groups of six or more may be seated at separate tables.
7. **Deadline:** Advance registrations must reach World Headquarters by **July 7**. Cancellations and refund requests will not be accepted after **July 15**. Cancellations will not be accepted on site — no exceptions!



Fontainebleau
Hilton Resort
Welcomes

TOASTMASTERS INTERNATIONAL®
2000 CONVENTION
AUGUST 23-26, 2000

MAIL THIS FORM TO:
Fontainebleau Hilton Resort
4441 Collins Avenue
Miami Beach, Florida 33140
(305) 538-2000
Fax (305) 673-5351

HOTEL REGISTRATION FORM

Arrival date: _____ Departure date: _____

Number of nights you will stay: _____

Number of people in room: _____

Approx. arrival time: _____

(CHECK-IN 3:00 P.M. - CHECK-OUT 11 A.M.)

Method of transportation: Car Air Other

Late departures will be charged a full night's rate plus taxes.

Please Note: Special conference rates are based on reservations received by July 20, 2000, and room block availability.

PLEASE RESERVE ACCOMMODATIONS FOR: (please print or type)

Name (last) _____ (first) _____ (initial) _____ Company _____

Address _____ City _____ State _____ Zip _____

Phone () _____ Fax () _____ Sharing room with: _____

Special Requests: Prefer non-smoking room Other (specify) _____

(Note: Every attempt will be made to honor your request, however we cannot guarantee a special request.)

To guarantee your reservation we require first night's deposit or credit card guarantee. Please include 12.5% occupancy tax per night. DO NOT SEND CASH. Make check or money order payable to the Fontainebleau Hilton Resort & Towers.

Credit Card type _____

Credit Card # _____ Exp. _____

Check # _____ Amount _____

SIGNATURE DATE

Special Conference Rates (circle rate desired)	
MAIN LEVEL	SUITES
\$125.00 single/double/	Phone hotel directly if suite is desired. Cost and availability varies.
\$25.00 extra per person	

Check here _____ if rollaway is needed. (no charge)

After July 20, all subsequent reservations will be subject to availability at the current hotel rack rates.

DON'T BE A NO-SHOW

To cancel your reservation call 1-800-548-8886 or (305) 538-2000. Deposit refunded only if reservation is cancelled **10 days prior to arrival** and you have your cancellation number. Fax: (305) 673-5351

A room confirmation will be mailed to you as soon as possible.

DO NOT MAIL THIS FORM TO TOASTMASTERS INTERNATIONAL

69TH ANNUAL CONVENTION

AUGUST 23-26, 2000 ♦ FONTAINEBLEAU HILTON RESORT, MIAMI BEACH, FLORIDA, U.S.A.

MAIL THIS PART TO: Toastmasters International, P.O. Box 9052, Mission Viejo, California 92690 U.S.A. (This form is not to be used by International Officers/Directors, Past International Presidents, Past International Directors, or District Governors elected for 2000-2001.)

To attend general sessions on Wednesday, Thursday, Friday and Saturday, a registration badge will be required. Preregister and order event tickets now! **You must be registered to purchase tickets to any events, including the International Speech Contest.** ATTENDANCE AT ALL MEAL EVENTS AND THE INTERNATIONAL SPEECH CONTEST WILL BE BY TICKET ONLY. Advance registrants will receive a receipt by mail. Tickets can be claimed at the registration desk beginning at 10:00 a.m. Wednesday, August 23.

ALL ADVANCE REGISTRATIONS MUST REACH WORLD HEADQUARTERS BY JULY 7.

FULL CONVENTION REGISTRATION allows you to attend ALL general and educational sessions during the Convention. *Full Convention Registration* also allows you to purchase tickets to any events of your choice. **Event tickets are not included and must be purchased separately.** (See below)

- _____ Full Convention Registration for Members (Wed., Thurs., Fri., & Sat.) @ \$120.00 \$ _____
- _____ Full Joint Registration: Husband/Wife (both Toastmasters) (Wed., Thurs., Fri., & Sat.) @ \$225.00 \$ _____
- _____ Full Spouse/Guest Registrations (Wed., Thurs., Fri., & Sat.) (each) @ \$105.00 \$ _____

ONE-DAY CONVENTION REGISTRATION allows you to attend general and educational sessions and purchase event ticket(s) for one day of your choice (Wednesday/Thursday, Friday, or Saturday). If you wish to attend general and educational sessions or purchase event ticket(s) that take place on more than one day, then you must purchase a Full Convention Registration. No exceptions can be made.

- _____ Wednesday/Thursday (August 23 & 24) Convention Registration for Member/Spouse/Guest @ \$60.00
(With this registration, you may purchase ticket(s) only for the Golden Gavel Luncheon.) \$ _____
- _____ Friday (August 25) Convention Registration for Member/Spouse/Guest @ \$60.00
(With this registration, you may purchase ticket(s) only for the Toastmasters & Guests Luncheon, Club Leadership Luncheon, and Fun Night.) \$ _____
- _____ Saturday (August 26) Convention Registration for Member/Spouse/Guest @ \$60.00
(With this registration, you may purchase ticket(s) only for the International Speech Contest and President's Dinner Dance.) \$ _____

EVENT TICKETS. To attend any of the events below, you must purchase a Full Convention Registration or purchase a One-Day Convention Registration for the day of the ticketed event(s).

- _____ Tickets: **Interdistrict Speech Contest** (Tuesday, August 22) @ \$17.00 \$ _____
- _____ Tickets: **Overseas Dinner** (Note: Open only to delegates from outside U.S./Canada) (Tuesday, August 22) @ \$55.00 \$ _____
- _____ Tickets: **Golden Gavel Luncheon** (Thursday, August 24) @ \$44.00 \$ _____
- _____ Tickets: **Toastmasters & Guests Luncheon** (Friday, August 25) @ \$41.00 \$ _____
- _____ Tickets: **Club Leadership Luncheon** (Friday, August 25) (*Open only to DTMs, 1999-2000 and 2000-2001 Club Officers*) @ \$41.00 \$ _____
- _____ Tickets: **"High Seas High Jinks" Fun Night** (Friday, August 25) @ \$59.00 \$ _____
- _____ Tickets: **International Speech Contest** (Saturday, August 26) @ \$22.00 \$ _____
- _____ Tickets: **President's Dinner Dance** (Saturday, August 26) @ \$59.00 \$ _____

Check here if you want World Headquarters to preselect your seats. If you do not check this box, you will select from remaining seats on site. (See page 29 for Seat Preselection Information.)

TOTAL \$ _____

Check enclosed for \$ _____ (U.S. Dollars) payable to Toastmasters International. **Cancellation and refund requests will not be accepted after July 15. Cancellations will not be accepted on site. NO EXCEPTIONS!**

WHQ Use Only

T- _____ GG T- _____ SC
T- _____ FN T- _____ DD

(PLEASE PRINT) Club No. _____ District _____
Name _____
Spouse/Guest Name _____
Address _____ City _____
State/Province _____ Country _____ Zip Code _____
Daytime Telephone () _____ E-mail _____

PAYMENT METHOD (U.S. FUNDS):
 MasterCard VISA AMEX
 Card Number _____
 Expiration Date _____
 Signature _____

- I need special services due to a disability. Please contact me before the Convention.
- This is my first TI Convention.



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

DTM

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

Ruth A. Delker, 2039-7
 Marilyn Sprague-Smith, 296-37
 Harold C. Williams, 6072-1
 Jeanne McAndrew, 1438-35
 Richard N. Poirier, 1944-54
 Elizabeth Stevens, 2097-69
 Tim Keck, 2805-49
 Paul J. Pelletier, 2824-47
 Dorothy Lorna Lauchland, 3110-69
 Bill Wickson, 3146-42
 Sandhya Seshadri, 4095-50
 Lawrence Hyman, 4145-47
 Gregory Barrette, 4283-35
 Mahinaarangi Ann Leong, 4904-51
 John Sauve, 5207-60
 Jim Monahan, 6332-25
 Lemuel W. Davis, 7177-48
 Lucy L. Cummings, 8760-64
 Pat Bennett, 8904-21

Anniversaries

60 years

Twin Falls, 149-15

50 years

Boeing, 791-2
 Springfield, 527-22
 Pueblo, 795-26
 Cheyenne, 798-26
 Jackson, 807-62

45 years

Maume Valley, 1637-28
 Determined, 1735-39

40 years

High-Noon, 2072-8
 Greater Des Moines, 3049-19
 Roswell Noonday, 3109-23
 Burlington, 2857-35
 Agricultural Res. Ctr., 3039-36

JSC, 3116-56
 Burlington, 3074-60

35 years

West Knoxville, 3117-63
 Hiawatha Valley, 205-6
 Mitre/ESC, 2779-31
 Tuesday Nooners, 3868-42
 Pellissippi, 697-63

30 years

West Gate, 3384-U
 High Noon, 2028-43
 Crossroads, 1396-64
 Blacktown City, 3378-70
 Taupo, 2441-72

25 years

DCAS-Orators, 2214-1
 Bridgestone/Firestone, 3315-10
 Sandy Springs, 3133-14
 Bowmen, 2161-42
 Clonakilty, 2272-71

20 years

Bay Broadcasters, 4136-F
 Irvine Complex, 4149-F
 Long Beach Live Wires, 4131-1
 C.I.T.I.E.S., 4138-1
 G-E-M, 4124-4
 Almaden Valley Orators, 4140-4
 Expressions Unlimited, 4130-5
 Liberty, 4152-5
 Lunch Bunch, 4134-7
 Collinsville, 4129-8
 Stone Mountain, 4144-14
 Lewisville, 4137-25
 Denver Talk Center, 4128-26
 Federal Mogul, 4133-28
 Gulf Power, 4119-29
 2nd2none, 4146-33
 Mid-Day, 4139-38

Roosevelt Island, 4121-46
 Triple Crown, 4147-47
 Tyler Morning, 4154-60
 Danville A.M., 4143-57
 Leaders and Listeners, 4120-62
 Lakeside, 4123-68
 Hornsby District, 4140-70
 Grosvenor Square, 4141-71
 Kommunika, 4125-74

Ralph C. Smedley Memorial Fund

Associate

Shonan Toastmasters Club No. 9717-U, in honor of 1999 All-Japan Speech Contest
 TNT Toastmasters Club No. 4533-50, in memory of David Henderson
 Past International Director Irma O. Perry, DTM, and Bill Perry
 Toastmasters and Friends of District 66 and Bayside Speakers Toastmasters Club No. 9841-66, in memory of George R. Troffer, ATM-S
 Past District 39 Governors, in memory of Felley Drake
 New Beginnings Toastmasters Club No. 8755-66

Contributing Club

Speakers After Hours Toastmasters Club No. 9218-6
 Sanguine Toastmasters Club No. 6892-8, in memory of H. Mack Stewart, DTM
 Reedsburg Area Toastmasters Club No. 2780-35, in memory of

Edmund J. Schrang, DTM,
 District 35 Governor 1980-81
 ETS Toastmasters Club No. 5087-38

Contributor

International Director Terry G. Schutt, DTM, in memory of James Murphy, ATM, District 38 Governor 1990-91
 International Director Terry G. Schutt, DTM, in memory of James Beissel Sr., DTM, District 38 Governor 1972-73
 Past International President Robert W. Blakeley, DTM, in memory of Loring Dalton, ATM, International Director 1968-70
 Past International President A. Edward Bick, DTM, and Jennifer Bick, in memory of Mary Rinnert
 Jim Davis, DTM, in memory of Margie Nieto, DTM
 Past District 18 Governor William O. Chase, DTM, in memory of Iris Dial
 Past International President Arthur M. Diamond and Dagny Diamond, in memory of Loring Dalton, ATM, International Director 1968-70
 Donald H. Lamore, CTM
 Oconomowoc Toastmasters Club No. 834-35 and Jane Partington, in memory of Edmund Schrang, DTM, District 35 Governor 1980-81
 Linda J. Richardson, TNP Enterprises, Inc. PAC-Match Program
 Kimberly A. Hasselbrink
 West Pasco Toastmasters Club No. 2824-47, in memory of Joe Woych

Come to TI's Convention in Miami Beach!

Some of the world's best speakers will fill your mind and touch your heart this summer at Toastmasters' 69th Annual International Convention. Mark your calendar and plan to join Toastmasters from around the world August 23-26 at the Fontainebleau Hilton Resort & Towers in Miami Beach, Florida.

Master motivator Tony Brigmon is sure to liven up the Opening Ceremonies as keynote speaker on Wednesday, August 23. Successful entrepreneur and business leader Nido Qubein, selected by Toastmasters as an Outstanding Speaker of 1999, will accept the 2000 Golden Gavel Award on Thursday, August 24. Former Golden Gavel recipients Peter Legge and Joel Welden are other top speakers you won't want to miss.

Enjoy a varied educational program with plenty of sessions to satisfy your interests. Registration forms are printed on pages 29-30. See you there!



Looking for a Way to Add New Life to Your Club?

Present one or two of these 10-15 minute modules in your club each month and you'll be surprised how your meetings will improve, and how your club's members will incorporate the tips into their speeches.



The Better Speaker Series

The Better Speaker Series Set

Now! A complete set of The Better Speaker Series modules, including overhead transparencies
 ___ 269 SCRIPTS AND OVERHEADS \$29.95

Beginning Your Speech

Suggestions for starting off your speech right.
 ___ 270 SCRIPT AND OVERHEADS \$3.50 ___ 270-A SCRIPT ONLY \$2.25

Concluding Your Speech

Tips for ending your speech with power.
 ___ 271 SCRIPT AND OVERHEADS \$3.50 ___ 271-A SCRIPT ONLY \$2.25

Take the Terror out of Talk

Techniques for overcoming nervousness when speaking.
 ___ 272 SCRIPT AND OVERHEADS \$3.50 ___ 272-A SCRIPT ONLY \$2.25

Impromptu Speaking

Don't be caught off balance when speaking off-the-cuff!
 ___ 273 SCRIPT AND OVERHEADS \$3.50 ___ 273-A SCRIPT ONLY \$2.25

Selecting Your Topic

Running out of speech ideas? Here's how to develop new ones.
 ___ 274 SCRIPT AND OVERHEADS \$3.50 ___ 274-A SCRIPT ONLY \$2.25

Know Your Audience

If you can relate to your audience, they will relate to you.
 ___ 275 SCRIPT AND OVERHEADS \$3.50 ___ 275-A SCRIPT ONLY \$2.25

Organizing Your Speech

Once you know what to say, consider next the when and the how.
 ___ 276 SCRIPT AND OVERHEADS \$3.50 ___ 276-A SCRIPT ONLY \$2.25

Creating an Introduction

Great introductions should precede great speeches.
 ___ 277 SCRIPT AND OVERHEADS \$3.50 ___ 277-A SCRIPT ONLY \$2.25

Preparation and Practice

Techniques for preparing and rehearsing your next speech.
 ___ 278 SCRIPT AND OVERHEADS \$3.50 ___ 278-A SCRIPT ONLY \$2.25

The Successful Club Series

The Successful Club Series Set

Now! A complete set of The Successful Club Series modules, including overhead transparencies.
 ___ 289 SCRIPTS AND OVERHEADS \$39.95

The Moments of Truth

How to recognize and deal with situations critical to club success, from a visitor's first impressions to recognition of member achievement. Includes a club evaluation chart.
 ___ 290 SCRIPT AND OVERHEADS \$10.95 ___ 290-A SCRIPT ONLY \$2.95
 ___ 290-B ADDITIONAL CLUB EVALUATION CHART \$3.50

Finding New Members for Your Club

Proven methods to help you seek out those vital new members!
 ___ 291 SCRIPT AND OVERHEADS \$3.50 ___ 291-A SCRIPT ONLY \$2.25

Evaluate to Motivate

Your club members will learn to give evaluations that benefit the speaker, the evaluator, and the audience!
 ___ 292 SCRIPT AND OVERHEADS \$3.50 ___ 292-A SCRIPT ONLY \$2.25

Closing the Sale

Exercise your powers of persuasion during those moments when a guest is deciding to join.
 ___ 293 SCRIPT AND OVERHEADS \$3.50 ___ 293-A SCRIPT ONLY \$2.25

Creating the Best Club Climate

Techniques for creating and maintaining a healthy club environment.
 ___ 294 SCRIPT AND OVERHEADS \$3.50 ___ 294-A SCRIPT ONLY \$2.25

Meeting Roles and Responsibilities

How members can successfully fill each meeting role.
 ___ 295 SCRIPT AND OVERHEADS \$3.50 ___ 295-A SCRIPT ONLY \$2.25

Mentoring

Now! A mentor program offers many benefits for your club and its members. This program defines mentoring, explains benefits, and discusses responsibilities of mentors. Includes a Club Mentor Program Kit (Catalog No. 1163) for starting a mentor program in your club.
 ___ 296 SCRIPT, 11 OVERHEADS AND ___ 296-A SCRIPT ONLY \$2.95
 CLUB MENTOR PROGRAM KIT (Catalog No. 1163) \$14.95

Keeping the Commitment

Now! Discusses the 10 standards that comprise "A Toastmasters Promise." Includes 25 promise cards.
 ___ 297 SCRIPT AND OVERHEADS \$3.95 ___ 297-A SCRIPT WITH CARDS \$2.95

Going Beyond Our Club

Now! Find out about learning and leadership opportunities available to members in addition to regular club meetings and activities.
 ___ 298 SCRIPT AND OVERHEADS \$3.50 ___ 298-A SCRIPT ONLY \$2.95

PAYMENT MUST ACCOMPANY ORDER

- Enclosed is my check in the amount of \$ _____ (U.S. FUNDS)
 Please charge my MasterCard / Visa / AMEX (CIRCLE ONE)

Card No. _____

Exp. Date _____ Signature _____

Club No. _____ District No. _____

Name _____ Phone _____

Address _____

City _____ State/Province _____

Country _____ Zip _____

Mail to:
Toastmasters International
 P.O. Box 9052
 Mission Viejo, CA 92690 USA
 (949) 858-8255
 FAX (949) 858-1207

Merchandise Total _____

Shipping _____

CA residents add
 7.75% sales tax _____

TOTAL _____

Standard Domestic Shipping Prices - 2000

TOTAL ORDER	SHIPPING CHARGES	TOTAL ORDER	SHIPPING CHARGES
\$0.00 to \$2.50	\$1.35	35.01 to 50.00	\$7.15
2.51 to 5.00	2.70	50.01 to 100.00	8.35
5.01 to 10.00	3.40	100.01 to 150.00	10.70
10.01 to 20.00	4.55	150.01 to 200.00	13.90
20.01 to 35.00	6.05	200.01 to _____	Add 7% of total price

For orders shipped outside the United States, see the current Supply Catalog for item weight and shipping charts to calculate the exact postage. Or, estimate airmail at 30% of order total, surface mail at 20%, though actual charges may vary significantly. Excess charges will be billed. California residents add 7.75% sales tax.

See the Supply Catalog for more information.