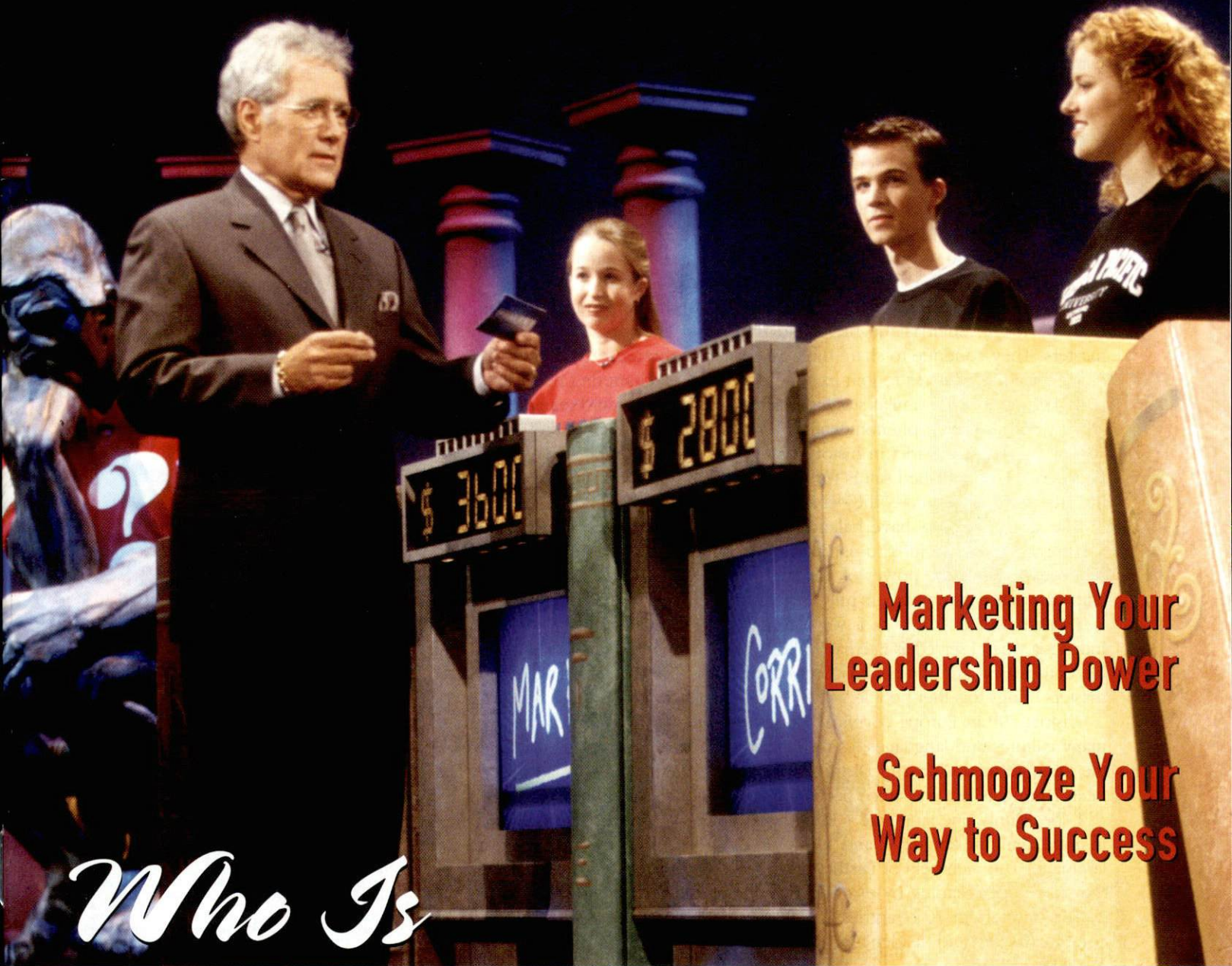


The TOASTMASTER®

MARCH 2003



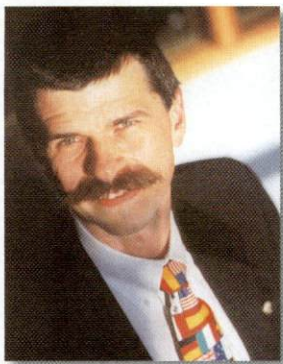
**Marketing Your
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Way to Success**

Who Is

Alex Trebek?

The eloquent host of
the world's No. 1 quiz
show, *Jeopardy!*



VIEWPOINT

The Language of Leaders

◆ We are very proud to welcome our friends from the countries of Bahrain, Jordan, Kuwait, Oman, Qatar, Saudi Arabia and the United Arab Emirates (UAE) as our newest provisional district. Formerly known as the Gulf Territorial Council, District 77P was officially recognized by the Toastmasters Board of Directors in February.

My wife, Bea, and I had the privilege of visiting the Gulf Territorial Council members in September. Ponnuchamy, Manian, Imtiaz and the GTC officers hosted us at Toastmasters functions in all seven countries. Their hospitality and generosity were exceptional. In just 12 days, we met more than a thousand Toastmasters – all of whom were keen to hone their communication and leadership skills.

At one function, Division Governor Mohammed, Area Governor JK, Bea and I spoke at a tertiary college for young women in the United Arab Emirates. After the presentation 80 women signed up for the club, and within a week club mentor Rana said he had received 150 membership applications!

In one year the number of clubs in the Gulf Territorial Council has doubled from 35 to 70. Such is the drive and dedication of these enthusiastic Toastmasters. They continue to share the Toastmasters experience by inviting friends, colleagues and relatives to join existing clubs and by chartering new clubs.

In District 51 it's a similar story. Covering nine countries and many languages, District 51 has grown phenomenally over the past few years. With 330 clubs, it is now our largest district in history. The members of District 51 have achieved President's Distinguished status for the past six years and have ranked No. 1 for the past four. On average, they charter a new club every eight days!

The district leaders have balanced growth with retention. While expanding the number of new clubs to extend the opportunities for more and more people to experience the power of Toastmasters, District 51 has supported existing clubs to ensure that members fully benefit from all that Toastmasters has to offer.

I visited District 51P – as it was called then – during its district conference in Indonesia when I served as international director. I have vivid memories of the culture, the enthusiasm, and the commitment of these members. It's amazing how Toastmasters brings together people with diverse languages, cultures and backgrounds.

District 59P in Europe covers 11 countries. Although the district encompasses many cultures and languages, its club and district officers have demonstrated that the Distinguished Club and District programs are the language of success. It has been Distinguished ever since becoming a provisional district two years ago.

I speak only one language – English. I admire people who can communicate in more than one language, and who prepare speeches in a second or even third language. The members of Districts 77P, 51 and 59P speak many languages, but they have been leading by example in bringing out the best in people.

Toastmasters in 70 countries share a common language – the Toastmasters' communication and leadership program. It's a worldwide language and it's changing the world.

Gavin Blakey
Gavin Blakey, DTM
International President

The TOASTMASTER

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Contents

March 2003

Volume 69, no. 3

Departments

2 Viewpoint: The Language of Leaders
By International President Gavin Blakey, DTM

4 Letters

5 My Turn: The Ten Commandments of Communication
By Michael Landrum, ATM-B

6 Idea Corner: Use Your Member Achievement Record
By Michael Tallan, ATM-B

23 Topical Tips: To Tally Awesome!
By Mark Majcher, ATM

29 International Convention: Come to Atlanta, August 20-23

30 Hall of Fame

The Toastmasters Vision:

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

The Toastmasters Mission:

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

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

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

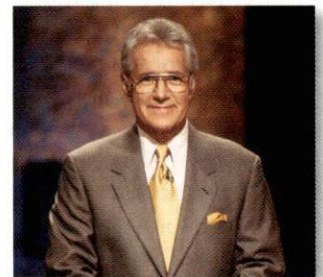
Features

8 Marketing Your Leadership Experience
How to tap into the skills you've gained as a club, area or district officer when seeking a new job.
By Shelia Spencer, DTM



14 Lead With Charisma
The key to true platform charisma is the capacity to *be with* the audience, one person at a time.
By Lee Glickstein

16 Who is Alex Trebek?
An interview with the suave and eloquent *Jeopardy!* game show host.
By Eugene Finerman



20 Lesson in Leadership
Learn! Prepare! Communicate! says former NYC Mayor Rudolph Giuliani.
By Carmine Gallo

24 Schmooze Your Way to Success
Etiquette is your present to the world. It costs you nothing and buys you everything.
By Gloria Auth, ATM-S

28 Toastmasters' 2003 Golden Gavel Recipient: Debbi Fields
Meet the woman behind the Mrs. Fields dessert empire at the Golden Gavel Luncheon during the International Convention this August.





Country Isn't Culture?

The cover of your January issue states, "Respect cultural differences and foreign audiences will be on your side." Ken Askew's article, "Start with the Destination," in the same issue begins and ends by poking fun at country music. So foreign audiences matter, but some domestic audiences don't? Take a listen to today's country music. You'll hear some fine Toastmasters skills in action: knowing your audience, effective storytelling, careful enunciation and inspiration. When we talk about respecting differences, let's start at home.

Diane Martin, CTM • Viroqua Club 1559-35 • Viroqua, Wisconsin

America-Centered Globalism

In the January issue, the author of "Speaking Globally" is encouraging readers to understand "other cultures." Well, I appreciate the idea. But I was astonished that it is written in a completely America-centered way. In the article, "you (readers)" means Americans, "they" means people in countries other than America, and "other cultures" means non-American. Just remember that *The Toastmaster* magazine is read all over the world!

Yukihiro Arai, ATM-B • Sakura Club 6321-76 • Tokyo, Japan.

Wrong Gesture

No information is better than incorrect information. In the article, "Speaking Globally" (January 2003), the author claimed that the "thumbs up" gesture is considered rude in Australia. Nothing could be farther from the truth. In fact, it usually means, colloquially, "goodonya," "she's jake, mate," "beauty, mate" or as a silent gesture signaling everything is all right.

Carole J. Mee, CTM • Sinclair Knight Merz Club 6722-73 • Melbourne, VIC, Australia

How to Evaluate Content

When people say an evaluator should "never judge the content of the speech," they are not communicating accurately. What they probably mean is "don't criticize the choice of topic or the speaker's point of view." Of course we judge the content – opening, body, closing, transitions – as well as the delivery.

Sharon Campbell, ATM • Encouraging Words 4777-7 • Longview, Washington

Keep It Personal

In Robert F. Neargarder's article, "Non-Manual Speeches" (October 2002), he asserts that talking about "your latest holiday" isn't going to help you achieve your Toastmasters goals. I strongly disagree. I have listened to countless

speeches where personal experiences have been the main subject. The speaker is frequently able to meet the manual's requirements because many projects are perfect for telling personal stories. The secret is to pick the right project.

We are encouraged to use personal anecdotes to enhance a more serious speech – what more credible source than our own stories? Not only are stories entertaining, they tell us about the speaker's beliefs, joys and, sometimes, fears. By talking about personal experiences the speaker becomes more approachable and human in the audience's eyes.

With creativity and an open mind, every speech can meet the objectives of a manual project. Help your members see how they can achieve their goals. Don't shun the personal stories, just help your members find speech objectives that match what they want to talk about.

Gaelene Adams Wood, ATM-S • Taieri 695-72 • Mosgiel, New Zealand

Offensive Toast

In the article, "Here's to Your Toast" (December 2002), I was disgusted by a lewd toast in an otherwise entertaining and informative article. Touted as being "witty," the toast "I like to take a drink. One, two – three at the most. With four I'm under the table. With five I'm under the host."

The purpose of Toastmasters is to train people to speak inoffensively to any audience. The author and the magazine's editorial staff have apparently forgotten that fundamental principle.

Susanne Cech, CTM • Center Club 5312-30 • Palos Park, Illinois

Appreciates Good Ideas

Just a short note to acknowledge the thoroughly interesting article, "Media Bomb or Media Darling," included in the December 2002 issue. I concur with the 10 traits wholeheartedly and plan to use the pointers in my everyday communication opportunities.

As a past corporate executive, I appreciate the sentiments and agree that so many executives or "spokespeople" miss the boat when their communication skills don't complement their knowledge skills.

Through my involvement in Toastmasters, it's wonderful to share and appreciate good ideas from people who have had success in the new world. Thank you, Carmine Gallo, for your views and thanks to Toastmasters for the opportunity of communication excellence.

Ian Flint, DTM • Forum Club 1072-74 • Pretoria, South Africa



The Ten Commandments of Communication

1 Listen generously. Emerson said: "First seek to understand, then to be understood." How do you listen to an audience? Do your research. Find out who they are, what they need and want, and what they expect from you. When you step to the lectern, pause and listen. Are they ready to hear you? During your speech, keep listening. Pay attention to them. Are they leaning forward, backward or on each other? Be willing to depart from your prepared remarks to recover your rapport with them. Ask questions. Even something as simple as "Is that clear?" can reestablish contact.

2 Say what you mean and mean what you say. Aren't these two phrases the same? No indeed: "Say what you mean" is about telling the truth, "Mean what you say" is about making a commitment, keeping your promise, honoring your word. Have something meaningful to say. Step to the lectern with the intention of making a difference to your audience.

3 Use the fewest words with the fewest syllables. I run afoul of this one all the time. It's the main reason I rewrite so often, looking for big, two-dollar words I can swap for a single 10-cent syllable. Delete "therefore," insert "so." That's real economy in writing. Remember that the basic unit of communication is not the word but the idea.

4 Align with your audience. We may consider it our task to speak *to* the audience, but it is sometimes more important to speak *for* them. Express those thoughts and feelings that you share with them. Even if you think they are wrong and you are the advocate of sweeping change, you must first understand and articulate their feelings. Great leaders know that leadership begins with the pronoun "we."

5 Be specific. Use stories, anecdotes, parables and examples rather than generalities and abstractions. This is a tough one for some people. They love to wander through a topic in the abstract, scattering generalities as they go. The great teachers and speakers pepper their talks with vivid, detailed examples. "He seemed upset as he left" is general. "He blew his nose, kicked the dog and slammed the door" is specific.

6 Suit the action to the word, the word to the action. Don't say "I'm glad to be here" while looking at your

wristwatch. Be aware of your non-verbal communication. Your gestures, posture, facial expression, energy, tone of voice, and a thousand other tiny, unuttered elements actually carry the true and specific meaning of your communication. We can understand the words "I love you" well enough. But their true importance, their actual meaning, is all wrapped up in how they are spoken, and by whom.

7 Structure your speech. One valuable way to make your talk memorable is to speak to a structure and make your listeners aware of it. Share with them the form of your thoughts as well as the content and they will be able to follow more complex ideas. It will be easier for you to remember, too. People appreciate the scenery more with a glance at the road map every now and then.

8 Speak to be understood. Have the courtesy to develop your voice so that all may hear you. You groom your appearance, so why not cultivate your voice? With a little effort it can be strong, crisp, clear and various in texture, color and range. It's sad when speakers expend their energy to create a vivid, well-constructed talk and then whisper, mutter or mumble.

9 Speak for the benefit of others. Serve your audience well by keeping their interests foremost in your mind. This is the golden rule of speaking. As an audience member you can easily tell when a speaker is self-serving. Nothing communicates more clearly than intention.

10 Speak from your highest self. The highest self is where hope resides. To lead effectively requires a courageous, positive, optimistic view. As any astronaut will tell you, if you get high enough you will be in perpetual sunshine. There must be a caveat attached to this rule, however: Beware of elevating yourself with a high horse. Be humble. Having an opinion is a meager accomplishment. On most occasions a modest demeanor improves communication. **T**

Michael Landrum, ATM-B, is a speaker, coach and writer who publishes a free online newsletter – *The Passionate Speaker*. He can be contacted through his Web site: www.CoachMike.com. He's a member of Henry Hudson Club 4507-53 in Newburgh, New York.



The Member Achievement Record is a convenient and comprehensive way to show what you've done and what you still have to look forward to in Toastmasters.

Use Your Member Achievement Record

The longer you're a Toastmaster, the more speeches you give, the more offices you hold and the more awards you earn. Do you have difficulty keeping track of it all? Do you know the exact dates on which you gave all your speeches? Do you have your award certificate numbers at your fingertips? When exactly did you attend officer training for each of the offices you've held?

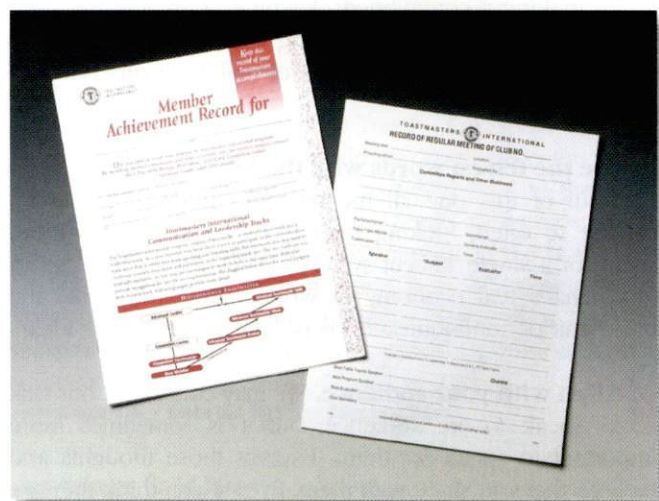
Toastmasters International provides a form for recording all this information and more. The form is the Member Achievement Record (MAR), and it is located in the back of the basic Communication and Leadership Program manual. You used this manual extensively to guide you through the 10 speeches required for the CTM, yet you may never have noticed this form. Indeed, many Toastmasters put the manual away after receiving their CTM and never look at it again.

Take a look at the MAR (also available from the Toastmasters Supply Catalog, item #1328). In just two pages, the MAR provides spaces for you to record the following information:

- The date of every speech you gave in the CTM manual, all of the Advanced manuals, and the Successful Club and Better Speaker series.
- Dates you held each office – from the club to the district level – and when you attended officer training.
- Dates you led advanced programs such as the High Performance Leadership, Youth Leadership, Success/Leadership and Success/Communication – and the programs' registration numbers.
- When you received your CTM, ATM, CL, AL and DTM awards and the certificate numbers for each.

The MAR can be used for a number of purposes in addition to recording your progress and achievements in Toastmasters. It provides an easy way to show new members

what lies ahead. And Toastmasters who have been active for many years and have earned their DTMs can see, at a glance, what programs and manual speeches they have yet to complete. Finally, a club secretary can use the MAR to keep a permanent record of each member's achievements.



Keep Track of Your Progress

Look at the application for the Competent Leader award. You need to know when you received your CTM, the dates you held a club office, helped prepare a Club Success Plan, attended officer training and presented two programs from the Successful Club series. Do you have all this information readily available? If not, can you even find it? Does your club secretary record this information for each club member?

When you regularly record your achievements in the MAR, filling out the CL application becomes a snap. All the information you need to apply for the award is right there in the MAR. The same is true of the ATM, AL and DTM awards. Dates, registration numbers, certificate numbers – the MAR keeps track of them all.

Show New Members What Lies Ahead

When a person joins Toastmasters, he or she is usually assigned a mentor. One of the mentor's duties should be to show the new member the MAR in the back of the C&L manual and explain its use. New members tend to think only of attaining the CTM. By encouraging them to use the MAR from the beginning, you increase their awareness of all that Toastmasters has to offer. This enables them to set long-term goals beyond receiving their CTM.

Encourage New CTMs to Continue

Many members leave Toastmasters after receiving their CTM. A common reason for not renewing their membership is that they don't know what else there is to do in Toastmasters. One glance at the MAR shows the wide range of speeches and programs available after completing the CTM. It's noteworthy that the 10 speeches that constitute the CTM take up only one vertical inch of the first page of the MAR. Then follows a full page and a half of everything else you can do in Toastmasters. From speeches to programs to offices, the MAR shows clearly that the CTM is only the starting point to all the benefits the Toastmasters program offers.

Keep Accurate Club Records

The MAR provides a convenient way for the club secretary to keep track of each club member's progress by making a copy of the form for each member and keeping the forms together in a binder. At each meeting the secretary should record on members' own forms the speeches they give. Members who give manual speeches outside the club should report them to the secretary so they can be prop-

erly recorded. The secretary can also record offices held, awards received and certificate numbers.

Doing this provides a permanent record of each member's activity. If a member loses a manual, the secretary need only look at the member's MAR to provide the list of dates speeches from that manual were given.

Keeping a MAR for each club member also allows club officers to see when a Toastmaster is nearing eligibility to receive an award. The club may want to order the appropriate badge or pin. The MARs can also be a big help if your club is trying to accomplish a certain number of goals in the Distinguished Club Program. Reviewing the MARs for each club member can show who is close to qualifying for specific awards. You can then schedule those members to give the necessary speeches before June 30 to complete those goals.

"It's noteworthy that the 10 speeches that constitute the CTM take up only one vertical inch of the first page of the MAR."

Conclusion

The Member Achievement Record is a convenient and comprehensive way to show you what you've done and what you still have to look forward to. For new members, the MAR shows the wide range of what is available in Toastmasters. Keeping a MAR for every club member can help officers monitor everyone's progress toward their next goal.

As you can see, the Member Achievement Record can help you in many ways. Make it an important part of your association with Toastmasters. **T**

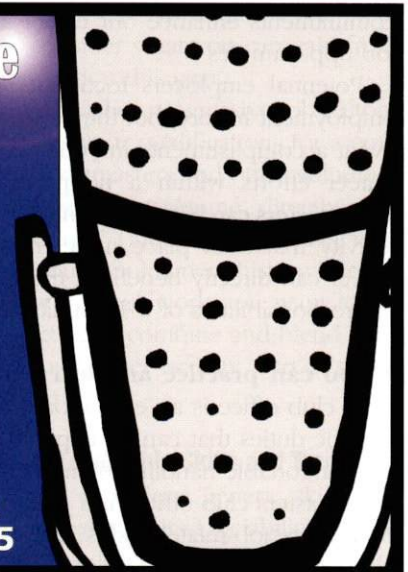
Michael Tallan, ATM-B, is a member of Renaissance Club 3927-4 in Campbell, California.

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How to tap into the skills you've gained as a club, area or district officer when seeking a new job.

Marketing Your Leadership Experience

When Toastmasters club officer elections are held, we are reminded of the challenges and opportunities within each of the seven leadership roles. We contemplate the responsibilities as well as the potential benefits for our club and our personal growth.

However, as we allocate our finite resources of time and energy, we also should consider the ways in which these commitments enhance our career and our access to new job opportunities.

Potential employers focus on your most recent paid employment history, but they also want to hear about relevant accomplishments in your personal life. Current volunteer efforts within a nonprofit organization such as Toastmasters can have more impact than work or nonwork activity that took place more than five years ago. Your career can directly benefit in these ways when you fulfill the responsibilities of a Toastmasters club officer:

■ **You can practice and learn marketable job skills.** Each club office is an educational opportunity; it includes specific duties that can be explored and refined until you are comfortable handling them. Performing the duties of a Toastmasters club officer is a great way to learn the basics of various job-related skills that you can incorporate in your career.

■ **You'll have an outlet for channeling your existing talents.** Your current job may not tap into your best talents. Holding a Toastmasters office that takes advantage of your favorite skills will keep them sharp while you seek employment opportunities that are more in tune with your talents and passions.

■ **You'll be able to document your abilities and achievements.** Employers want objective proof that we are able to use our abilities to benefit their company or organization. Club executive committees establish goals, monitor progress and document results on an individual, team and club level. Some of these accomplishments may earn recognition from Toastmasters International, validating your contribution to our worldwide organization as well as to your club.

Your Toastmasters "Job Title" and Accomplishments Belong on Your Résumé

In this article, I have taken each of the seven club-officer descriptions and translated them into résumé entries. This





format should look very similar to your current résumé. With minor editing, you can insert your own club-officer activities into your formal documentation of work and nonwork experience.

The “Responsibilities” I’ve listed do not include all administrative duties, but they highlight the activities that easily translate into generic job functions outside of Toastmasters. Among these, you may immediately find that some are extremely relevant to your personal career plan. If you have contributed additional efforts to your club (such as designing a Web site or chairing the mentoring program), be sure to include these noteworthy functions – especially if they relate to the position you are seeking.

In documenting your “Accomplishments,” you’ll need to express them in quantifiable terms, so be sure to cull those numbers from your committee-meeting notes and status reports. If you don’t have completed achievements to cite at this time, revisit and clarify the goals that you’ve set, and determine how close you are to meeting them. Continue to plan for success in your club-officer role, and document your progress.

If you have held several club-officer roles, review your notes and your memories so you can add this vital experience to your résumé. If there are some officer roles that you haven’t filled (yet!), consider what you can gain from accepting a different nomination this year.

Suggestion: If you have a solid, progressive job history that effectively demonstrates your qualifications for a coveted position, keep your Toastmasters and other volunteer experience on the last page of the résumé, directly after your “Educational Background.” Title this section “Relevant Nonwork Experience.” If your employment history is irregular, or doesn’t reflect the kind of work you want to do now, it may be more effective to combine and blend your most relevant work and volunteer activity into a single reverse-chronological order.

Identifying Your Marketable Leadership Skills and Traits

Every job relies on the use of various generic skills. We also find that certain personality traits (sociability, detail-oriented, etc.) tend to be associated with specific types of

work, and to increase the levels of job success and satisfaction. For each of the seven club-officer roles, I've listed some of the most relevant skills and personality traits, which are also likely to be viewed as assets in many of the jobs you seek.

New job titles are being invented every day, and some companies assign unique responsibilities within their own team structure. For each of the seven elected club positions, I've listed a few of the most common and relevant job titles, but take a look at your current company or companies where you'd like to work. You'll find many positions that tap the skills and strengths of each Toastmasters club office.

Club Leadership Experience Contributes to the Situational Interview

If your new résumé lands you a job interview, you should prepare in advance for a session that may feel a lot like Table Topics. Most interviews include a series of "situational" questions, which encourage you to tell brief stories (1 – 2 minutes) about a problem you solved or a success you achieved. The interviewer is listening to determine how you have used your knowledge and experience to accomplish optimal results. Many of your club leadership experiences can be used to provide material for your answers.

Some typical Situational Interview questions include:

1. "Did you participate in major decision-making or planning? What were your contributions to the team? What were the results?"
2. "Describe a problem you identified and solved."
3. "Describe situations where your efforts made significant improvement in productivity, group morale, or organizational image."
4. "Did you create any new system or procedure? What did it achieve?"
5. "Did you produce reports that enabled management to make informed decisions?"
6. "Did you create any major documents or publications? Who was the audience?"
7. "Did you initiate a sales/incentive program? What were the results in numbers, and how did it contribute to the success of the organization?"
8. "Were you an effective liaison between departments or organizations? How did you make things run more smoothly?"

After each of the seven Toastmasters club officer positions described below, I've noted which of the numbered Situational Interview questions relate most closely to these leadership experiences. If you do not already have work-related or Toastmasters-related stories to answer all eight questions, consider how serving a term as a club officer could enhance your performance and your marketability in your next job interview!

Job Title: President

Responsibilities:

- Direct and oversee the administrative operation of the club.
- Guide the development and execution of a Club Success Plan to achieve educational and membership goals.
- Serve as liaison with the local district and with Toastmasters International.
- Lead monthly executive board meetings and regular club meetings.
- Appoint all committees.
- Establish long-term and short-term plans for club growth.
- Achieve optimal club performance standards.
- Recognize member achievements.

Accomplishments:

- Attained membership growth of __% within __ months.
- Achieved __ member educational completions (CTM, ATM, CL, etc.) within __ months.
- Successfully resolved __ club problem within __ months.
- Successfully accomplished __ club goal within __ months.

Generic Skills: Problem-solving, decision-making, negotiating, assessing and developing skills in others, planning, organizing, implementing, communicating a vision, motivating others, team-building, conflict resolution, meeting facilitation, time management, delegating, directing, performance tracking and assessment.

Personality Traits: Achievement-oriented, focused, organized, purposeful, resourceful, dynamic, confident, persuasive, responsible, trustworthy.

Relevant careers: Business Management, Strategic Planning, Corporate Administration, Supervision, Human Resources, Project Management.

Likely to provide achievements for Situational Interview questions: #1 – #8

Job Title: Vice President Education

Responsibilities:

- Chair the Education Committee.
- Develop and prepare successful, varied educational-meeting programs.
- Assign members to serve as mentors and to fulfill meeting roles.
- Coordinate and monitor progress toward club educational goals.
- Advise and support members in achieving personal development goals.
- Orient and induct new members.
- Motivate participation in the educational program and other Toastmasters activities.
- Advocate and encourage participation in club-leadership responsibilities.

- Recognize educational achievements.

Accomplishments:

- Achieved __ member educational completions (CTM, ATM, CL, etc.) within __ months.
- Coached and mentored __ people to achieve leadership goals within __ months.
- Successfully resolved __ club problem within __ months.
- Successfully accomplished __ club goal within __ months.

Generic Skills: Planning, coordinating, scheduling, mentoring, motivating.

Personality Traits: People-oriented, organized, enthusiastic, attentive, supportive.

Relevant careers: Administration, Career Development, Curriculum Development, Personal Motivation, Event/Meeting Planning, Recognition and Incentives, Teaching, Training and Development.

Likely to provide achievements for
Situational Interview questions: #1 – #7

Job Title: Vice President Membership

Responsibilities:

- Chair the Membership Committee.
- Establish goals for membership growth.
- Plan, organize, conduct and monitor all membership campaigns.
- Promote the value of club membership growth and retention.
- Conduct member satisfaction surveys and evaluations.
- Ensure member satisfaction and retention via quality meeting programming.

- Greet guests, provide introduction to our program, club officers and members.
- Serve as liaison between the club and its individual guests and members.

Accomplishments:

- Attained membership retention of __% and membership growth of __% within __ months.
- Successfully resolved __ club problem within __ months.
- Successfully accomplished __ club goal within __ months.

Generic Skills: Establishing objectives, tracking results, salesmanship, customer-focus, telemarketing, interviewing, surveying, motivating individuals and teams.

Personality Traits: Enthusiastic, persuasive, perceptive, nurturing, responsive to individual needs, able to attract, empathize and communicate with a wide variety of people.

Relevant careers: Advocacy, Counseling, Personal Development, Career Planning, Campaign Development, Customer Service, Marketing, Market Research and Analysis, Mediation, Recruiting, Sales.

Likely to provide achievements for
Situational Interview questions: #1 – #7

Job Title: Vice President Public Relations

Responsibilities:

- Chair the Public Relations Committee.
- Develop and direct all public relations programs and activities.
- Identify and target new markets for promoting the club and organization.
- Publicize the club and its activities to local media via news releases and press kits.

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If Your Club Has Difficulty Finding Potential Club Officers

By Shelia Spencer, DTM

◆ IN THE APRIL 1993 ISSUE OF *THE TOASTMASTER*, MARILYN ANN BLOCH SUGGESTED "A NIFTY NOMINATING IDEA" THAT succeeded in her club. This idea continues to circulate and has worked well in many clubs:

At least one month before your election meeting, create two club officer nomination forms: 1) a simple handout describing the responsibilities of each club officer position, and 2) a half-page ballot that has space for individual member signature and lists each of the seven offices.

Set aside time during the regular club meeting to discuss this information, and distribute the handout and ballot to each club member. (Also provide copies of both forms to members who were not in attendance.)

Your directions will be a surprise: Ask everyone to sign the ballot and "draw a line through any office you do *not* want to be considered for at this time." Crossing off roles on a signed ballot helps you overcome people's tendency to leave this type of form blank; members will usually leave at least one role open.

Explain that the nominating committee will refer to these ballots as they develop the slate of nominations. The forms should be completed and returned as soon as possible, preferably before the meeting is adjourned. Your nominating committee will be able to review the possible candidates for each position, knowing that these individuals have already indicated their willingness to serve.

Besides saving time and effort for the nominating committee, this method of surveying all members about their interest in club leadership has other advantages:

Every member of your club will be invited to consider taking on a leadership role. This emphasizes our commitment to encourage all members to participate in the leadership opportunities within our organization.

Members who might otherwise be overlooked by the nominating committee can directly convey their willingness to serve; those who need to decline can also make their decision known.

The club is now assured that the maximum number of willing and available candidates will be nominated.

When the nominating committee reviews the ballots, the goal will be to select at least one unique candidate for each of the seven club officer positions. After seven different people have been identified for nomination, there still may be additional names for some of the offices.

The committee can choose to nominate multiple candidates for these positions. This allows the club to experience a vital part of our democratic process: voting among eligible candidates. Properly conducted, this voting is fun, motivating and educational for all involved.

Having more than one candidate for a club officer role means you have more winners! Anyone who is willing but not elected for a position should be seen as a key person to include on the membership or public relations committee, or to chair a special project related to the office they hoped to pursue. They'll gain a year of experience and recognition for their efforts, and will be motivated to run for office again next year.

For further information about conducting club officer elections, refer to the Toastmasters International handbook "When You Are The President ... a Guide to Effective Club Leadership."

- Design and compose club publicity materials and guest information kits.
- Edit, produce and distribute a club newsletter.
- Promote the benefits of the club's membership and educational programs.
- Maintain positive image of Toastmasters to members, guests and the public.

Accomplishments:

- Attained membership growth of ___% within ___ months.
- Successfully resolved ___ club problem within ___ months.
- Successfully accomplished ___ club goal within ___ months.

Generic Skills: Desktop publishing, graphic design, photography, written and oral communication, networking.

Personality Traits: Creative, energetic, expressive, persuasive, eager to share ideas and information.

Relevant careers: Community Relations, Media Relations, Public Relations, Publishing, Editing, Graphic Design & Layout, Promotion and Publicity, Market Research, Writing, Public Speaking, Journalism, Campaign Development.

Likely to provide achievements
for Situational Interview questions: #1 - #7

Job Title:

Secretary

Responsibilities:

- Maintain club files, including charter, constitution, bylaws, resolutions, official documents.

- Record and read minutes of all activities for club and executive committee meetings.
- Submit all applications for new, transfer and reinstated members.
- Maintain accurate club roster.
- Conduct all general club correspondence.
- Prepare and mail orders for Toastmasters supplies.
- Provide notice of meetings; distribute agenda in advance.
- Serve as club liaison with Toastmasters International World Headquarters.

Accomplishments:

- Successfully resolved ___ club problem within __ months.
- Contributed to the club's success by _____ in _____ (time-frame).

Generic Skills: Typing, shorthand, record keeping, record retention, correspondence.

Personality Traits: Accurate, efficient, systematic, responsible, dependable, detail-oriented.

Relevant Careers: Administrative/Secretarial, Business Communications, Purchasing, Records Management, Reporting.

Likely to provide achievements for
Situational Interview questions: #1 – #6, possibly #8

Job Title: **Treasurer**

Responsibilities:

- Prepare and submit budget for approval by the executive committee.
- Develop and execute financial policies, procedures and audits.
- Collect member dues and explain dues structure.
- Maintain accurate record of all club financial transactions.
- Receive and disburse funds in payment of club obligations.
- Prepare and present monthly financial report and quarterly reports.
- Reconcile deposits and expenditures.

Accomplishments:

- Successfully resolved ___ club problem within __ months.
- Contributed to the club's success by _____ in _____ (time-frame).

Generic Skills: Budgeting, financial planning, revenue and expense tracking.

Personality Traits: Responsible, methodical, accurate, organized.

Relevant Careers: General Accounting, Billing and Collection, Budgetary Cost Control, Financial Analysis, Financial Management, Internal Auditing.

Likely to provide achievements for
Situational Interview questions: #1 – #5

Job Title: **Sergeant-at-Arms**

Responsibilities:

- Arrange room prior to meeting, including food service if needed.
- Manage and maintain all club equipment between meetings.
- Chair the Social and Reception committee and serve as Master Host.
- Greet members and guests, provide introduction to club officers.
- Respond to individual concerns during club activities.
- Maintain orderly conduct of meeting.
- Collect and tally any voting ballots.

Accomplishments:

- Successfully resolved ___ club problem within __ months.
- Contributed to the club's success by _____ in _____ (time-frame).

Generic Skills: Meeting facilitation, protocol, parliamentary procedure, conflict resolution.

Personality Traits: Dependable, organized, sociable, attentive to individual needs.

Relevant Careers: Business Planning, Equipment Maintenance, Inventory Control, Corporate Services, Customer Relations, Event Planning, Security.

Likely to provide achievements for
Situational Interview questions: #1 – #4, possibly #8

Club officer roles provide us with a specific combination of important responsibilities and opportunities to contribute. The executive committee doesn't work alone; it encourages all members to volunteer for a variety of roles, and recognizes their efforts. One of the easiest Situational Interview questions you may hear is "Did you receive any awards or recognition?" For many members of our organization, the hard part isn't finding an answer, but in choosing the best answer from among our many positive Toastmasters experiences!

Whether you are applying for a new job or a promotion within your company, it is important for you to be able to cite examples that demonstrate your most relevant and impressive achievements. Your answer to this question should not only be a resounding "Yes!" but also should include and emphasize the recognition you've received for your successful contributions as part of a leadership team. These will be among your strongest selling points, no matter what your next job may be! **T**

Shelia Spencer, DTM, has held all club offices and is grateful for the experiences of each. She is an active Toastmaster and freelance writer living in New York. She can be reached at bocki@attglobal.net.

By Lee Glickstein

The key to true platform charisma is the capacity to *be with* the individuals in the audience, one person at a time.

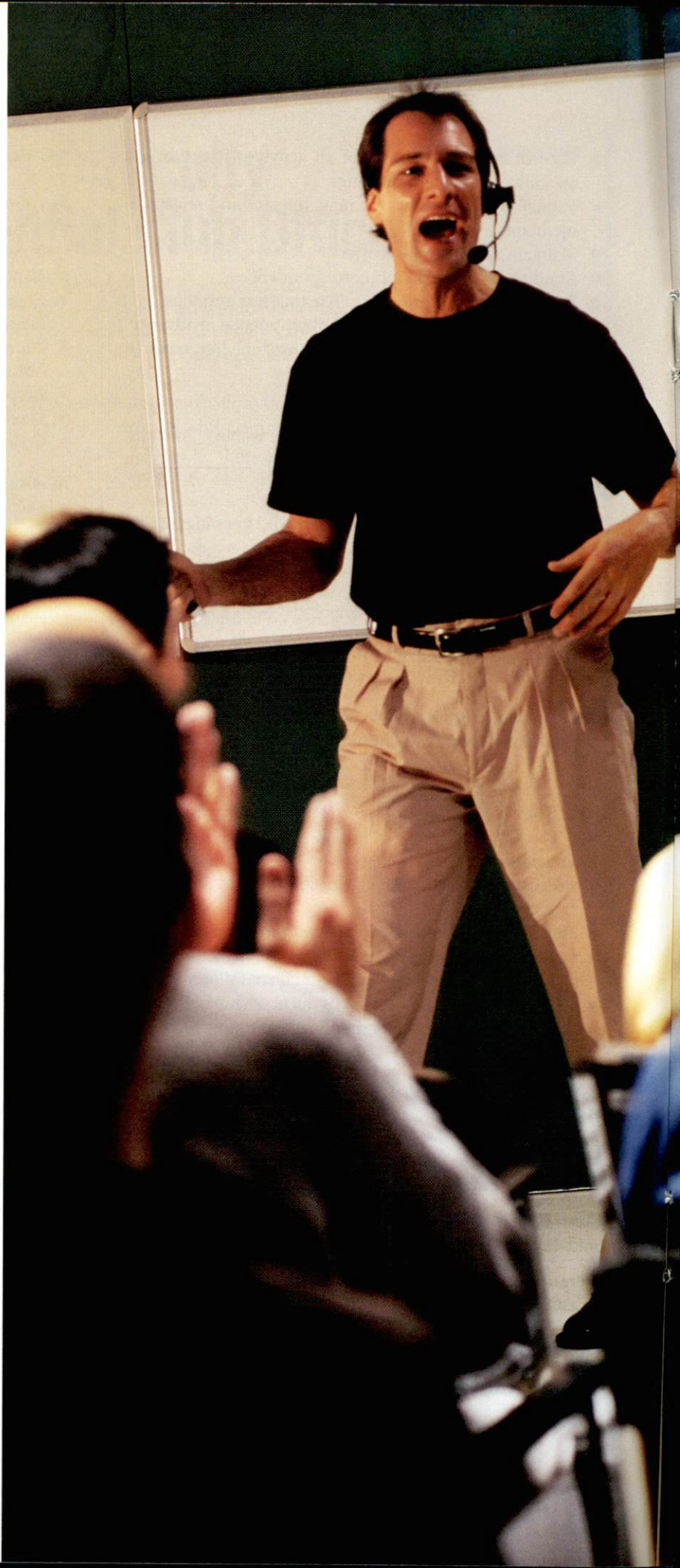
Lead With Charisma


Magnetism is the essence of charisma – a trait we all desire and recognize in our favorite leaders and speakers. But we tend to think “you either have it or you don’t,” since the conventional view is that charisma is dynamic charm flowing outward from the person who has it. From this perspective, charisma cannot be developed without changing one’s personality.

However, true leadership charisma actually results from a connection flowing *from* the listeners *to* the person who has it. From this viewpoint, anyone can have unlimited charisma just by becoming receptive to the supportive listening that is available to those who know how to access it.

People often rise to leadership positions in Toastmasters and in other areas of life because of their one-on-one communication skills. They know how to be available to colleagues and clients as they communicate clearly and effectively. However, when many of these same people stand up in front of a group, they do not use this strength, because they assume that communicating with a group is something different from simply a series of intimate, one-on-one “I contacts.”

The key to attaining true charisma as a speaker is being receptive to your listeners. Sounds simple? Here’s how to do it:





1 Open your presentation by “being with” your listeners for at least one full silent breath. It’s such a simple thing, and yet so rarely done. And it can make all the difference. Before you speak a single word, establish a relationship with your audience and create trust and rapport by taking a moment to acknowledge them in silence, one human being to another. Create a genuine connection by simply being with your listeners for the length of one slow full breath. “Being with” means taking the time, with no agenda other than to be fully present in the moment, to make gentle, undemanding eye contact with a few audience members. Just be with each one as you might be with a trusted friend or a child or the ocean, no drama or comedy added. “Being with” is not engaging with the personality or the mind, but rather with the heart.

2 Continue to be with one person at a time for the rest of the talk. The ultimate secret of true platform charisma is to develop the capacity to be with the individuals that make up any group, only and always one person at a time. “Being with” demands nothing from the audience, not even their attention, but it is the quickest way to attract their attention. It transforms you into a human magnet, allowing your listeners to come to you in their own time. This is the essential quality of effective leadership communication and, for many, requires practice, practice, practice.

Don’t you do this with loved ones? If you talk to your child or spouse or friend and you’re not being *with* them as you speak, you’re speaking *at* them. They don’t like it, and you realize after a while that the relationship is not working.

If you stay fully present with your friends and loved ones, why wouldn’t you do the same with a group? We assume that to speak to a bunch of people at once, we have to “establish eye contact” by looking a little over their heads or to a spot on the back wall. Or we have the idea that we should glance at any particular person for just a

moment, and move our gaze around the audience to keep them all interested.

The truth is, when you make genuine contact with individuals in your audience, one person at a time, everyone feels the connection. They feel included and a listening community emerges. Try staying with one person at a time for at least a breath – or for a sentence, phrase or idea. Allow yourself to see your words and ideas landing. This practice won’t make you lose the rest of your audience, but rather create a magnetic listening field that draws them to you.

3 Expand your “eye contact” to include “I contact.” Eye contact is often practiced as a technique that is more like “eye service” or “eye surface,” a snack on the run when instead the audience hungers for the real meal. When you try to connect, people sense your expectation of them, as subtle as it may be, and they may resist. Rather, you deliver “I contact” by connecting through your eyes and through your words.

Remain neutrally available for connection at every moment. Allow them to join you by using your eyes gently, resting them softly with each listener as you turn your attention their way. “I contact” means available eyes rather than demanding eyes. If your eyes feel strained, you are working too hard.

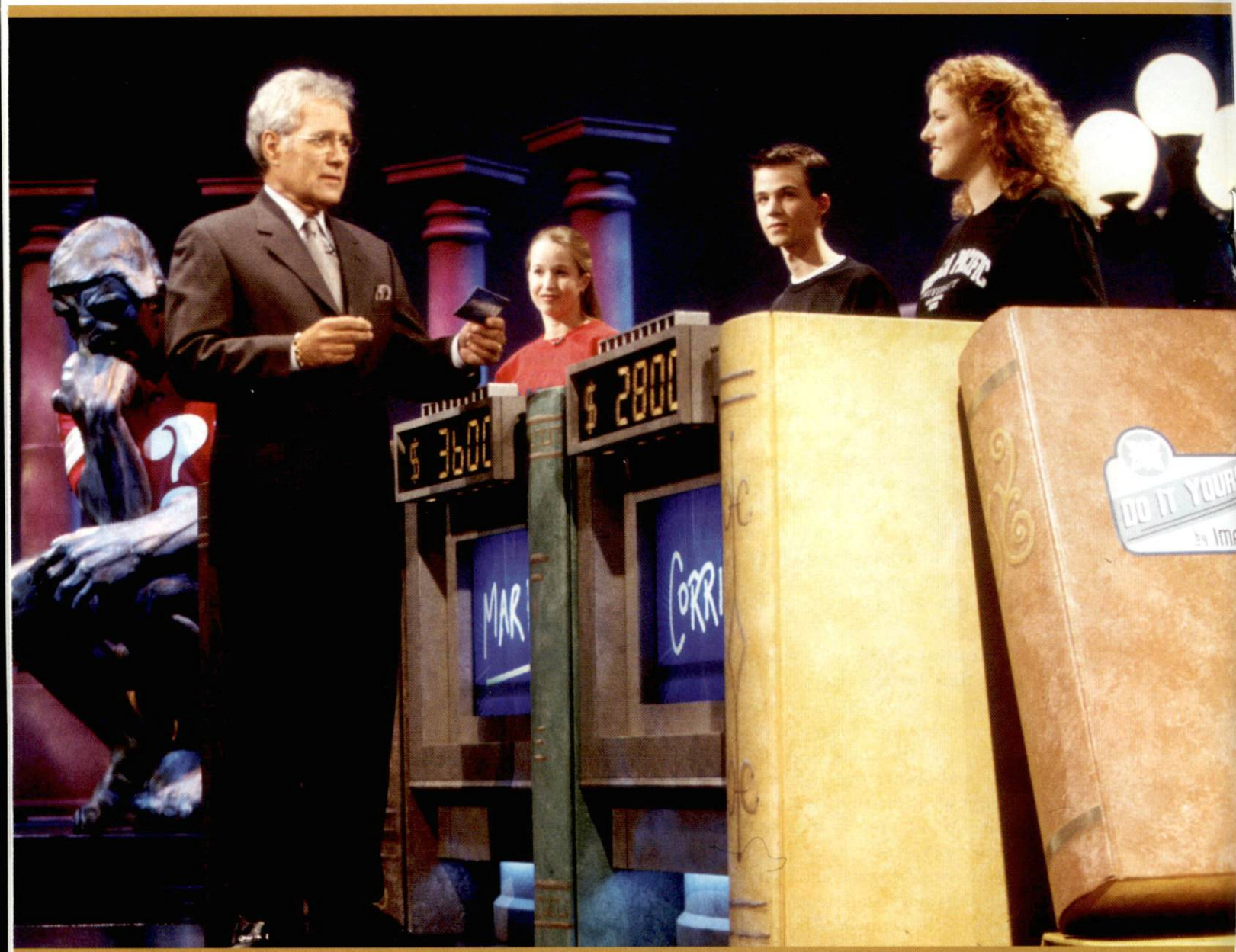
4 Make friends with silence. Allow natural silence. This is not the same as intentionally pausing for dramatic effect.

Silence does not mean disconnection. If you remain in relationship with your listeners, you are not abandoning them while you regroup, gather your thoughts, discover a new direction or simply stop to reconnect. Silence allows your listeners time to take in what you have just said; it serves as punctuation, lends power to what follows, and has the effect of actually deepening the rapport. When you are comfortable with silence, your audience will be as well.

There is another benefit to allowing stillness. Many people find themselves “umming” and “aaahing” when they get nervous or search for the next thought. Those moments of uncertainty are really instants of possibility that we tend to cover up with fillers. As you become more and more at ease with stillness, use those opportunities to stop and take a breath instead, and the “ums” and “uhs” will naturally give way to pleasurable moments of vibrant human connection.

5 Be yourself. Be real. The most compelling thing you as a speaker can do is to be real – to be genuinely yourself. Everyone has a story to tell, a unique message to deliver and a special voice in which to express it. But our

(Continued on page 27)



Who Is Alex Trebek?

An Interview with the suave and eloquent
Jeopardy! game show host

Are you as smart as you think? Since 1984, *Jeopardy!* has been entertaining, testing and occasionally confounding viewers with its intellectual challenge. *Jeopardy!* is America's – and maybe the world's – most popular quiz show, considering the number of countries that produce their own versions of the show. Why? Because it has a cerebral appeal. It is even therapeutic. After a numbing day at work, *Jeopardy!* can

reassure you that you still have a mind left. Each game confronts the viewer with 61 questions, a mischievous mix of the profound and trivial, on any subject under the sun and past the censor. A typical *Jeopardy!* match might cover rock 'n' roll, the French Revolution, baseball, children's television, inventions and famous Academy Award losers.

The host of this intellectual gauntlet is Alex Trebek. A native of Ontario, Canada, the suave Trebek personifies *Jeopardy!*'s cool intellect and sly humor. Unlike other game show hosts, he actually understands the questions that he is reading. One senses that he would know most of the answers, too. He takes pleasure and pride in the show's cerebral nature. You can see Alex's admiring smile when a contestant displays wit or a dazzling breadth of knowledge. You also can perceive Alex's polite disappointment when a contestant confuses Keats with Shelley.

His passion for education is not confined to the set of *Jeopardy!* He serves on the board of the National Geographic Society Education Foundation and is an active supporter of Literacy Volunteers of America. Alex is also the host of the annual National Geography Bee in the United States and Canada. Being a broadcaster, game show host and education advocate, Alex Trebek seemed an intriguing subject for a *Toastmaster* interview. We asked and he agreed.

Q. *As the host of Jeopardy! you are expected to be multi-lingual, perhaps even omniscient. In each game you must enunciate 61 questions, often coping with words of challenging pronunciation. "Tegucigalpa" and "Henryk Sienkiewicz" are but two examples of your verbal heroism. I have noticed that many times you avenge mispronounced French, and you are dogmatically precise about that sibilant S in Spanish, pronouncing Castille as "Cathstille." How many languages do you speak, with what degree of fluency?*

A. I am not sure that I am dogmatic about it. I speak English and French. I can make myself understood in Italy, Germany and Spain, maybe even in Russia. Throughout my career as a quiz show, my favorite ally has been the dictionary. I am a firm believer in "looking it up." If you don't know it, look it up! There is no embarrassment to that exercise. The same is true for foreign words. If I don't know the correct pronunciation of a foreign word, I ask the researchers to find it for me or I will look for it myself in one of the language dictionaries we have.

I think that it is important to pronounce words correctly and, as gently as possible, to correct contestants when

they mispronounce words. I will just say, "Yes, that right" and then I'll give the preferred pronunciation. I think that it is a sign of respect to our viewers that I make the effort to pronounce words correctly and to use grammar properly.

How do you prepare for each game, and how much time do you need in that preparation?

On a typical taping day, I arrive at work around 7 in the morning and start dealing with correspondence. At 8, I receive the scripts for the five games that we will tape that day. I spend the next hour or so studying the scripts. At 9:30, we have a production meeting, a round-table discussion where the producer, writers, researchers and I review the scheduled games. The meeting lasts an hour. Then I go over to the studio to get dressed and made up. We start shooting at noon. So, my prep time for the games is about two hours. When you calculate the time it takes to tape five shows, my workday lasts 12 hours.

Are there times when you question the questions, finding them imprecise or inaccurate?

Quite often. That is one of the reasons we have the production meeting. Elements of a clue might be vague or improperly phrased to elicit the kind of response we want. The questions might be outdated or repetitious. Sometimes I think that they are in questionable taste. Every member of the round-table team has an opportunity to voice his or her opinion and get questions changed so that we have the best possible five games for production that day.

Do most game show hosts do this much work behind the camera?

No. *Jeopardy!* is different. I am not only the host, I am also an overseer of material. In terms of longevity, I am the senior member of the staff. Sometimes I will suggest categories, clues or *Final Jeopardy* clues. There is a popular misconception that I write the questions, but that would be too much to do.

How do you prepare the contestants for their television appearance before a national audience?

I don't. Our production staff familiarizes the contestants with the set and prepares them for the games. I don't meet the contestants until they come out on the set. Because I have access to the questions and answers, I deliberately stay

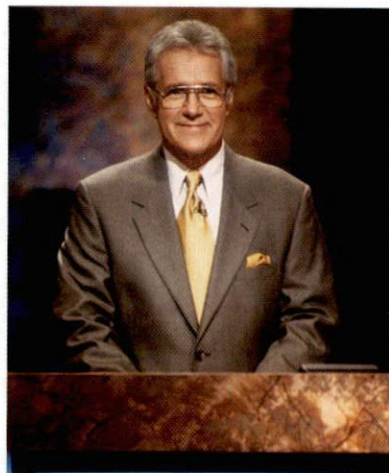
"I think that it is important for us to know as much as we can about other societies. The more we know of other cultures, the more we will appreciate their differences and their similarities."

away from the contestants so that there is no possibility of any hanky-panky. I don't have any time to spend with the contestants after the game because I must go to my dressing room, change clothes, and prepare for the next game that we will be shooting in a few minutes. So my involvement with the contestants is minimal except for the time they are on the show.

Do you find that contestants often are afflicted with stage fright?

No, not usually. They are very bright people who are used to succeeding in life and have a good sense of themselves. There might be some tension, as you might expect in any kind of competition, but very rarely have we seen anyone freeze up. That has happened on one or two occasions. Once a contestant fainted during *Final Jeopardy*, but he still managed to get the question right. On *Jeopardy!*, after the first commercial break, I chat with the contestants for a few moments before resuming the game. It helps them relax and breaks the tension.

Jeopardy! is a celebration of intelligence, and you have become a recognized spokesman for learning. Tell us about your participation.



I am a big fan of good teachers. I have been fortunate in my life in having good teachers, in high school and college as well as in broadcasting. A good teacher is worth his or her weight in gold, believe me. A good teacher can inspire a student to achievements that the student might not have imagined or dared. I have been asked many times, "What does it take to make a good television quiz show host?" My best advice to anyone is to get a good education. I am a firm believer in a good liberal arts education.

It grieves me that many Americans don't know more about the world around them. That is one of the reasons I got involved with the National Geography Bee. I think that it is important for us to know as much as we can about other societies. The more we know of other cultures, the more we will appreciate their differences and their similarities. It is the kind of knowledge that should be fundamental.

You have a bachelor's degree in philosophy. What was philosophy's appeal to the young Alex Trebek?

I majored in philosophy for rather mundane reasons. The courses were taught in the morning at the University of

My Life in *Jeopardy!*

By Eugene Finerman

◆ ALTHOUGH I AM NOT QUITE READY FOR THE TOMB, I already have an epitaph. "He was on *Jeopardy!*" is how I am often introduced and usually remembered. Being on the prestigious quiz show does have an undeniable glamour. People will gather around me, craving to hear about show biz, Alex Trebek and how much I won. I am also expected to live up to the intellectual image of *Jeopardy!*; everyone feels entitled to try stumping me with trivia questions.

Of course, I enjoy the attention and I certainly didn't mind winning \$80,000. My greatest pleasure, however, is a personal satisfaction. I love *Jeopardy!*, and it has held me spellbound for years, enticing and teasing me with one irresistible challenge: "Am I as smart as I think I am?" I do have an unnatural aptitude for information; I often suspect that I am an idiot savant. Consider this incriminating example. A lady once mentioned to me that "This is St. Anthony's Day." I asked if she was referring to St. Anthony of Thebes or St. Anthony of Padua. How does a Jewish boy know that?

I had to try out for *Jeopardy!* and in 1986 I did. My first step was to make a pilgrimage to Los Angeles. The show is

based there, and it conducts contestant tests several times a week during the television season. On my date with destiny I found myself one of 43 aspiring contestants outside Merv Griffin studios in Hollywood. We were ushered in and then confronted with a 50-question test and a deadline of 13 minutes. As you would expect from *Jeopardy!* it was an eclectic inquisition, with topics including William McKinley, the Green Bay Packers and the Taj Mahal. Of the 43 initiates, only eight of us passed the test.

The survivors then underwent a simulation of the game. As we played, we were scrutinized and dissected by the production staff for "speed, accuracy and personality." By personality it was meant that we projected our voices, seemed reasonably animated and actually enjoyed answering questions about Uriah the Hittite. Evidently, I was quite gleeful about Uriah; so were three others. The other four received perfunctory condolences and left.

I was a finalist. However, that did not guarantee my being on the show. There are twice as many finalists as contestants. In the words of the chief contestant coordinator, "We can call any of you, all of you or none of you." The fate of the finalist is to buy an answering machine and wait. I spent five months dusting cobwebs from the telephone before *Jeopardy!* deigned to call.

The trip to Los Angeles was at my own expense, but I was too infatuated to care. I had been told to bring along three

Ottawa. It allowed me to work in the afternoon and evening in order to pay for my last two years of college. I didn't know what I wanted to do after college. Philosophy seemed like a good broad subject to pursue until I figured out where I was and what I wanted to do.

How did an aspiring philosopher end up in broadcasting?

That was one of the jobs I got to help pay for those last two years in college. I was a temporary announcer at the Canadian Broadcasting Corporation. I worked from 6 p.m. to midnight, doing station breaks, newscasts and sports casts. Before I graduated, a permanent position opened up, and I was asked to join the staff. I accepted on the condition that I could complete my education. CBC agreed, so I graduated in philosophy.

Are there any vestiges of philosophy in your work? Does a philosophical nature help you in front of an audience?

I think that a philosophical outlook will help you no matter what you are doing. Philosophy helps you in terms of acknowledging some sense of perspective in your life and in the world around you. I have always tried to approach life with the "reasonable man attitude." If you have some sense of perspective, you are not likely to get too high or

changes of wardrobe. Although *Jeopardy!* tapes five shows a day, the fiction is devoutly maintained that each show is filmed on a different day. A victorious contestant has no time to savor triumph; you have 15 minutes to rush to the other end of the studio, change clothes and rush back. The frantic pace takes its toll. You can never look as good by the fifth game as you did in your first. In my case, my hair began to look like a very bad toupee.

I was one of 11 intellectual gladiators summoned to the show. A stage manager instructed us in the terrain and equipment of the set: where and when to walk, how and when to use the buzzer; how to speak into the microphone. We were at the studio for almost three hours before the staff was ready to trust three of us for the first taping. I was one of the three.

At this time we met Alex Trebek. Since you are eager to know, I will tell you: What is he really like? Even when the cameras are off, Alex is suave, clever and sly. He takes great pride in *Jeopardy!* and he understands that intellectual vanity rather than greed motivates the contestants. In fact, he seemed so much like a kindred soul that we were willing to overlook that he was so much better-looking than the rest of us.

My first game began, and I can recall every detail of it, including my nerves. (In a calm state, I would not identify Mexico as a European country.) Yet, somehow I won. My next four games are more of a blur: Without the benefit of my VCR, I would only remember the more obnoxious competitors. Although I did win five games, the maximum number permitted by the show, I was

too low. But does philosophy help specifically in hosting a quiz show? Other than pronouncing Nietzsche, I doubt that it does.

With your involvement in education, do you give speeches on the topic?

No, I push quietly behind the scenes. Occasionally, I will be asked to say a few words if *Jeopardy!* is being honored or if I am given an award. If I were asked to speak on important matters, I would want to do a really good job. It would take a lot of time for me to prepare a speech that I would be proud of and happy to deliver to an audience. I wouldn't want to be an embarrassment. Given the time and effort, public speaking would wear me out completely. So I try to stay away from it.

Yet, five days a week you are the spokesman for the value of a good education. In that role, you have even been on *The Simpsons*. Thanks for sharing your insights and time with the members of Toastmasters. **T**

Eugene Finerman is a speechwriter, humorist and a resident know-it-all. He also was a five-time winner on *Jeopardy!* He welcomes (dares) your comments at finerman@theramp.net.

not some intellectual juggernaut, reducing my competition to tears or catatonia.

In one game, I actually was trailing in second place as we went into *Final Jeopardy*. The clue was "The century that the largest number of elements on the periodic table was discovered." I didn't know the answer but I could make an intelligent deduction. I assumed that it couldn't be the 18th Century because Priestley was considered a genius for discovering oxygen, an element that everyone now takes for granted. Mendeleev created the periodic table in the 19th Century, and I doubted that he had a number of blank spaces with the note: "Coming soon, an element near you." I wrote down, "What is the 19th Century?" My two opponents, infatuated with 20th Century technology, picked that era. I was right.

As a five-time *Jeopardy!* winner, I was invited to the annual Tournament of Champions, where the year's 15 best players would compete for additional glory and \$100,000. As if I needed further incentive, the show now provided airfare and hotel accommodations. How did I do? I met my minimum standard for vanity. I won my quarter-final and semi-final games but I learned some humility in the finals. (Not really; I learned to hate Daily Doubles and not to wager \$3000 on them.)

All in all, I have had a gratifying adventure on *Jeopardy!* My dream had been realized. Of course, dreams can recur. If *Jeopardy!* ever wants to have a tournament of now geriatric champs, I'm available. **T**



**Learn! Prepare! Communicate! Says
former NYC Mayor Rudolph Giuliani**

By Carmine Gallo

Lessons in Leadership

The images surrounding the terrorist attacks on September 11, 2001, are seared into our collective consciousness – grieving families, fallen symbols of American capitalism and everyday heroes rising to the challenge. As former American First Lady Abigail Adams said, “Great necessities call forth great leaders.” And from this great wound emerged a leader who would put his stamp on the city of New York and on the country – then-New York City Mayor Rudolph Giuliani. One year after the attack, Giuliani’s book, *Leadership*, reached the top of the bestseller list.

I have had the pleasure of observing Giuliani speak several times during the last year; he is a vivid example that leadership can be taught, learned and developed. Giuliani sharpened his leadership ability during two terms as New York City mayor as well as during his time in Washington, D.C., as associate attorney general. He even owes much of his communication style to a media coach! Giuliani may have “emerged” during a time of crisis, but the truth is, he had been preparing for the role for decades.

Giuliani’s road to hero status has not been smooth. He rose to prominence as a tough-as-nails prosecutor who

had to the courage to go after powerful Mafia members during the 1980s when he served as associate attorney general, the third highest in command in the U.S. Department of Justice. But his “take-no-prisoners” approach created a difficult transition when, in 1993, he became the first Republican mayor of New York in 20 years, elected on a platform of reducing the soaring crime rate, trimming welfare and improving the city’s deteriorating educational system. While critics accused him of fueling racial tensions and turning his police force into “an army,” most New Yorkers were pleased with the results. Just two years after Giuliani took office, a city that *Time* magazine in 1990 had dubbed “The Rotten Apple” saw its crime rate drop 30 percent and tourists flocking back to the city.

But after eight years, when term limits kept him from seeking reelection, Giuliani was preparing for a life away from newspaper headlines and politics. Then the terrorist attacks on his city’s famous landmarks, the Twin Towers, happened, and Giuliani jumped into action. With U.S. President George W. Bush in hiding for security purposes, it was Giuliani who in the hours following the attack appeared on the air, holding news conferences, reassuring New Yorkers and Americans that despite the tragedy, the country would emerge stronger, better prepared and more unified.

During the weeks that followed 9/11, Giuliani exhibited strength, optimism and grace under pressure – traits that serve leaders well in any situation. Giuliani learned some of these traits from his father, an excellent boxer, who taught him to “remain calm, especially when those around you are uneasy or troubled.” Other recurring leadership themes from Giuliani’s book and speeches include: never stop learning, prepare relentlessly and communicate strong beliefs.

Never Stop Learning

Warren Bennis, a leadership expert and professor at the University of Southern California, says, “For lifetime leaders, learning is as natural as breathing.” Great leaders in every walk of life love to learn. Learning something new keeps them motivated. Learning brings meaning to adversity, allowing leaders to brush themselves off and to try again with better results. Giuliani is no different. In fact, during the week of the terrorist attacks, the biography of another great leader – Winston Churchill – was lying on Giuliani’s nightstand. He was learning the traits of leaders who went before him.

Giuliani often asked, “How can we do things better?” Violent crime in New York City dropped nearly 70 percent on Giuliani’s watch because he asked that question and demanded answers. He studied and finally embraced a theory of crime reduction called “the broken windows theory.” The theory holds that relatively minor crimes, like vandalism and graffiti, result in a deterioration of neighborhoods and increasingly serious problems. Mayor Giuliani’s idea of preventing smaller crimes, however, was met with skepticism and an “it can’t be done” attitude. Giuliani would not accept it. As a former prosecutor, he applied his analytical skills to conduct his research. Learning about a new theory and refusing to accept the status quo formed the basis of his crime-fighting efforts. His learning paid off.

“While few of us will ever be called upon to lead a city or a nation in a time of crisis, we can all learn from those called upon to do so.”

Prepare Relentlessly

“Preparation is the single most important key to success, no matter what the field,” Giuliani says. He prepared so diligently for his budget presentations that he could deliver the presentations without a script. He says doing this conveyed “confidence” and “knowledge.”

Giuliani began preparing his State of the City speech each October for presentation in January. The time spent preparing paid off, he says, as “the information got into my bloodstream.” By the time he delivered it, the speech came from his “head and heart,” not from the text of a speechwriter.

During his eight years as mayor, Giuliani initiated a practice of routinely honoring local heroes at City Hall, sometimes as often as every week. In his book, he recalls the story of a rescue worker who pulled a drowning woman from the East River. Appearing before the press, the hero was visibly shaken and had to let someone else finish the briefing. This strong, courageous firefighter could not handle the pressure of the media spotlight. Giuliani found this to be a common occurrence and reached one of two conclusions – either the N.Y. media were more threatening than the East River (a distinct possibility) or the rescue workers were simply not prepared. They were prepared to save lives, as they should be, not to face the media. Giuliani knew that great leaders are great spokespeople and great spokespeople need to be prepared. When the nation needed a great spokesperson, he was prepared.

Develop and Communicate Strong Beliefs

Giuliani has developed strong beliefs over the course of his career and he stuck to those beliefs even when they

made him uncomfortable. But the mark of great leaders is the ability to communicate those convictions in a way that inspires and wins people over to their side. This is a skill Giuliani has in abundance. "A leader must not only set direction, but communicate that direction. ... He must bring people aboard, excite them about his vision and earn their support," Giuliani writes.

What are Giuliani's secrets to becoming a great communicator? Preparation is certainly part of it. So is being direct, unfiltered and confident. Confidence is a combination of preparation and perception. Giuliani says he became a much better speaker when he went back to the routine he used in court – "master the material, organize it, and then throw away the text and just talk." He acknowledges what most of us know. Namely, speakers who read from prepared texts are annoying. By doing away with the crutch of prepared text, Giuliani shows the confident result of his diligent preparation. Also by looking directly at people and moving away from the lectern, a speak-

"Learning brings meaning to adversity, allowing leaders to brush themselves off and to try again with better results."

er appears more confident and knowledgeable. Giuliani exhibits strength and charisma by doing away with this safety net. Throwing out the safety net also helps a spokesperson "connect" with the audience instead of simply outlining main points – another secret to Giuliani's success as a leader and speaker. In fact, Giuliani shines as a storyteller, weaving together complicated themes into clear and convincing stories to support his arguments.

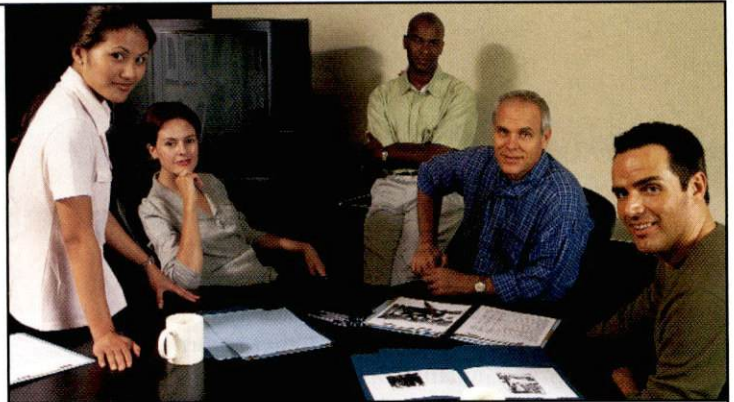
As you can tell, Giuliani's "secrets" are not really secrets at all. A love of learning, relentless preparation and communicating strong beliefs are all traits he has developed and sharpened over time. While few of us will ever be called upon to lead a city or a nation in

a time of crisis, we can all learn from those called upon to do so. **T**

Carmine Gallo is President of Gallo Communications Group, a leading media training and executive communications firm. Visit his Web site at www.carminegallo.com.

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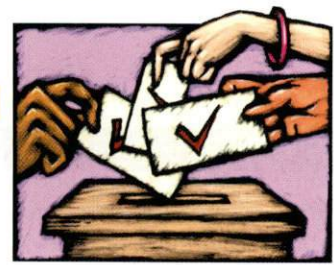
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By Mark Majcher, ATM



Toastmasters Share Their Lessons Learned

To Tally Awesome!

◆ STOP AND THINK WHAT IT MEANS TO BE A TOASTMASTER. This status must be earned, and, thus, cannot be taken away without your consent. It is within you at all times. No need to worry about leaving home without it. Real life will continually offer you opportunities to perform at your best. You are an unusual person who is willing to accept work assignments involving oral presentations that cause others to flee. You knowingly put the butterflies in formation and speak up at public events in a manner that others wish they could. You are forever changed and on a different life path because of your Toastmasters experience.

■ *I was told in many evaluations that my speeches "didn't flow," so I devised this plan: First, know what the speech is about and the points you want to make. Then divide an 11 X 14 inch sheet of paper into five equal parts by drawing lines across it. Use one part for the speech introduction, three parts for the body and one part for a conclusion. While filling in the details of the speech, make sure to work in the section of the paper that relates to the corresponding part of the speech. The ruled lines are a constant reminder to keep the flow.*

MAUREEN MASOTTO, CTM • MARGARET RIVER, WEST AUSTRALIA.

■ *Achieving the correct balance in evaluating speeches can be difficult, especially for new Toastmasters. A fun way of introducing evaluation training – and at the same time adding variety to meetings – is to have a single speech evaluated, using four different approaches. The first and second evaluators are assigned the undesirable extremes: They deliver only cutting criticism or syrupy praise. The third evaluator segues into "that-reminds-me" stories and topical arguments. Creative exaggeration provides vivid illustrations of these common mistakes. The final evaluator delivers a contrasting balance, offering encouraging praise but also making specific suggestions for improvement.*

STEVE E. WATKINS, DTM • ROLLA, MISSOURI

■ *In the May 2002 issue of The Toastmaster, I suggested that in preparing a speech, you write it out, read the script into a tape recorder and revise until you are satisfied with the speech.*

Now go a step further with this idea. As you are driving or walking, practice delivering your speech, using the tape. At first, you may want to try delivering the speech paragraph by paragraph before playing it back. Then recite your

speech along with the tape. See how much you can remember each time.

As you are seemingly talking to yourself, you may get quizzical looks. That gives you a great opening to publicize your club. Share the fact that you are practicing your Toastmasters speech and invite people you encounter to come to the next club meeting and listen to it.

CURTIS HARVIE, ATM-G, CL • QUESNEL, BC, CANADA

■ *I often practice my Toastmasters techniques in stealth mode. For example, while exchanging pleasantries with cashiers while shopping at a store, I respond to their small talk with heightened vocal variety, or distinct changes to my normal pitch or volume range. The people at the store don't know me, so they don't realize I am in an acting mode. For me, each interaction is a mini one- or two-minute speech delivery. I enjoy watching how people react to my various techniques.*

CINDY BAXTER • MONTGOMERY, ALABAMA

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
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Schmooze Your Way to Success

**Etiquette is your present to the world.
It costs you nothing and buys you everything.**

My friend Sarah used to hate parties. In fact, she hated any social event where she had to extend herself to meet others.

She is one of the 15 million Americans who experience social anxiety. Sarah preferred to stay home rather than mix and mingle. Usually she did stay home – until I asked if she wanted me to help her. She asked, “How can you help me? You’re an etiquette expert. What does that have to do with my problem?”

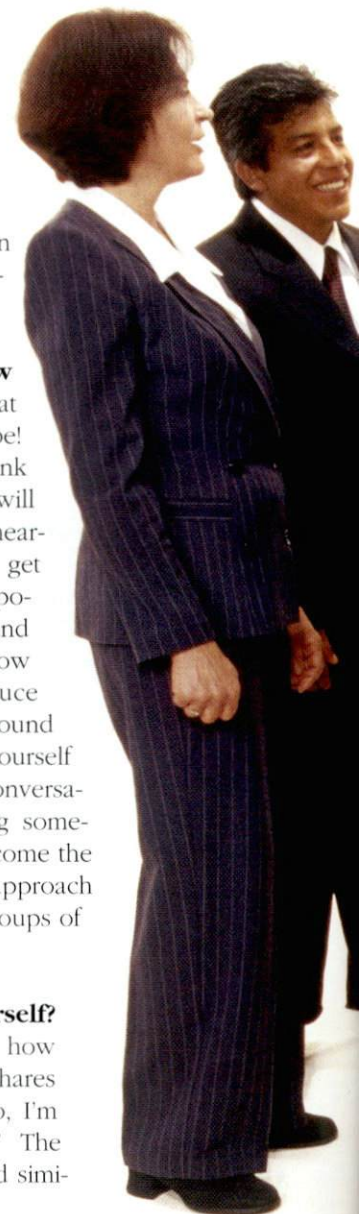
Sarah gave me that “deer in the headlights” look that I often get when I tell people what I do. The term *etiquette* often evokes thoughts of elitism or snobbery. In fact, it’s the exact opposite. Etiquette is the art of not being a snob. It is not like fine china to be used for special occasions and then put away. It’s user-friendly and for everyday use. Etiquette is about kindness and respect. It makes you look good and puts others at ease. It involves the simple things – a warm smile, eye contact, a firm handshake. People unconsciously notice these things in your first contact, and this first impression lingers. See if you can guess which of these tips made the biggest difference in Sarah’s new-found ability to schmooze and have fun.

■ **The way you enter a room.** Have you ever thought of the impression you make when you enter a room? Do you look timid or walk in with purpose? Use your entrance into a room to your advantage. Dress appropriately, maintain

good posture, have an open stance, smile, and enter with confidence, grace and ease.

■ **After your entrance – now what?** Feeling a little shy now that you are in the room? Don’t be! Simply find your host and thank them for the invitation. The host will then introduce you to someone nearby, giving you an opportunity to get involved. After that, don’t monopolize your host. They are busy and you are on your own. It is now your responsibility to introduce yourself to others. So look around and find someone to introduce yourself to. Avoid two people deep in conversation, as they may be discussing something personal and may not welcome the intrusion. You’ll find it easier to approach someone standing alone or in groups of three or more.

■ **How do you introduce yourself?** Introducing yourself to others is how you make yourself known and shares who you are. Simply say, “Hello, I’m John Brown from Bank First.” The other person usually will respond simi-



larly with a first and last name and the name of his or her employer. This makes it easier for conversation to continue.

■ **What if you forget a name?** There is a more tactful way of getting around this. Saying "I forget your name" implies that the person wasn't worth remembering. Instead, take the blame yourself by saying something like "I'm so sorry, I've drawn a blank" or "It's been one of those days." You might add, "I clearly remember meeting you at last month's meeting and enjoyed talking with you about Chinese food, but your name seems to have slipped my mind. Please help me out." Then get off the subject of the memory lapse.

■ **How's your handshake?** A limp-fish handshake won't do, nor will the bone crusher. The only correct handshake is a vertical hand, fingers together, thumb up, connecting

firmly and web-to-web. Always be prepared for a handshake by holding your glass or food in your left hand. This also eliminates a cold, wet handshake. Be sure to wear your name tag on your right. Notice that during a handshake the line of sight goes to the right, and a nametag on the right is easier to read.

■ **Where are your eyes?** Are they wandering all over the room or looking directly at the other person? Make the other person feel as if he or she is the most important person in the room by making direct eye contact about 50 percent of the time. Don't scan the room while talking with the person. Consider the little girl who climbs up on her father's lap while he is reading the paper. She keeps trying to get his attention as he half-heartedly responds with an "ah ha" while continuing to read the paper. The



Top 10 Tips For Networking Etiquette

By Phil Stella

1. Respect the time of the people you're networking with.
2. Listen more than talk.
3. Ask more than tell.
4. Give more than ask.
5. Maintain good eye contact.
6. Don't mix networking, marketing and selling.
7. Finesse really pays off – don't come on too strong.
8. Make other people feel comfortable.
9. Ask if this is a good time for a brief chat when following up.
10. Thank people for their effort on your behalf.

little girl finally pulls the paper down, wraps her little hands around her father's face, and says "Daddy, listen with your whole face." So listen with your whole face. If you are not comfortable with eye contact, practice talking to yourself in the mirror – looking yourself in the eyes.

■ **What does your smile say?** A captivating smile says, "I like you, I'm approachable, I am glad to see you." It's an invitation to conversation. Your smile comes from within. It's the smile you wear when you see a baby come into the room, or when your puppy wags his tail when he sees you coming. Your smile is your messenger of goodwill.

■ **What should you talk about?** Small talk is a major challenge for most people, but it is as important as an appetizer before the meal or the foyer into your home; it invites people to come in. It establishes a common bond for conversation to continue and builds relationships. Rudyard Kipling, in his *Just So* verses, provides us with the simplest and soundest advice:

*I keep six honest serving-men
(They taught me all I knew);
Their names are What and Why and When
And How and Where and Who.*

Have a curious mind and ask open-ended questions with these "W" words. People like to talk about themselves. When was the last time someone ended a conversation with you while they were talking? Make other people feel as if they are

the only person in the room by following the Kipling approach.

■ **It's time to leave.** Be remembered as a gracious guest by thanking your host before leaving. If your host is busy, it's OK to leave without saying goodbye. But always send a handwritten thank-you note the very next day. If you weren't able to say goodbye in person at the event, mention it in your thank-you note. "I didn't want to interrupt you last evening. You were very busy"

Have you heard this information before? Do you use it? Until you do, you don't know it, you just know "of it." Make these life skills yours. Sarah did. She called me excitedly last week after she went to a party. She saw a stranger sitting by herself, walked up and introduced herself. It took courage, but Sarah found a way to not only be more confident, but to make a new friend. They are both winners.

Snobbery? Never! The "Land of Etiquette" is a kind, respectful place. It's a place of knowing what to do, when to do it, and how to do it. This Land of Etiquette is a place of confidence and belief in yourself. It's a wonderful way to present yourself to the world. It's standing out with class, poise, polish and professionalism. It is your present to the world. It costs you nothing and buys you everything. **T**

Gloria Auth, ATM-S, is a member of Edmond Club 170-16 in Edmond, Oklahoma. She is the founder of Protocol Plus, which provides seminars in business etiquette, international protocol and dining skills. She can be reached at gauth@protocolplus.net.

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Lead With Charisma

(Continued from page 15)

presence speaks more loudly than anything we say. If we are at ease with ourselves, people know it and relax with us. The more comfortable we are, the more compelling we become.

You may be an authority in your area, but you need to be with your listeners as one human being to another before they can fully take in what you have to share with them. They will sit on the edge of their seats, form an instant family around you and respect you as a leader only to the extent that they feel you are genuine and available.

This kind of powerful communication works only when we find our own style. This may take a little time and involve some discomfort as we let go of old behaviors and patterns and allow our personal power to emerge.

6 Give yourself permission to explore. To become real, we need a place to experiment. Sometimes we have to act out all the “unreal” parts of ourselves, the personas and masks, before we can connect with our truest selves. We need a place to blow off steam and make mistakes in the company of respectful, supportive people. Once we get all the surface cover-ups out of the way, our radiant, unadulterated selves can emerge.

For many speakers, developing a capacity “to be there” with the audience requires time and practice to tune their instruments. Different professions have different instruments. Luciano Pavarotti, for example, practices the scales over and over again, tuning up the voice, which is the opera singer’s instrument. Your instrument as a communicator and leader is not your voice. It is not your performance or even your content. Your vehicle is the relationship you have with your listeners – your essence to their essence.

We may have to unlearn some habits that separate us from our listeners, techniques that we have developed to get over anxiety or simply to get started. How do we let these habits go?

- Find a buddy or small group of friends to practice two-minute “being with” turns – no agenda, no expectations, just see what comes up in two minutes of attentive, uninterrupted listening.

- Experiment with soft, steady eye attention in everyday life, in ordinary conversation or with your family around the dinner table.

- To practice pure presence in a safe environment, find a Speaking Circle® in your area, or start one (www.SpeakingCircles.com).

- And, of course, a Toastmasters club is a wonderful place to take those risks with a supportive group. Use some speaking opportunities to explore your many voices and parts, and to practice your “be with” relationship from the platform, rather than putting the emphasis on polishing performance.

In Summary

My years as a speaking coach have made it clear to me that \$5,000 keynote speakers who want to move to the \$10,000 level must work at *unpolishing*, not polishing, their styles. They must be willing to enter “beginner’s mind,” giving up everything they know about technique in order to meet their audiences soul-to-soul. They must trust that their natural leadership style will evolve and emerge.

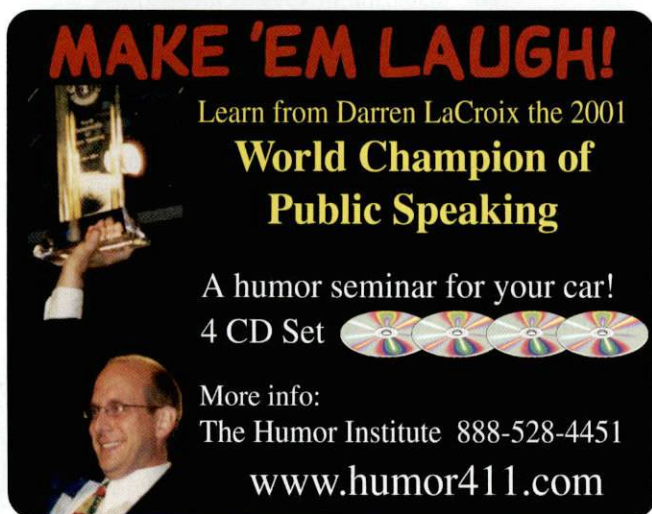
Your charisma quotient goes up 100 percent when you place your priority on receiving the listeners’ attention rather than trying to pump out energy and dynamism. Pizzazz shows up naturally in perfect timing when you are in magnetic rapport with a group.

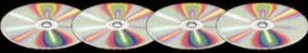
Just as leadership styles must evolve over time, so too, must our models of leadership communication. There must be congruence between our message and our method. If our presence is not as authentic as our words, we will never have the powerful impact we desire.

“Authentic presence is the international language of business,” says my colleague Koos Wolcken, leadership communication consultant in the Netherlands. “When your listeners feel at home with who you are, they will hang on your every word.”

As you develop the capacity to let people feel wonderful about themselves in your presence, they trust you and they follow your leadership. They want to belong in your community. They want to join your cause. And, as long as your values are consistent with theirs, they will carry you to success. **T**

Lee Glickstein is the founder of Speaking Circles International and author of *Be Heard Now! Tap Into Your Inner Speaker and Communicate With Ease*. Lee received the Communication and Leadership award from District 4 in 1998 and is a long-time member of the National Speakers Association. He can be reached at his Web site www.speakingcircles.com.



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Debbi Fields

Founder of Mrs. Fields Cookies

"A cookie store is a bad idea. Besides, market research indicates Americans like crispy cookies, not soft and chewy cookies like you make."

— TYPICAL RESPONSE TO DEBBI FIELDS' IDEA OF STARTING A COOKIE STORE.

◆ "Don't be afraid to take a chance. Remember, the greatest failure is to not try. Once you find something you love to do, be the best at doing it." So says Debbi Fields, and she speaks from experience. Despite overwhelming obstacles and discouragement from friends, family and financial backers, Debbi, at age 20, followed her passion of baking and selling chocolate chip cookies. She opened Mrs. Fields Chocolate Chippery in Palo Alto, California, in August 1977 on a bet with her husband that she would sell \$50 worth of cookies that first day.

By 3 p.m. she had not made a single sale, so she went out on the street and handed out cookies to passers-by. Soon people came in to buy them, and she won the bet with her then-husband, Randy Fields, who ended up being her longtime business partner. Today, Debbi Fields epitomizes the American dream, having built that first store into a \$450 million company and market leader. She sold her company, Mrs. Fields Cookies, in 1993, but not until she had overseen the expansion to more than 900 company-owned and franchise stores in the United States and 12 other countries and had carefully supervised all aspects of operations, public relations and product development.

In recognition of her philosophy of excellence, "Good Enough Never Is," and her success as an entrepreneur, business leader and communicator, Toastmasters International is pleased to announce Debbi Fields as the 2003 recipient of the organization's highest honor, the Golden Gavel award. This award is given once a year to an individual who represents the Toastmasters ideal of self-improvement and success through outstanding leadership and communication skills. Mrs. Fields will accept the award during the Golden Gavel Luncheon on Thursday, August 21, during the International Convention in Atlanta, Georgia.



These days, Debbi Fields' involvement in the business she founded is mainly as a consultant. She travels, gives speeches on various topics and promotes her three cookbooks. The first, *100 Recipes from the Kitchen of Debbi Fields*, has sold nearly 2 million copies and was the first cookbook to top *The New York Times* bestseller list. Her other two books are titled *I Love Chocolate* and *Debbi Fields' Great American Desserts*, and she is in the process of co-authoring a book called *Service Entropy*. She sits on the board of directors of Outback Steakhouse, WKNO (a public radio and TV station) and the Orpheum Theater, but tries to devote most of her time to her five daughters who range in age from 11 to 23, and her husband, Michael Rose, at their home in Memphis, Tennessee.



Debbi Fields is a great storyteller with a great personal story to tell. She often speaks to children in schools about the importance of reaching goals and not giving up. But public speaking wasn't something that came easily to this accomplished businesswoman. "A few years ago, when I stepped out of the day-to-day operations of the company, I thought of all the things I wanted to do as a mom and as a business person," Fields said in an interview in *Memphis Magazine* in 1999. "One of those was to address things that I'm afraid of, like public speaking. I had done it for years,

but I was determined to push the envelope and try to get past my fear." So what did she do? She joined Toastmasters.

"I believe that communication is vital to success," she says. "Improving my communication skills has increased my ability to sell my ideas and visions and eventually become a professional speaker. I like the people involved in Toastmasters – we all share the same desire to improve our communication skills." **T**

Don't miss the opportunity to hear Debbi Fields speak at the Golden Gavel Luncheon on August 21! For registration information, see next month's The Toastmaster magazine or visit www.toastmasters.org.

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The Atlanta Marriott Marquis – The Atlanta Marriott Marquis, located in the heart of downtown Atlanta, welcomes Toastmasters and their guests with superb accommodations. Don't be left behind! This is your chance to get to know and network with other Toastmasters from around the world.



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Georgia's Stone Mountain Park – The world's largest exposed mass of granite. The surrounding 3,200 acres of park features swimming, fishing, tennis, golf, skylift and other activities. Don't miss the park's two new additions: The Crossroads attraction, which depicts a small Georgia town from 1870s and brings to life the story, people and craft-makers of the South, and the new Great Barn, which lets you explore a gigantic climbing structure with rope nets, mazes, interactive games and a 40-foot super slide. Ideal for kids! For park hours and admission prices call (770) 498-5600.



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Shopping at Underground Atlanta – Six city blocks in the heart of Atlanta have been transformed into a spirited urban marketplace featuring 12 restaurants, more than 100 specialty shops, entertainment emporiums and dozens of street-cart merchants. For more information call (404) 523-2311.



Look for complete convention program details, a hotel reservation form and convention registration information in the April issue of The Toastmaster magazine. Make plans now to join other Toastmasters at this spectacular event!



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.

Michael G. Monroy 4525-U, Madrid, Spain
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 Teresa Wernecke 4216-6, Minneapolis, Minnesota
 Linda Westrom 4972-6, St. Paul, Minnesota
 Carol Warner 4938-8, St. Louis, Missouri
 Nadine Corse 394-11, South Bend, Indiana
 Thomas Corse 394-11, South Bend, Indiana
 Pat Moore 3566-11, Indianapolis, Indiana
 Michael S. Pape 2970-15, Boise, Idaho
 William L. Kennedy 3497-15, Meridian, Idaho
 Renee Gushen 3531-15, Ogden, Utah
 Raymond Lawton 3265-16, Oklahoma City, Oklahoma
 Glenn Cooper 1892-21, Vancouver, BC, Canada
 Dwight A. Johnson 3194-24, Omaha, Nebraska
 Ricardo B. Tan 1728-25, Arlington, Texas
 Earl Lewis Stone 5286-25, Dallas, Texas
 John R. Barnes 6633-26, Cheyenne, Wyoming
 Paul Greer 7992-26, Evergreen, Colorado
 Cara Seitchek 4951-27, Washington, D.C.
 Joseph Wissmann 1535-28, Farmington, Michigan
 Debbie A. Harden 2547-28, Bowling Green, Ohio
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 Sadanobu Ikemoto 7572-31, Saugus, Massachusetts
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 George Senicz 2806-48, Birmingham, Alabama
 Mary Jane Ligon 1190-50, Dallas, Texas
 Michael Domingos 4015-50, Plano, Texas

April Emmert-Maguire 5589-50, Addison, Texas
 Lee Sheue Ling 1538-51, Johor Bahru, Malaysia
 John P.H. Lau 2936-51, Kuching, Sarawak, Malaysia
 Mohamad Abdullah 5380-51, Kuala Lumpur, Malaysia
 Netty Djohan Kakalo 6064-51, Jakarta, Indonesia
 Ooi Poh Tin 7050-51, Penang, Malaysia
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 Kimara Pyatt 5708-57, Santa Rosa, California
 Cremonia J. Wright 8933-57, Oakland, California
 Shirley Ann Reay 8277-60, Mississauga, ON, Canada
 Mario Morin 6552-61, Richelaim, QC, Canada
 Jerry L. Thayer 6442-62, Howell, Michigan
 Carole LaRue 802-63, Knoxville, Tennessee
 Eric S. Hinson 3930-63, Hendersonville, Tennessee
 Wanda Kay Hinson 3930-63, Hendersonville, Tennessee
 Del Duffield 2403-64, Winnipeg, MB, Canada
 Dianne Boulay 4866-64, Winnipeg, MB, Canada
 Richard Weinholdt 9274-64, Winnipeg, MB, Canada
 Frances A. LaPlante 3259-65, Rochester, New York
 Leonard John Scuderi 5670-69, Brisbane, QLD, Australia
 Shirene Bryan 5335-70, Epping, NSW, Australia
 Kathy Webb 3089-72, Tauranga, New Zealand
 David Joseph Clarkson 9360-72, Christchurch, New Zealand
 Patricia Brown 8162-73, Melbourne, VIC, Australia
 Carlito Tio 2395-75, Cebu City, Philippines

Anniversaries

JANUARY 2003

65 years

Tustin 100-F, Tustin, California
 Modoc 98-7, Klamath Falls, Oregon
 Pioneer 97-26, Casper, Wyoming

60 years

Miles City 239-17, Miles City, Montana

55 years

Magic City 572-48, Birmingham, Alabama

50 years

Mainliners 1213-4, South San Francisco, California
 Blue Ox 1235-7, Portland, Oregon
 Nora 1183-11, Indianapolis, Indiana
 Shelton 1236-32, Shelton, Washington
 West Hills 1249-40, Cincinnati, Ohio
 Freeport-Hempstead 1105-46, Freeport, New York

45 years

Papago 2694-3, Tempe, Arizona
 Gainesville 2520-14, Gainesville, Georgia
 Plant Industry Station 2627-36, Bettsville, Maryland

40 years

Advance to Grow 2230-F, Huntington Beach, California
 Saratoga TMs 3572-4, Saratoga, California

Suitland Federal 3349-27, Suitland, Maryland
 Arsenal 2264-38, Philadelphia, Pennsylvania
 Guymon 1680-44, Guymon, Oklahoma
 Breakfast 3581-62, Muskegon, Michigan

35 years

Pajaro Valley 2373-4, Watsonville, California
 Capital Nevada 1813-39, Carson City, Nevada
 Skyline 3258-41, Rapid City, South Dakota

30 years

Bootstrappers 2397-7, Salem, Oregon
 Abilene 1071-44, Abilene, Texas
 Mohawk 3597-60, Toronto, ON, Canada
 Taumarunui 2053-72, Taumarunui, New Zealand
 Makati 1697-75, Makati, Philippines

25 years

Wordmasters 165-F, Los Alamitos, California
 Sensational Salesmen 417-F, Tustin, California
 Berea 2917-10, Brook Park, Ohio
 OKC Pros 3220-16, Oklahoma City, Oklahoma
 Club TM Dynamique 3604-61, Laval, QC, Canada
 Portage 3064-64, Portage La Prairie, MB, Canada
 Peninsula 1444-69, Peninsula, QLD, Australia
 Pandwick 3812-70, Sydney, NSW, Australia

20 years

Second Stage 3742-F, Irvine, California
 Roller Toastmasters 4216-6, Minneapolis, Minnesota
 Technical Talkers 1691-16, Bartlesville, Oklahoma
 Revelstoke 4050-21, Revelstoke, BC, Canada
 Riggs National Bank 3612-36, Washington, D.C.
 Treasure Chest 1245-42, Yorkton, SK, Canada
 Speaker's Corner 4310-42, Regina, SK, Canada
 Bradenton 2449-47, Bradenton, Florida
 Dramatically Speaking 1580-57, Oakland, California
 20/20 1385-64, Brandon, MB, Canada
 CI 4228-64, Winnipeg, MB, Canada

JANUARY 2003

70 years

Long Beach Gavel Club 11-1, Long Beach, California
 Pomona Valley 12-12, Claremont, California
 Glendale 8-52, Glendale, California

65 years

Prescott 104-3, Prescott, Arizona
 Downtown Pomona 110-12, Pomona, California

55 years

Cascade 566-7, Eugene, Oregon
 La Salle 578-11, South Bend, Indiana
 Colorado Springs 555-26, Colorado Springs, Colorado
 Northeastern 573-28, Grosse Pointe, Michigan
 Stevens Point 570-35, Stevens Point, Wisconsin
 Wascana 577-42, Regina, SK, Canada
 Syracuse 580-65, Syracuse, New York

50 years

Goldenheart 1240-U, Fairbanks, Alaska
Cable Car 1243-4, San Francisco, California
Fightin' 49ers 1244-4, San Francisco, California
Earlybird 1268-26, Durango, Colorado
Wausau Morning 782-35, Wausau, Wisconsin
Greater Columbus 214-40, Columbus, Ohio
Northern Lights 489-41, Edmonton, AB, Canada
Hi-Noon 1021-62, Port Huron, Michigan
Mohawk Valley 1271-65, Utica, New York

45 years

Hollywood & Vine 328-1, Hollywood, California
Estherville 2708-19, Estherville, Iowa
Lenexa 2654-22, Lenexa, Kansas
Front Range 2668-26, Thornton, Colorado
Downtown 2455-68, Baton Rouge, Louisiana

40 years

Paul Revere 602-F, Orange, California
Greater Williamsport 2960-38, Williamsport, Pennsylvania
LA Civic Center 3567-52, Los Angeles, California
Sharpstown 2243-56, Houston, Texas
Hellfire 3599-71, Dublin, Ireland

35 years

Sunrises 2140-6, Robbinsdale, Minnesota
Argonne 128-30, Argonne, Illinois
Orleans Raconteurs 808-61, Ottawa, ON, Canada
Lemoine 1261-61, St. Lambert, QC, Canada
Speechcrafters 1044-65, Rochester, New York

30 years

Top O The Morning 3777-17, Butte, Montana
Cranbrook First 3532-21, Cranbrook, BC, Canada
A-Rousers 2202-24, Omaha, Nebraska
FDIC 3739-36, Washington, D.C.
First Braille 341-52, Los Angeles, California
Zurich 3906-59, Zurich, Switzerland
Club TM Olympia 721-61, Montreal, QC, Canada

25 years

Advanced 805-F, Anaheim, California
Rancho Bernardo 112-5, Poway, California
Real Orators 474-5, El Cajon, California
Daybreakers 1155-11, Indianapolis, Indiana
TM of Diamond Bar 168-12, Diamond Bar, California

Challenge 3166-16, Tulsa, Oklahoma
Chester County 946-38, West Chester, Pennsylvania
Palliser 3192-42, Calgary, AB, Canada
Southwest Speakers 2200-56, Houston, Texas
Danville Toastmasters 1785-57, San Ramon, California

20 years

High-Tech Talkers 1487-6, Brooklyn Center, Minnesota
Habla Bilingual 942-12, Victorville, California
High Noon 1026-12, Victorville, California
North Metro 3592-14, Kennesaw, Georgia
Energizers 2439-15, Ogden, Utah
Waco Tale Twisters 2348-25, Waco, Texas
Oakdale 644-33, Oakdale, California
Uptowner 1159-35, Madison, Wisconsin
Bell Tower 1048-37, Chapel Hill, North Carolina
Foothill 1070-39, Roseville, California
Fairview 939-42, Fairview, AB, Canada
C.B.A. 2882-42, Saskatoon, SK, Canada
Keene 1562-45, Keene, New Hampshire
MINY 1012-46, New York, New York
Harris Communications 363-47, Palm Bay, Florida
Greater Hartford 919-53, Hartford, Connecticut
Better Communications 363-47, Pleasant Hill, California
Daybreak 1005-58, Charleston, South Carolina
Strictly Speaking 3025-62, Kalamazoo, Michigan
Cereal City 3462-62, Battle Creek, Michigan
Great-West Life 1452-64, Winnipeg, MB, Canada
Danville 3305-66, Danville, Virginia
Maryborough 3388-69, Maryborough, QLD, Australia
Lucan 1896-71, Lucan, County Dublin, Ireland
Dawnspeakers 1749-72, Dunedin, New Zealand
Airport Toastmasters 492-74, Kempton Park, South Africa
Umgeni 2122-74, Durban Natal, South Africa
The Nib 2514-74, Johannesburg, South Africa

Ralph C. Smedley Memorial Fund

Associate

Ataf M. Saleem
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Past International President Robert W. Blakeley, DTM, in memory of David A. Corey, DTM, International President 1973-74
District 50 Toastmasters, in memory of Irene Eleanor Willhoite, mother of Alice Willhoite, DTM, District 50's first District Governor 1994-95
Past International President A. Edward Bick, DTM, and Jennifer Bick, in memory of Sara Meeks, ATM, District 47 Governor 1990-91, George Ott, DTM, International Director 1979-81, and David A. Corey, DTM, International President 1973-74
Past District 39 Governors, in memory of George Ott, DTM, International Director 1979-81

Contributor

Oconomowoc Toastmasters Club 834-35, in memory of Jerry Starke, DTM, International Director 1985-87
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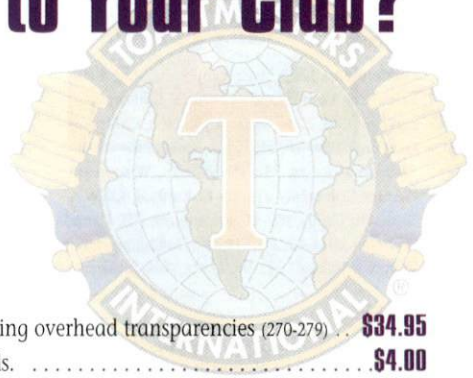
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Ralph C. Smedley

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