

# TOASTMASTER<sup>®</sup>

MARCH 2005

**Special Issue:**

**Surviving  
Business  
Meetings**

**Get Creative:  
Speaking Outside  
the Box**

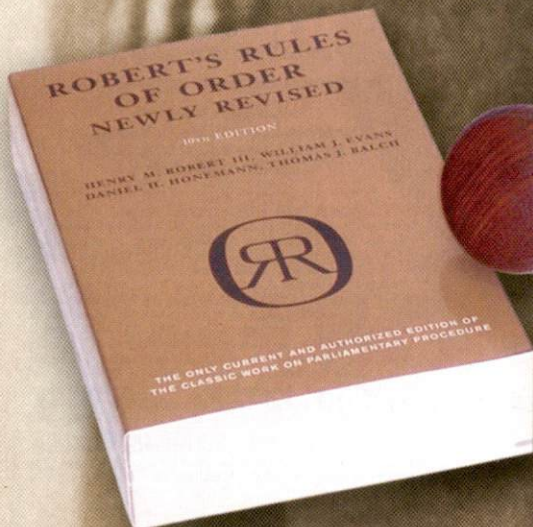
**Why  
Parliamentary  
Procedure?**

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## ROBERT RULES:

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*The great accomplishments  
of a remarkable man*



## Can I Help?

In the early 19th century, a young lad in London was determined to become a writer. He faced many obstacles. His father was in and out of jail continually. As a result, the young man often went hungry and was unable to attend school regularly. He finally found a low-paying job pasting labels on bottles in a run-down warehouse. At night, he slept in a dismal attic room with two other young boys from the slums of London.

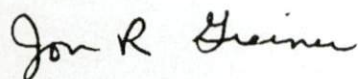
But he was determined to become a writer and continued to write stories in his spare time. He submitted story after story to local editors and received rejection after rejection. He had so little confidence in his ability to write that he sneaked out at night to mail his first real manuscript, just to avoid the scorn of his friends. He continued to write and finally, after many months, one of his stories was accepted for publication. He received no payment, but the editor recognized his talent and strongly praised his effort. The young man was so excited that he wandered the streets for days with tears streaming from his eyes.

The recognition he received in getting that one story published changed that young man's life forever. If it hadn't been for the editor's encouragement and praise, he might have spent his entire life working in rat-infested factories. You may have heard of that boy. His name was Charles Dickens, author of *A Christmas Carol*, *Great Expectations*, *David Copperfield* and *A Tale of Two Cities*, among many other classic books.

How much is encouragement worth? Joseph Priestly began his working career as a preacher, but failed and turned to teaching grade school. One year, while on vacation, he happened to meet Benjamin Franklin, one of America's founding fathers. Franklin had spent many years studying electricity, but had not fully documented his work. He convinced Priestly that he had the talent to write a history of electricity. Franklin volunteered to help Priestly by sharing his books and notes. Priestly was flattered and passionately set out to complete the task. Within a year, he had finished his assignment. Priestly later went on to become a man of science, documenting the properties of oxygen and developing the first carbon dioxide fire extinguisher – all thanks to the encouragement and support he received from Benjamin Franklin.

How encouraging are your evaluations of your fellow Toastmasters? Are your comments positive and helpful? Will your encouragement have the same impact on someone's life as the editor's words did for Charles Dickens? As Benjamin Franklin's support did for Joseph Priestly?

With your help, lives can be changed, one at a time.



Jon R. Greiner, DTM  
International President



# TOASTMASTER

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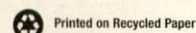
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#### The Toastmasters Vision:

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

#### The Toastmasters Mission:

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

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

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

**Do you have something to say? Write it in 300 words or less, sign it and send it to [letters@toastmasters.org](mailto:letters@toastmasters.org).**

### Terrific Topic

I love receiving my copy of *The Toastmaster* every month, and I would like to commend the team for including the October article "Building A Better World." What a fantastic idea to show how "ordinary people" are changing their lives through Toastmasters. Jon Greiner's theme for the year is definitely true – that Toastmasters Changes Lives, One at a Time. I loved the headings in the article of "gained self-confidence," "improved career" and "making greater contributions to their community." We could see how that aspect of those people's lives had been changed. Thanks for a wonderful article!

Gaelene Adams Wood, ATM-S • Taieri Club 695  
Dunedin, New Zealand

### Awful Issue

I've been a Toastmaster for many years, and the October 2004 issue was the weakest, most ineffective, most shallow issue I have ever seen. It is lacking in "speech training" and solid practical ideas for leading, management and living, and is full of articles pushing the "Toastmasters agenda" and some boring other topics. Recently the magazine has been great. This one was a flop.

John Myrick, ATM • Southlake Club 4987 • Grapevine, Texas

### Research Assistance

Great job in listing Web sites of interest to Toastmasters in your December issue. I've already visited some of the ones mentioned – they will add zest to my next speech. Another site of interest to Toastmasters is [www.Takingflight.org](http://www.Takingflight.org) – it supports prison Toastmaster clubs and is useful to anyone starting or sustaining a prison club.

Paul Jagen, DTM • Sabine River Club 2181 • Orange, Texas

### Fun with Names

I was interested and amused by the article "What's in a Name?" in the December issue. I am a retiree from the U.S. Customs where we had a club. The Customhouse was located on Ferry Street on Terminal Island, California. Terminal Island's former name was Rattlesnake Island (because the shape of the island resembled a rattlesnake). Our club was called the Ferry Street Rattlers.

My present club was originally located on a street called Los Coyotes Diagonal. The club is called The Diagonals.

Barry Goldstein ATM-B • Diagonals Club 1307 • Long Beach, California

### When Respect Is Due

I thought long and hard about how I wanted to respond to Clifford Fournier's December 2004 Letter to the Editor. After two weeks, I decided that I had to respond to his petty comments about publishing photos of Toastmasters in military service in Iraq.

First, as a long-time member, I have always tried to understand and respect all points of view. I wish I could say the same for Mr. Fournier. There have been many questionable comments about America since 9-11, but I would have to say his letter was the most difficult for me to read.

Mr. Fournier is a typical world citizen who has forgotten about the sacrifices of the American fighting man and woman. It was the American military that defeated German and Japanese aggression in both world wars and has continued

to fight for freedom all around the world. We have sacrificed hundreds of thousands of our young men and women for the good of the world.

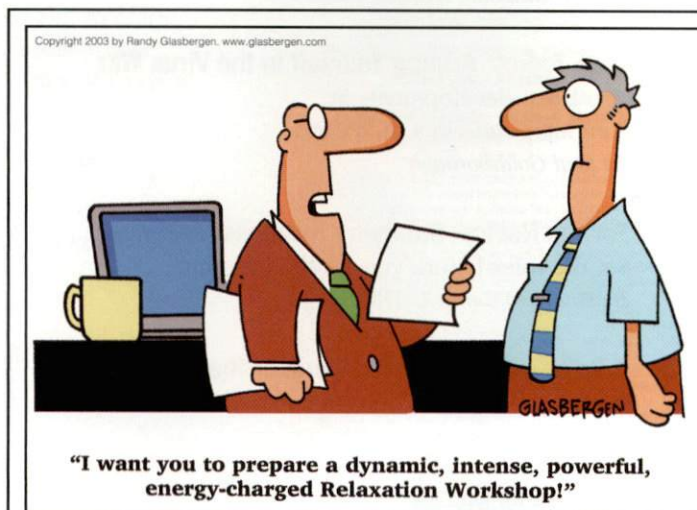
Isn't it amazing that the world is so quick to condemn all things American, but the minute we are needed to solve another problem, we are the first to come to the table with real sacrifices. You want proof? Look at our response to the recent crisis brought on by the tsunami in Asia.

Robert MacPherson, ATM-B • Shape Club 651326  
Grand Haven, Michigan

### A Gold Mine

I've been a member of Toastmaster's for more than two years and never read articles from the magazine until a month ago. I never knew how great and helpful the articles are! This year, I set a goal to improve at evaluating and find different organizations to speak to. Articles on both topics were in the first magazine of the year. I just wanted say how excited I am about starting to read the magazine. I'm going to begin bringing up some of these articles at our weekly meetings so others may begin to see what see a gold mine our magazine is.

Kenneth Moore, CTM • Cave Springs Club 9677  
Saint Charles, Missouri



**New friends are as close as the nearest Toastmasters meeting.**

## Visiting Clubs on the Road

Recently, the lease on my apartment in New Jersey ran out. Instead of renewing that lease, I put my things in storage, packed up my car and began a road trip across the U.S. to find a new home. I wasn't sure what city I wanted to move to or exactly what I was going to do when I found out. Friends wondered how I was going to learn what these cities were like and whether they would suit me. How would I get a sense of whether I would like the people there? Wouldn't I find myself isolated if I moved to one of these places?

Wouldn't I find myself lonely on the road?

The answer was, of course not – I had Toastmasters! For each city I was going to visit, I looked up online where and when local Toastmasters meetings would be held. I made a list, and when I got there, I attended meetings in cities I was considering moving to.

These meetings gave me a sense of the demographics of the city. They also let me see what kind of style people had there and whether or not I thought I would fit in. By participating in Table Topics, I gave the club members a chance to see who I was and what I could do. After the meetings, I was able to ask questions of the people who were there to learn anything else I needed to know. More than one club even had a real estate agent as a member! This was really useful if I wanted to know about property values and good areas of the city to look in for housing.

I was always made to feel welcome, always found people happy to talk with me about their club and their city,

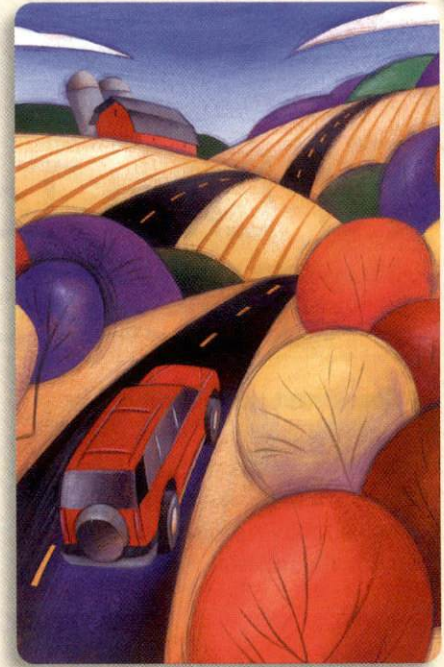
and to tell me what I might find if I moved there. Not once did I feel isolated or lonely on my trip across the country. Toastmasters meetings were held everywhere I went.

When I finally chose to settle in Menlo Park, California, I went to several Toastmasters meetings to find one that would be the right fit for me. I found more than one, in fact, and that's a great thing too. Each club has unique benefits to offer in terms of the members who belong and the style of the group.

**“Not once did I feel isolated or lonely on my trip across the country. Toastmasters meetings were held everywhere I went.”**

Here are some tips if you are going to be on the road and want to visit local Toastmaster groups:

- 1** Look online at [www.toastmasters.org](http://www.toastmasters.org) to find out where and when clubs meet in the city where you will be and which ones are open to guests. Many have Web sites. If so, look over the site to get more information about the club and directions to the meetings. Some clubs ask that you call or e-mail to let them know you plan to attend.
- 2** At the meetings, try to arrive a little early. Allow time for traffic delays or trying to find the right streets in an unfamiliar place.
- 3** When you arrive, assuming you are early, introduce yourself to members who are already there. Let them know you are from out of



town and would like to know more about their home city.

**4** Agree to take part in Table Topics, if asked, or to fill another meeting role.

**5** If a member has particular expertise that would be helpful to you, exchange business cards after the meeting.

**6** Thank the club members for welcoming you.

So the next time you find yourself away from home, whether on business or vacation, remember that new friends are as close as the nearest Toastmasters meeting! **T**

**April Kihlstrom, CTM**, is a member of Menlo Presbyterian Club 1372 in Menlo Park, California.

# 'I'd Like To Thank The Little People...'

By Gene Perret

**Acceptance speeches are like advice – great to give, but annoying to listen to. Here's how to do it right.**

The Academy of Television Arts and Sciences called. "Your Emmy has been engraved and you may pick it up at the Academy offices at anytime." That's right. I had won an Emmy for television writing. Well, I had won it with 10 co-winners for our work on the 1973-74 season of *The Carol Burnett Show*.

All 11 of us rushed to pick up our statuettes as soon as we hung up the phone. When we walked into the Academy offices, several young ladies who were typing looked our way without interrupting their typing chores. One asked, as she continued to type, "Can I help you?"

One of us said, "We're here to pick up our Emmys."

Now she stopped what she was doing and glanced at some sort of list. She said, "Names, please." Each of us in turn told her our names and she responded with a number. I was 581.

She said, "The Emmys are in that room over there," and pointed to that room over there, then returned to her typing.

The room was loaded with ready-to-be-picked up Emmys. Each was wrapped in newspaper, like a fresh fish, and had a small piece of tape on it with a number jotted on it. They were on top of desks, under desks, on filing cabinets, and in no particular order.

We began searching for our rightful Emmy statuettes. Someone from under a desk would holler, "Here's 572. Is anyone 572?"



Another would shout back, "I'm 573. Is that anywhere near 572?"

Eventually, we all found our respective awards.

When we came out of the room with our trophies still wrapped in newspaper, the typists ignored us. They simply continued with their secretarial tasks.

One member of our group could not tolerate the indifference. He climbed atop one of the desks, straddled the typewriter that one young lady was typing on, held his newspaper-wrapped Emmy aloft and said, "I'd like to thank all the little people...."

To me, even though it was "unofficial," it was one of the most amusing acceptance speeches I've heard.

I have heard a few. *The Carol Burnett* writing staff attended the next four Emmy telecasts as nominees. Some of us disliked the thank-you soliloquies so much that we always hoped we would win, and win early. That way we could collect our awards, go backstage to meet the press, then go directly to our limos and head to some nearby restaurant for an early dinner.

Acceptance speeches are like advice – great to give, but annoying to have to listen to. Why is that?

■ First of all, many are too long. At a speaker's awards banquet one night, each of the winners spoke so long that the affair, which was scheduled to end at 10 p.m., was dragging on till near midnight. The final recipient summed up the evening when he said, "I'm going to keep my remarks short. I'm a firm believer in the principle that any awards banquet should always finish on the same day it starts."

He received appreciative applause.

■ Second, many of them cleverly convert humility into a self-serving ploy. "I'd like to thank my agent who helped make me so great. I'd like to thank my parents for allowing me to be great. I'd like to thank my fellow performers who made it so easy for me to be great. I'd like to thank all the other nominees for being as great as they are, but not as great as I am."

One actor exhibited real humility and honesty when he said, "Many people deserve this award much more than I do, but I don't care. I'm taking it home anyway."

■ Third, many of the speeches are so filled with sincerity that they become insincere. George Burns once said, "The secret to show business success is sincerity. Once you learn to fake that, you've got it made." The thrill of winning that many performers exhibit can be endearing. Beyond a point, though, it can become cloying.

I've often felt that rather than have the victorious nominee make a speech, they should allow the losers to get up and give a minority report. Then we'd have real excitement at the ceremonies.

Bob Hope, who merited several honorary Oscars, was never nominated for a real one. He had a wonderfully refreshing sense of humor about being overlooked, though. He opened one telecast by saying, "Welcome to the Academy Awards, or as we call it at my house, Passover." Another time he said, "I don't care if I get an Oscar or not. I'm just going to have Mickey Rooney bronzed and put him on my mantel."

Some comic once said, "I've been rich and I've been poor. Rich is better." I'd like to paraphrase that to apply to awards. "I've won awards and I've lost awards. Winning is better."

Most speakers will be honored with some sort of award or another during their careers. It may be recognition from your peers or a plaque for a job well done. It could be just a thank you from the school kids in the class that you address. Whatever it is, it's always a thrill, and frankly, a nice ego boost too.

Well, usually it is. The president of one association I spoke to gave me hyperbolic praise, told me what an outstanding person I was, and how much this particular group was indebted to me. Then he presented me with a personalized award. Not one letter of my name was spelled correctly.

### **"I've won awards and I've lost awards. Winning is better."**

It remains one of my most cherished awards.

When you receive your awards, here are a few tips to help keep your acceptance remarks appropriate and dignified.

**1 Keep it short.** It's better to leave them wanting more than to keep talking until the orchestra is forced to "play you off." I asked one performer I worked with, "What do you say when people keep complimenting you as much as they do?" He said, "'Thank you' always works well."

**2 Graciously accept whatever accolades accompany your award.** You've earned them; be appreciative. But avoid the temptation of magnifying or embellishing them. You know the syndrome: "I'd like to thank my spouse for standing by me during the many long hours of pain and anguish that I had to put in day and night in order to achieve the perfection that I felt this particular project demanded of a person with my talent and high expectations." Sometimes you can

almost see the person who gave the award almost saying to himself, "Hey, it's just a plaque."

**3 Be honestly humble, but not embarrassingly so.** Accept the award with dignity and appreciation. Remember, these folks wanted to honor you. The least you can do is agree with them. When Bob Hope in 1962 received the Congressional Medal of Honor from John F. Kennedy in a ceremony at the White House, he said, "Mr. President, I feel very humble, but I think I have the strength of character to fight it."

**4 Maintain your sense of humor,** which translates to, "Don't take yourself or this award too seriously." Bob Hope gives us another example of this. The American Film Institute honored the famous comedian with

a lifetime achievement award. On that occasion, Woody Allen paid tribute to Hope as his film idol. Allen put together a series of clips showing how his screen persona was fashioned after Hope's own. In Hope's acceptance remarks he said, "I'd especially like to thank Woody Allen for not including any of my love scenes in that footage. I don't like people to tamper with perfection."

Gather as many awards as you can. With each one thank the people graciously. Keep your remarks short, appropriate, honest and sincere. **T**

**Gene Perret** has won several Emmys for his work on *The Carol Burnett Show*. He was Bob Hope's main writer for the last 12 years of Hope's life and has worked as an award-winning comedy writer for Phyllis Diller, Bill Cosby and many others. An author of 20 books about comedy and humor, his latest book, *Damn - That's Funny (Writing Humor That Sells)* is due to be published in May. Contact him at [gper276@sbcglobal.net](mailto:gper276@sbcglobal.net) for more information.

Henry Robert's *Rules of Order* redefined parliamentary law in America. The manual has been a staple on booksellers' shelves for 129 years, and more than five million copies have been sold.

# ROBERT RULES:

*The great accomplishments  
of a remarkable man.*

By Barbara K. Adamski. CTM

*Almost two millennia ago, Roman playwright, philosopher and orator Lucius Annaeus Seneca wrote, "Fire is the test of gold; adversity, of strong men." His words still ring true and epitomize the life of General Henry Martyn Robert, an American engineer and lay church leader who is best known as author of Robert's Rules of Order – the most widely used authority on the rules of parliamentary procedure.*

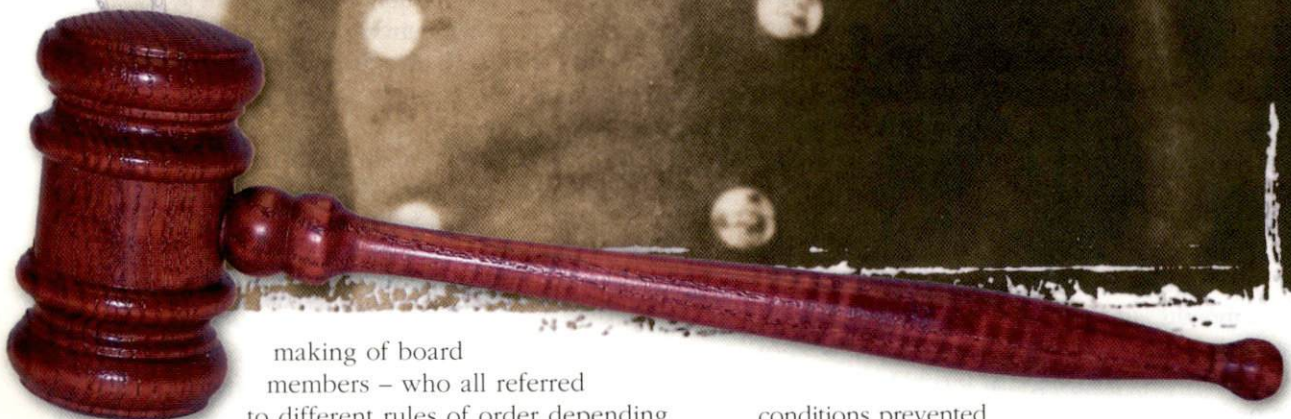
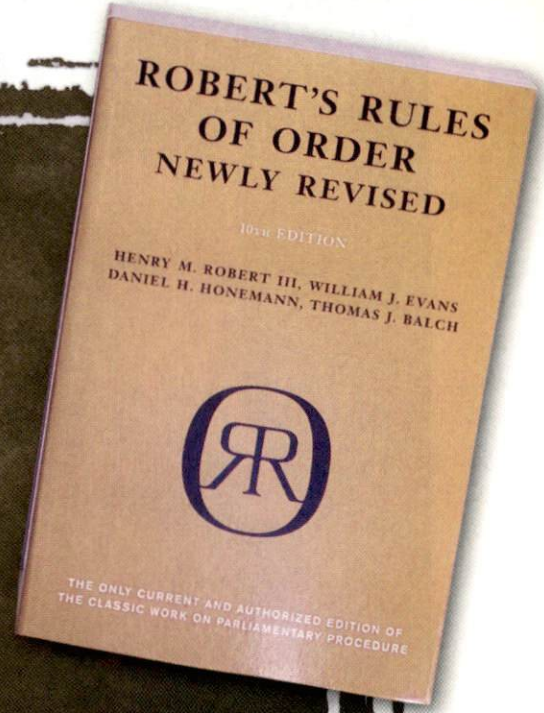
Robert's accomplishment is the result of a positive response to adversity he encountered in 1863, at the age of 26. An army engineer stationed in New Bedford, Massachusetts, charged with safe-guarding harbor defenses, Captain Robert unexpectedly found himself called on to chair a meeting of citizens at the local Baptist church. Accepting the assignment despite having no training as presiding officer caused him to later recall: "My embarrassment was supreme. I plunged in, trusting to Providence that the assembly would behave itself. But with the plunge went the determination that I would never attend another meeting until I knew something of... parliamentary law." Newspaper accounts at the time indicate that the meeting lasted 14 hours and accomplished nothing.

To prevent the same situation from occurring again, Robert sought guidance from existing manuals of parliamentary procedure, including those published by Thomas

Jefferson and Luther S. Cushing. Finding them inadequate, he set out to become a student of parliamentary procedure and to prepare a system of rules of order that would be suitable for use by ordinary societies throughout the United States.

In 1867, Robert was promoted to major and ordered to San Francisco as chief engineer with the Army Corps of Engineers. He and his wife, Helen Thresher Robert, were involved in several community organizations. In San Francisco, Robert served on the board of directors of the YMCA, and on the board of trustees of the First Baptist Church, where contentious issues, such as whether women should be allowed to vote in business meetings, abounded. The church's instruction to "love and be kind to one another" did not help the decision-

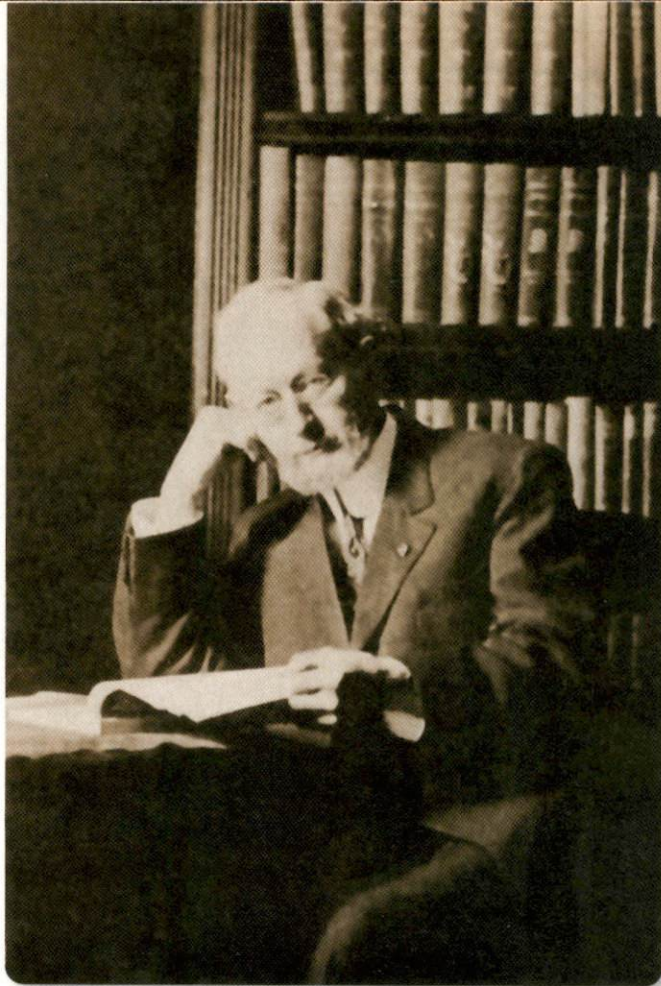




making of board members – who all referred to different rules of order depending on what part of the country they came from.

Robert's research and compilation of his own rules of order resulted in a 16-page guide to assist the half dozen societies of which he and his wife were members. A busy work schedule kept him from finishing the pamphlet, but after moving to Milwaukee, Wisconsin, he found some time during the early part of 1874 when the harsh weather

conditions prevented any engineering services along Lake Michigan. Robert used this time to finish his manuscript. But his attempts to find a publisher were met with disappointment. Telling him there was no need for such a book, some publishers went as far as to say that no one would believe that an army officer could possibly know enough about parliamentary law to write about it.



**“Where there is no law, but every man does what is right in his own eyes, there is the least of liberty.”**

**- HENRY ROBERT**

To counter such negativity, Robert offered to give away 1,000 review copies, and to assume all financial responsibility until the publisher was completely reimbursed. His persistence paid off, and he finally had 4,000 copies of his manuscript printed at the best print shop in Milwaukee. Incorporating the feedback he received from legislators, educators, clergy and others who had received copies of the book, Robert revised it, and on February 19, 1876, the *Pocket Manual of Rules of Order for Deliberative Assemblies* was published and met with immediate success, selling out in four months.

A second edition, with an additional 16 pages, was published four months later. More than 10,000 copies sold the first year, at a price of 75 cents each.

Critics praised the book, saying that it could never have been written by lawyers or legislators, for they would have been bound by precedents. Robert, however, had broken with precedent whenever necessary.

By 1893, three editions of the *Pocket Manual* had sold more than half a million copies. By the time the *Robert's Rules of Order Revised* was published in 1915, Robert had been retired for nearly 15 years and re-written 75 percent of the original content.

It took 40 years for Henry Robert to fine tune his *Rules of Order*; using feedback from correspondents. The 1915 version of *Robert's Rules of Order Revised*, the bible of parliamentary procedure upon which all subsequent revisions have been based, was the result of two and a half years of intensive effort by Robert and his second wife, Isabel Hoagland Robert. His first wife, Helen Thresher Robert, died in 1895. “We sacrificed all for the book,” Robert later wrote.

Toastmasters Founder Ralph Smedley wrote a biography of Henry M. Robert in 1955, titled *The Great Peacemaker* (available from Toastmasters Online Store; #B57). In it he quotes Henry Robert describing his small book as “a very brief pocket manual, so cheap that every member of a church or society could own a copy, and so arranged as to enable one to find quickly when any particular motion could be made.”

Smedley first encountered Robert's guide to parliamentary procedure in the 1890s when he joined a society for youth at his church. He learned that people should not speak out of turn, that order and efficiency depended on motions and votes, and that if a matter arose that was not covered by the rules of the society, final authority rested with Robert's manual. “We took his *Rules of Order* as something foreordained and inevitable, like the weather, or the measles, or the Constitution of the United States,” Smedley wrote. “Our bylaws said he was the

‘authority’ and that settled it.” Not much has changed regarding the authority and wide acceptance of *Robert's Rules* in American business and legal circles.

Over the years, Robert had always had the support of his family. In fact, more than one member of Robert's family has worked on every edition of the book since its inception. The book is controlled by family members through the Robert's Rules Association. To this date, the book, in its various editions (the current 10th edition was published in 2000), has sold more than five million copies and has been translated into several languages, including Spanish, Korean and Russian.

The trusteeship passed to Robert's son, Henry Martyn Robert Jr., in 1917, and then after Robert Jr.'s death in 1937, to his wife, Sarah Corbin Robert. She served with their son, Henry M. Robert III of Annapolis, Maryland, on the authorship team until she died in 1971.

**P**arliamentary procedure governs everything from student council meetings to – as the name implies – proceedings in government, and provides the basis for our very own Toastmasters meetings. Think of the role of the chairperson, a motion to change a policy, a vote of approval for new members – all of these come from the rules of parliamentary procedure. “Simply put, parliamentary procedure is the means by which organizations make decisions. It comprises the laws and rules that govern

business transactions," says lawyer and professional parliamentarian Jim Slaughter, ATM.

While Toastmasters in the United States and Canada rely on *Robert's Rules of Order*, clubs in England follow the Westminster model of parliamentary procedure, and clubs in Australia and New Zealand follow N. E. Renton's *Guide for Meetings and Organizations, Volume 2*. Regardless of the format, all organizations, including Toastmasters, need structure to ensure efficient meetings and that all members have a chance to speak.

The rules of parliamentary procedure should be viewed positively rather than as a series of constraints, for they enable committees to effectively deal with the objectives of the meeting at hand. As Luther S. Cushing, noted jurist and author of the 1845 guide *Manual of Parliamentary Practice*, wrote, "The great purpose of all rules and forms is to subserve the will of the assembly rather than to restrain it; to facilitate, and not to obstruct, the expression of their deliberate sense."

Henry M. Robert agreed with Cushing's premise, writing in the preface to the 1876 edition of his book of rules, "The object of [rules of order] is to assist an assembly to accomplish the work for which it was designed, in the best possible manner."

Although there are other books on parliamentary procedure, *Robert's Rules of Order* is used by more than 85 percent of organizations in the United States. A simpler guide, *Sturgis' Standard Code of Parliamentary Procedure*, is used by about 10 percent of organizations – especially medical associations – and was recently revised by the American Institute of Parliamentarians.

*Robert's Rules* has been consistently revised and copyrighted, and now incorporates technological advancements relating to electronic meetings, electronic voting, e-mail and the Internet.

But there is more to this remarkable man than the authorship of the most called-upon book on parliamentary procedure in history. Henry Martyn Robert had a wonderfully varied and accomplished past.

Robert was born on one of his grandfather's many plantations on May 2, 1837, near Robertville, South Carolina, a town named after his Huguenot ancestors who emigrated from Basel, Switzerland, in 1686. Henry Robert's parents moved to Ohio when Robert was two years old, in search of better employment and educational opportunities. At the age of 15, Robert was appointed to the U.S. Military Academy at West Point, and graduated fourth in his class in 1857. He stayed on at the Academy for a year, as an assistant professor of natural philosophy, astronomy and practical military engineering.

During 1858-1860, he explored routes for wagon roads in the Far Western Territory and did fortification work in Puget Sound, stationed in what was then known as Fort Vancouver, Washington. There, he was in charge of the construction of defenses on San Juan Island during the northwest boundary feuds between the U.S. and Great Britain.

***"Robert's Rules of Order is the greatest book ever written."***

**– RICHARD J. DALEY, MAYOR OF CHICAGO, 1967**

The two countries' long-festering dispute over territory comprising the present states of Washington, Oregon, Idaho, parts of Montana and Wyoming as well as the Canadian province of British Columbia, flared into an armed confrontation in the summer and fall of 1859, after American settler Lyman Cutler shot a pig belonging to the Hudson's Bay Company. Robert, a second lieutenant at the time, was put in charge of creating a fortification for the eight naval guns from the steamer *Massachusetts*.

Robert built the 425-foot long redoubt and designed the American fort. Although a shot from the redoubt was never fired in anger, the redoubt was successful in demonstrating that the Americans intended to remain, forcing the British with their powerful navy to re-evaluate their options. Robert's Redoubt, as it is officially known, has changed little since the Pig War crisis and is now a popular tourist attraction in San Juan Island National Historic Park.

During the early months of the American Civil War, in 1861, Robert was in charge of building some of the defense fortifications encircling Washington, D.C. He suffered a recurrence of the Panama Fever that he had contracted while leading a detachment of engineer troops across the Isthmus of Panama in 1858. He was transferred to other fortification duties, first to Philadelphia, and then to New Bedford, Massachusetts, where he served until the end of the war and chaired that fateful 1863 meeting at the First Baptist Church.

Robert remained in the army until his retirement in May 1901. At the time of his retirement, he was a brigadier general and had been appointed to the position of chief of engineers.

During his 44 years as an active military engineer, Robert served on 50 boards of engineers and was president of 33. These boards designed projects as diverse as

## How Important Is One Vote?

### Consider the following:

- In 1776, one vote gave America the English language instead of German.
- In 1845, one vote brought Texas into the Union.
- In 1868, one vote saved President Andrew Johnson from impeachment.
- In 1876, one vote gave Rutherford B. Hayes the Presidency of the United States.
- In 1923, one vote gave Adolph Hitler leadership of the Nazi Party.

– National Parliamentarian

removal of troublesome sandbars at the mouths of the Mississippi and Columbia rivers; establishing federal ports at Galveston, Houston, and Los Angeles, California; creating a 40-foot-deep channel at New York Harbor; overseeing U.S. mainland fortifications during the Spanish-American War; and evaluating performance of military engineer officers for promotion.

Shortly after his retirement from the military, Robert headed the board of civil engineers that designed a 17-foot-high sea wall at Galveston, Texas, following one of the United States' worst natural disasters in history – the Great Galveston Hurricane of September 8 and 9, 1900, that killed an estimated 9,000 people. Galveston, at an elevation of 8 feet, was submerged by a 15-foot tidal wave. The initial three-and-one-half-mile segment of the Galveston sea wall was completed in 1904 and served Galveston well, just as General Robert intended, for more than a century.

The Galveston sea wall is considered an amazing achievement for that era. In 1915, the wall was tested by another, more powerful hurricane, with a death toll of roughly 275. *The Houston Chronicle* reported in a front-page story, "The sea wall has stood the test... Had the sea wall not stretched its protecting length between the ravaging waters of the gulf and the city, 2,000 lives might have been lost." Currently 10 miles long, the sea wall is considered by many to be the

longest continuous sidewalk in the world – another great accomplishment of a remarkable man. Moreover, in 1897 Robert was president of a board that engineered the 54-mile-long Houston ship channel, extending from the Galveston jetties to downtown Houston. When the Port of Houston opened with great fanfare in 1914, General Robert was honored as "the Father of Deep Water in Texas."

In the 1915 version of his *Rules of Order*, Robert wrote, "Just as no amount of theoretical knowledge without - practice will enable a man to excel in playing chess or in swimming, so no amount of theoretical knowledge of parliamentary law without practice will make a man a good parliamentarian."

Although he wrote these words with parliamentary procedure in mind, it is evident that Henry Martyn Robert applied this logic to every aspect of his life, studying and applying skills to create amazing legacies that remain to this day. By confronting adversity and responding to necessities, he has indeed proved himself to be a strong man.

On May 11, 1923, at the age of 86, Brigadier General Robert died of stomach cancer. He was buried with full military honors on May 13, 1923, in Section 3 of Arlington National Cemetery, near Washington, D.C. **T**

**Barbara Adamski, CTM**, is a member of Tillicum Club 3435 in New Westminster, British Columbia, Canada.

***"Robert's Rules of Order are the rules of a fight. They are intended to prevent unfair advantage and to give the minority a fighting chance."***

– H.S. ELLIOTT

# Why Parliamentary Procedure?

By Donna and Bill Reed

***"I move that our church revoke the membership of anyone who drinks hard liquor."***

***"I second the motion."***

**Discussion followed.**

**Finally, Major Henry Martyn Robert made his point, "I'll support the motion if you will amend it by inserting the words 'and coffee' following 'hard liquor.'"**

**The original motion failed.**

The time was the early 1870s, and the place was Portland, Oregon. Public sentiment for the cause of the Women's Christian Temperance Union had already reached the Portland church. Henry Robert supported the ideals of the WCTU, but it was characteristic of him to favor more reasonable and subtle techniques.

By then Robert's influence on parliamentary law and his persuasive nature and leadership were evident everywhere he lived and worked. He was about 35 years old at the time he made these comments and worked as an engineer charged with improving navigation of Oregon's great Columbia River.

By the time Robert was reassigned to Milwaukee, Wisconsin, in late December 1873, he had lived in 10 states and territories, and he and his wife had been active in several churches and organizations. Their vision for a system of standardized rules of order has become recognized as *the* parliamentary law in America.

"The object of *Rules of Order* was to provide a set of rules adapted to the use of ordinary deliberative assemblies and societies in all parts of the U.S.," Robert wrote.

Robert's daughter-in-law, Sarah Corbin Robert, said in a 1961 *Saturday Evening Post* article: "He [Robert] decided that what was needed most of all was simplicity and uniformity, so he set about adapting principally the rules of the United States Congress to everyday use. Where there was no rule, he would make up what he thought was a logical one to meet a particular need."

"General Robert made it possible for our democracy to express itself in terms of decision, action and result. His work is infused in, and inseparable from, our society," said former Librarian of Congress Luther Evans in 1957.

Henry Martyn Robert had members of organizations like Toastmasters International in mind when he wrote his *Rules of Order*. Robert applied great care in instructing his only son, Henry M. Robert Jr., in a plan to make *Rules of Order* a living classic. Ideas for changes that Robert penciled in the margins of his personal 1915 copy of *Rules of Order Revised* were finally incorporated in the text 20 years later.

He authored two other parliamentary books: *Parliamentary Practice: An Introduction of Parliamentary Law*, in 1921; and an advanced treatise, *Parliamentary Law*, in 1922. "These other books had to be written in order to preserve the supremacy of *Rules of Order*," Robert wrote. "If these new books were not written, the field would have been occupied by other authors who would have referred to *Rules of Order Revised* among other authorities instead of as *the* authority. I want my system adopted by every book on parliamentary law."

Robert spoke to an audience in Cincinnati, Ohio, in 1916 about his life's work. By then he was recognized as one of

the best presiding officers and parliamentarians of his day and was regularly called to handle troublesome situations by churches and large organizations. He said:

*Why should we study parliamentary law? Why should we undertake any study? Is it not to increase our knowledge and develop our faculties and thus increase our efficiency and our ability to serve our fellow man?*

*It is difficult to find another branch of knowledge where a small amount of study produces such great results in increased efficiency in a country where the people rule, as in parliamentary law.*

*In these days, nearly everyone belongs to some kind of a club or society, and if one proposes to take an active part in the meetings, one is obliged to make motions, and therefore should know enough about them to avoid being out of order....*

*Should not those of us who do not intend to be drones prepare ourselves so that we shall not feel embarrassed if called upon to perform any of the duties of members of deliberative assemblies?*

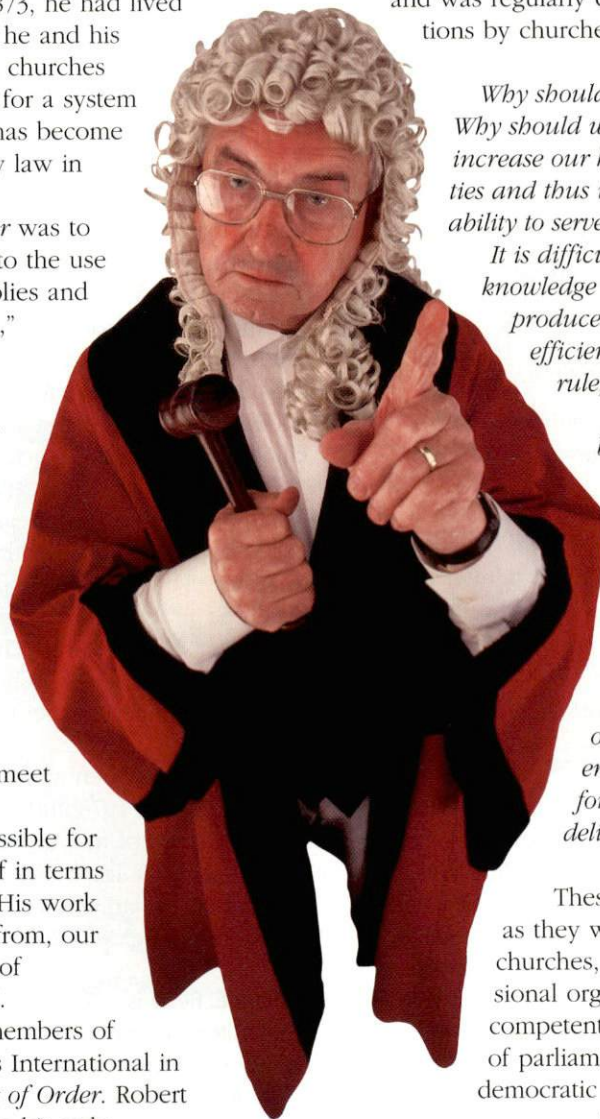
These words are just as relevant today as they were then. More than ever, clubs, churches, and other community and professional organizations need well-informed and competent moderators, skilled in the knowledge of parliamentary procedure and committed to democratic expression.

"The presiding officer of a large assembly should never be chosen for any reason except [for] his ability to preside," Robert said many times. "Most of the troubles in society meetings are due to the presiding officer's ignorance of parliamentary law."

Most people today are drawn into learning rules of order in situations similar to what Henry Robert faced at that fateful meeting at the First Baptist Church in 1863. When they need the

knowledge, they must quickly obtain it. Henry Robert would have suggested people should first obtain knowledge of rules of order, so they'll have the answers when they need them.

This situation became apparent to Toastmasters Past International President John F. Noonan of Vancouver, British Columbia, Canada. He says, "My first real challenge with parliamentary procedure as a Toastmaster occurred in 1977 when, as a very young district governor, I was



***"Whenever you find yourself on the side of the majority, it's time to pause and reflect."***

**- MARK TWAIN**

## The Basics of Parliamentary Procedure

By Craig Harrison, DTM

- Rules of Order are intended to facilitate working together and accomplishing purpose – not inhibit it.
- The spirit of fairness and good faith is paramount.
- Only one matter is addressed at a time.
- Only one person can speak at a time.
- No one can speak a second time until all who wish have spoken for the first time.
- All members have the right to understand any question presented during a meeting, and to understand the effect of their decision.
- Everybody's vote counts.
- The majority vote decides the issue.
- The rights of the minority are protected at all times.

required to chair the district business meeting. It was a disaster. The one saving grace was that I knew the next business meeting I was to conduct would be different."

With a quest for more knowledge, Noonan studied reference books and consulted an experienced parliamentarian, who helped him identify potential difficulties and prepare responses to these challenges. "The next meeting went well. The most important lesson I learned from that meeting was the need of the presiding officer to keep the assembly informed of the immediately pending question.

In essence, the No. 1 job of the chair is to keep the main thing the main thing."

Noonan's budding interest in parliamentary procedure served him well as he went on to greater leadership challenges, including serving as Toastmasters International's president in 1989-1990. He says, "How much more confident I would have been, if during that time, I had the knowledge and experience that I obtained from the satisfactory completion of the National Association of Parliamentarians' Professional Registered Parliamentarian program."

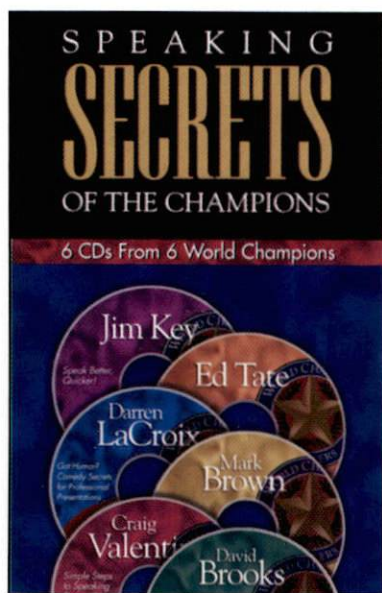
Use of parliamentary procedure is spreading throughout the world as nations adopt democratic governments. There are more than 140 democracies in the world. Many are turning to *Robert's Rules of Order Newly Revised (RONR)* because the system it addresses concerns reconciling the ideals of democracy with efficiency.

A multitude of parliamentary books have been published and new ones appear regularly. Virtually all are based on Robert's works, though some do not give credit to Robert; yet *RONR* continues to be used by approximately 85 percent of deliberative and legislative assemblies.

General Robert said, "When a better book comes along, get behind it." So far, "a better book" has not captured the attention of the majority of ordinary societies. **T**

**Donna Reed** has been a Professional Registered Parliamentarian since 1978 and serves national organizations. She was editor of the *National Parliamentarian* for four years, served on the board of directors of the National Association of Parliamentarians for 16 years, and was its president during 2001-2003.

**William E. Reed** is a former Texas newspaper and a magazine editor. He spent 12 years as publisher of the *National Parliamentarian*. He and his wife live in Dallas, Texas, and are writing a biography of General Henry Martyn Robert.



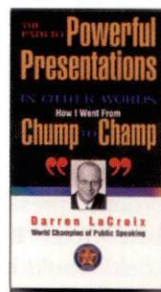
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As road signs guide the car driver, so the precedence of motions directs the person conducting a meeting.

# Road Signs of Parliamentary Motions

Journeying through parliamentary procedure is like navigating through heavy traffic. Planning to avoid potential crashes can make our travel smoother. As road signs guide the car driver, so the precedence of motions directs the person conducting a meeting. Each activity has its stop signs, warnings, scenic bypasses and green lights.



**Stop: Privileged motions** are the stop signs of parliamentary procedure. Business screeches to a halt until these motions are disposed of. For example, the participants may decide they are tired of having a meeting and would rather stop (motion to adjourn) or take an extended break (motion

to recess). Another stop sign (red light) for a meeting is the point of privilege designed to cope with an emergency or defend against a personal attack. An example of a point of privilege is a motion to evacuate a room because of fire.

**Warning:** Next in order of precedence are the **incidental motions**, warning against meeting hazards. The originator of the motion may decide his motion does not provide an effective roadmap for the assembly and so may withdraw it. The motion may be too complex for the meeting to proceed efficiently, so someone may move to divide it. A third possibility occurs when the chairperson allows participants to stray from the safe path of *Robert's Rules of Order* to the dangerous territory of confusion, so a thoughtful soul may rise to call for a point of order.

**Scenic Bypass:** Below the incidental motions in precedence are the **subsidiary** or **secondary** motions. Voting members decide whether or not to go on scenic bypasses or alternate routes. They can change direction by amendment, modify the speech limit by changing the amount of time to devote to consideration, or detour to a rest area by postponing discussion of a particular motion.

**Green Light:** The motion with the lowest precedence is the **main motion**. This green light enables one to proceed unless interrupted by actions with higher precedence.

Giving heed to the stop signs, warnings, scenic bypasses and green lights makes one's journey through parliamentary procedure problem free. As a result, potholes and pitfalls of ignorance will not slow down a meeting. **T**

**Jim Thacher, ATM**, is a member of The President's Club 1582 in Salt Lake City, Utah.

TRAFFIC SIGN	TYPE OF MOTION	ACTION	EXAMPLES
Stop Sign	1. Privileged motion	Stop business Vote on motion	Adjourn or recess Point of Privilege
Warning Sign	2. Incidental motion	Consider hazard Take evasive action	Withdraw motion Divide a motion Rise to point of order
Scenic Bypass	2. Subsidiary motion	Consider alternate routes Decide which way to go	Limit/extend debate Postpone Amend
Green Light	4. Main motion	Move ahead	Main motion

*Numbers indicate precedence of motions*



- Legislative bodies
- Churches and synagogues
- Community associations, including homeowner associations
- Civic and volunteer clubs, such as Rotary, Civitans and Lions.

Furthermore, courts have held that all organizations, including business, professional, educational and governmental, are subject to the principles and rules of common parliamentary law. In other words, all these organizations, including the estimated 1.5 million associations in the United States, must observe proper rules when meeting to transact business.

Most associations also adopt language in their bylaws stating that they will follow a particular parliamentary procedure book, such as *Robert's Rules of Order*. Organization members who act contrary to the rules they have adopted may be

## Parliamentary Procedure in 2005

By Jim Slaughter, ATM

***“The object of Robert’s Rules of Order is to assist an assembly to accomplish the work for which it was designed, in the best possible manner.”***

— HENRY M. ROBERT

In previous pages, we read about Henry Martyn Robert, author of *Robert's Rules of Order*. Let me get this straight: We're still interested in the writer of a 129-year-old book on meeting rules? What possible relevance can *Robert's Rules of Order* hold for us in 2005?

Actually, meeting procedures are more important than ever. After all, there are more people, more groups and more meetings. Contrary to common perception, parliamentary procedure is not limited to Toastmasters meetings and student government associations. Just think of all the contexts in which meeting procedures are essential:

- Board meetings
- Membership meetings of for-profit corporations and nonprofit associations
- Governmental meetings

liable for their actions. As a result, ignoring or incorrectly applying parliamentary procedure can lead to embarrassment and even lawsuits.

The benefits of a well-run meeting extend beyond questions of liability. Proper procedure can turn long, confrontational meetings into short, painless ones. While a long and poorly run meeting can cast a pall on all other accomplishments during the year, a successful and well-run meeting will please and invigorate members. Also, members familiar with the rules have a greater advantage toward accomplishing their goals at meetings and often move quickly into leadership positions. As a result, learning the essentials of parliamentary procedure is worth the effort.

### **What Is Parliamentary Procedure?**

Contrary to common belief, parliamentary procedure is *not* synonymous with





# You Already Know Parliamentary Procedure

By Craig Harrison

Consider this conversation:

INFORMAL PHRASE	PARLIAMENTARY EQUIVALENT
"Hey, I have an idea."	Seeking recognition
"Oh yeah?"	Being acknowledged (You now have floor)
"Let's go for a walk on the beach."	Stating a motion
"Great Idea! Let's do it!"	Motion has been seconded
"I love walking. It's refreshing." "I dunno, I'd rather watch the basketball game on TV."	Motion is discussed: pro and con
"What about walking to the sports bar to watch the game there?"	Amendment to the motion
"Yeah, that sounds better."	Amended motion is accepted
"I'm confused. What are we talking about?"	Point of Information
"Well, let's make a decision."	Call for the vote
"OK, what shall we do: Walking or watching the game?"	Members vote
"More want to walk. Off we go!"	Vote is concluded, the majority wins and the decision is stated for the record.

the book *Robert's Rules of Order*. As mentioned elsewhere, many other procedural books are available, but *RONR* is the most used and the easiest to find.

While you may not wish to read it from cover-to-cover, *RONR* is an excellent resource for any organization. The book has sections on effective presiding, drafting good minutes, the duties of officers, running elections, writing and amending bylaws, holding board and committee meetings, and dealing with troublesome members. *RONR* is fairly easy to find – it's available in hardback and soft cover and can be identified by "10th Edition" and its gold cover. It is available at TI's online store (item #B30).

As you begin your parliamentary journey, don't overlook TI's *Success Leadership* manual "Parliamentary Procedure in Action" (item #237 at Toastmasters online store). This introduction to procedure is designed for club meetings and introduces Toastmasters to the basic skills for leading and participating in parliamentary discussions. The program includes a script and overhead transparencies for five 15-minute sessions on parliamentary procedure.

## What Procedures Should Be Followed?

Most organizations formally adopt written rules of parliamentary procedure and adopt an authority, such as *RONR*. The procedural rules in that book then govern in all cases in which the rules are not inconsistent with higher authority, such as federal or state law or articles of incorporation. This parliamentary authority can also be supplemented with specific rules to cover specific situations.

In parliamentary procedure, one size does *not* fit all. For example, board meetings and membership meetings should be conducted differently. Large annual meetings must be fairly formal. Limits on debate must be observed to keep the meeting on schedule. Formal votes help avoid legal


challenges. But smaller boards and committees can be less formal. For example, *RONR* notes that formality can hinder business in a meeting of fewer than a dozen attendees. As a result, in smaller boards *RONR* recommends that:

- Members are not required to obtain the floor and can make motions or speak while seated.
- Motions need not be seconded.
- There is no limit to the number of times a member can speak to a question.
- Motions to close or limit debate are generally not used.
- The chair usually can make motions and vote on all questions.

However, even informal boards should be more formal on matters of sufficient importance or controversy.

For anyone who wishes to be active in a club, association or other group, learning the basics of parliamentary procedure is both desirable

and achievable. A solid foundation of procedural knowledge can enhance credibility, result in better meetings and make the difference between legitimate actions and illegal ones.

Two nonprofit organizations promote parliamentary procedure and certify parliamentarians: the American Institute of Parliamentarians [www.parliamentaryprocedure.org](http://www.parliamentaryprocedure.org) (888-664-0428) and the National Association of Parliamentarians [www.parliamentarians.org](http://www.parliamentarians.org) (888-627-2929). Each organization also makes referrals of skilled parliamentarians. 

**Jim Slaughter, ATM**, is an active parliamentary consultant and attorney. He is a Certified Professional Parliamentarian-Teacher and Professional Registered Parliamentarian. Jim's articles on procedure have appeared in the *American Bar Association Journal* and *ASAE's Association Management*. Visit his Web site at [www.jimslaughter.com](http://www.jimslaughter.com).



# Maximize Your

**W**hen you “talk up Toastmasters” to friends and co-workers, do they wince at the word “meeting”? That’s because meetings are considered among the top 10 of time-wasting activities. If people react negatively to the idea of adding one more commitment to their overloaded schedule, how can you convince them that Toastmasters is something totally different: a meeting they will enjoy and appreciate?

First, you may want to take a look at how your club runs its meetings. Does your program avoid time-wasting pitfalls? Successful meetings are productive, conveniently scheduled and well-organized. They start and end on time. Unsuccessful meetings ignore these basic strategies, and the result is wasted time, frustration and even more reluctance to attend future meetings.

Ducks on a pond are graceful, serene and seemingly effortless in their ability to reach their destination. The casual observer only sees their progress above the water; what goes unseen is the energetic paddling under the surface. Discreet but determined effort allows the duck to stay in control of where he goes. To make your meetings flow smoothly, much of your “paddling” will be done out of sight as well. Let’s start with efforts that can be made *before* the meeting begins.

### **How to Prepare an Effective Meeting:**

**Define your purpose.** What do you want to accomplish? The most important planning step is to determine whether you should hold a meeting at all. When there are so many other communication options available, it makes sense to determine whether another medium (e-mail, a phone call) would be more effective in accomplishing your objective.

As a Toastmaster, you already know the value and purpose of your club meetings, but potential members may have a vague or inaccurate idea of what you do and why you do it. Don’t assume that everyone knows the purpose of Toastmasters meetings; make sure your promotional

materials say more than “Anytown Toastmasters, 125 Main Street, Tuesday at 7 p.m.” Boost your attendance by adding the words “Guests welcome” and a statement of purpose: “Practice and improve communication and leadership skills in a supportive, fun and friendly environment.” A simple description of your objectives will clarify to guests and potential members why *this* meeting is being held.

**Determine the best time to hold the meeting.** Before finalizing the meeting date and time, confirm that your key players – and the key information you need – will be available.

Even though your Toastmasters club meeting time was established to suit your original membership, circumstances may change and affect attendance. Many clubs have adjusted their meeting time after confirming more members can attend. (Or they alternate lunch with evening meetings, Tuesday nights with Thursday nights, etc.)

When you become aware of a major conflicting event, such as a Toastmasters club-officer training or division speech contest, don’t cancel your regular meeting; reschedule it. Rather than force your members to choose between two important commitments, move your club meeting to another date or time, and give everyone the opportunity to attend both gatherings.

**Create and distribute the agenda.** A well-prepared agenda should be distributed (via hard copy or e-mail) at least 48 hours before the meeting. Be sure to state:

- Meeting time, including its start and end-time and breaks, if any.
- Meeting address, and its location within the premises.
- Purpose of the meeting (i.e., to finalize department goals for next year).
- Meeting objectives; list topics by priority, with a time limit proportional to their value.
- Names of meeting leader, presenters and key players.
- Desired attendees: For example, “Relocation Team,” “Building G Workers.”
- Suggested actions for attendees: What can they do to prepare for the meeting? What materials should they bring?

**Prepare the meeting space.** Avoid any last-minute, preventable inconveniences:

# Meetings

By Shelia Spencer, DTM

Does your program avoid time-wasting pitfalls?

- Make sure the space is the right size to accommodate everyone comfortably.
- Create a seating arrangement to support the purpose of the meeting (horseshoe, circle, classroom or auditorium.)
- Confirm that all necessary equipment is available and working, and that the environment includes restroom and telephone access.
- Ensure that room climate is comfortable and address likely need: water glasses and a comfortable writing surface.

While most of our club meetings use the same equipment and facilities, the Toastmaster of the Day still contacts everyone on the agenda (especially a visiting district officer or guest speaker) to determine whether they have unique requirements for this meeting.

Conscientious clubs also prepare for unexpected meeting needs. Do you have enough chairs to accommodate several extra guests? Do you know whom to contact if the air conditioner, electricity or plumbing is not working properly?

**Start and end on time.** If you want to gain a reputation for running efficient meetings, make punctuality a priority during the planning stage. Take a hard look at your agenda and be realistic about whether you've set aside enough time for the meeting to achieve its goals. It is better to schedule two shorter meetings than one long meeting.

State your start time and end time on the printed agenda, and stick to them. Don't reward latecomers by delaying the meeting; respect the people who arrive on time by starting on time. Since a Toastmasters session may begin without one (or more) of its key participants, your club should plan ahead to address this situation. Advance preparation can include:

- Scheduling a backup (or "Hot Seat") volunteer, who will be ready to step into any vacant role as needed (grammarian, evaluator or Toastmaster).
- Preparing and maintaining a cache of interesting Table Topics ideas to make productive use of meeting time and provide a refreshing change of pace from the regular agenda.

If you still end up with a few extra minutes at the end of the program, don't hesitate to adjourn early. You'll have more time to chat with guests and socialize before you leave the meeting area.

Despite your careful planning and preparation, a meeting may still fall victim to unexpected delays, confusion and other challenges. Facilitators must stay alert in their efforts to achieve their purpose while respecting the time and needs of participants. Now let's look at some choices you can make *during* the meeting to ensure you reach your meeting destination with a sense of satisfaction and achievement, overcoming changes of the wind and tide.

### **How to Facilitate a Productive Meeting:**

**Announce the meeting's purpose.** Make sure everyone understands why you asked them to be present. Open the

meeting by stating your purpose, and include a description of the goals to be achieved. For example, "We will review the three proposals for a new meeting space and finalize our decision about where and when to move our group."

It is also important to clarify who will be voting. Toastmasters who serve on a club executive board may be invited to share their opinions, but not to vote. When an issue needs to be brought up for vote among all members, such as for club officer elections, you'll need a quorum of active club members. Ensure that this is announced and understood prior to beginning the discussion, and that it is followed during the voting process.

For all Toastmasters meetings, a club's statement of purpose is the club mission statement. It should appear on your meeting agenda, and be read aloud by the Officer of the Day. This allows all members and guests to observe and evaluate how the meeting program supports the club's mission.

**Stick to the agenda.** A competent facilitator will maintain control and refer to the printed agenda throughout the meeting. He or she will set time limits for discussion and move to the next agenda item at the scheduled time.

In Toastmasters club meetings, it is also important for facilitators to stick to the agenda and gently redirect when the meeting starts to drift. This is especially important when a tardy participant or empty speaking slot gives the impression that there is "extra" time to be filled.

Keep the meeting pace dynamic and upbeat. Follow Toastmasters International's standards and proven format. A tardy participant can be moved to a later slot in the program, replaced with another participant or rescheduled for the next meeting. When given a choice, most people would prefer a shorter meeting that stays on track to one that has been stretched to fill the meeting time.

**Include and support all participants.** Encourage participation by all, one conversation at a time. Welcome diverse input and maintain a safe, open atmosphere.

- Draw out comments from those who are not spontaneously contributing. Thank each participant for their input, regardless of your perception of its value.
- During discussion, encourage participants to explain their reasoning, and to rephrase negative statements into more positive terms.
- At the end of the meeting, thank everyone sincerely for their attendance and contributions to the discussion.

In regular club meetings, give every member and guest at least one opportunity to speak. All guests should be given an opportunity to introduce themselves at the beginning of the meeting and offer a comment at the end. Members who missed the opportunity to speak during the program can also be invited to share a comment before the meeting is adjourned.

**Debrief.** The meeting facilitator should repeat each decision and resolution as it is made. When action items are

assigned, the facilitator should also confirm the time frame for these actions.

One important element of every meeting is the debriefing session. To debrief, select one of the following questions and present the same question to each person in attendance:


- What did you learn during the meeting?
- Is there a key observation or affirmation you would like to share?
- Will you commit to a personal action as a result of today's meeting?
- In brief, what are your feelings or thoughts about the meeting?

But don't just ask the questions; schedule a time for your executive team to discuss the feedback. Be willing to make adjustments that address recurring areas for improvement. When subsequent meetings show a greater capacity to fulfill their stated purpose, it validates your commitment to the group and assures that future sessions will be successful and satisfying.

**Provide direction for future action.** Document the success of every business meeting by appointing a minute-taker to record the major conclusions, decisions and action assignments as they occur. The final version of these minutes should be distributed to all interested parties within 48 hours, including those in attendance and those who missed

the meeting. In addition to the finalized matters, the meeting minutes should include a list of unfinished business items, so that they can be added to the next meeting agenda.

I was once blessed with a Toastmasters club secretary who returned to her desk after each club meeting and edited her archival copy of the agenda. She updated participant names and speech titles, added the timer's report data for each manual speech to accurately reflect the meeting as it was conducted on that day. She also attached a copy of the sign-in sheet that documented the names of members and guests in attendance. These records created a wonderful history for our club and preserved countless details that otherwise would have been forgotten.

Whenever a duck attempts to traverse a pond, it has no way of knowing how the wind or tide may affect its journey. The duck's past experience has strengthened its "paddling" muscles, and taught it to anticipate and overcome challenges along the way. While its progress may not always be smooth and steady, it learns from each new outing. When you encounter meeting obstacles, see them as an opportunity for you to apply your own instincts and knowledge. Stay afloat, keep paddling and focus on reaching your meeting destination. Good luck and enjoy the trip! 

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# Arming Yourself in the Virus War

By Reid Goldsborough

**The latest developments in computer anti-virus protection.**

They're a scourge upon our world. It's difficult not to catastrophesize the virus problem. Computer viruses, worms and other forms of malicious code have become so prevalent that the government, which typically acts only in response to disasters, has begun to act.

One of the most insidious threats involves the release of viruses in e-mail attachments that, if you open them, tunnel their way into your e-mail address book. There, they harvest the addresses they find and use them as both the To: and From: addresses of outgoing e-mail, propelling themselves out to an ever-widening circle of potential victims.

So even if you've taken precautions by buying and keeping up-to-date antivirus and firewall software, by regularly patching Windows' security flaws using Windows Update, and by refusing to open e-mail attachment unless you've confirmed what they are, as long as your e-mail address is in the address book of someone not as vigilant, it will seem to others that the infected e-mails are coming from you.

And if you haven't taken the precautions you should, you could be left with a hard disk without any data or programs. Or you could wind up with a huge telephone bill resulting from a virus "dialer" using your computer's modem to call numerous long-distance numbers. Your comput-

er's motherboard could even suffer damage.

The situation has definitely reached crisis stage. New viruses frequently emerge, but the single most notorious thus far was the so-called Sobig.F virus, which caused \$29.7 billion of economic damage worldwide, according to mi2g, a digital risk assessment company in London. It attracted a storm of media attention when it struck in 2003, the first time a computer virus made front-page headlines around the world.

Another widely publicized attack came in the form of a bombardment of e-mails purportedly from Microsoft offering patches or "critical updates," each infected with the Swen/Gibe.F worm. (Microsoft never sends out patches via e-mail.) Some people received hundreds of these infected e-mail messages a day.

As with many other attacks, much of the damage resulted from infected messages clogging e-mail in-boxes and e-mail servers and slowing corporate computer networks through the massive volume of e-mail traffic they engendered.

It's not hyperbolic to say that the information economy itself is being threatened by the virus epidemic, undermining technology's productivity enhancements.

Congress, reacting to the threat, has held hearings to determine whether the Justice Department and



FBI were doing enough to identify and prosecute the criminals responsible. The number of those caught so far can be counted on one hand. Virus writers use technology to cover their tracks.

Virus writers have been found in the past only when they boast about their exploits afterward or carelessly leave a digital trail back to their PCs. Some virus writers do no more than follow the directions in a point-and-click virus-writing toolkit.

Ultimately, you can't rely on the authorities or your Internet service provider for protection. The onus is on each of us. It's like having to put on a full-body anti-contamination suit before venturing outside.

Antivirus software companies, fortunately, have been rising to the occasion. The leading vendor, Symantec ([www.symantec.com](http://www.symantec.com)), has just released the latest version of Norton AntiVirus, Version 2005, which costs around \$50. Or you can buy it as part of Norton Internet

Security for about \$70, which is an even smarter choice.

Along with Norton AntiVirus, Norton Internet Security includes Norton Personal Firewall, to protect your PC against hackers trying to gain control of it over the Internet, Norton Privacy Control, to prevent you from inadvertently sending out personal information, Norton AntiSpam, to reduce the number of unsolicited e-mail messages clogging your in-box, and Norton Parental Control, to keep adult and other undesirable Web sites off limits to children. A three-PC "home protection pack" costs about \$120. Numerous other options exist for small and large businesses.

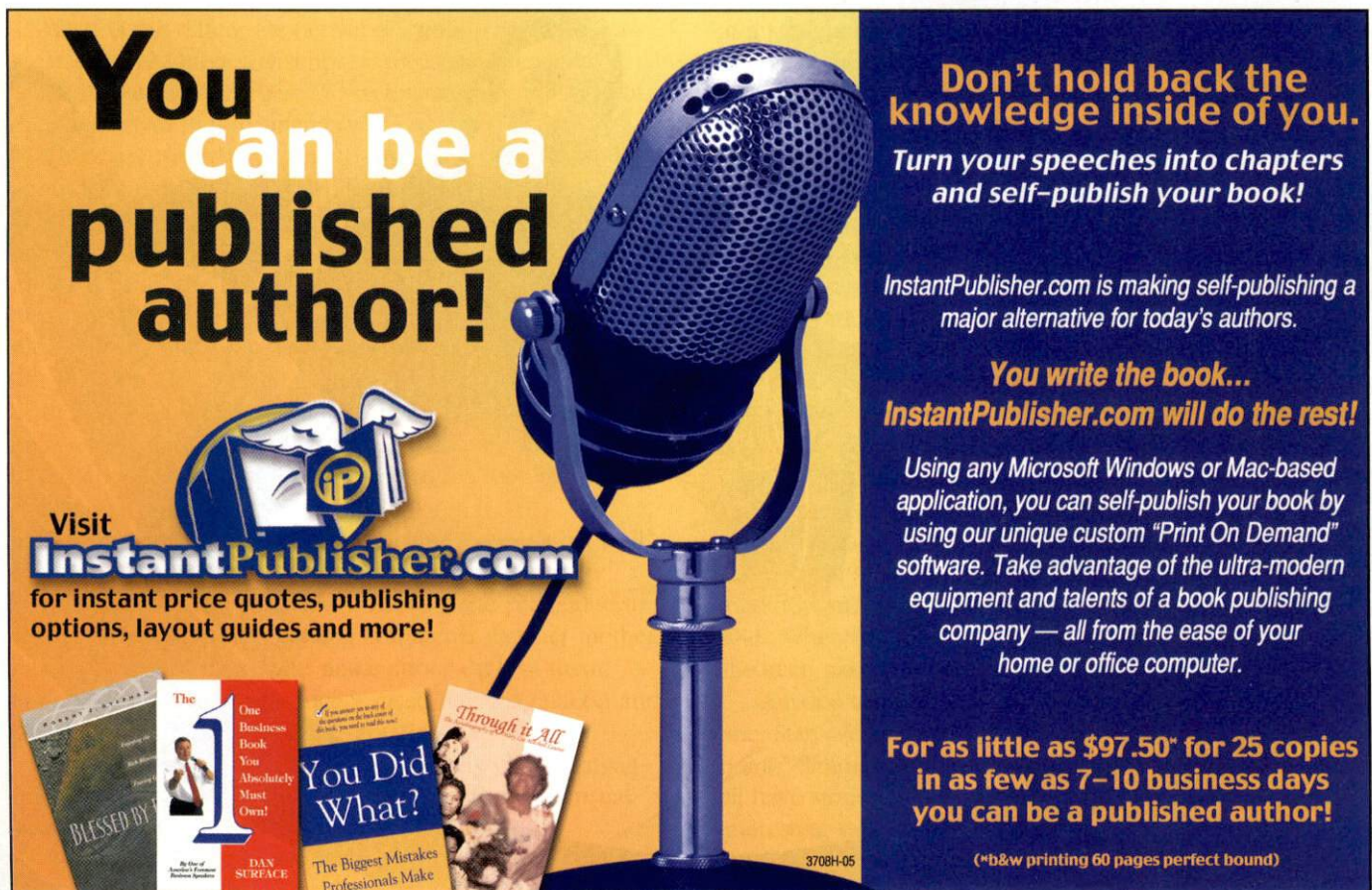
Symantec may be the biggest player in town, but you can obtain virus and other protection in other ways as well, from other full-featured programs such as McAfee VirusScan ([www.mcafee.com](http://www.mcafee.com)) to free solutions. Grisoft's AVG Anti-Virus System Free Edition ([www.grisoft.com](http://www.grisoft.com)) is

the free but limited version of this Czech company's full-fledged program, though it's only for home or non-commercial use.

Both Norton and McAfee let you run a free virus scan on your computer from their Web sites, though you need to run Microsoft Internet Explorer 5.0 or later and you won't be able to repair virus-infected files without buying either program.

It's crucial to keep up to date with whatever protection you're using. New viruses come out all the time, and virus writers and hackers are constantly figuring out ways to break through existing safeguards. There's war going on, with technology battling technology. **T**

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# Get Creative

Try speaking  
'outside the box'  
every now  
and then.

By Patricia L. Fry, ATM-B

**M**addie was thrilled to win the Best Speaker award that Monday evening at her Toastmasters meeting. She had put a lot of thought and effort into her speech, and it paid off. When the club president handed her the blue ribbon, he commended her for going the extra mile. He said, "You took an ordinary topic and developed an extraordinary presentation."

What is the difference between a good speech and a great speech? Often it is simply a measure of creativity. Think about the speeches you've heard lately. Are any of them still vivid in your memory?

There are three that come to my mind: Sunshine's skit about shopping for her first bikini at age 50-something, Greta's winning tall tale about an opportunity to dance with a famous dancer, and Marty's speech that had nothing to do with the brown paper bag he carried. In fact, I don't remember anything about Marty's speech. I just recall wondering what was in the paper bag he brought to the podium. I kept waiting for him to reveal the contents of the bag. But he completed his speech, picked up the brown sack and walked off stage. Of course, someone asked about the bag as he returned to his seat. He said, "Oh this? It's my lunch."

I do remember the topic of Sunshine's speech, as well as every character she portrayed and practically every word she uttered. It was clever the way she pretended to try on bikinis while interjecting comments that her mother, father and girlfriends might make about each of them. Sunshine took a simple concept, used her imagination and developed an entertaining presentation.

And Greta's performance was extremely clever, engaging and totally unexpected – so different from her usual warm, professional style.

We all should try speaking outside the box on occasion. Rather than always standing tall and communicating

in a straightforward manner, consider doing something off the wall. Use a little imagination. You might have fun discovering new talents and skills within yourself.

Sherrie Simmonds is a member of two clubs in Anchorage, Alaska. While she doesn't consider herself particularly creative, she has certainly produced some memorable speeches. She suggests, "When you want to turn an ordinary speech into a great speech, use props." Simmonds may be the queen of props. You wouldn't believe some of the unusual tactics and materials she has worked into her speeches. For example, she once brought one of veterinarian James Herriott's stories alive during a Toastmasters meeting by laying on the floor demonstrating how to deliver a breeched calf with a bag of Styrofoam peanuts serving as the pregnant cow.

Simmonds commands her audience's attention by using a lot of visuals – shoes, for a speech about her love for shoes; a tall stack of novels and reference material to illustrate how much information fits on a PDA, and M & Ms to share when she spoke about her chocolate addiction. Once she even gave an entire speech while working a hula hoop.

Anyone can turn a mediocre speech into a spectacular one. Start with yourself. "Tell a personal story to make a point," Simmonds says. "People remember anecdotes." We all have stories to tell and we all have the ability to develop interesting ways to share them. But when it's time to develop a speech, those good stories are often nowhere to be found. Simmonds suggests writing down funny incidents or

**“Creativity means delivering a speech in a way that the audience does not expect.”**

stories as soon as they occur and keeping a list of stories as a reference. But she cautions,

“Stories should be personal stories, not something pulled from a *Chicken Soup* book.”

Charles Brocato is vice president of membership for Brunswick Toastmasters in New Brunswick, New Jersey.

He has a leg up in the area of creative presentations

through his job in the marketing department for a manufacturer of chil-

dren’s products. His presentations in the club and at work incorporate large doses of imagination. For example, when the company was getting ready to launch a new line of children’s underwear, Brocato had to make a presentation to the entire sales force. “To drive home the importance of the line,” he says, “to make a statement, I had an adult version of the underwear developed and literally gave the presentation in my underwear.”

Brocato took a risk, which is usually the case when you try something out of the ordinary. But he says, “Out of all of the presentations that day, whose did people remember?” In fact, Brocato says, sales for that product exceeded the forecast by 10 percent.

What is creativity? For Simmonds, it’s coming up with new ways to present her material. For Brocato, it’s using the element of surprise. He says, “Even slightly changing a typical presentation changes a person’s mindset and gains their attention.” But he says, “You don’t have to be spectacular or spend a lot of money on your props for the *wow* effect. There are creative measures all around you. You can show a pencil to your audience and make more of an impact than all the lights and sounds of an expensive production.”

But even Brocato exercises caution. “No matter what kind of meeting it is or who the audience is, I will always run my speech idea by either my boss or some friends to get their perspective,” he says. “What I may think is *wow*, they may see as obnoxious.”

The advice about knowing your audience is especially true if you want to try something new and different. Before you go too far out on that experimental limb, get some feedback. Brocato says, “If you’re not outgoing, then dressing in underwear or making jokes isn’t for you. I think that any presentation needs to be consistent with the individual’s personality.”

On the other hand, if you really want to execute a memorable performance, go ahead and try something original. Do you remember Raymond Burr as Perry Mason and Ironside? None of his performances were as memorable for me as the night he stepped outside of those roles.

Burr was a guest on *The Ed Sullivan Show*. When he was introduced, he calmly, slowly and methodically walked onto the stage and over to where Sullivan was standing. The famous host remarked that his guest’s entrance was bland and predictable. He wondered if Burr could make a more entertaining entrance. So the actor walked off stage. This time when Burr was introduced, he jumped out from behind the curtain in a demonstration of exuberance. He danced and spun, jumped and hopped, skipped and waved his arms wildly while making his way to center stage. I don’t recall how long it took for the audience to stop laughing. Obviously, his antics left an impression on me, because I still laugh when I visualize this spectacle that occurred more than 30 years ago.

Johannes Vorwerk is president of Hannover-Speakers Club in Hannover, Germany. While he doesn’t believe in planning creative speeches, per se, he encourages speakers to use creativity in a spontaneous way, “Because this is the only way you can directly match your speech to your audience and... influence your listeners.”

He does so by incorporating silence and jokes. “Silence can be a good strategy for getting the attention of the audience, because nobody expects you to be silent when you’re supposed to speak.” He uses jokes “to wake people up” and says, “People will be attentive when you tell a joke, because they don’t want to miss a second one.” But he cautions against using too many jokes and telling jokes that are not related to the speech topic, lest they distract from the message.

“Creativity means delivering a speech in a way that the audience does not expect,” he says.

Donna Doyon, DTM, past president of Greater Portland Toastmasters in Portland, Maine, agrees that the creative idea should not “overwhelm the emotion, purpose and message of the speech.”

Just recently, Doyon tried something different to set the stage for a speech and to help her audience visualize the various characters and places in her story. “I did this speech about some raccoons and a skunk that visited my home. I indicated the glass door in my kitchen with my hands. When I stayed on the inside of the door, I was human, when I moved to the other side, I became the raccoons.”

Doyon urges Toastmasters to take chances and be daring. “In Toastmasters, we encourage people to step out of their comfort zones and try new things,” she says.

How is your creativity? When was the last time you did something a little wacky during a manual speech? What is the most unusual ploy you’ve ever used in a presentation? If your speeches are all starting to sound the same, maybe it’s time to try something different. Break out of the box and try your wings – you might enjoy the flight. **T**

**Patricia L. Fry, ATM-B**, a freelance writer, is a member of Ojai Valley Club 4717 in Ojai, California.

**Set the rules before you set the meeting.**

# Surviving Business Meetings

“We are going to start this meeting a little differently today. Here’s a stick of gum. I’m going to pass it around. When it gets to you, you will have up to a minute to tell the rest of group some other use for the gum. You can invent a product, give us a home-making tip, whatever... Here we go!” Your boss has decided to become creative. You look around at the pained faces around the table and smile a satisfied smile. *You’ve participated in Table Topics before.*

“I have to fly to Cleveland tomorrow,” your supervisor informs you. “I’d like you to take my place in the meeting.” No problem. *You’ve been Toastmaster of a meeting.*

The keynote speaker has arrived for your association meeting. At the last minute, the president asks you to introduce her. You feel confident. *You are a Toastmaster. You have introduced many speakers and participants.*

Your Toastmasters experience is an invaluable guide as you navigate through various community and professional meetings.

Ernie Weckbaugh, ATM-B, a 22-year member of Glendale Club 3622 in Glendale, California, thinks that Toastmasters is the perfect metaphor for a business meeting. “It is structured. It has an agenda. There is parliamentary procedure to some degree, so you can control the flow.”

Weckbaugh’s publishing company, Casa Graphics, in Burbank, California, assists authors in getting their books published. Ernie credits his Toastmasters experience with helping him run meetings of all sizes. As president of the Book Publicists of Southern

California, he has to emcee a group of 150 with three or four guests. “It is a great exercise in control,” he says. “You can’t let anyone intimidate you. You have to keep the meeting moving.”

Toastmasters has given him the key: “Every Monday morning, I stand in front of a group of 10 to 20 people. It is where I practice.” He encourages the beginner: “It comes down to one word, ‘confidence.’ Without the ability to express your ideas, you cannot succeed. Toastmasters helps you do that.”

Let’s look at why Toastmasters meetings run so well and how to translate these strong points into corporate or association success:

**1 Toastmasters meetings have set times for each activity.** While most meetings have an agenda of some sort, there are few time limitations. If you are chairing a meeting, it will help the flow to assign time slots for each agenda item. If extraneous issues come up during the meeting, you might use the “parking lot” method where you “park” the new topic on a flip chart until the end of the meeting or until a later time. In this way, the item is not brushed aside, nor is it allowed to take over.

**2 Toastmasters members have specific duties.** To a certain extent, you can assign these duties. “Jane, please keep us on time. I have allotted 15 minutes to each agenda item. Please let us know when we have five minutes left on each one.” If participants have a responsibility, they are more likely to participate fully.

**3 There is a Toastmaster of the meeting.** Many company meetings have a designated leader called The Boss. Other gatherings are made up of committee members. If it is the latter, the first order of business is to elect a leader to guide the process.

**4 Meetings start and end at a specified time.** Interruptions are rare. Think back to your last meeting. Did everyone arrive on time? Did the meeting go over time? Were individuals called from the meeting for “emergencies”? Did any attendees take cell phone calls? One of the reasons Toastmasters meetings go so smoothly is that they are “interruption-free zones.” Set the rules before you set the meeting.

**5 Toastmasters meetings end with evaluations, presentation of awards and an outline for what duties are assigned for the next meeting.**

Contrast that with how most corporate meetings end: “Well, that’s about it. When do you want to meet again?” If you are the group leader, take five minutes and summarize what was accomplished, areas for improvement and make plans for the next time.

Your key to meeting success is to ask yourself: “How can I make this more like a Toastmasters meeting?”

**Sinara O’Donnell, ATM-B,** a member of Springfield Club 527, is a professional speaker and career coach through her company, SinaraSpeaks, based in Springfield, Missouri. She can be reached at [www.sinaraspeaks.com](http://www.sinaraspeaks.com).

## The Hook or the Hamburger

❏ Dwight Eisenhower said that he detested war – as much or more than any pacifist. Perhaps George Washington, another soldier/statesman, felt the same. If you visit Washington's home at Mount Vernon, you will see two prints of *The Dead Soldier*. Though it contains none of the usual scenes of carnage on a battlefield, the painting speaks volumes about the inhumanity of war. First exhibited in London in 1789, just six years after the end of the Revolutionary War, it was an instant sensation. I saw the original on a recent visit to the Legion of Honor museum in San Francisco.

Too late to offer anything more than a sense of modesty, the artist (Joseph Wright of Derby) has thrown a protective cloak around three figures huddled in the lower left corner of the canvas. They are a young woman; the inert, red-coated mass of a fallen English soldier, clearly her husband or lover; and their newborn baby. The baby is feeding at the breast of his sobbing mother and clutching the upraised hand of the fallen father. To their right, a cannon points toward the smoke and fire of battle.

George Washington and his contemporaries – on both sides of Atlantic – knew the words of the popular poem by John Langhorne, *The Country Justice*, that inspired this painting:

*...[she] mourned her soldier slain,  
Bent o'er her babe, her eyes  
dissolved in dew,  
The big drops mingling with the  
milk he drew  
Gave the sad presage of his  
future years,  
A child of misery, baptized in tears!*

*The Dead Soldier* is a fine example of the art and power of storytelling – in any medium. Seen against a sulfurous sky lit by cannon fire, the babe at the mother's breast catches the eye from across the room. It excites our interest and pulls us toward it, to explore, to learn more.

So, when preparing a speech, do you begin with a “hook,” meaning an attention-getting incident, story or quote, or do you go with the “hamburger,” the principal message or theme?

Much more often than not, I opt for the hook, though with a long speech I will probably include a quick preview sentence (the tell-'em-what-you're-going-to-tell-'em) somewhere up top. As I pointed out a recent column (“Mastering Suspense,” July 2004), people *like* to figure out things for themselves. Let them. Rather than simply stating a point of view, I suggested, speakers should allow people to reach their own conclusions with the help of acutely observed details, suggestive anecdotes and tantalizing pieces of information. Show, don't tell.

This advice struck a chord with John Barksdale, a Toastmaster from Castle Rock, Colorado. “For years,” he told me in an e-mail note, “my hobby has been to write and give *inductive* speeches.” He said he had tried to encourage other Toastmasters to switch from “deductive” to “inductive.” Now I know that both of those big words come from the Latin *ducere*, meaning to lead. *Inductive* is a leading *into*, and *deductive* is a leading *from*. Intrigued, I asked him to explain further and, if possible, to provide an example.

The traditional deductive speech, he replied, is devoid of suspense. It states, and supports, a premise. It *starts* with the conclusion. Where's the fun in that?

As an example, he cited the case of a fellow Toastmaster who began a speech saying: “*Because I am a woman, I am constantly facing job discrimination.*” She then gave three stories to illustrate how she had faced discrimination. Despite her best efforts, the audience was unmoved.

Let's pick up the story now in John's words:

“I encouraged her to flip everything around and make it inductive.

“I told her to start with her first story without saying anything about discrimination. After the story is over the audience will say to themselves, ‘What she just told us doesn't sound fair.’ They will think, ‘I wonder where she's going with this.’

“Then tell story number two. The audience will say to themselves, ‘Something is not right.’

“Then tell story number three, and the audience will scream, ‘That's discrimination!’

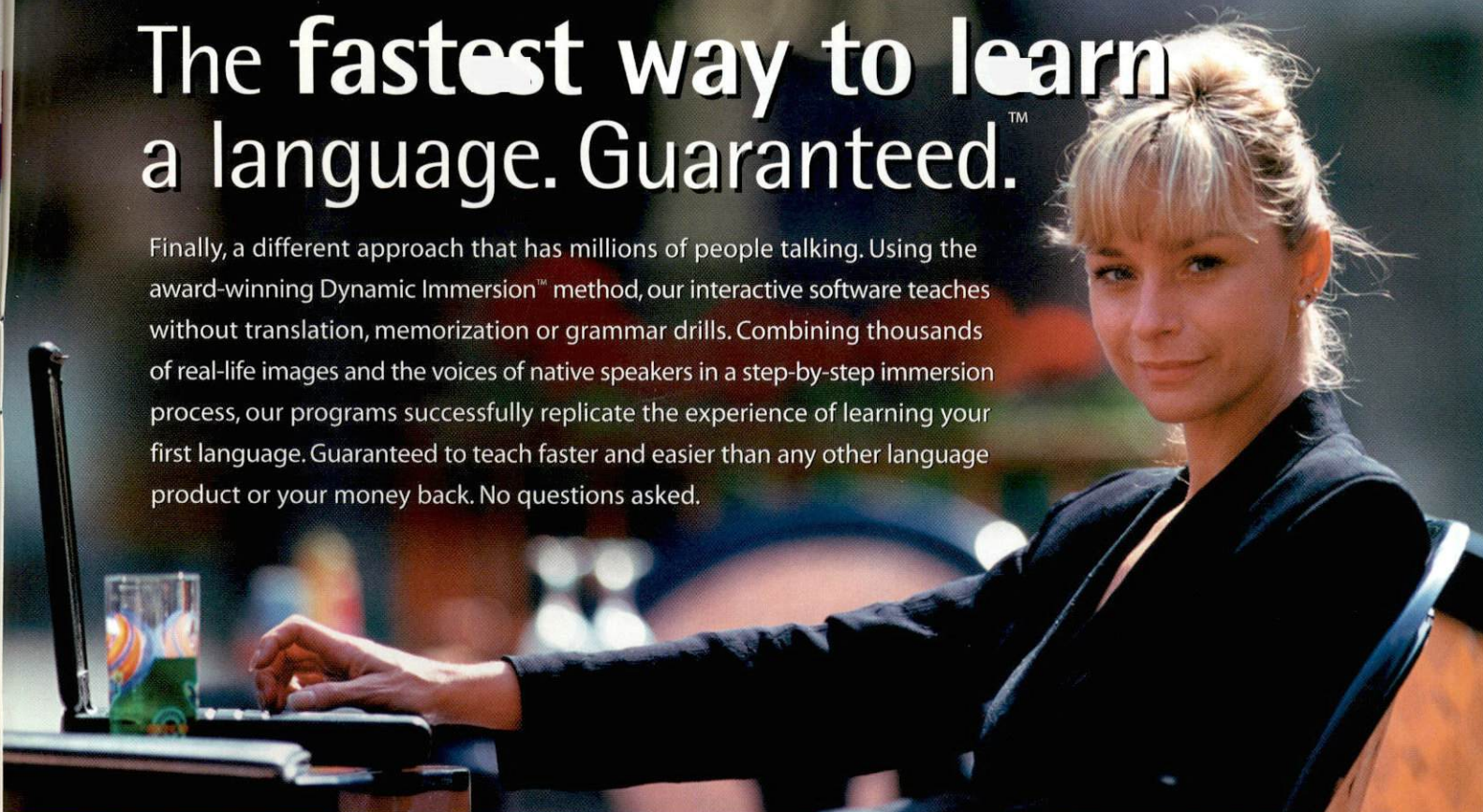
“Then and only then do you state your premise.”

Now that's a heckuva of a story. It leads *to*, not *from*. Coming at the end, the conclusion is delivered with surprising force – like the crack of a whip. **T**

**Andrew B. Wilson**, a freelance speechwriter in St. Louis, Missouri, regularly writes for the CEOs of several large and well-known companies. Contact him at [www.abwilson.com](http://www.abwilson.com).

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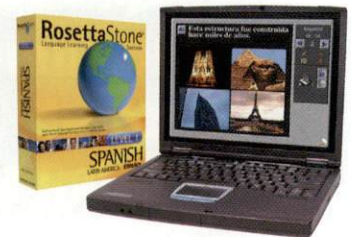
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## DTM

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

Edward J. Coffey 3742-F, Irvine, California  
 Daniel Valenzuela 5668-3, Phoenix, Arizona  
 Donna Louise McNabb 5840-7, Portland, Oregon  
 Alison M. Baker 4129-8, Collinsville, Illinois  
 Germon Earl Hill 676842-25, Bruceville, Texas  
 Jason A. Letman 1588-26, Denver, Colorado  
 Michael T. Hand 6633-26, Cheyenne, Wyoming  
 Jack O. Knight 2867-33, Palmdale, California  
 Charles A. Bennett 4717-33, Ojai, California  
 Catherine A. Lyon 377-39, Sacramento, California  
 Anthony W. Chim 590114-42, Calgary, AB, Canada  
 Andrew R. Mathisen 6522-46, Freehold, New Jersey  
 Delora E. Mills 8437-47, Port St. Lucie, Florida  
 Salina Malar Abdullah 708488-51, Johor Bahru, Malaysia  
 Scott D. Spoor 6379-55, Austin, Texas  
 Pam McCown 2521-56, Houston, Texas  
 Lee Tapia 8306-59, Darmstadt, Germany  
 Carol L. Moller 5702-60, Waterloo, ON, Canada  
 Frank Schilder 928-61, Ottawa, ON, Canada  
 Tonya L. Creasy 5049-66, Irvington, Virginia  
 Michael W. Oxman 2456-70, Wollongong, NSW, Australia

## Anniversaries

March 2005

### 55 YEAR

Boeing 791-2, Tukwita, Washington  
 Springfield 527-22, Springfield, Missouri

Pueblo 795-26, Pueblo, Colorado  
 Cheyenne 798-26, Cheyenne, Wyoming

### 50 YEAR

Maumee Valley 1637-28, Maumee, Ohio  
 Determined 1735-35, Orangevale, California

### 45 YEAR

High-Noon 2072-8, Cape Girardeau, Missouri  
 Greater Des Moines 3049-19, Des Moines, Iowa  
 Roswell Noonday 3109-23, Roswell, New Mexico  
 Burlington 2857-35, Burlington, Wisconsin  
 Agricultural Res Center 3039-36, Beltsville, Maryland  
 JSC 3116-56, Houston, Texas  
 Burlington 3074-60, Burlington, ON, Canada  
 West Knoxville 3177-63, Knoxville, Tennessee

### 40 YEAR

Hiawatha Valley 205-6, Red Wing, Minnesota  
 Mitre.esc 2779-31, Bedford, Massachusetts  
 Tuesday Nooners 3868-42, Calgary, AB, Canada  
 Pellissippi 697-63, Knoxville, Tennessee

### 35 YEAR

West Gate 3384-U, Port-aux-Basques, NL, Canada  
 High Noon 2028-43, Jackson, Mississippi  
 Crossroads 1396-64, Winnipeg, MB, Canada  
 Blacktown City 3378-70, Blacktown, NSW, Australia  
 Taupo 2441-72, Taupo, New Zealand

### 30 YEAR

Orators 2214-1, Carson, California  
 Bridgestone/Firestone 3315-10, Akron, Ohio  
 Sandy Springs 3133-14, Sandy Springs, Georgia  
 Bowmen 2161-42, Sherwood Park, AB, Canada  
 Clonakilty 2272-71, Clonakilty, Ireland

### 25 YEAR

Bay Broadcasters 4136-F, Santa Ana, California  
 Irvine Expressionists 4149-F, Irvine, California  
 Long Beach Live Wires 4131-1, Long Beach, California  
 C.I.T.I.E.S. 4138-1, Los Angeles, California  
 G-E-M 4124-4, Sunnyvale, California  
 Almaden Valley Orators 4148-4, San Jose, California

Expression Unlimited 4130-5, Carlsbad, California  
 Liberty 4152-5, San Diego, California  
 Lunch Bunch 4134-7, Eugene, Oregon  
 Collinsville 4129-8, Collinsville, Illinois  
 Stone Mountain 4144-14, Stone Mountain, Georgia  
 Lewisville 4137-25, Lewisville, Texas  
 Toast of Inverness 4128-26, Englewood, Colorado  
 Mid-Day 4139-38, Robbinsville, New Jersey  
 Roosevelt Island 4121-46, New York, New York  
 Triple Crown 4147-47, Ocala, Florida  
 Tyler Morning 4154-50, Tyler, Texas  
 Danville AM 4143-57, Danville, California  
 Leaders and Listeners 4120-62, Flint, Michigan  
 Lakeside 4123-68, Metairie, Louisiana  
 Hornsby District 4140-70, Hornsby, NSW, Australia  
 Grosvenor Square 4141-71, London, England  
 Kommunika 4125-74, Centurion, South Africa  
 Golf Power 4119-77, Pensacola, Florida

### 20 YEAR

City Hall 5744-4, San Francisco, California  
 Wind Chimes 5751-6, St. Paul, Minnesota  
 William Mitchell Neighborhood 5770-6, St. Paul, Minnesota  
 Prime Time 5775-7, Prineville, Oregon  
 Pacesetters 5782-16, Stillwater, Oklahoma  
 Abbotsford Sundown 965-21, Abbotsford, BC, Canada  
 BCIT Sunrise 5764-21, Burnaby, BC, Canada  
 River City Speakers 5779-24, Bellevue, Nebraska  
 Belvoir 5786-27, Fort Belvoir, Virginia  
 Michigan Avenue 5752-30, Chicago, Illinois  
 Moonlighters 5739-39, Reno, Nevada  
 University 5783-39, Reno, Nevada  
 Sundial 5766-42, Calgary, AB, Canada  
 Prairieland 5765-54, Peoria, Illinois  
 Daybreak 5754-47, North Miami, Florida  
 Weston Area 5758-47, Weston, Florida  
 Williamson County 5741-55, Round Rock, Texas  
 Bristol Speakers 5776-65, Syracuse, New York  
 Uptown Voices 5746-66, Norfolk, Virginia  
 Chesterfield 5790-66, Richmond, Virginia  
 Turramulla 5795-70, Turramulla, NSW, Australia  
 Allied Irish Banks Toa 5794-71, Dublin, Ireland  
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 A.C.T. 5760-74, Port Elizabeth, South Africa

You have the opportunity to continue the legacy of our organization's founder by contributing to the Ralph C. Smedley Memorial Fund. The fund is used to develop new and innovative educational and promotional materials, such as the videos *Meeting Excellence*, *Everyone's Talking About Toastmasters*, *Effective Evaluation*, and the High Performance Leadership Program. Our online Supply Catalog at [www.toastmasters.org](http://www.toastmasters.org) was also made possible by contributions to the fund. Contribute \$10 and receive a special Toastmasters International paper weight. Donors of \$100 or more receive a special plaque and have their names permanently inscribed on a donor recognition plaque at World Headquarters. Every contributor is recognized in *The Toastmaster* magazine.

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- How to create CD and DVD albums that make money while you sleep.
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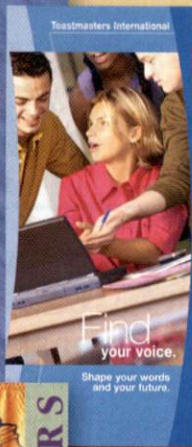
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# First Aid for your Club

## Membership Growth Materials

All Toastmasters clubs need new members. Even though your club may currently enjoy a healthy membership roster, a few months from now that could change as members move, change employment, or reach their speaking and leadership objectives. Toastmasters International has created a variety of materials to help:

### Brochures & Fliers

- QTY
- \_\_\_ 101 Confidence, The Voice of Leadership . . . . . 20 free\*
  - \_\_\_ 99 Find Your Voice . . . . . 20 free\*
  - \_\_\_ 103 Clear Communication. Your Organization Needs It . . . 50 cents
  - \_\_\_ 124 All About Toastmasters . . . . . 25 cents
  - \_\_\_ 114 Toastmasters: Because Public Speaking Skills Aren't Debatable (Pkg of 50 fliers) . . . . . \$2.50
  - \_\_\_ 115 Toastmasters Can Help (Pkg of 50 fliers) . . . . . \$2.50
  - \_\_\_ 116 How Confident Are You? (Pkg of 50 fliers) . . . . . \$2.50
  - \_\_\_ 367 Toastmasters. It's More Than Just Talk (Five full color posters) . . . . . \$4.00
  - \_\_\_ 108 From Prospect to Guest to Member . . . . . 3 free\*

### Support Materials

- QTY
- \_\_\_ 84 Guest Book . . . . . \$8.95
  - \_\_\_ 231 Guest Invitation Cards (set of 25) . . . . . \$3.50
  - \_\_\_ 348 Invitation to Membership (set of 25) . . . . . \$5.25
  - \_\_\_ 400 Membership Applications (pad of 20) . . . . . 1 free\*
  - \_\_\_ 405 New Member Profile Sheet (set of 10) . . . . . \$1.00
  - \_\_\_ 401A Membership Cards (set of 50) . . . \$1.00

\* Your club can order the specified number of copies free of charge every six months when placing an order. Additional copies are available for an additional charge.

### Manuals and Kits

- QTY
- \_\_\_ 1158 How to Rebuild a Toastmasters Club manual . . . \$1.00
  - \_\_\_ 1159 Membership Growth manual \$2.25
  - \_\_\_ 1160 Membership Building Kit . . . \$5.00
  - \_\_\_ 1162 New Member Orientation Kit for Clubs . . . . . \$5.50
  - \_\_\_ 1140 Let the World Know - Public Relations manual . . . \$2.50
  - \_\_\_ 1150 Public Relations & Advertising Kit . . . . . \$18.00

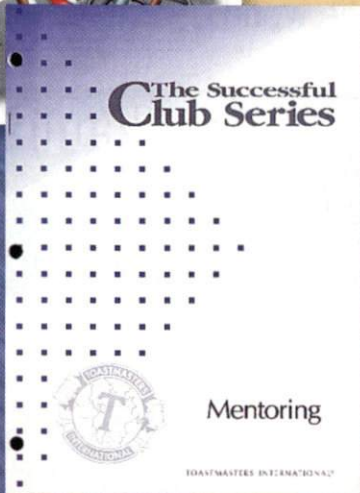
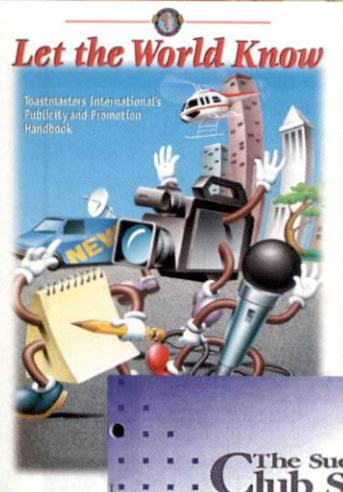
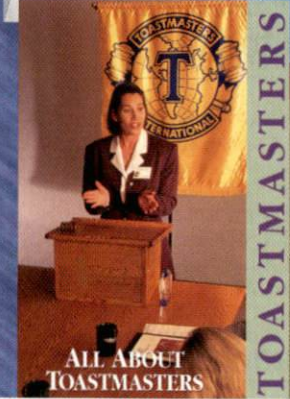
### Membership Contests/Programs

- QTY
- \_\_\_ 1620 Annual Membership Programs Flier . . . . . 3 free\*
  - \_\_\_ 1621 A Simple Membership Building Contest . . . . . 3 free\*
  - \_\_\_ 1622 Membership Building 101 . . . 3 free\*

### Modules & Training Programs

- QTY
- \_\_\_ 290 The Moments of Truth (club self-analysis) . . . . . \$12.95
  - \_\_\_ 291 Finding New Members for Your Club (short seminar) . . . . \$4.50
  - \_\_\_ 293 Closing the Sale (short seminar) . . \$4.50
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  - \_\_\_ 296 Mentoring (create a mentoring program in your club) . . . . . \$17.95
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