

May 1987

THE TOASTMASTER



**"SPEAK UP
FOR FREEDOM!"**
See page 8

ANCHORS AWEIGH!

Enthusiasm Makes a Difference

In Toastmasters International, an organization that focuses on helping people build greater self-esteem, it is not uncommon to frequently hear the phrase, "Enthusiasm makes a difference." Why enthusiasm? What about participation,



commitment, involvement, etc.? Certainly all of these are important.

I liken them to the ingredients that together make up a Toastmasters smorgasboard pie. Together, their variety makes the pie a special experience. On the other hand, enthusiasm is like the 'topping' of the pie, unique with each person. Allow me to share with you some examples of members whose 'topping,' or enthusiasm, makes a difference!

1. Jim Biessel, a Past District 38 Governor, has put his heart and soul into the development of one of the most successful Toastmasters speakers bureaus. Jim's success with this promotional tool is the manifestation of his enthusiasm for Toastmasters.

2. Emblazoned on their bright red jackets is... THE MOD SQUAD. They are members of the Moderators Club in Montreal,

Quebec. Last autumn at the District 61 Conference, the Mod Squad's enthusiasm was omnipresent. Their enthusiasm for learning was evidenced by their members attending each educational session. Their enthusiasm for life and Toastmasters was evidenced through their warmth and friendliness. 'Flashy' enthusiasm... yes, but genuine.

3. Is quiet enthusiasm a contradiction in terms? Not at all, especially if you are describing Connie Kirwan, a tenacious, dedicated Toastmaster from my home District 18. For several very difficult years Connie, in her quiet but effective manner, provided the strength and inspiration that meant survival for two clubs in Dover, Delaware. A gentle, hard working Toastmaster, her enthusiasm is deeply rooted in what our movement means and does to help people.

We all have the quality of enthusiasm within us... a quality that encourages us to look for the special moments in each day, for the special meaning in each experience. Your enthusiasm for Toastmasters can be the edge that helps a faltering club, the spark that ignites a member to excel or the reason a guest becomes a member.

In this issue, you will read about Toastmasters' involvement in the upcoming celebration of the Bicentennial of the United States Constitution. Last September, I had the honor of presenting our SPEAK UP FOR FREEDOM! project to the members of the Bicentennial Commission at the State Capitol Building in Annapolis, Maryland. The enthusiasm with which it was received reaffirmed my belief that Toastmasters has never enjoyed a greater public image. As you will see, the Bicentennial celebration will be the perfect opportunity for clubs everywhere to share the enthusiasm for freedom of speech and for Toastmasters.

I encourage you to keep the spirit of enthusiasm alive... it can make a difference.

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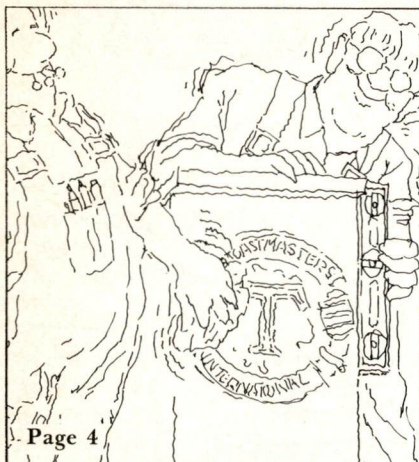
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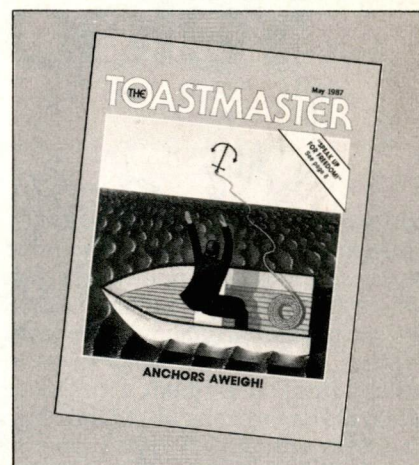
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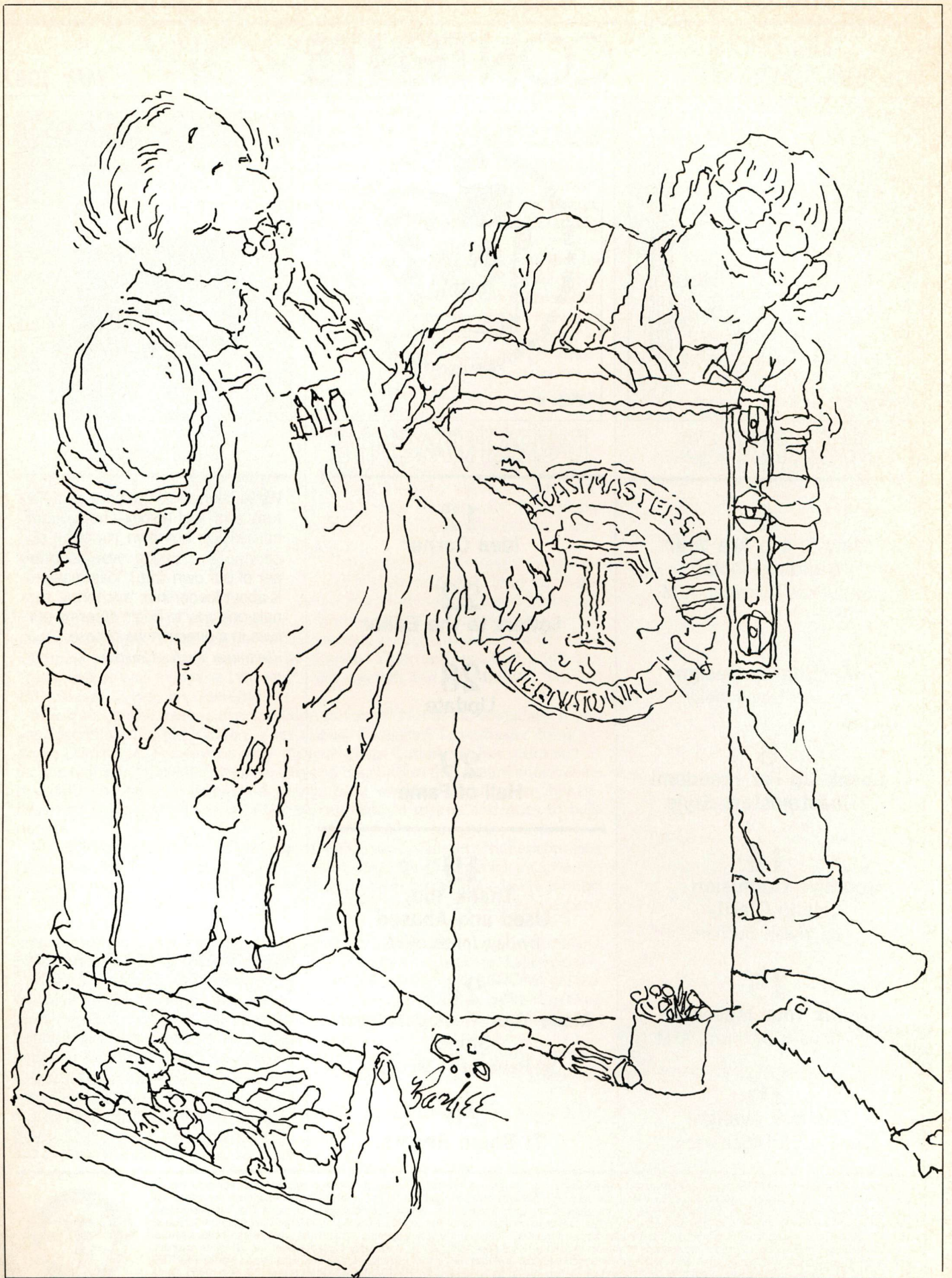
COVER

We've channeled the powers of nature and technology—how about harnessing our own runaway experiences . . . taking over as skipper of our own ship? Toastmasters is about leadership; 'anchoring' signals one way to begin steering our lives in a direction we choose. *Cover illustration by Joe Crabtree.*

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How Sharp Are Your Building Tools?

by J. Ross Knechtel, ATM

Pioneering a new Toastmasters club doesn't just happen. It is the result of several months, perhaps years, of consistent and persistent plugging.

The intent of this article is to provide a little history, to share some thoughts and experiences and to give some of the more successful tools which were found to help form the Milton Toastmasters Club 4778-60. Milton is a community located about a half hour's drive west of Toronto, Ontario, Canada.

The Original Idea

Whenever something new is formed, it always exists first as a vision in someone's mind. It was the vision of this writer to have a Toastmasters club in Milton. Beforehand, one had to either go west to Guelph or east to Mississauga. Today, Milton Toastmasters is a thriving and dynamic organization and draws people from Brampton, Hamilton, Georgetown, Campbellville and, of course, from Milton.

OPS and OPE

As human beings we operate on curiosity. Most of the time we have to try things out for ourselves and make our own mistakes to learn a better way of doing something. The **OPS**—Other People's Stories—and **OPE**—Other People's Experiences—give shortcuts to this rather time consuming learning process. Although each Toastmasters club will probably have its own success story to tell, there are four specific strategies we in Ontario used which may be adopted. These directly influenced our success.

1. Mall Displays

This is one of the best tools to build club membership for the 1980s. In order to make the exercise successful, here are some suggestions.

The best time to hold a mall display is either early September or early December. People are usually looking for new clubs and organizations in early fall or early winter. Have some handouts—the simpler the better; a local telephone number is also very helpful.

Cheerfully offer your handouts to

passers-by. Avoid getting into long, involved discussions about the organization. You might scare people off!

The ones who want more information will come back to ask questions. When they do, you can get a name and telephone number and offer to *take* them to your meeting.

2. Guest Package

Now the follow-through process begins—the prospective member has come to a meeting. The guest package is designed to give him or her a reason to come back. There are some important items to include.

First is a letter from the administrative vice-president. The letter must convey a very warm welcome to the prospective member, explain the contents of the package, and invite him or her to come back. The other contents of the package may include: a copy of the club's newsletter, a Toastmasters brochure and an address card for club records.



Finishing Touches

Let's take our building one step further. Once a new member has joined your club, make sure he or she is oriented properly.

It is a proven fact that members derive more out of the Toastmasters program and remain members longer if they are properly oriented and are surveyed periodically to determine if their needs are being met. The Toastmasters International Supply Catalog contains many items that are important to new members. These include the New Member Orientation Kit (Code 1162), Toastmasters and You Kit (Code 1167—singly; 1167-A—package of five), and Member Interest Survey (403).

See the catalog for descriptions and prices.

Enclose everything in a zip-lock bag. I don't recommend adding a membership application form to the package. Rather, give the form personally to the prospective member. Remember, the prospect must *want* to join. Ask the prospective member to complete the card with name, address and telephone number before leaving the meeting.

3. Thank-You Note

This particular tool is probably one of the most effective for any follow-through program. Make sure any thank-you note you send is handwritten, well thought out and received by the prospective member within two to three days of the meeting.

Do you realize just how few thank-you notes most people get in the mail? That's why yours will be noticed and remembered. It's well worth the price of a stamp and the few minutes you've taken to write one.

4. Letter of Welcome

When the new prospect becomes a member, a letter of welcome from the President will go a long way to cement the relationship with the club. This is another important tool of the follow-through process. Such a letter will outline how the club will help him or her achieve personal goals. The educational vice-president clearly plays a role here, as this very important letter from the club president explains to the new member.

In Conclusion

The four tools described above and used in sequence—Mall Display, Guest Package, Thank-You Note and Letter of Welcome—all contributed to our successful club building. Milton Club is the result!

When adopted and used to their fullest, these tools may carve out a sturdy framework for *your* building plans, too. 🗝

J. Ross Knechtel, ATM, founding president and mentor for the Milton Club 4778-60 in Milton, Ontario, Canada now belongs to the Elmira Town Criers Club 5692-60 in Elmira, Ontario, Canada.

Meeting by

Strengthen club meetings by structuring them according to a foolproof blueprint: your agenda.

De

by Joel David Welty

Any meeting is constructed along the lines of a blueprint. If it turns out too long, fails to meet its purpose or collapses, it simply wasn't designed right!

You can design your meeting to stay on course and get its work done on time. You can design a satisfying meeting which builds camaraderie among members.

Agenda Sets the Pace

The foundation of an effective meeting design is the agenda—and the way you use it. Since people feel more comfortable when they know what is going on, hand everyone present a copy of the agenda, no matter what role each may play: board member, officer, club member, committee member or visitor.

The chair sees to it that the agenda is scrupulously followed; don't allow any

deviation unless the group as a whole votes for it.

When members do depart from the agenda, the chair guides them back by saying, "Sorry, but we can't take up that question until the Projects Committee concludes its report. We're hearing their report now."

The chair always spells out what is happening. "That concludes the treasurer's report," the chair may say. "Now we'll hear the report of the Projects Committee." By summarizing what has just happened and what is about to happen, the chair helps keep the agenda moving.

The chair repeats any motion that is made to make certain everyone understands what it is. "It has been moved that we authorize the Projects Committee to spend \$250 for a high school speech contest. Discussion, please."

The chair makes it clear that only discussion on the motion is welcome. Anecdotes about the precocious behavior of grandchildren are out of order!

Quickly rule anyone out of order who tries to delay the meeting with comments unrelated to the motion. Say, "You're out of order, Charlie; you're not speaking to the motion on the floor." Sure, you may annoy Charlie by doing so, but if you don't you'll annoy all the others. The fairest course is to annoy the fewest members.

Meetings drag on too long when members remain oblivious to time constraints by repeating themselves (or other members), wandering from the subject or rambling on and on.

Keep your board aware of the flight of time by allocating specific times for every item on the agenda.

When the agenda, with its time allo-

cations, is approved by the board, no one but the board should change it. Sticking to such an agenda enables the meeting to adjourn at nine o'clock, a goal heartily endorsed by all!

If extra time is taken on any topic, the adjournment time gets pushed later and later. That fact will help members keep their comments succinct and to the point.

You may still have a couple of members who don't take the hint, who fail to keep their remarks trimmed to a reasonable length, even despite warnings from the chair. Your solution is to appoint a Time Enforcer—a stalwart, fearless individual who owns a watch with a second hand. The Time Enforcer closely monitors the time allocated to each subject.

When the time allowed for any item runs out, the Time Enforcer calls out:

only by the whole board—not by that speaker who loves to talk and talk.

If members differ about extending the time, the chair quickly takes a vote without discussion. If the board chooses not to extend the time, that is its right. The matter simply becomes unfinished business on the next meeting's agenda.

Another way you can improve your design for meetings is to stop reinventing the wheel. When you solve a problem, don't solve it just for today's case. Make that decision as a policy governing all such cases. Instead of this motion: "Moved that John Jones be expelled for non-payment of dues," make your motion read, "Moved that all members more than sixty days past due in their dues shall be expelled and that the president is instructed to notify them accordingly." That makes it a policy which will operate until the

board wishes to change it. In that way, the motion doesn't have to be repeated in later meetings.

Chart Your Course

Good meeting design facilitates member creativity. Try this design in your own board meetings or membership meetings. Buy a large pad of newsprint and some felt-tip markers. Find a member with legible handwriting and appoint that member as your Recorder.

The Recorder summarizes the points made by everyone in the meeting. He or she does this where everyone can see, writing in bold letters on the large sheets of newsprint.

When a sheet gets filled with the wisdom expressed in the meeting, the

(Continued on page 21)

Sign

"TIME'S UP!" He or she doesn't wait until the speaker comes to the end of a sentence—that could be many minutes ahead! Instead, the Enforcer breaks right in, in a voice too loud to be ignored.

Majority Rules

What if the board really isn't done with the topic? No problem; the board always remains in control of its own procedures. A member may say, "I suggest we take another two minutes." The chair glances around the table, sees agreement in the members' faces and says, "So ordered." And the Enforcer starts over again. Or, the board may choose to extend the time only for the purpose of voting on the motion, not for further discussion.

The point is, time can be extended

Blueprint Your Agenda

The agenda you submit for approval at the start of the meeting may look something like this:

- 7:00 Call to Order
- 7:01 Reading of the Minutes
- 7:05 Approval of the Agenda (including time allocations)
- 7:07 President's Report
- 7:12 Treasurer's Report
- 7:30 Projects Committee Report
- 7:45 Finance Committee Report

Old Business:

- 8:10 (a) Tabled motion to expel members delinquent in dues
- 8:20 (b) Garden Club's invitation that we co-sponsor Flower Contest

New Business:

- 8:40 (a) Motion to spend \$250 on high school speech contest
- 8:50 (b) Challenge to debate, from West Side Club
- 9:00 Adjournment




Speak Up For Freedom!



Toastmasters Style

Make history an event in your own club.



On September 17, 1987, the United States of America will celebrate the 200th anniversary of its Constitution. A Bicentennial Commission, chaired by former Supreme Court Chief Justice Warren E. Burger and featuring such luminaries as United States Senators Edward M. Kennedy and Strom Thurmond, was established to pay tribute to the document which shaped America's government.

Communities, schools and organizations throughout the world have been asked to join in the celebration. Toastmasters International is proud to have had our project, "Speak Up For Freedom," officially endorsed by the Bicentennial Commission.

It is our sincere hope that Toastmasters clubs everywhere will keep the spirit of the Constitution alive by devoting a club meeting this September to the Bicentennial theme.

The following articles offer suggestions on how you can participate in the celebration, along with insight into the events surrounding the establishment of a strong, vigorous federal government.

What You Should Do...

Upon approving Toastmasters' Speak Up For Freedom project, the Bicentennial Commission also encouraged the following suggestions for clubs:

- Appoint a Bicentennial Chair to coordinate programming and publicity projects.
- Make sure your September theme meeting includes Bicentennial-related Table Topics and prepared speeches. This is also an excellent opportunity to hold a debate on some aspect of the Constitution.
- Invite friends and relatives to attend the meeting. Make every effort to bring as many people into the celebration as possible.
- Invite a local politician, teacher or historian to attend the meeting and speak about the Constitution. You may want to have this person participate in a debate, or serve as Table Topicmaster.
- Publicize the event through your local media outlets—newspapers, radio, television. Your project may be the only Bicentennial celebration in the community and should therefore receive much publicity.

To help you in your public relations effort, Toastmasters has a number of helpful tools available through the supply catalog, including Toastmasters Publicity and Promotions Handbook (Code 1140), Community Programs and Publicity Kit (1141), News Release stationery (1142), and the Toastmasters Advertising Kit (1150).

For more information on the Constitution itself, you may contact: The Resource Center, Commission on the Bicentennial of the United States Constitution, 736 Jackson Place, NW, Washington, D.C. 20503.

Pocket Constitutions (15 cents each) and Bicentennial calendars (\$1.50 each) are available in limited supply.

It was the First Amendment of the Constitution that guaranteed freedom of speech. Now it's up to Toastmasters to return the favor and SPEAK UP FOR FREEDOM!



What You Can Learn...

by Michael L. Wardinski, DTM

During the summer of 1787, the framers of the United States Constitution thrashed out issues in political theory and practical politics, and produced a durable political document. The philosopher Alfred North Whitehead cites the founding of the United States republic as an occasion when citizens consciously took control of their historic destinies.

What is there in the creation of this Constitution—now celebrating its bicentennial year—that can prove useful to Toastmasters around the world? Are there lessons that can be learned to benefit us in our modern world of mass communications, with technologies at our disposal never even dreamed of by the framers of the U.S. Constitution?

Speaking Skills?—Sustained!

A Biography of the Constitution of the United States points out that "Spokesmen for American society were

Officially recognized by the Commission on the Bicentennial of the United States Constitution.

few in number." The ability to sway public opinion was limited to men of position gifted with oratorical power. A poor speaker never had a chance in such a forum, according to this same *Biography*.

Have times changed that much? Thanks to satellite communications, speakers vie for the attention of people all over the world. A worldwide audience can eavesdrop on the Prime Minister of Great Britain as she addresses the British public.

Yet, although oratorical skills are still vital today, they are no longer limited to people of position. Each of us has many opportunities to express our views. In today's mass-communications network, competition to be heard is so fierce that oratorical skills are even more important than in the past. That's the first lesson we can learn.

Commitment Crucial

Fifty-five men had participated in the U.S. Constitutional Convention, but only thirty-nine signed the document. What happened to the other sixteen?

Most were not in Philadelphia at the time of the signing. Of those who were present, George Mason and Edmund Randolph of Virginia and Elbridge Gerry of Massachusetts kept their seats. A few days earlier, Mason had stated that he would rather cut off his right hand than sign the Constitution in its present form, writes Milton Lomask in *The Spirit of 1787*. Mason wanted a bill of rights.

Gerry of Massachusetts, who agreed with Mason, moved that a bill of rights be added to the Constitution. Although seconded by Mason, the official record describes the motion as passing "unanimously in the negative," meaning it was unanimously rejected.

That, however, did not dissuade Mason from pursuing his goal. As one of the contributors to the Virginia Constitution and the drafter of the Virginia Bill of Rights, he lived to see the Constitution he refused to sign adopt the first 10 constitutional amendments, or Bill of Rights, in 1791.

A second lesson can be learned here: commitment and perseverance are needed to accomplish goals. Mason realized then, as we should now, that there are times for acting decisively. Sometimes we need to stand up and be counted.

Leadership a Vital Link

A third lesson of the U.S. Constitutional Convention concerns leadership.

James Madison's name always comes up as one of the architects of the Constitution. Once independence was won, Madison concluded that the loose affiliation of states adhering to the Articles of Confederation fell far short of a strong enough national government.

Lynne Cheney, Chairman of the National Endowment for the Humanities, points out that as early as 1783, "Madison began an intensive course of reading to assess the alternatives. He implored his friend Thomas Jefferson, then in Paris, to send him books. Jefferson responded by shipping more than 200 volumes across the Atlantic."

Madison then proceeded to study the structures of ancient and modern governments. Cheney goes on to say that when the U.S. Constitutional Convention convened in May 1787, Madison's studies had provided him with a plan—the Virginia Resolves—that would become the basis for the Convention's deliberations. Madison thus played a major role in shaping the agenda and debates.

Madison himself spoke more than 160 times at the Convention, "always... the best-informed man at any point," one fellow delegate wrote. Madison, through his forethought and leadership, made significant, lasting contributions to the entire process of the Convention.

But he was only one of many that made significant contributions. Within every organization, especially a non-profit, educational, voluntary one such as ours, there are more than a few men and women who have the insight to anticipate the direction the organization must take, and who are prepared to take leadership in establishing that direction.

It's evident that for our modern world, oratorical skills, commitment to goals, and dynamic leadership are as vital as in the days of the delegates at the U.S. Constitutional Convention.

For us as Toastmasters, the illustrations above provide models to adopt. Indeed, the success of the U.S. Constitutional Convention was determined not by a single individual, but by a

What You Can Do...

by Dr. Bettye Lewis-Underhill, DTM

Celebration is already under way as people across the world help the United States commemorate the Bicentennial of its Constitution. The possibilities for Toastmasters' involvement in the celebration are limitless. If your club or district is looking for ways to observe the Bicentennial, here are some ideas you may wish to use:

- During the week of September 17, 1987 (or whenever your club meets around that time), devote your Table Topics and prepared speeches to the Constitution. The topic would certainly qualify for "A Speech To Inform," "A Speech To Inspire," or "Be in Earnest."

- Hold local speak-offs on some aspect of the Constitution (its history, ramifications on today's world, the men who wrote it, how it serves as a model for other countries).

- Hold debates on the "Federalist Papers," the arguments that raged in New York over ratification of the Constitution.

- Include speakers on the Constitution and the Bicentennial in speakers bureau offerings.

- Include in Speechcraft and Youth Leadership Programs speeches on the Constitution and what it means.

- Hold a club (or district) ceremony commemorating the Bicentennial and invite guests.

- Plant a Living Legend! The only living things that were alive in 1787 and are still alive now are trees. A new tree, the Constitution Tree, was planted September 17th in Washington, D.C. to kick off such planting in other parts of the country. Have a ceremony inviting some local notables and plant your own living legend.

- Contact your local Bicentennial Commission and ask them how you can help with whatever ceremonies they are planning. Some communities are holding fairs and parades. Maybe you could arrange for emcees for the activities or march in a parade.

- Have Constitution 'theme' meetings, with members wearing eighteenth century costumes. Surround the meeting room with appropriate decorations and props.

- Non-U.S. clubs can join in the celebration by commemorating either the United States Constitution or an aspect of their own nation's history, such as its founding, establishment of government, national heroes, famous dates in history, etc. Of the world's 168 nations, 162 have written constitutions (many of which quote from the U.S. Constitution).

Dr. Bettye Lewis-Underhill, DTM, past District Governor of District 31, is currently serving as District 36's Speakers Bureau Coordinator. She is a member of United States Senate Club 473-36, Capitol Hill Club 1460-36, and Arthur D. Little Club 5914-36 in Washington, D.C., as well as Chrysostom Club 4242-36 in Alexandria, Virginia.

significant number of dedicated people.

They were willing to compromise—everything but their strongest principles—to reach a common understanding for the common good. Only after discussion and interchange did they arrive at decisions. Isn't such communication what Toastmasters is all about? ♣

Michael L. Wardinski, Past District Governor of District 36, is a member of Mount Vernon Club 3336-36 in Alexandria, Virginia, and Professional Speakers Club 5112-36 in McLean, Virginia. He is serving as coordinator for the Constitutional Bicentennial in his district.

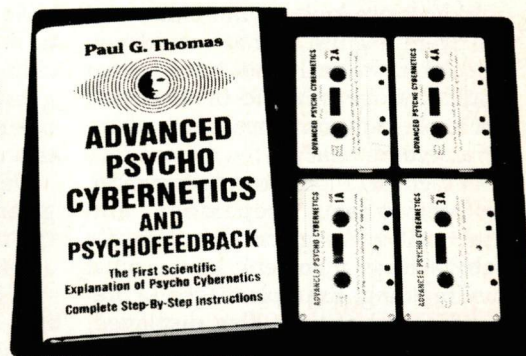
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HUMAN POTENTIAL MAGAZINE

PSYCHO CYBERNETICS

PSYCHO CYBERNETICS is the study, by comparison, which has been made into the way in which computers, the brain and human mind works, and the related methods of control.

The comparative study shows that the part of our brain which functions at the unconscious level, the so-called sub-conscious, is a biocomputer, functioning by exactly the same principles as a mechanical computer. (1) By having an Input and an Output. (2) By having stored information and instructions, its program. Obviously, there is a different program in every biocomputer. But that, and only that, is what gives us our unique individuality.

PSYCHOFEEEDBACK

PSYCHOFEEEDBACK, a mind/brain mechanism, is man's ONLY means of governing and controlling his actions by BOTH reinserting into the biocomputer the results of past experience (as with orthodox feedback mechanisms) AND, WITH THE IMAGINATION, by inserting the results of PRESENT experience.

Is there a difference between biofeedback and psychofeedback? Yes, there is. Biofeedback requires the use of mechanical devices for its implementation, psychofeedback does not. It proves the overwhelming importance of imagination to our goal seeking activities.

It is **IMPOSSIBLE** to achieve ANY goal without using psychofeedback. From the simplest of goals such as putting one foot in front of the other to walk or lifting a glass to the mouth to drink. But because our biocomputer cannot tell the difference between a real and an imagined experience, we do not have to have had the experience to use psychofeedback.

You will prove this for yourself by using a small kit you will receive.

You have probably read many self-improvement books which say you must have

a positive attitude, you must be self-reliant, etc. What no program has done before is tell you **HOW** you can do this, with very little effort on your part, so that it happens automatically. Carrying out the simple instructions, you will discover you have a power you never thought possible. The power to have direct access to your biocomputer enabling you to be sure the best possible program is contained therein. You will release this power by learning to use another mind/brain mechanism - Reticular Activating System Control or RASCON.

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eliminate procrastination.

- ✓ How to become more aggressive in getting the things you want out of life,
- ✓ How to become more impatient if you have been too patient and long suffering about the condition of your life and vice-versa.
- ✓ How to have a more outgoing personality.
- ✓ How to become more self-disciplined.
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- ✓ How to play better golf, tennis, bowl or any other recreational activity because psychofeedback is the breakfast of champions.

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IDEA CORNER

See It Through Their Eyes . . .

Take a close look at your club—as if you were a guest. What would you see? What would you hear? What would you feel? Would those critical first impressions convince you to return for a second visit?

As a guest, I look for organization, professionalism, preparation and punctuality. We guests want to see clubs where members know what they're doing. Examples: agenda prepared ahead of time, flag displayed, lectern ready for use, banner hanging proudly in front of the room—and Toastmasters calmly waiting for the meeting to begin because they're prepared!

What do we like to hear? Confidence lifting people's voices; laughter animating their conversation; welcome words as we enter the room.

What do we want to feel? We want to feel glad that we've taken the time to visit; that the program is worth our time and money to pursue. We want to feel that Toastmasters offers growth potential for us.

As Toastmasters, we have resources to make a guest feel welcome. Many clubs have a greeter, guest book or guest card. Or they assign a member to talk to the new guest about Toastmasters and their particular club.

During the meeting, the guest can be given an opportunity to comment on the meeting. Urge members to make an effort to say hello after the meeting.

A guest packet with more information on the program can be offered. Someone other than the person who brought the guest might call that guest in a day or two, asking how they liked the meeting and inviting them back again. A formal invitation or thank you note is also a gesture guests appreciate.

Take a look at your club—would you want to be a guest at *your* meeting?

*Helen Hankins, ATM
Chair of the Yukon/Alaska Council
of Toastmasters (YACT)
Borealis Club 522-U
Birch Tree Club 4577-U
High Flyers Club 4825-U
Anchorage, Alaska*

Little Things Count

"Have a good day," everyone from the telephone operator to the grocery clerk tells us. Whether we actually have that good day or not usually depends on those 'little things' that make up our day. Minor irritations quickly add up to a major headache!

Check Your List

Most Toastmasters clubs score points in major undertakings, but often strike out when it comes to 'little things.' For instance, many clubs boast fine speakers or challenging leadership programs. Still other clubs sparkle with enthusiasm. Yet it seems to me there is room for improvement in the 'little things,' such as the details that go into preparing for a meeting. Try putting together a checklist of these items: banner, charter, lectern, gavel, flags, timing light.

Each one of these items is minor in itself. A meeting can be held without a lectern or timing light. However, all these details contribute to an overall impression. If you frequently neglect any of them, a visitor senses something awkward about the meeting.

mission:POSSIBLE!

It's no secret that Toastmasters International is one of the world's leading nonprofit educational organizations. To continue in this capacity, it is our mission to make the Toastmasters program available to as many people as possible. You can help carry out the mission.

By sneaking new members into your club, you will be assisting others in their quest for better communication and leadership skills. Invite friends, relatives, coworkers and anyone else you meet to attend a Toastmasters meeting.

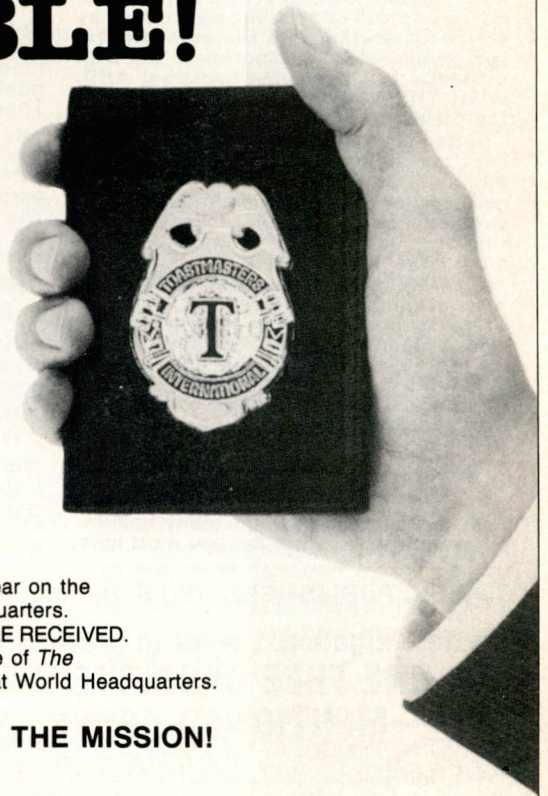
Fulfilling your mission will achieve these rewards:

- Toastmasters Membership Building Pin . . . for sponsoring 5 new members.
- Pocket-size Evaluation Guide Folder . . . for 10 new members.
- CHOICE OF Toastmasters Necktie, Lady's Ascot Scarf or Perpetual Wood Calendar . . . for 15 new members.

In addition, the top ten membership builders will receive special awards at the 1988 International Convention in Washington, D.C.

- This mission begins January 1, 1987 and ends December 31, 1987. All Toastmasters are eligible to participate.
- To receive credit as sponsor, your name and home club number must appear on the Application for Membership (Form 400) when it is received at World Headquarters. **NO ADDITIONS OR CHANGES MAY BE MADE ONCE THE APPLICATIONS ARE RECEIVED.**
- For a complete list of mission requirements, consult the January 1987 issue of *The Toastmaster*, or contact the Membership and Club Extension Department at World Headquarters.

DON'T KEEP YOUR CLUB INCOGNITO . . . CARRY OUT THE MISSION!



How many times have you visited a club thrown into confusion over a missing flag? Letting 'little things' slide can detract from making a positive impression.

Protocol Pros

Another 'little thing' that detracts from a meeting when it is missing is protocol—that little plus that goes a long way. Protocol is a way to formally recognize people of distinction, especially visiting dignitaries such as an area governor. Toastmasters' training includes the observance of protocol.

A good place to start is to have a head table at club meetings. The size of the head table depends upon the number of dignitaries attending. It might be necessary to have two head tables if you're expecting a large number. For the usual club meeting, the head table should consist of President, Toastmaster, Table Topicmaster and General Evaluator.

It is not the purpose of this article to go into a lengthy discussion of the various considerations to take into account when planning a meeting. You can find detailed information in Toastmasters

publications. For instance, refer to *Put On A Good Show* (Code 220) when planning the seating arrangement for large-scale meetings. Study "A Word About Protocol," page forty-five, in *Toastmasters International Club Management Handbook* (Code 1310).

Sometimes clubs fall prey to inappropriate protocol when members aren't familiar with Toastmasters' organizational structure. A study of page fifty in the *Handbook* may prove helpful.

The Toastmaster presiding over the meeting needs to know the names and titles of area, division and district officers or any visiting directors or executive officers.

The sergeant-at-arms and the social and reception committee share the responsibility of greeting guests and introducing them to club officers and the presiding Toastmaster. Consult pages twenty-one and twenty-two of the above mentioned *Handbook*.

Serve any meal to the head table first, where you've seated those on the program. This helps you avoid the embarrassment of having a speaker half-way through his or her meal when the

program's set to start.

All club members should be aware of CTM, ATM, DTM or Accredited Speaker distinctions, and use them in introductions. The educational program of each Toastmasters club should provide information about the requirements for each of these awards. Include a brief explanation of their significance during introductions when guests are present.

A review of the area, division and district's slate of elected and appointed officers should also be part of each club's educational program. You may want to extend this review to include the two directors elected from the region and the elected executive officers.

In summary, an item checklist for a meeting consists of 'little things.' Protocol too, is a matter of such niceties as ceremony, etiquette and recognition. A successful meeting, whether at the club, area or district level, depends on details because 'little things count.'

George A. Kuehne, DTM
Gavel Club 11-1

San Pedro Club 111-1

Rolling Hills Club 139-1

Can-Do Videomasters Club 6073-1

Southern California

Don't Miss the Boat on Club Building

Port of Call—Santa Ana, California

Every Toastmasters club strives to bring new members aboard and introduce them to our programs. Why not take that one step further and help start a new Toastmasters club in the community or business world around you?

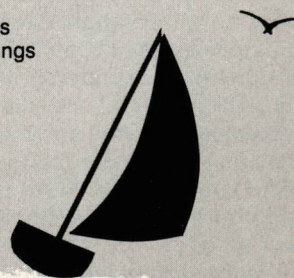
By sponsoring a new Toastmasters club, your crew will receive the following bounty:

- Founder's Award banner patch
- Club building credit on the Club Management Plan
- Credit towards a DTM for two individual sponsors
- Pride of sharing a Toastmasters club experience.

Targets for new clubs are currently docked at:

- Communities without at least one morning, noon, and evening club
- Local companies and government agencies
- Hospitals, police departments, office buildings
- Real Estate Boards, professional associations
- The opportunities are limitless!

Don't wave bon voyage to the chance to build new clubs. Be stern, ship a new club off to World Headquarters, and take your bows. Your district officers and TI Membership and Club Extension Department are ready to anchor your effort. It's smooth sailing from here. Full speed ahead.



Goodbye

CONFUSION

Hello

CLARITY

Keep your Toastmasters skills 'in tune' and avoid communication breakdown.

by Vivian Buchan

Do people ever say, "I'm not sure I know what you mean," and then ask you to repeat what you just said? If this happens more often than you'd like, it may be that you're not saying what you mean because you don't know how to say it... or are making communication errors.

Our language is so complex it's often difficult to make ourselves understood even when we're trying to be understandable. Good communication doesn't just happen by chance. It's the result of knowing how to say what you want to say so it says exactly what you *intend* to say!

We're interacting with people all the time... on a one-to-one basis, in groups, over the telephone, on tape recorders, etc. How do you know when you're being understood effectively? How do you know that what you say is being interpreted correctly?

Many breakdowns in communication are the result of errors... either through ignorance or indifference.

Some of us make errors of omission while others make errors of commission.

Errors of Omission

Let's take a look at some of the errors of omission and see if you're guilty of making this type of mistake.

Take the 'in-house' language or jargon that's clearly understood by the people who use it. Yet if you talk to someone who hasn't the slightest idea what this select language is all about, you're not going to be very effective in making yourself understood.

For example, take the term 'alternative financing,' a term coined by bankers, lending companies and mortgage companies. You may assume that everyone understands what this term means, but you may fail to make yourself understood unless you define the term for others and explain just what it means.

If the person you're dealing with isn't as sophisticated as you are about

your own specialty, a breakdown in communication will certainly result... and work to your disadvantage.

Another error of omission is the lack of attention some people pay to the details of what they're communicating. Take telephone messages, for example. Are you often annoyed by some co-worker or member of your family who says, "Oh, by the way, Jim called. He wants you to call him back"?

How many Jims do you know? How many Jims would be calling you at the office or at home? Does this particular Jim want you to call his office or his home?

All of this confusion would be eliminated if the person answering the phone had at least asked for a number where Jim could be reached.

How many times have you left an incomplete or unclear message that someone has difficulty decoding? If that happens very often, you're guilty of committing errors of omission.

You can't just assume that a person will automatically fill in gaps of information. We call this 'making an inductive leap'—something like leaving out a step in the instructions of how to put together a table or bookcase or neglecting some important ingredient in a recipe for Irish stew.

One way to check your communication of details is to keep a record for one week of all the times you were asked to explain or provide more information about something you said. Be alert to the times you're asked to be more specific in some directive.

Then, analyze the errors you're making and under what conditions you make them. Were they communications with a superior officer in your club or with a guest at your meeting? Are you more specific in dealing with one person than with a group? Are you more or less patient with your coworkers or fellow Toastmasters than with your family?

Errors of Commission

Now, let's take a look at errors of commission. These happen when we use certain words in certain contexts. Verbal communication glides along smoothly or it stumbles depending on the kinds of words we use... and when and where we use them. We can categorize words into two broad types: abstract and concrete.

Abstract words are usually emotionally charged and provoke strong responses, whereas concrete words are like nuts and bolts—they're more dependable! They tend to refer to the same thing every time they're used—'Big Mac,' 'fingernail,' 'paper clip.'

Abstract words, however, can be

dangerous if handled carelessly because they can mean one thing to you and something else entirely to other people. Ethnic background, religious or political persuasion, education, age and gender all trigger emotional reactions that can either be negative or positive. Examples of abstract words include 'patriotism,' 'evil' and 'wisdom.'

A breakdown in communication is going to create misunderstanding if the person you're talking to isn't informed on certain matters the same way you are.

Take, for example, a stockbroker who's talking to a new widow about investments. If she's never owned stocks and bonds, he's going to have to be more specific and concrete in his discussion than if he were talking to someone who's dabbled in stocks and bonds all his life.

Tailor Your Conversation Style

You also need to become a critical listener, so that you can tailor your conversation to fit a person's background, knowledge and attitude toward you or your goal. . . whether it's negotiating a contract or promoting Toastmasters.

If you're talking to a down-to-earth, practical person, use more concrete terms. If you're talking to someone with a dramatic flair, you'll want to use more abstract and emotionally charged words.

You'll never reach any goal without the support and cooperation of the people you interact with on a day-to-day basis. To win that support and cooperation, you must use words effectively. Words are the warp and woof of communication. You need to use the right words at the right time in the right place. This is an art that can and should be cultivated.

So, take a long hard look at what happens when you talk with others. If you find you're making errors of omission or errors of commission, you should get busy and correct them—now! 🗣️



Vivian Buchan, *freelance contributor to The Toastmaster, has published more than 600 articles in 75 publications. A resident of Iowa City, Iowa, she is a*

former faculty member of the University of Iowa, where she taught expository writing, public speaking and literature.

Unmix Your Messages

by Donna H. Milburn, ATM

I'll meet you at Braum's, 12 noon." My friend and I made a commitment to meet each other for lunch. The words were explicit; the understanding mutual. We both pictured the Braum's Ice Cream Store located on the corner of a certain street in a certain part of town.

Arriving a few minutes early, I chose a booth near the back, away from the busy activity at the counter. Here we could converse quietly while enjoying our meal. Noon came, but my friend had not yet arrived. I glanced at my watch again at 12:05. At 12:10 I became a little apprehensive. At 12:15 I became annoyed. "Where could she be?"

Communication Breakdown

At 12:25 I heard my name being paged for a telephone call. "Well, she'd better have a good excuse," I muttered as I reached over the counter to take the call.

"Where are you?" I demanded, "I've been occupying a booth for 30 minutes, feeling very guilty while other customers ate standing."

"Where have you been?" came the response, "I've waited 30 minutes here at the Kickapoo Braum's. What are you doing at the Harrison Braum's?"

A communication breakdown. We both spoke the same words, but failed to see the same picture.

Messages become confusing when words conflict with other forms of communicating such as body language, voice inflection and actions. It takes study and practice to become an effective communicator. The previous story illustrates the frustration of contradictory or incomplete information. Following are five suggestions to avoid sending mixed messages—and five illustrations of what happens otherwise!

1. Align posture and vocal tone with verbal message.

Does this sound familiar? Someone you're arguing with grimaces, folds his arms, juts his chin forward and belows, "I am *not* angry!"

2. Attune actions to words spoken.

Has your mother ever told you how pretty you look, while at the same time grabbing a comb to touch up your hair? Or did she ever undermine praise by her behavior: "You did such a good job making your bed, honey," as she tucked under the corner of a sheet, fluffed up the pillows, and rearranged the stuffed animals?

3. Make expectations clear.

A wife pitifully complains to her husband, "Since we've been married you never bring me flowers, or candy or any little surprises like you used to."

The next evening her husband rushes after work to pick up a dozen long-stemmed red roses. He eagerly anticipates his wife's happy smile and warm embrace. Instead he is met at the door with, "How could you spend so much money on cut flowers when they don't last any time at all?"

4. Follow through with stated intentions.

A man finally concedes to his wife, "Honey, I'm available all day Saturday to do yard work like I promised you. I've checked the TV sports guide and the whole day is clear for whatever you want me to do."

So he diligently rummages through the garage and drags out: lawnmower, hedge clippers, bag of fertilizer, water hoses, shovel, rake. An inventory of this accumulation of tools on the lawn proves exhausting. Yawning, he stretches out in the hammock to rest for just a short time—and promptly falls asleep!

5. Listen attentively, asking for clarification.

A friend of mine was surprised to discover that his wife had completely recarpeted their home. When he complained, she reminded him that he had participated in making the decision while watching the NBA playoffs.

Words spoken become inadequate when body language, voice inflection, and actions convey a different message. Communication is an art just as much as writing poetry, painting or singing.

The poet struggles for the appropriate turn of phrase to illuminate his thought. The painter experiments with color to portray her mood. The soprano practices scales to strengthen her upper register. So you, an accomplished communicator, must also struggle, experiment and practice the art of sending clear, concise messages to others—or suffer the consequences! 🗣️



Donna H. Milburn, ATM, *a member of Shawnee Club 5477-16 in Shawnee, Oklahoma, has published articles in professional, religious and business magazines.*

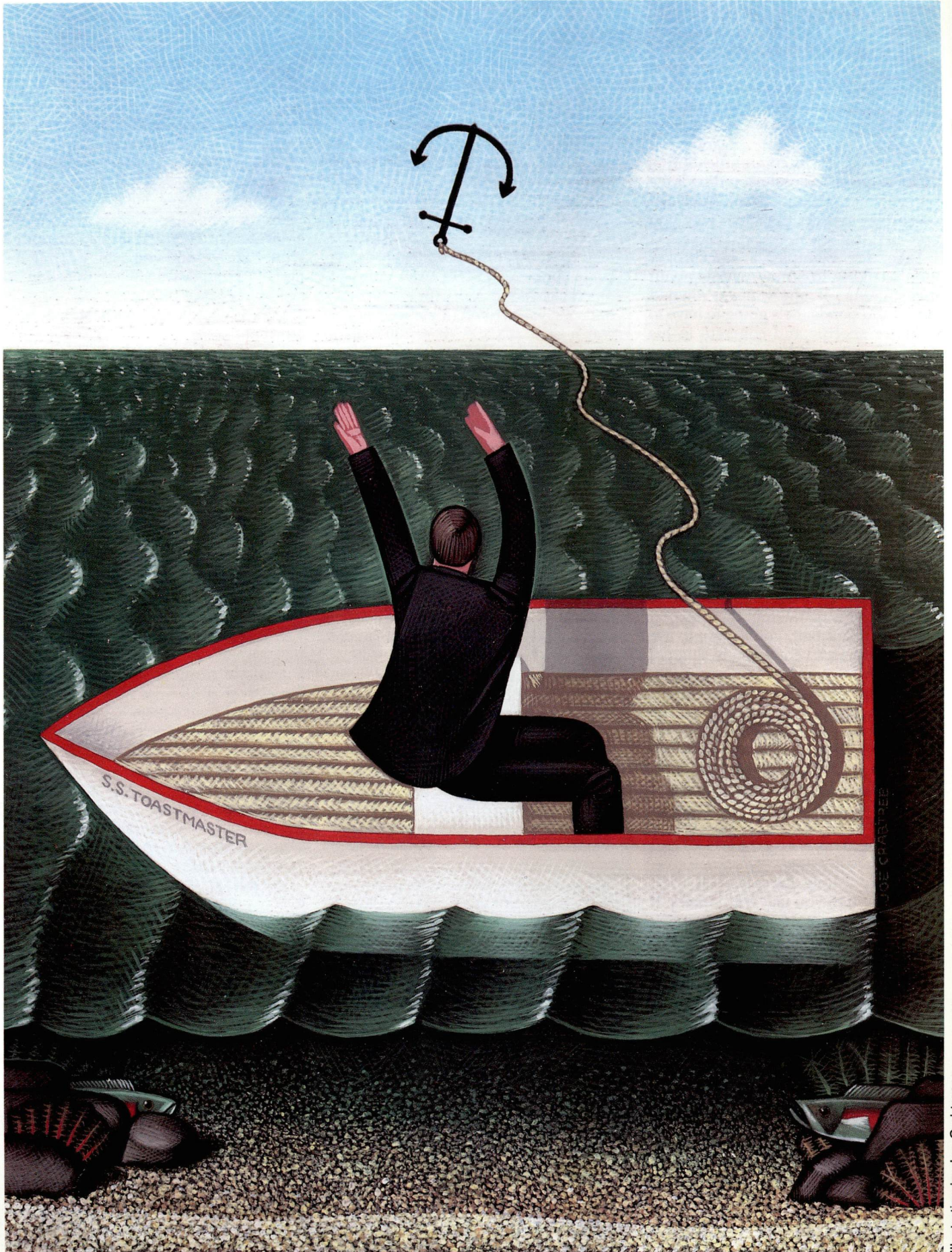


Illustration by Joe Crabtree

ANCHORS AWEIGH!



**Link past and present in a way
that sails you into the future.**

by Pat Christopherson

What was the first thing you said to yourself this morning when you woke up? What did your stomach feel like when you gave your Icebreaker in Toastmasters? What is the temperature of the air in the room you're in? Can you hear the sounds of traffic outside? What is on the top shelf of your bedroom closet?

It is unlikely that you had any of these experiences in mind until you read the words on this page. I was able to direct your thoughts in this way because I had tapped into a very basic principle of human behavior: the ability of the brain to store experiences and recall them as needed, linking the past experience with the present moment.

An innovative communications model known as Neuro-Linguistic Programming (NLP) scrutinizes this natural linking phenomena, pulls it apart, and uses its principles as an effective tool for changing behavior. These powerful linking techniques are called in the language of NLP, 'anchoring.'

To a sailor, an anchor is a vital piece of equipment; it helps him maneuver his boat. However, should equipment fail and the anchor hang up in the sand, the boat goes nowhere. The sailor's grounded.

The anchors our brains set up have these same properties. They can either

be useful equipment, or they can drag us down and ground us. Like the experiences in the beginning of this article, most of the anchors that operate in our brains lie submerged below our consciousness. Therefore we are no longer aware of the influence they have over us.

These anchors are often left behind from unhappy experiences with parents, teachers or cruel elementary school buddies. When I was in third grade and had to get glasses, a little girl called me 'bubble eyes' on the playground. I felt ugly in glasses from that point on.

Take Inventory

It is important to take inventory on our sailboat: to check the anchors we have on board and to unload any that are grounding us. Although most may seem insignificant, they in fact can exact a high toll on our performance. We need to determine which anchors are still serving a useful purpose—and which ones we can permanently throw overboard.

Before we begin this inventory, keep in mind that the linking process, or anchoring, is a vital function of how we learn. What would happen if you had to relearn something every time a bit of data were presented, if your brain could

not make these associations? Even opening a door or changing your clothes would prove a complex learning process. Without linking or anchoring, you couldn't do any routine task at all.

Are You Grounded?

We've just seen that anchoring is essential to the learning process. However, there are times when it becomes an obstacle. When something—a tone of voice, an expression, another person—becomes anchored to an unpleasant past experience, we call this a negative anchor.

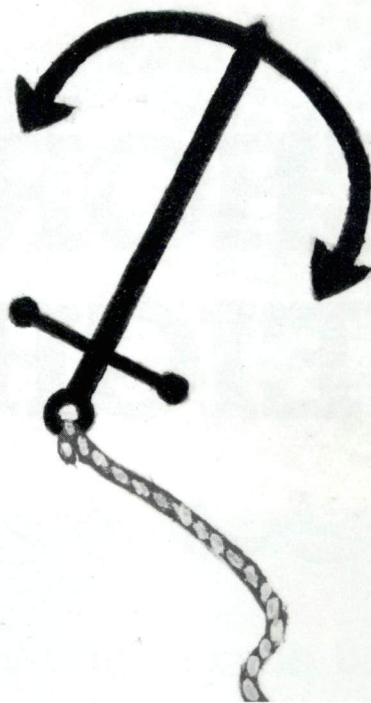
Building awareness of negative anchors in your life and learning to change them at will makes you the skipper of your own boat. Below are examples from everyday living. As you read each one, think of your own experiences.

As you become aware of possible negative anchors in your own life, you may want to jot them down and use them to test the technique presented at the end of this article.

• On the Job

Jim was in a management position with great potential for advancement. He was a highly creative and talented idea man; the kind of person corporate America loves to promote. His problem was not a lack of ingenuity or problem-

Unload any anchors that keep running you aground.



solving ability, but of seeing a project through to the end.

This problem had just arisen in the past six months and Jim was perplexed and extremely frustrated. He began spending great amounts of time, energy and money reading self-help books and attending seminars on time management and goal-setting, but to no avail. The number of unfinished projects was threatening his position in a company he wanted to stay with.

When Jim came in for assistance, the six month time period caught my attention. I asked him what was different now than six months earlier. His first response was "Nothing."

Then, after further exploration, Jim realized that it was six months ago when Larry, his new supervisor, had taken over. We searched for possible anchors Jim could be responding to in Larry.

Jim soon realized that Larry had a habit of raising his voice several decibals whenever a job neared the end. That tone of voice was just like the one his dad had used on him when he was younger.

His dad, a perfectionist with high standards, was unusually hard on his son when Jim failed to make the grade. Jim's response as a defiant teen was to not do the project.

• In Toastmasters

Susan noticed that in impromptu situations she could be a spontaneous, coherent, witty speaker. She enjoyed this accomplishment with one exception.

She became extremely frustrated whenever it was her time to speak at Toastmasters or in a formal presentation. She felt inadequate, stifled, nervous and disorganized. It seemed that the more Susan worked on practicing and making sure her notes were clearly organized, the worse she felt about the result of her presentations. Her frustration then turned to anger at herself.

At last she came to see me for some assistance. My ears perked up when Susan talked about feeling inadequate as an adolescent. Within minutes we were able to understand that her methods of preparation were anchoring her to awful experiences in a high school speech class.

• With Yourself

Anchors can determine how you feel about yourself and the world. Feelings do not just happen, like spontaneous combustion. They are activated in response to certain stimuli. Beginning to notice what those stimuli are and then changing them can potentially transform your self-image. Take the case of Jeanie . . .

Jeanie was a dreamer; creative, exciting and colorful dreams would run through her mind constantly. These dreams would begin with vivid images of herself accomplishing some difficult task. But then these words would enter into her dream and spoil it: "But who am I? I am just Jeanie. I could never. . ." and the dream would immediately fade. Jeanie was then left feeling helpless and depressed.

Set a New Course

Each of the above examples calls for a small change in behavior in order to make a big change in performance. The first step toward having this exquisite control over our experiences is to adjust the way we've been taught to think.

We are accustomed to letting life happen to us rather than exerting control over our own thoughts. Would you climb into a car that was moving and had no driver at the steering wheel? Of course not.

Anchoring is just one way to begin to steer our own lives in the direction we choose, rather than letting experiences randomly happen to us.

Try this experiment. First, take out a pen and pad of paper and quiet yourself for just a minute. Be alert to anything that comes to mind.

Now write these words on your pad: "I am incredibly creative and effective." What is your first internal response? Do you have the urge to negate that statement? How? With images of past experiences where you may have 'blown it'?

Whatever your internal response was, take note: it is probably an anchor. Now, just for fun, create your own positive response to that statement: for example, picture an audience applauding.

Notice any difference? You may have laughed or felt a little silly. After all, you're just launching this new positive anchor. Keep practicing this shifting from responses you do *not* wish to have to those you do.

Three Steps to Skipper

There are three basic steps to follow in changing a negative anchor into a more positive one. They are:

1. Increase Your Awareness.

The first and most important step is to practice and develop superb awareness skills so that you can begin to detect which anchors are dragging you down. For example, Susan noticed the difference between her impromptu presentations and her prepared presentations. This awareness can be focused externally on people or places or internally on thoughts and feelings.

You will often begin to detect patterns when an anchor is at work. Ask yourself questions such as: What expressions and tones of voice am I sensitive to? Are there any contexts where I notice a dramatic shift in my mood? Are there any people I overreact to? In what contexts do I feel younger than my age?

2. Make a Choice.

The next step after awareness is to carefully select the response you'd like

(Continued on page 23)

Thank you.

Thank You!

Thanks a lot.

Thanks!

Thanks!

Thank you.

Thank You!

Thanks!

Thank you.

Oh,
Thank You!

Thank You



Used & Abused

Enter into opportunities 'thank you' opens wide.

— by Jay Jones, ATM —

Certainly you love to hear the words 'thank you.' They bring good memories. They might bring to mind some good job you did such as getting a report done early. Or they may remind you of the time you thanked your son or daughter for super work around the house. They express feelings of appreciation.

Just as we rarely think about breathing, though, we rarely think about the use of 'thank you.' Yet its proper use is so obvious, it hurts. Too often we overlook 'thank you's effectiveness.

To capture this effectiveness, I use the 'thank you' approach. With this approach I never say 'thank you' first. Rather I treat 'thank you' as an opportunity to put the other person first and put 'thank you' last.

Let me explain with an example. No book taught me how effective 'thank you' can be. I learned this from some elementary school students. A few years ago I gave a speech to a sixth-grade class. The teacher had each student write me a thank-you note. Twenty-six of the students expressed appreciation and wrote something like this:

—Thank you for your talk. I like it very much.

Two students wrote thoughts like this: —Your talk was great. Thank you.

When I read those two letters I said to myself, "Why do I like those two best?" After some thought, the difference became apparent. Two students had put me first. While all the students said essentially the same thing, two had flattered me when they commented first on my talk. They helped me think my speech was important.

'You' First

Those two students made me aware of the obvious, something I overlooked even though 'thank you' stares me in the face each day. They, in effect, told me to put other people first and made those people feel important when you use 'thank you.' They indirectly told me what a valuable tool I had with 'thank you.'

For instance, all you have to do is put yourself in another's shoes. Suppose a secretary types a lengthy report for you, and it looks great. You can express appreciation and say something like this:

—Thank you. The report looks great. You did a super job, Alice.

But rather than just express appreciation with 'thank you' first, let's place the emphasis on the secretary and not on 'thank you.' Then you would say:

—You did a super job, Alice. The report looks great. Thank you.

You said the same thing but in a different order. And with this order change, you stressed the secretary and put 'thank you' in the background. By putting the secretary first, you made her feel important. And anytime you put someone first, that's effective communication.

Let's continue. Suppose your small office has been damaged by a fire. Another company lets you use part of its office until yours is repaired. What would you say if you were assigned the job of saying thanks?

Many of us would express our appreciation and write something like this:

—Thank you for letting us use your

office until ours could be repaired. Having your office available during this trying time certainly made it a lot easier on our staff. Again, thank you.

While friendly, that letter expresses only vague appreciation.

Here is a neglected opportunity. Using the same situation, let's use the 'thank you' approach and rewrite the letter:

—You saved our lives when you let us use your office until ours could be repaired. Your generosity let us continue our operations during this trying time. Thanks. If we can do anything

for you, please let us know.

Should that rewrite generate interest in what you say? You bet!

Now think about people management. When you have a chance to say 'thank you,' act like the alert supervisor and grab the 'thank you' approach. Help maintain performance by making others feel important.

For instance, if your secretary contributed to a recommendation or another salesperson helped with a sales promotion, by all means thank them. But put them first with the 'thank you' approach. You might write:

—Your help on the recommendation let us sell the plan. Thanks.

—That was fine help you gave with the sales promotion. You really did your homework. Thank you.

The point—turn appreciation into an opportunity. Use the 'thank you' approach and say something that puts the other person first and puts 'thank you' last.

Treasure Compliments

This 'thank you' discussion would be incomplete without mentioning compliments. For example, we may have difficulty when a friend compliments us and says, "I really like your new car."

Flattery, often hard to accept, may cause us to stumble when we're faced with having to say 'thank you.' In this situation just say something like, "That was nice of you. Thank you."

If we try to justify or expand the 'thank you,' we risk turning the situation sour. Here's an example:

I see a friend's wife at a party, and she looks wonderful. So I say, "You look great. That outfit is stunning."

She replies, "Thank you. But I bought this dress at the XYZ Thrift Shop."

Her 'thank you' destroyed me when she added her clever comment. What she did was let me know how thrifty and smart she was. Her comment made her feel important. My flattering remark seemed secondary, and all I was trying to do was be nice.

Others are compliment slammers. For instance, in the previous example the reply might have been:

—Thank you, but the dress really doesn't fit well.

This kind of answer only puts down compliments and substitutes excuses. Why not accept and enjoy compliments, so you make the giver feel as good as you do?

If you intend to answer only with appreciation, just say a simple, "That was nice. Thank you." Once said, stop and go on to something else. 'Thank you' summarizes past events. Why dwell on the past?

Using 'thank you' correctly makes sense. Its correct use is as easy as riding a bicycle. Once you learn, you never forget. So when you use these words, never abuse them. 🗣️

Jay Jones, ATM, a member of Arlington Club 1728-25 in Arlington, Texas, is a District 25 International Speech Contest winner and is currently working on a book entitled, Wow! I Can Write Business Letters.

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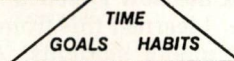
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MEETING BY DESIGN (from page 7)

Recorder rips it off the pad and tapes it to the wall, way over on the left side of the room where members can see it. The second sheet when filled is taped right next to it, and so on. As the meeting continues, these recorded summaries cover the walls, from left to right, around the room. The entire discussion is kept in full view of members, so that what was said can stay fresh in their minds.

The sheets of newsprint then serve the meeting as a group memory. The direction of the discussion remains clear to everyone, even those subject to daydreaming now and then; they can catch up when they return to the real world.

Newsprint summaries stop repetitive discussion cold. Members can see the points already made right there up on the wall. These points don't have to be repeated over and over again. Shrewd recorders can help when someone does repeat a point simply by making a check mark next to that point on the sheet.


The Heart of the Matter

In designing effective meetings, the chair plays a central role. The chair serves not as a referee to suppress excitable combatants, but rather as a facilitator sensitive to the wishes of the majority at the meeting.

The chair is the meeting's principal instrument for getting its work done. If the instrument falters or seems a bit dull, members are perfectly free to sharpen the chair's performance. Constructive suggestions about procedures for achieving the meeting's purpose

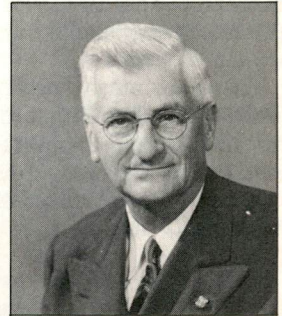
are always welcome: "Madame Chair, let's brainstorm this point." Or, "Mister Chair, I'd like to do a round robin on just what each member would like to see included in our next speech contest."

A well-designed meeting is the heart of your club. The unifying effect of a

successful meeting makes it well worth the effort. 

Joel David Welty is author of Welty's Book of Procedures for Meetings, Boards, Committees and Officers, 270 pages. He can be contacted at: 5902 S. Carter Rd., Freeland, MI 48623-9309.

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-Dr. Ralph C. Smedley, Founder*

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* **Spirit of Success Award (1211)**—A new way to recognize new members who contribute to club success. Contains guidelines and certificates.

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LETTERS

'Bookings' Pays Off

Regarding the article "More Bookings!" in the February issue of the magazine: This article, or a good paraphrase, should come out at least once a year! Thank you!

There are many members in many clubs that are willing and eager to use the skills that Toastmasters teaches so well before non-Toastmasters groups.

Again—thank you, *The Toastmaster* and Tom Winninger.

*Perry Close
Christophers 157-33
Fresno, California*

Looking Up 'Down Under' Toastmasters

'Down Under' hospitality! Every advertisement for travel to Australia mentions the warm welcome you will get, and every word of it is true.

As enthusiastic members of Hospitality Club 683-5 in San Diego, California, we decided to test that hospitality during a trip there in January and February of this year. Armed with a computerized listing of 237 Australian Toastmasters clubs, located from Canberra to Wagga Wagga and Sydney to Perth, we enjoyed talking to club presidents in several cities. All of them were delighted to hear from us.

Unfortunately, most Australian Toastmasters clubs take a vacation during the school holiday period, from December 15th to early February, which is summer in Australia. However, that fact didn't deter Neville Gray, president of Keira Club 3558-70 in Wollongong, New South Wales, from inviting us and a half dozen available club members to a very pleasant evening at his home. We compared notes on club procedures over wine, coffee and cake, and discovered that San Diego and Wollongong meetings may proceed in a slightly different order, but have almost identical ingredients.

In Western Australia we were able to attend a speech contest at Talkabout Club 3077-73 in Perth. President Irene Vorey-Bushell and all the members welcomed us warmly, and we heard seven excellent speeches. For the first

time, Perth (rather than Sydney or one of the Eastern Australian cities) will host the 1987 DOWUNDER Convention, from May 29-31, when a winner will be selected to attend the 1987 International Convention in Chicago on August 25-29.

Next time you travel—take a tip from us and contact a local Toastmasters club. You'll be glad you did!

*Betty Spaeth Rosen
Hospitality Club 683-5
San Diego, California*

Get Up N' Go Public

Our clubs, Get Up N' Go 1869-56 and Get Up N' Go II 5841-56, are putting on public access television programs every week.

Other public access television programs are routinely circulated, or 'bicycled,' to other cities. We would like to circulate some of ours. What is needed is a sponsoring agent in each city who will receive the videocassette, take it to the public access facility, label the cassette, certify it contains no obscenities, pick up the cassette after the cable cast and 'bicycle it' to the next location.

We would like to get in touch with the presidents of several well established Toastmasters clubs who will sponsor Toastmasters television in their localities.

We can be contacted through Robert Jones, 4508 Finley Drive, Austin, TX 78731, (512) 454-3413.

*Robert Jones
Get Up N' Go Club 1869-56
Get Up N' Go II Club 5841-56
Austin, Texas*

Evaluate One-on-One

As usual, I read the latest Toastmasters magazine completely. In the February issue there were two articles on evaluation. In my opinion, evaluation is one of the most important things we do at a meeting.

I noticed that these two articles presented contrasting views. In the arti-

cle, "Break Down to Build Up," David H. Lee suggests that when we evaluate we should speak to the speaker directly in the second person. Rob Julian, DTM, in "Evaluate to Motivate," however, suggests that since evaluation is another opportunity to speak, we should speak directly to the audience and refer to the speaker in the third person.

I disagree with this latter method. In my opinion, to refer to someone in the third person, while that person is sitting right there, is both impolite and silly. It denies that the person is present.

I do not feel that the Evaluator should view an evaluation as another chance to speak. The 'star' here is the speaker, not the Evaluator. I for one am not interested in how the Evaluator sounds but rather what he or she has to say that is helpful. How often have you heard an Evaluator try to be flip or witty at the expense of the evaluation, simply to win the Best Evaluator Award of the day?

Evaluation should be a one-on-one affair, a feedback of feelings about the talk, not a contest in being clever.

*Jerry Browne, DTM
Century Club 100-F
Santa Ana, California*

What's in an Age?

I was struck by Thomas S. Booz's letter to the editor in the February issue of *The Toastmaster*. Mr. Booz was concerned about the Toastmasters International policy that sets a minimum age limit of 18 for new members.

I share Mr. Booz's concern. It seems to me any age limit for new members should be set by the local club. For example, in our club one of our members brings her teenage daughter to participate in club activities (such as Table Topics). As you can imagine, the daughter's comments are enlightening and refreshing; our club benefits by her participation.

I joined Toastmasters about two years ago, and that was one of the nicest things I've ever done for myself. I tell my friends: "Hey, Toastmasters is a good deal. You ought to check it out." Let's not close doors by setting membership age limits. We really do have

quite a thing going here; let's spread the message.

*David Keen, CTM
The Red Barn Club 5144-2
Seattle, Washington*

I disagree with Thomas S. Booz's letter (February issue) about the age limit for Toastmasters.

I don't feel that it's in the best interests of either Toastmasters or youth for persons under 18 to be members of Toastmasters clubs.

Presently Toastmasters offers two programs that youth can take advantage of to improve their communications and leadership skills—Youth Leadership and Gavel Clubs. I believe that the interests of youth who want to develop such skills would be best served by their joining these programs.

I am presently a leader with a local Scout troop and can attest to the fact that there is a considerable difference in the maturity level of a 12-year-old and an adult. Even the Scouting movement has different sections (Cubs, Scouts, Rovers, etc.) to cater to the different needs of various age groups.

I foresee a problem if you allow youth to take part in the entire Toastmasters program. I do not believe that too many Toastmasters in their 30s, 40s and 50s would be willing to accept an evaluation by a 12-year-old.

If youth under 18 were to be admitted to Toastmasters they would also have to be allowed to participate as club leaders. I am not yet convinced that adults are willing to be led by teenagers.

While there may be the occasional youth under 18 who might be considered mature enough for membership in Toastmasters, I would have to be convinced about the majority. To open up Toastmasters to all youth just because a few are ready is in nobody's best interests.

I would suggest that Mr. Booz or any other interested Toastmaster discuss the issue with the national offices of the Boy Scouts of America, 4-H or other youth organizations to get their opinion.

I commend Mr. Booz and his desire to help youth improve. However, I would object to any moves to eliminate the 18-

year age limit. To do so would neither best serve this organization, nor the youth Mr. Booz is so anxious to help.

*Daryl R. Foxcroft, CTM
Educational Vice-President
Malaspina Club 738-21
Nanaimo, B.C., Canada*

When To 'Serve'

I enjoyed the article by Robert E. Miller, ATM, "How To Serve Table Topics" (February issue), and concur generally with a good number of his observations and suggestions.

One exception is offered. Our club feels that naming the Toastmaster prior to clearly and succinctly presenting the topic premise limits the effective value to all club members.

Our practice is to announce the Table Topics premise and, at the last moment, name the Toastmaster. This provides every attending member the opportunity under 'game conditions' to work on his or her presentation in the event of being called on.

Naming the Table Topics speaker first tends to prematurely relax other members and thus lose a valuable training segment of Toastmasters.

*Donald E. Fisher, Jr.
President
Magic Circle Club 1458-56
Houston, Texas*

I enjoyed the Robert E. Miller, ATM, article, "How To Serve Table Topics," in the February issue. However, I disagree with him on one point. The name of the Toastmaster selected to respond should be mentioned at the end of the question, not at the beginning.

In my club, if I announce CTM Elam as the first speaker, CTM Young can relax because he knows he won't be called. If I announce ATM Massillon as the speaker, then ATM Neumer doesn't have to worry.

Announce the name of the speaker at the end of the topic so that all members have to prepare to respond.

*Michael Ditkoff, ATM
Suitland Federal Club 3349-36
Suitland, Maryland*

to have at that moment. Keep in mind that many anchors serve very useful purposes and should be kept. For example, if you freeze up when you hear the sound of a rattlesnake nearby, this may be an anchor you want to keep!

Begin by isolating the particular response you want to change and the anchors involved. Get as specific as you can.

Now imagine four or five responses you would prefer to have in this context. (This is where you get to wear your skipper's cap!) From these alternatives, select one you most want to try out.

3. Rehearse by 'Exempling.'

Now replay in your mind the event, but this time adopt your newly selected response. Make sure you vividly recreate for yourself the sensation of actually *being there*.

Too many current visualization techniques leave out this important step. It is fine to 'see' yourself doing new behaviors, but you must actually *take part* in what you're visualizing for any benefit to take hold in real life.

Now imagine yourself using the new response in three to five similar incidents you anticipate in the future. This step, in NLP technology, is called future pacing. It ensures the success of your new anchor by acting as a mental rehearsal.

Awareness, Choice, 'Exempling'; a simple three step technique that can allow you to pull up the anchors keeping your sailboat grounded. The most difficult task I face daily in my NLP work is getting people to believe there could be so simple a remedy to apparently awful predicaments. But think about it for a moment. A small anchor can stop a huge sailboat from moving! 🚢



Pat Christopherson is director of the Emerson Institute in Rapid City, South Dakota, a consulting and training firm that provides programs in Neuro-

Linguistic Programming (NLP) to businesses and organizations nationally. She has been a member of Rapid Toastmasters Club 2350-41 since 1985.

When is this presentation going to end?" I wondered. "George's information could be interesting. But his transparencies distract, they're so poor—typewritten, black on white, no illustration. . . And he uses the projector horribly—focuses after he starts his talk, walks in front of it, never turns it off. Let me out of here!"

Sound familiar? Have you ever sat in a presentation hampered by a tool that was *supposed* to enhance? I have—many times. So I'd like to help you avoid what's ineffective and integrate what is. Your visuals can enhance and dramatize your concepts. It's not easy; you will have to do a little work. But if you do, your speeches will be better remembered, and so will you. You *can* make a better impression than George.

Definitions

First some definitions. Transparencies are also known as flimsies, acetates, foils, vu-foils, and overheads. The 'stage' on an overhead projector is the glass area where the transparency is placed for projection. The 'head' is the box-like part of the top of the arm coming up from the stage. The head is used to focus and position the projection on the screen.

The podium or riser is what you stand on (for large audiences). The lectern is something you should *not* stand behind.

Now that we have the general lingo down, let's go over transparency do's and don'ts.

Room Set Up

It's always advisable to send your requirements to the meeting planner ahead of time as well as remind him or her of your needs a few days before.

When I request an overhead projector from a meeting planner, I also ask that it be placed on a 3' x 3' skirted table in front of the room or on the risers. This table gives me room for my transparencies.

I also request that, if possible, the screen be placed in the corner of the room at an angle. This allows more people to comfortably see the images. Many rooms now have fixed screens so that cornering the screen is not always possible.

Arrive at the meeting at least a half hour early. This is wise because you will often have to reposition the overhead and screen, or even reorder them if the hotel/meeting coordinator forgot.

One of the pluses to using transparencies versus slides is that the house lights can be kept up. This means not only can your audience take notes easier, but you can see their faces and

Make Your Transparencies SHINE

◆
Transparencies reflect the
professionalism of your
presentation.
◆
by Rebecca L. Morgan

gauge how they're reacting to your comments. Turn off any spotlights which shine on the screen.

Focusing and Positioning

Had George focused and positioned the image on the screen before anyone arrived, he would have appeared more professional. Do this at break if another speaker is on before you, rather than after you are introduced.

If the screen is free-standing it may have a six-to-eight inch arm extending from the top of the stand to hold the screen. If possible, set the top of the screen forward as much as possible. The top will be about four-to-six inches forward of the bottom. This will help correct 'key-stoning,' which is when the top of the image is larger than the bottom.

When people are already in the room, I focus by putting a transparency on the projector stage upside down and backwards so they can't read it ahead of time.

Position the image by tilting the head so that the image is as high up on the

screen as possible. Too often speakers haven't positioned the image correctly and audience members have to crane their heads to see the images. This is distracting to the audience.

If your image is crooked, it can sometimes be corrected by adding height to one side of the projector. Add a book or papers under both small legs on the side which projects the lower image.

General Guidelines

Don't go overboard with your use of overheads. You can overwhelm the audience and become distracted yourself with placing them correctly.

Frame your transparencies either with the standard cardboard frames or the newer 'flip frames' by 3M. The latter are easier to store in file cabinets and to travel with. However, they also collect dust, which makes the transparency look dirty because they form a plastic envelope around the transparency, open on two sides.

Presentation Tips

Stand to the side of the screen and out

of the way of the audience's view of the image. Talk to the audience, not to the screen or the projector stage. Don't turn your back on the audience to read the transparency—if possible, read from the projector stage.

Never walk in front of the screen while the projector is on.

George could have appeared more polished if he had turned the projector off when he wasn't discussing what was on the screen. Turn on the projector only when a transparency is on the projector stage. Avoid removing the transparency before you've turned the projector off. The large white image projected when there's no transparency is annoying.

However, try not to constantly turn the projector on and off. That can be distracting, too. Turn it off when there are time gaps between transparencies. When you are showing several transparencies in quick succession, adroitly slip one under another as you remove the top one.

When you place your framed transparency on the stage, make sure there aren't any 'light leaks'—places where light shows around the outside of the frame. Some frames are not large enough to cover the whole projector stage. When light leaks appear, simply move the transparency up or over (before you turn the projector on) and slip a piece of paper under the bottom or side of the frame to block the light.

You can also mask the stage if all your transparencies are too small for this projector. Use the one-inch wide white 3M Post-It-Note™ tape so it won't leave residue on the glass as masking tape would.

Eliminate extraneous paper by putting your notes on your transparencies. Write directly on the frame. Since I use the flip frames over again I write my notes on white (not yellow) Post-It-Notes. The white is less noticeable to the audience.

When you will not be discussing all the items on the transparency at once, reveal one item at a time. This way you keep the audience focused on what you're saying right then. Place a piece of paper *under* your transparency and pull it down as you discuss the subsequent items.

Putting the paper under the transparency helps you in two ways: 1) the projector fan is less likely to blow the paper off, and 2) you can read what comes next. I also like to move my whole transparency up so there is only a small part of the list showing at one time. I want to avoid having any information in that deadly bottom third. Then I may reveal the whole transpar-

ency when I am reviewing that section.

Instead of using your finger to point to an item on a projected chart, use a pen, pencil or other pointed object. I find a letter opener works well because of its shape.

You can also use the overhead projector like a flip chart—for spontaneously writing your ideas and the audience's responses. This works well with large audiences. Be sure to write legibly, and avoid—you guessed it—the bottom third.

Effective Transparency Design

Many people evidently believe type-written transparencies are fine. They are fine unless you want the audience to read them! If you do want the audience to read your words, make sure the letters are at least a half-inch high.

Choose a few easy-to-read type faces/fonts (e.g., *helvetica*, *sans serif*) to add interest and emphasis. Use upper and lower case lettering for easy readability. All capitals are hard to read. Avoid stylized ornamental script.

One transparency per idea; six or fewer words per line; six lines maximum per transparency are guidelines to go by.

Always use clean transparencies. When your transparencies get scratched or dirty, throw them away and get new ones. Remember, these represent you. To protect them, tape a clear one on top and bottom of framed, choice ones and throw this out when it gets scratched. This is much less expensive (approximately 35 cents each) than having new ones made.

Drawings and cartoons will help illustrate your points. Research suggests that pictures stimulate the right side of the brain and words the left side. You can help your audience remember your points—by stimulating both sides.

3M and others manufacture film for producing inexpensive color transparencies. Color, like graphics, stimulates the right brain and helps keep your audience's mind focused on your presentation.

In order to give a family appearance to their presentations, some people like to use the same color(s) on all their transparencies. Personally I think this is boring for the audience. As an audience member I like a variety of type faces and color combined with appropriate illustrations.

Some samples of colors available are blue, red, green, violet and black backgrounds with yellow images; clear background with blue, violet, red and green images, and various combinations of background and image colors.

If you use cartoons, letter the caption (remember a minimum of a half-inch) and place it at the top of the cartoon. Although this goes against what we're familiar with in magazines and newspapers, remember: the bottom third of the screen is virtually useless. Make it easy for the audience by putting the words at the top.

If you follow these simple guidelines you can dazzle your audiences with your transparencies as much as your comments. Remember, I said you'll have to work to learn to use the projector smoothly and produce dramatic transparencies. But it's worth it to project your best, isn't it? 🎤

Rebecca L. Morgan, owner of *Morgan Seminar Group*, speaks nationally to organizations on time management, sales, customer service, and supervisory skills. She also helps her clients design and make dramatic transparencies. She invites you to share your comments with her at: 714 San Thomas Street, Sunnyvale, CA 94086, (408) 738-8222.

Polishing Aids

There is a myriad of booklets to help make your transparencies shine professionally. Here's a partial list.

Free Resources:

"How To Make Great Overhead Presentations... Without Getting in Over Your Head," Polaroid (800-225-1618).

"The Answer to a Dynamic Overhead Transparency Presentation," Rhone-Poulenc, 299 Cherry Hill Rd., Parsippany, NJ 07054 (201-263-1616).

"Steps to Effective Business Graphics," Hewlett Packard Company, 16399 W. Bernardo Dr., San Diego, CA 92127-1899.

"How To Design Effective Overhead Transparencies," Hewlett Packard Company (address above).

"How To Prepare Colorful Overhead Projection Visuals," 3M, 225-NE 3M Center, St. Paul, MN 55144.

"How To Present More Effectively—and Win More Favorable Responses From More People in Less Time," 3M (address above).

TI BOARD REPORT

Toastmasters' Spirit Thrives

"We are a glowing organization—brilliantly glowing," affirmed International President Theodore C. Wood, DTM, as he summarized his impression of Toastmasters this past year to the February gathering of the Board of Directors.

President Wood's observations, gleaned from his visits to business and civic groups, highlighted the Board's three-day meeting.

"Police departments," noted President Wood, "are very receptive to Toastmasters." Referring to past International President Helen Blanchard's marketing discovery about hospital staffs last year, Wood remarked, "Let's add police departments to hospital staffs as another good source of new clubs."

Having worked closely with fellow Toastmasters throughout his visits, President Wood concluded, "I'm overwhelmed with the spirit of the organization."

President Wood visited six districts in 1986, traveling 16,600 miles in 25 days. He met with a mayor, several city managers and key business executives, three police departments and the chief of police of Honolulu, Hawaii.

President Wood's visits generated six newspaper stories and two newspaper interviews. Other media coverage he gained for Toastmasters included 10 minutes of radio spots and a precedent-setting 72 minutes of television air time.

"While visiting District 40, I had the pleasure of guesting on a local television program," President Wood reported. This marked the first time Toastmasters had appeared on television in the Dayton area.

"The host districts did a wonderful job of scheduling meetings with managers and key business executives," President Wood commented.

Targeting Educational Needs

Executive Director Terrence McCann echoed President Wood as McCann reported to the Board the organization's commitment to research new opportunities for fulfilling members' educational and personal development needs.

"As an organization, Toastmasters must understand the image we enjoy

with our publics, particularly members or potential members," he stated.

"The success of our programs is evidenced in the number of educational achievements of our members." From July 1, 1986 to December 31, 1986, 4896 members received the CTM award, 1051 members earned one of three ATM awards, and 154 members earned DTM awards.

"This means we issued more than 1000 certificates each month, almost triple what we issued per month several years ago," said McCann. "We also sent more than 1000 letters to award recipients' employers each month, notifying them of the achievements of their employees."

Noting the role of employers in his marketing research for Toastmasters, McCann reported that "Currently, employers are finding people deficient in speaking skills. The number of clubs we have built in corporations is related to that discovery. Employers are currently investing \$80 billion a year in employee education... this will increase by 25 to 30 percent by 1990.

"What is changing in the world of our members? What will their educational needs be five, ten, fifteen years from now?" McCann asked. "The marketing window remains open to us. Let's keep our eyes open to the future, and the opportunities it brings us."

Improvements Considered

The Board, also looking to the future, continued to discuss the proposed development of club and district structures and officer responsibilities. The modification intends to simplify and more clearly identify roles and responsibilities of officers, enabling clubs and districts to operate more efficiently.

During the February meeting, the Board examined the mission, objectives and duties of officers as part of the proposed modification. In addition, the Board approved the club office of vice-president public relations, which would include responsibility for the publication and distribution of a club bulletin. The Board also recommended retaining the current position of club sergeant at arms.

The Board discussed the proposed district office of lieutenant governor public relations as well and retitled the position 'Public Relations Officer.' This officer may be elected or appointed.

The public relations officer would be a staff position similar in rank to that of secretary or treasurer. This position would not be in line to succeed the proposed office of lieutenant governor marketing should that officer be unable to complete his or her term.

A more detailed explanation of the proposed club and district modifications will appear in a special July/August issue of *TIPS*.



Toastmasters' 1986-87 Board of Directors discusses plans to pilot the organization and keep its spirit soaring.

Organization Thrives

McCann informed the Board that 194 new clubs were chartered from July to December, 1986, bringing the total number of Toastmasters clubs to 5912. Membership in the organization grew from 118,119 to 124,486 last year, marking a 5.4 percent increase. "The average membership per club is up to 21 or 22 from 16 or 17 six or seven years ago," McCann stated.

Most significant for Toastmasters' emphasis on retention, the number of clubs dropped since July, 58, represents the lowest amount since 1978. The organization is currently developing a member retention study which will aid in the retention process.

"Toastmasters programs are thriving among our members," President Wood summarized in his remarks to the Board. In closing, he invited all members to **KEEP THE SPIRIT ALIVE!**

The Board of Directors will meet next on August 25, at the International Convention in Chicago, Illinois.



Board committee sessions focus on strategies to continue to meet members' needs.

Other Board Activities

When the Board broke into its respective committees—Education; District Administration and Programming, Executive Committee and Policy and Administration Review—and reconvened, they took these actions:

- Examined current per diem reimbursement to district governors. To become effective with the 1987-1988 administration, raised per diem at the International Convention from \$12.50 to \$25, for a total per diem allowance for each district governor not to exceed \$100 (raised from \$50).

- Studied the current procedures of the Candidates' Forum at the International Convention and made the following changes (to be implemented at the 1987 Convention):

All candidates will assemble as close to the platform as possible; opposed candidates will have four minutes for a presentation, unopposed candidates will have two minutes; officer candidates will make presentations in alphabetical order by office, followed by director candidates; The order of director candidates will be alphabetical by regions and director-at-large as de-

termined by random draw prior to the commencement of the Candidates' Forum.

Also recommended that if region or district caucuses are scheduled, they begin, insofar as practicable, after 7:00 p.m. to allow a dinner hour and conclude by 11:00 p.m.

- Discussed who is eligible to carry a club's proxies to a district council meeting and agreed that the intent of Article IV, paragraph (d) of the District Bylaws is that either the president or the educational vice-president can designate, in writing, one or both proxies for the club.

- Reviewed the involvement of districts in sponsoring non-Toastmasters public speaking contests. To protect the image of the International Speech Contest, no Toastmasters district shall sponsor or cooperate with any other organization in the sponsorship of a national public speaking contest without special permission of the Board of Directors.

- Granted full territorial council status to the Council of Japanese Toastmasters.

- Reviewed the purpose and direction

of the Accredited Speaker Program.

- Reviewed the concern with tardiness and/or absence of contestants at the pre-contest briefings and tardiness of the contestants at an International Speech Contest. Discussion about disqualifying contestants for tardiness at an International Speech Contest will continue at the August 1987 Board meeting.

- Reviewed scripts for the new public service announcements radio and television.

- Reviewed points awarded as part of the Distinguished District Program. Recommended changes will become effective July 1, 1987.

- Reviewed districts' performance over the past three years and recommended that five districts in particular be commended for their accomplishments in membership and club growth.

- Examined the functions of district, division and area councils. The Board recognized that the present structure has served our members well and recommended no changes be made.

- Established new guidelines and procedures for creating provisional districts from territorial councils.

UPDATE

Bridging the Language Barrier

As any Toastmaster knows, one of the goals of Toastmasters International is "to foster human understanding by expanding the worldwide network of clubs."

One United States Marine has taken this goal to heart by spreading word of Toastmasters on the small island of Okinawa, Japan.

Major Jim H. Adams, Staff Secretary for Marine Corps Bases, Japan, and Marine Corps Base Camp S.D. Butler recently had the unique opportunity to assist in the judging of the 1986 Japan Air Self Defense Force English Speech Contest held in the city of Naha.

Recognizing the importance of improved communications between Japanese and American servicemembers, Japan Air Self Defense Force (JASDF) leaders held English speech contests throughout Japan and brought the 21 best speakers together for what they hope will become an annual competition.

According to Major General Takeshi Tadokoro, deputy director of the Personnel and Education Department, JASDF, the air corps' officer candidates study English as part of their basic, and later technical, training. During their careers, yearly evaluations include reading, writing and listening skills testing in English.

Adams was one of three Americans asked to judge the junior officers, evaluating each of the 10-minute speeches by guidelines similar to those used at Toastmasters' meetings throughout the world.

He became involved in Toastmasters two years ago when he helped start Okinawa Club 6200-U and is currently serving as club president. During the remainder of his three-year tour of Okinawa, he plans to help the Japanese organize their own club as part of the Toastmasters International network.

"I've found many of the Japanese people here have a great desire to improve their English speaking skills," said Adams.

"The Japanese people in general are perfectionists and have a penchant for organization that I believe will lead them to follow Toastmasters' philosophy," he said. "I think the Toastmasters organization will grow and become strong on the island of Okinawa, and other Japanese people will follow our lead."

Due to frequent moves and military commitments, Adams was unable to become a Toastmaster until two years ago, though his interest in the program began well before that time.

In July, he plans to move to San Diego with his wife and five children to continue both his Marine Corps career and his involvement with Toastmasters.

"I believe that effective communication is the key to better understanding,

and hope that my efforts here on Okinawa will help develop the close ties which already exist between the Japanese and American peoples."

*Barbara M. Wilkins
Okinawa Club 6200-U
Okinawa, Japan*

Editor's Note: *The Territorial Council of Japanese Toastmasters Clubs currently includes 16 clubs. Toru Mori, DTM, of ACCJ Club 4334-U in Tokyo, Japan, serves as Chairman of the Council.*



(From left) Keith Bush, Amy Adelstein and Gina Pouchie are ready, willing and (we hope) able to scale new heights of journalism and membership service.

WHQ Department Reteams

Amy Adelstein has been named Manager of the Publications and Communications Department. Amy replaces Tamara Nunn, who has left Toastmasters to join the editorial staff of a San Francisco-based medical magazine.

Amy received her Bachelor's degree at the University of California at Santa Barbara, and a Master's degree from the Pacific School of Religion in Berkeley. She is no stranger to the performing arts and public speaking. Amy's father was a radio talk show host, and her mother is a Toastmaster.

Amy is also no stranger to the department, having served as Editorial Assistant since June, 1986. She will now take over the reins as Editor of *The Toastmaster*, and will be responsible for the production of *TIPS* and the District Newsletter. Her department also administers the club and district bulletin contests.

Taking Amy's place as Editorial Assistant is Keith Bush, a native Californian and graduate of the University of California at Irvine. Keith has had previous magazine experience, and is an aspiring writer and photographer. His mother is also a Toastmaster.

The third member of the Publications staff is Gina Pouchie, a World Headquarters employee for over six years. Gina had worked in nearly all departments until her promotion to Typesetter in 1984. Gina is responsible for setting the type for all Toastmasters publications and manuals. Although her mother is not a Toastmaster, Gina's sister, Lynn, is also a Toastmasters employee.

HALL of FAME

DTMs

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

Robert D. Thomas, Spokesmen 179-F, Huntington Beach, CA
Emma K. Sherry, Plane Speakers B-1 2189-1, El Segundo, CA
Mary E. Fleming, The Innovators 4633-3, Phoenix, AZ
Gary H. London, Village 2340-5, San Diego, CA
Harvey Edelstein, North Hennepin 2464-6, Minneapolis, MN
Paul J. Lloyd, Evening 3804-8, Cape Girardeau, MO
Daniel Leo Taylor, Bailey Toastmasters 3628-10, Wickliffe, OH
Janice O. Trammell, Georgia-Carolina 2523-14, Augusta, GA
Navin P. Patel, PB/T 4343-14, Atlanta, GA
Lois Thacker, Billings Heights 1234-17, Billings, MT
David Alex Nelson, Gate City 759-20, Fargo, ND
John H. Kartsonis, The Spielers 3214-22, Kansas City, MO
George A. Wheeler, Afterburners 6191-25, Fort Worth, TX
Janice A. Wintergrass, Minutemen 2288-31, Waltham, MA
Gilbert Wright, Jr., NIH 3421-36, Bethesda, MD
John E. Fisher, Speechcraft Masters 5081-36, Falls Church, VA
James E. Andrews, Gateway 3092-38, Philadelphia, PA
Daniel B. Cudworth, Apolymon 1466-39, Sacramento, CA
Kent D. Keenlyne, Pierre 1195-41, Pierre, SD
Barbara E. Rhinehart, Pine Bluff 3284-43, Pine Bluff, AR
Robert E. Barnhill, III, Lubbock 884-44, Lubbock, TX
Ann Elizabeth Marion, Gaveliers 2311-46, Kenilworth, TX

Sonny L. Young, Enterprising Toastmasters 133-57, Alameda Naval Air Station, CA
Albert H. Trappe, North Augusta 2947-58, North Augusta, SC

ATM Silver

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

Robert F. Finch, Demos-thenes 1282-4, San Francisco, CA
Richard Baranovich, Oregon 424-7, Portland, OR
Pat Murphy, Lewis-Clark 369-9, Lewiston, ID
Charlotte Vivian, Evergreen 486-9, Spokane, WA
Richard A. Skinner, Voice of Franklin 5464-32, Franklin, MA
Dolores W. Jones, D P S C 3403-38, Philadelphia, PA
Gwen Gion, Plainview Evening 2123-44, Plainview, TX

ATM Bronze

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

Roberta Ann Perry, Beach Cities 3921-1, Manhattan Beach, CA
James R. Davis, Eyeopener 2607-3, Tucson, AZ
Alan Cirlin, Calumet 3313-11, Highland, IN
R. Harvey Drdul, Malaspina 738-21, Nanaimo, B.C., Canada
David K. Doman, Fort Nelson 4557-21, Fort Nelson, B.C., Canada
Ted Hoffman, Afterburners 6191-25, Fort Worth, TX
Ted Verdone, Articulators 5414-31, Hudson, MA
Jeffrey R. Akens, Sunrise Center 3359-39, Citrus Heights, CA
Sandy William McLean, USDA 3296-42, Washington, DC

Francis C. Lin, Wine Country 5473-65, Steuben County, NY

ATMs

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

Kenneth R. Jones, Foothills 1475-F, Claremont, CA
Robert B. Johnston, Positive Communicators 3708-F, Anaheim, CA
Lou Ann Frederick, Mensanity 4438-F, Tustin, CA
Louis S. Braverman, Port Dickson 288-U, Port Dickson, Negri Sembilan, Malaysia
Bette Lou Miller, Fussa Speakers 583-U, Fussa City, Tokyo, Japan
Chris Miller, TM-By-The-Sea 298-1, Santa Monica, CA
Sallylynn James, Century City 2681-1, Los Angeles, CA
Michael C. Williams, South Bay Singles 2924-1, Torrance, CA
Kim Goldsworthy, Libertarian 4211-1, Los Angeles, CA
Karen Stein, Totem 41-2, Seattle, WA
Barry Evans, Bellingham 60-2, Bellingham, WA
Miriam Mendez, Transport 2227-2, Renton, WA
Stanton C. Merrell, Overlake 2889-2, Bellevue, WA
H. Wayne Dellinger, Sunrise 74-3, Phoenix, AZ
B. Darlene Polk, Speaking First 355-3, Tempe, AZ
Phineas K. Walsh, Speaking First 355-3, Tempe, AZ
Mardelle E. Mikus, Dawn Busters 1918-3, Phoenix, AZ
Maureen C. Kimes, Roadrunner 3850-3, Tucson, AZ
Sandra L. Donley, Paradise Valley 4770-3, Phoenix, AZ
Mary O. Goodsell, Downtown 65-4, San Francisco, CA
Richard Bazner, Pos-Tel Masters 4417-4, San Jose, CA
Charles Alexander, Chamber 5529-5, Escondido, CA
Mavis J. Vitums, Northern Voices 185-6, Minneapolis, MN
Scott G. Peterson, Duluth 1523-6, Duluth, MN

T. Michael Whalen, Northwest 2855-30, Elk Grove, IL
Clarissa R. Green, Coldwell Bankers 5236-30, Oakbrook, IL
James M. Sedor, Olympia 84-32, Olympia, WA
Robert W. Francome, Woodland 3051-33, Santa Barbara, CA
Charles La Bar, Emanon 6409-33, Boron, CA
Anton L. Inderbitzen, George Washington Univ. 1237-36, Washington, DC
Sheila McIntyre, Fairfax 1899-36, Fairfax, VA
Norma A. Hughes, E. P. A. 2775-36, Washington, DC
Robert N. Tredway, Professional Speakers 5112-36, McLean, VA
Walter Golman, Glenechoes 5865-36, Bethesda, MD
Phoebe Pfaehler, Chamber of Commerce 6075-36, Rockville, MD
Audrey Jean Barbour, New Bern 2812-37, New Bern, NC
William Plaisted, Arrowood 4413-37, Charlotte, NC
Sharon D. Borenson, Allentown 2706-38, Allentown, PA
Hosmer L. Auger, Foothill 1070-39, Roseville, CA
Alan R. Gartner, Foothill 1070-39, Roseville, CA
Janet L. Pantoja, Los Oradores 4706-39, Sacramento, CA
John H. Stribling, Seven Hills 1578-40, Cincinnati, OH
Kathy Thomas, Renaissance 5748-40, Marysville, OH
Flo Mawson, Seven Seas 3296-42, Saskatoon, Sask., Canada
Gayle E. Mackay, Speakers Corner 4310-42, Regina, Sask., Canada
John M. Choate, 3428-44, Tall Talkers/Big Spring 3428-44, Big Spring, TX
Gayle Ann Hovorak, Credible Toastmasters 5084-44, San Angelo, TX
Michael O'Callaghan, Sydney Journalists 413-70, Sydney, NSW, Australia
Eileen Cossor, Tuggeranong 5071-70, Canberra, ACT, Australia
Madonna Ann Tomes, Queanbeyan 5593-70, Queanbeyan, NSW, Australia

Gerald B. Seaborn, AC Early-risers 3646-6, Robbinsdale, MN

Ross H. Plovnick, Eastwind 3937-6, St. Paul, MN

Peter E. Stolley, Northfield Area 5035-6, Northfield, MN

Helena Greathouse, Blue Ox 1235-7, Portland, OR

Dorothy Logan, Rosaria 1305-7, Portland, OR

Jina Hoffmann, Jackson 2319-7, Medford, OR

Delight Y. Kapfer, Coast Toasties 3880-7, Newport, OR

Ellen Kay York, Fort Leonard Wood 493-8, Fort Leonard Wood, MO

Claramae Rehfield, Apple Valley 50-9, Union Gap, WA

Joseph B. McBride, Speaking Singles 6381-9, Spokane, WA

Charles P. Drury, Owensboro 1730-11, Owensboro, KY

David I. Lazar, Pacific Beach 114 114-13, El Segundo, CA

Jerry C. Ryan, Tinker 1362-16, Midwest City, OK

Betty Bingamon Ely, Ada 1971-16, Ada, OK

James Woods Jr., WE Speakers 2216-16, Oklahoma City, OK

Don R. Edwards, Phillips 66 3266-16, Bartlesville, OK

Donna W. Ferdinand, Central Montana 609-17, Lewistown, MT

Mick Gray, Top O The Mornin 3777-17, Butte, MT

Delton J. Torno, Minot 636-20, Minot, SD

James Kanon, Haworth-Wichita 193-22, Wichita, KS

Jon C. Cooley, Cessna 1543-22, Wichita, KS

Claude Johnston, Fishermen 3343-22, Wichita, KS

Tommy G. Seymore, Border Toasters 2127-23, El Paso, TX

B. Ellen Carlson, University Park 2984-23, University Park, NM

Cheri Johnson, Eddie Dunn 2499-24, Omaha, NE

Nora K. Duncan, Eagle 4819-25, Shreveport, LA

Bobbi Rhe Stringer, Golden Triangle 5297-25, Keller, TX

Zora L. Toth, Gates Sun-risers 1120-26, Denver, CO

Annette Stith, Peak Trail-blazers 2191-26, Colorado Springs, CO

Rusty Lee Morris, Horizon 4450-26, Grand Junction, CO

Joseph Yanuke, Dearborns

Dynamics 726-28, Dearborn, MI

Hal Jenks, Downtown Toledo 2185-28, Toledo, OH

Mary M. Reigner, Downriver Ambassadors 2758-28, Ecorse, MI

Rose Lentz, Westgate 3159-28, Toledo, OH

New Clubs

4007-F HVC

Monterey Park, CA—Thurs., 11:40 a.m., Harry Volk Center, 1980 Saturn St. (720-7287).

5398-F Hoag Hospital

Newport Beach, CA—Fri., 7 a.m., Hoag Memorial Hospital Presbyterian, 301 Newport Blvd., Box Y (760-5645).

6492-F Water Meeters

Irvine, CA—Tues., 7 a.m., Irvine Ranch Water District, 18802 Bardeen (833-1223).

4801-2 Growthmasters

Renton, WA—Tues., 11:30 a.m., Valley Office Park, 1801 Lind Ave. (251-2123).

1602-4 L.G.C.C.

Los Gatos, CA—Mon., 7 p.m., Los Gatos Christian Church, 16845 Hicks Rd. (297-5050).

2248-6, Owatonna Speakers of the House

Owatonna, MN—Wed., noon, The Owatonna House, Oak & Vine (455-2761).

3201-6 Winona

Winona, MN—1st & 3rd Mon., 7 p.m., Winona State University, Kryzsko Commons Purple Room (454-4231).

3979-8 Staff for Life

Columbia, MO—Thurs., 5:15 p.m., University of Missouri Columbia Hospital and Clinics, One Hospital Dr. (445-6390).

4599-9 The Oregon Trail

La Grande, OR—Fri., 7 a.m. & noon, DeBorde's Cafe, 1414 Adams Ave. (963-7244).

6491-11 The Insurancenter

Carmel IN—1st & 3rd Mon., 11:45 a.m., The Insurancenter, 11611 N. Meridian St., Ste. 800 (846-8600).

6488-14 MCI

Atlanta, GA—Wed., noon, MCI Telecommunicators, 400 Perimeter Center Terrace

N.E., Ste. 400 (668-6303).

1443-18 Downtowne

Frederick, MD—2nd & 4th Thurs., 7:30 a.m., The Province Restaurant, 131 N. Market St. (371-6094).

2605-18 WEC Spectrum

Hanover, MD—Tues., noon, Westinghouse Electric Corp., 7312 Parkway Dr., S. MS6305 (796-6804).

5402-18 Noxell

Hunt Valley, MD—1st & 3rd Wed., noon, Nosell Corp., 11050 York Rd. (628-4648).

5435-19 Valley Orators

West Des Moines, IA—Sun., 5 p.m., Happy Chef Restaurant, 1250 8th St. (255-5850).

2466-21 Spirit of "48"

Fort Nelson, B.C., Canada—varies monthly (774-3096).

2814-23 Los Banqueros

Las Cruces, NM—Wed., 5:15 a.m., First National Bank of Dona Ana County, 500 S. Main, 2nd Fl. Meeting Rm. (526-7364).

4581-23 BDM

Albuquerque, NM—Wed., 11:45 a.m., The BDM Corp., 1801 Randolph Rd. S.E. (897-0273).

4296-24 Good Neighbors

Lincoln, NE—Thurs., 6:30 a.m., State Farm Insurance Cos., 5901 O St. (483-8347).

1415-25 Speech Adjusters

Irving, TX—Mon., 7 p.m., Parker College of Chiropractic, 300 E. Irving Blvd. (986-8099).

6489-25 Cass County

Atlanta, TX—Tues., 7 p.m., Atlanta Chamber of Commerce, Hiram St. - Board Rm. (796-7914).

4750-26 Bolder Speakers

Boulder, CO—Fri., noon, Boulder Board of Realtors, 4885 Riverbend Rd. (449-8000).

1025-28 Grant Thornton

Southfield, MI—1st & 3rd Thurs., 8:30 a.m., Grant Thornton, 26913 Northwestern Hwy., Ste. 400 (262-1950).

5149-28 Graphically Speaking

Southfield, MI—1st & 3rd Wed., 5 p.m., Electronic Data Systems - Advance Bldg., 23077 Greenfield Rd. (443-4110).

1462-31 TAC

Cambridge, MA—1st & 3rd Wed., 12:30 p.m., The Architects Collaborative, Inc.,

46 Brattle St. (868-4200).

4186-32 At Ease

Bremerton, WA—Tues., 11:30 a.m., Naval Supply Center, Puget Sound, Bldg. 467, 3rd Fl. Conference Rm. (476-7169).

4233-35 Milwaukee Public Schools

Milwaukee, WI—2nd & 4th Mon., Milwaukee Public Schools, P.O. Drawer 10K (475-8744).

6490-36 Thomas Jefferson

Woodbridge, VA—2nd & 4th Thurs., 7:15 p.m., (670-8284).

2278-40 University of Cincinnati

Cincinnati, OH—Wed., 5 p.m., University of Cincinnati, Tangeman University Center, (475-7125).

2698-40 "The Good Neighbor"

Newark, OH—1st & 3rd Tues., noon, State Farm Insurance, 1440 Granville Rd. (349-5801).

6493-40 Wetterau

Milton, WV—Wetterau - WV Division, James River Turnpike (743-9087).

1860-42 The Trendsetters

Red Deer, Alta., Canada—Tues., noon, The Black Knight Inn, 2929 50th Ave.

4901-43 Baptist Medical Systems

Little Rock, AR—Tues., 12:05 p.m., Baptist Medical System, 9601 - I630 (227-7210).

4011-44 The Graduates

Lubbock, TX—Mon., 8 p.m., Texas Tech University, Rm. 254 (742-6635).

6487-45 Mid Coast Toasters

Bath, ME—2nd & 4th Tues., 11:30 a.m., Supervisor of Ships (443-1268).

4792-47 Barnett Bank

Tallahassee, FL—Fri., 8 a.m., Barnett Bank of Tallahassee, 315 S. Calhoun St. (224-1111).

3736-54 Pioneer

Bloomington, IL—every other Wed., 11:45 p.m., State Farm Insurance, #1 State Farm Plaza.

682-57 Fremont Hub Club

Fremont, CA—Thurs., noon, Emil Villas Hickory Pit, 39410 Fremont Blvd. (794-3880 or 498-7005).

180-61 Sussex Speakers

Ottawa, Ont., Canada—2nd & 4th Fri., 12:15 p.m., City Hall, 111 Sussex Dr. (564-7366).

1274-62 Lake Huron

Oscoda-Au Sable, MI—Wed.,
6 p.m., Ausable Inn, 100 S.
State (739-3346).

4804-Tower

Knoxville, TN—Tues., 11:45
a.m., Tennessee Valley
Authority, 400 W. Summit
Hill Dr., E4 Conf. Rm.
(632-3891).

4034-69 Telecom Transit

Brisbane, Qld., Australia—1st
& 3rd Wed., 12:15 p.m.,
Brisbane Transit Centre, 8th
Level - 151 Roma St.
(837-3834).

4530-70 Taxation

Sydney, N.S.W., Australia—
1st & 3rd Wed., 6 p.m., The
Pitt Club, 49 Market St.
(236-7000).

5208-72 Auckland West

New Lynn, Auckland, New
Zealand—Tues., 7:15 p.m.,
New Lynn Community Centre,
Memorial Square (9654).

Anniversaries**50 Years**

Russell H. Conwell 82-6,
Minneapolis, MN

Walla Walla 81-9, Walla
Walla, WA

Olympia 84-32, Olympia,
WA

Seafarers 3636-66, Newport
News, VA

45 Years

Victory 221-6, St. Paul, MN
Omaha 229-24, Omaha, NE
Mobile 226-29, Mobile, AL

40 Years

Oregon Trail 480-7, Portland,
OR

Lamplighters 449-9,
Spokane, WA

Evergreen 486-9, Spokane,
WA

Communicators 482-11,
Bloomington, IL

Blackhawk Club 444-19,
Waterloo, IA

Milwaukee 466-35, Mil-
waukee, WI

Cincinnati 472-40, Cincin-
nati, OH

Burbank 125-52, Burbank,
CA

Oakland 88 88-57, Oakland,
CA

Rochester 476-65, Rochester,
NY

35 Years

Crownmasters 1133-4, San
Francisco, CA

30 Years

Shelby 703-10, Shelby, OH
Blackfoot 668-15, Blackfoot,
ID

Pioneer 2308-15, Boise, ID
Esquire 2388-19, Des Moines,
IA

Offutt 2393-25, Offutt Air
Force Base, NE

Westpark 2406-36, McLean,
Alta., Canada

Lexington 2391-40, Lexing-
ton, KY

Suburban 2345-46, Bloom-
field, NY

South Dade 2463-47, Miami,
FL

25 Years

Day Breakers 1881-4, Daly
City, CA

North Hennepin 2464-6,
Minneapolis, MN

Realtors 2512-6, Minneapolis,
MN

Winged Word 1903-8, St.
Louis, MO

Delano 3470-33, Delano, CA

Northern Hills 3456-40, Cin-
cinnati, OH

20 Years

Demosthenes 1282-4, San
Francisco, CA

Springfield 1792-36, Spring-
field, VA

T N T 2291-42, Edmonton,
Alta., Canada

Chapparral 2358-44, Odessa,
TX

Talk of the Town 3228-54,
Bloomington, IL

15 Years

Puc K Sters 3873-4, San
Francisco, CA

Wilderness 1978-6, Ely, MN
Servetus East 253-7, Port-
land, OR

Data Masters 992-7, Port-
land, OR

Magic 2597-14, Atlanta, GA
Good Time 535-29, Eglin Air
Force Base, FL

GSA Co. 3448-36, Washing-
ton, DC

**Bold City Challengers 2092-
47,** Jacksonville, FL

Early Saints 2254-54, Saint
Charles, IL

Marshall 868-62, Marshall,
MI

Tokoroa 3590-72, Tokoroa,
NZ

10 Years

Flair Centurions 1055-F,
Edison Power Lines,
Rosemead, CA

**Pacific Northwest Bell
2064-2,** Seattle, WA

Port of Seattle 2533-2,
Seattle, WA

Willie Talespinners 1853-3,
Williams Air Force Base, AZ

CSAA Motormouths 1718-4,
San Francisco, CA

Carbide 659-10, Parma, OH

**American Inst/Banking
1517-10,** Cleveland, OH

Reston/Herndon 3550-36,
Reston, VA

Mogul 1199-37, Charlotte,
NC

Chemical City 287-40, South
Charleston, WV

**Brentwood Early Risers
1673-63,** Brentwood, TN

Riverview 1526-64, Win-
nipiege, Man., Canada

TOASTMASTERS INTERNATIONAL'S CONFERENCE/CONVENTION CALENDAR

1987 REGIONAL CONFERENCES**REGION I June 12-13**

North Shore Resort
Coeur d'Alene, Idaho
Contact: Juanita Hamilton, DTM
210 Underwood
Kennewick, Washington 99336

REGION II JUNE 5-6

Sheraton Plaza La Reina
Los Angeles, California
Contact: Ann Cousins, DTM
760 W. Lomita Blvd. #178
Harbor City, California 90710

REGION III JUNE 12-13

Holiday Inn Civic Center
Lubbock, Texas
Contact: Jim Storey, DTM
3118 43rd Street
Lubbock, Texas 79413

REGION IV JUNE 26-27

The Westin Hotel
Winnipeg, Manitoba
Contact: Ed Tackaberry, DTM
4-80 Strauss Drive
Winnipeg, Manitoba, Canada R3J 3S6

REGION V JUNE 19-20

Continental Regency Hotel
Peoria, Illinois
Contact: Eldon Heitzman, DTM
725 W. Westwood Drive
Peoria, Illinois 61614

REGION VI JUNE 5-6

Sheraton/Convention Centre
Hamilton, Ontario
Contact: Peter J. Crabtree, DTM
1305 Cambridge Drive
Oakville, Ontario, Canada L6J 1S2

REGION VII JUNE 26-27

Baltimore Hilton Inn
Baltimore, Maryland
Contact: Theodor Berentheln, DTM
1328 Deanwood Rd.
Baltimore, Maryland 21234

REGION VIII JUNE 19-20

Holiday Inn
Portsmouth, Virginia
Contact: Larry Prickett, DTM
9740 Alfree Road
Richmond, Virginia 23237

1987 INTERNATIONAL CONVENTION

HYATT REGENCY
AUG. 25-29
Chicago, Illinois

1988 INTERNATIONAL CONVENTION

Washington Hilton
AUG. 16-20
Washington, D.C.

BUILD YOUR SEMINAR SKILLS

...through Toastmasters' Success/Leadership Program Series

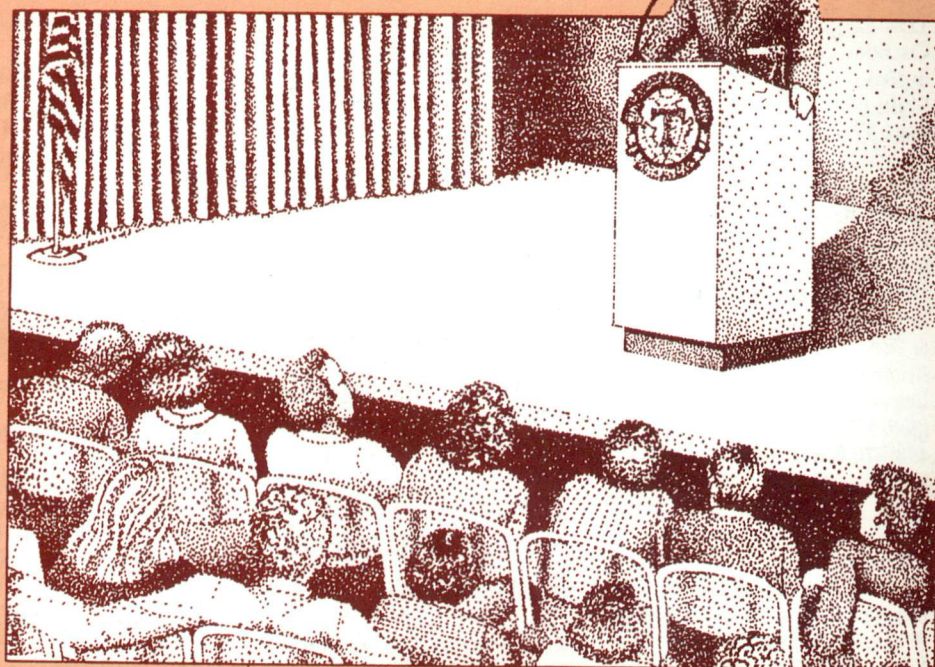
The Success/Leadership series is an innovative collection of programs that goes beyond the Communication and Leadership manuals and provides a whole new set of educational benefits for Toastmasters. The program is designed to expand the leadership potential and knowledge of every member in your club. It provides your club a new and different training method—a seminar-style format that involves all club members in a shared learning experience.

Each program gives the Toastmasters coordinator the opportunity to develop skill conducting training programs and seminars. It's a great way to expand your speaking potential, moving from platform presentations to leading seminars!

Each program is complete with a script, and recognition certificates for those who complete the course. Some have overhead transparencies, participative exercises or manuals for participants.

Toastmasters presents seven Success/Leadership Programs that can be conducted inside your club, in your community to build membership and good will, and in your company...

• **Building Your Thinking Power, Part I: Mental Flexibility** teaches participants how to adapt their behavior to achieve the best results. Good thinking skills can be learned and developed. (Material for 20 participants; overhead transparencies)



• **Building Your Thinking Power, Part II: The Power of Ideas** helps participants become more creative thinkers. The ability to think creatively leads to good communication and leadership skills. It enables you to plan, set goals and plot strategies to achieve them, solve problems and improve interpersonal relationships. (Material for 20 participants; overhead transparencies)

• **The Art of Effective Evaluation** will give your club's members the knowledge, motivation and skills they need to become more effective evaluators. Evaluations are the cornerstone of the Toastmasters educational program. Good evaluations help club members develop their speaking abilities to the fullest, and they create a positive success-oriented environ-

ment. (Material for 20 participants; overhead transparencies)

Each of the above programs can be conducted in a single club meeting lasting two hours, or for your company or community.

• **How to Listen Effectively** helps develop active listening skills. In one 90-minute session, participants will learn techniques for receiving, organizing and interpreting what they hear. (Material for 10 participants)

• **Speechcraft** is more than just a learning program for members—it's one of the best membership-building tools you can employ! It's an eight-week course in communications, conducted by members of your club. Not only will members learn from one another and gain manual credit for their participation, most students will join your club. (Material for five participants)

• **How to Conduct Productive Meetings** will teach the most effective methods for conducting and managing meetings. In four one-hour sessions, participants engage in a series of exercises that teach the techniques and dynamics of small group meetings. (Material for eight participants)

• **Parliamentary Procedure in Action** will teach effective parliamentary procedure in a series of five 15-minute sessions. It will provide participants with the skills to lead and participate in parliamentary discussion. (Unlimited number of people can participate; overhead transparencies)

The Success/Leadership Program has something for everyone! This is one of the most inexpensive seminar packages in the world—similar programs can cost up to hundreds of dollars to participate. Build success for your club. Order today!

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Please send me the following module(s):
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- _____ **Building Your thinking Power, Part II: The Power of Ideas** (254) . . . \$30.00
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- _____ **Speechcraft Starter Kit** (205) . . . \$12.00
- _____ **How To Listen Effectively** (242) . . . \$10.00
- _____ **How To Conduct Productive Meetings** (236) . . . \$35.00
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Please add \$3 shipping charges for each program inside the United States, or \$4 for shipment to Canada, Mexico and overseas. (California residents add 6% sales tax.)

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