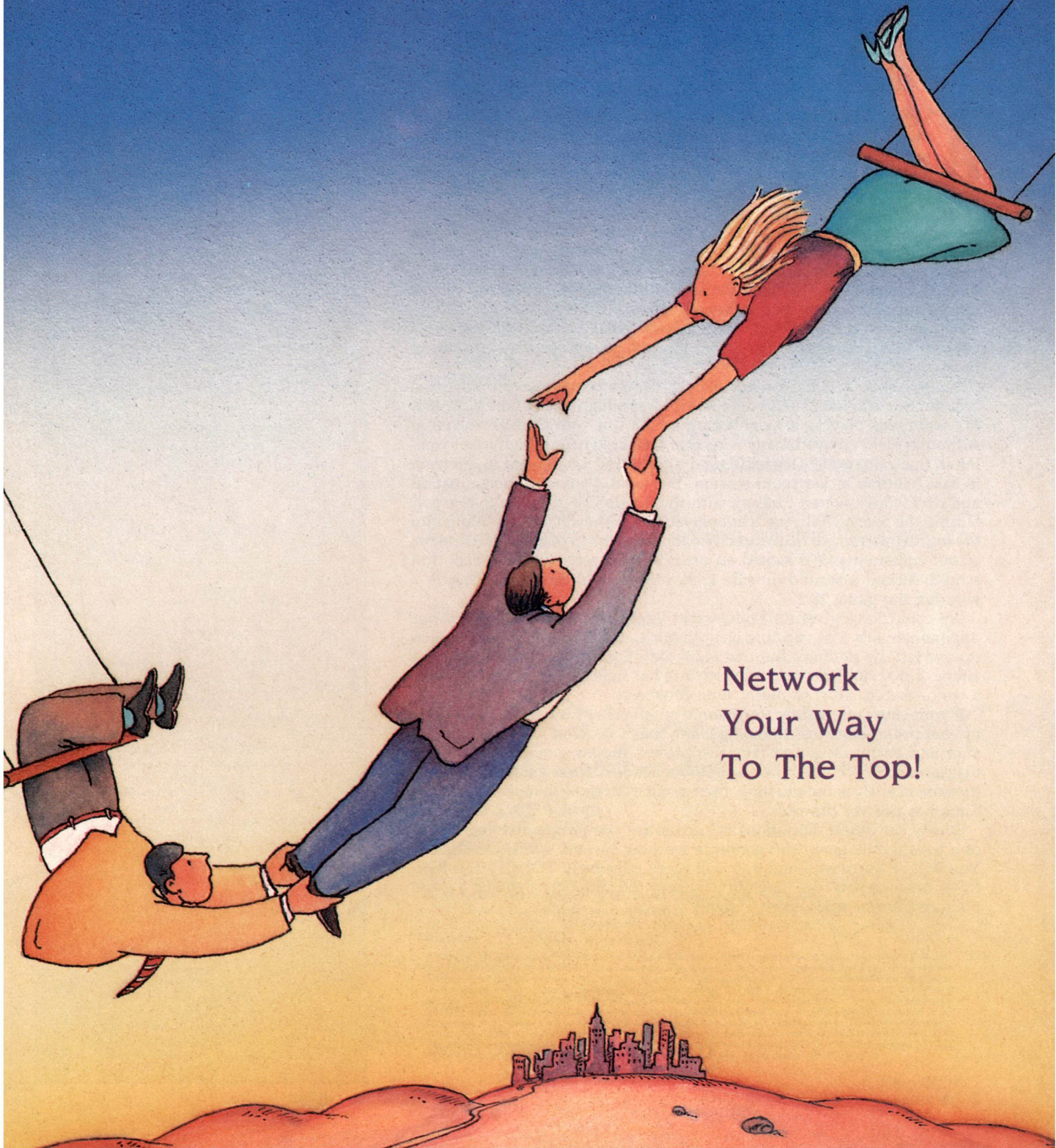
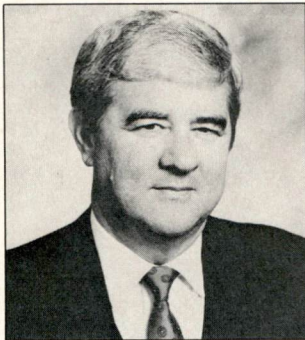


THE Toastmaster

MAY 1989



Network
Your Way
To The Top!



Time-out for a Strong Finish

As I watched the recent NCAA basketball tournament, I noticed that many teams, especially in the really close games, would take a time-out in the final minutes. This time-out appeared to give the team a chance to regroup, analyze the situation, fortify team unity and plan the strategy for the remaining seconds of the game.

Similarly, as we approach the final quarter of our Toastmasters year, it seems appropriate that we take a time-out and look at where we are, where we want to be, and what we can do to ensure a strong finish.

Many of you are on track for achieving your goals: you've almost completed a manual, you've conducted a Youth Leadership Program, you've judged a speech contest, you've brought friends to a Toastmasters meeting. But suppose you haven't yet reached your goals? Fortunately, we aren't yet in the final minutes of the game. You still have time to make a strong finish.

Perseverance and hard work almost always bring success. This was brought home to me 20 years ago, when I was a high school football coach. My team was playing a neighboring school one cold October evening. Although we'd enjoyed many wins that season, we found ourselves trailing in this game by 27-0 at halftime. I don't recall what I said to the team in that halftime locker room session, but we did some self-examination and decided we weren't happy with the possibility of losing that game. During the second half, the team played with renewed spirit. Going into the fourth quarter, we had scored two touchdowns to pull within 13 points of our opponents. We kicked an on-side kick, recovered the ball, and scored; kicked a second on-side kick, recovered it, and scored again—winning the game 28-27.

We could have given up, thinking it impossible to catch up with our opponents with time running out. After all, many of our fans had given up and left the stadium. But that team didn't quit, and I hope you won't either. If that club you're helping to form has stalled at 15 members, make a concentrated effort to reach more prospects.

If your club suffers from low membership, energy is nil and the quality of your programs is less than you want, make an effort to build membership and enthusiasm and create improved program quality. Club and district officers who aren't on target to meet or surpass goals should take time out to analyze the situation, then resume efforts with renewed energy. Time has not yet run out.

One of the oldest definitions of success is "the progressive realization of a worthwhile goal." So continue working toward worthwhile goals. You will be successful and you will more effectively TOUCH TOMORROW because you take time out to survey the situation, develop a game plan and renew team spirit TODAY.

TOM B. RICHARDSON, DTM
International President

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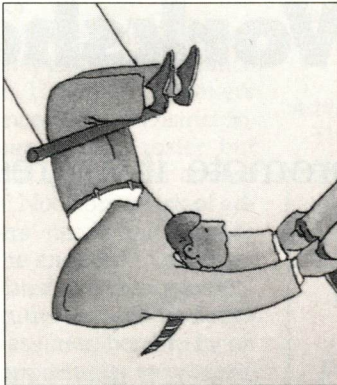
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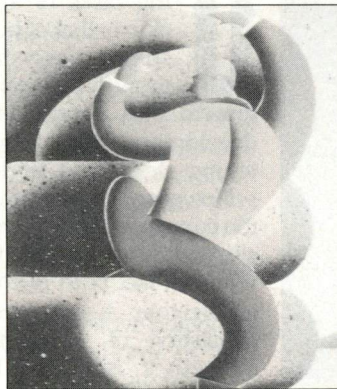
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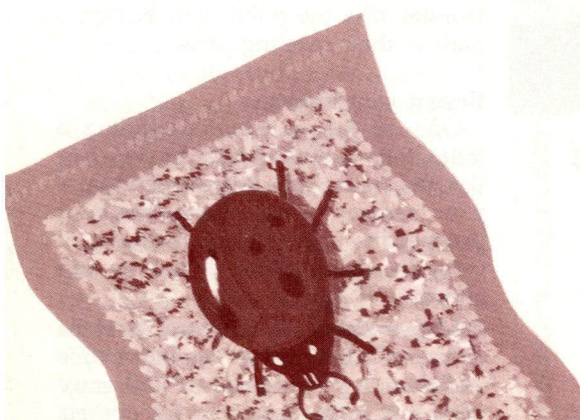
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THE TOASTMASTER Magazine (ISSN 0040-8263) is published monthly by Toastmasters International, Inc., 2200 North Grand Avenue, Santa Ana, CA 92711. Second-class postage paid at Santa Ana, CA, and additional mailing office. POSTMASTER: Send address changes to THE TOASTMASTER Magazine, P.O. Box 10400, Santa Ana, CA 92711.

Published to promote the ideals and goals of Toastmasters International, an organization dedicated to helping its members improve their ability to express themselves clearly and concisely, develop and strengthen their leadership and executive potential and achieve whatever self-development goals they may have set for themselves. Toastmasters International is a non-profit, educational organization of Toastmasters clubs throughout the world. The first Toastmasters club was established by Dr. Ralph C. Smedley on October 22, 1924. Toastmasters International was organized October 4, 1930 and incorporated December 19, 1932. This official publication of Toastmasters International carries authorized notices and articles regarding the activities and interests of the organization, but responsibility is not assumed for the opinions of authors of other articles. Copyright 1988 by Toastmasters International, Inc. All rights reserved. The name "Toastmasters" and the Toastmasters emblem are registered trademarks of Toastmasters International, Inc. Marca registrada en Mexico. PRINTED IN U.S.A. All correspondence relating to editorial content and circulation should be addressed to THE TOASTMASTER Magazine, P.O. Box 10400, Santa Ana, California 92711. Phone (714) 542-6793 Non-member price: \$12.00 per year. Single copy \$1.25.



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Recruit Members Through Communication Workshops

Provide a top-quality program and promote it aggressively.

BY DONN LE VIE, JR., ATM



One of the secrets to building a following is the repetition of your message.

One of the most important ongoing tasks of any Toastmasters club is that of building membership and attendance. Individual growth is closely linked to club growth and serves as a catalyst for developing enthusiasm, speaking/listening skills, and leadership abilities.

However, clubs sometimes become too concerned with increasing membership without regard for attendance, when in fact both need to be addressed together. A club membership roster consisting of 40 members loses its strength if only 15 of those members regularly attend meetings.

When implementing a campaign to build club membership, prospective members should be likened to prospective customers for a business. How do businesses cultivate valued customers? Not just by advertising, but by repetitive advertising. How many businesses could remain open by running a newspaper advertisement, television commercial or radio spot just once? None I would think, but some Toastmasters clubs follow this practice and wonder why the public isn't beating a path to their meeting place.

Repeat your message

One of the secrets to building a following—whether for a business or Toastmasters club—is the repetition of your message. Another is to offer your prospective members something of value in exchange for their time and effort.

Money isn't really a factor. Given the choice of contributing money or time and effort to a worthy cause, the average person will dig deep into his pockets

rather than giving up time spent with family, watching television or other recreational activities. So, it's your prospective member's time and effort you are competing for.

Advanced Toastmasters clubs are not immune to membership attendance problems. The Houston Speakers Forum, the advanced club of District 56, has a strong membership roster but from time to time, attendance at club meetings suffers. Not from a lack of addressing members' needs, but because most members are engaged in other activities directly related to communication.

The club's executive committee decided to try to increase membership by offering a unique opportunity to prospective members. (For this club, a prospective member is someone already in possession of a CTM award.)

Put on a good show

We decided to actively promote an Advanced Communication Workshop that would provide attendees with valuable material rarely offered anywhere else. Here's what we did: Our first of two programs consisted of the following mini-seminars:

1. "How to effectively use audio visual equipment."
2. "Tapping into your creative potential."
3. "How to promote yourself or your organization with free publicity."

Each participant was encouraged to bring along the basic or advanced Communication and Leadership manuals since most would have an opportunity to present a speech during one of the two sessions. In addition, participants received handouts for each mini-seminar. The second program, held the following week, was devoted to creating and refining contest-winning material as well as strategies for competition in:

- humorous speech
- Table Topics
- evaluation
- motivational/inspirational speech

Workshop leaders for this portion of the program were experienced competitors who offered proven methods to win the votes of the audience as well as of the judges.

To retain participants as new members of the Houston Speakers Forum, we offered a rebate of the \$10 workshop fee to all Toastmasters who already were CTMs, to be credited toward our club dues. But for this campaign to be successful, we needed to provide a top-

quality program and pursue an aggressive marketing strategy.

To begin, we needed a professional-looking flyer, which we created using desktop publishing equipment and a laser printer.

Advertise!

The flyers were then mailed to club

When implementing a campaign to build membership, prospective members should be likened to prospective customers for a business.

presidents, area governors and neighboring division lieutenant governors. In addition, many members agreed to visit Toastmasters clubs with a supply of flyers and invite everyone to attend the workshop. We also placed an announcement in our Forum-56 district newsletter.

The advertising/marketing effort began six weeks before the workshop date for frequent repetition of the message to prospective participants.

Our efforts paid off, judging by first-night attendance and response. At the end of the first session, the presenters were overwhelmed with questions, and requests for more information and invitations to other Toastmasters clubs. The second session was equally successful.

Since the majority of attendees were within one or two speeches of completing their CTMs, they didn't immediately qualify for membership in the Houston Speakers Forum. But we did receive many assurances that an advanced club would address their Toastmasters needs and supplement the education and benefits they received in their home clubs. We even managed to steer several non-Toastmasters to neighborhood clubs.

Call for action

You don't need to belong to an advanced Toastmasters club for this program to work. The only ingredients are a well-planned marketing strategy, top notch material and presenters, and a fresh supply of membership application forms.

Make sure you close your workshop with a call for action, such as, "After hearing such outstanding presentations, is there anyone here who would not wish to join our club and enjoy being a part of this learning experience every week?" You'll find that by stating the question in this manner, fewer people will decline the invitation. But don't stop there—cultivate that person into an active member by providing quality club meetings and workshops. ♣

Editor's Note: *If your club suffers from low membership, consider using Speechcraft and other Success/Leadership modules as a means to attract new members.*

Donn Le Vie, Jr., ATM is an author, lecturer and seminar leader residing in Austin, Texas. His second book is currently in publication. He was a speaker at the 1988 International Convention in Washington, D.C.

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Preside With Pride

Common mistakes of presiding officers

BY EDWIN C. BLISS



George Demeter, the noted lawyer and parliamentarian, once wrote, "There is nothing more pitiable than one who is ignorant of parliamentary law trying to preside over an assembly; the more intelligent the assembly, the sadder the spectacle."

True. And that sad spectacle is repeated countless times every day in meetings of all kinds, resulting in confusion, annoyance, boredom and wasted time. (Sometimes it also results in litigation.) Let's examine some of the more common errors made by presiding officers:

Taking unnecessary votes

Many presiding officers seem to feel that a formal vote must be taken on every proposal that comes up. Actually, most non-controversial motions are better handled by general consent.

Whenever the chair senses that the group is in unanimous agreement on a proposal it is simpler and quicker to ask, "Is there any objection?" If there is none, the chair says, "Since there is no objection ..." and then states the action to be taken.

It is a waste of time, for example, to call for a motion, then a second, then a formal vote on such perfunctory matters as approval of the minutes, a suggestion of recess, a technical correction in a main motion, or similar things, when it is obvious that the entire group is in accord. But the chair must, of course, always provide the opportunity for members to object, because if anyone does there is no general (i.e., unanimous) consent, and a vote must be taken.

Cutting off discussion arbitrarily

Many presiding officers don't understand that they don't have the power to end discussion. Only the assembly can do that, either by a vote or by general consent. The presiding officer in a democratic assembly is a servant of the assembly, not its master.

Refusal to accept a motion

No matter how strongly the chair

disagrees with a motion, he or she does not have the power to refuse to let it be offered. Of course, if it's based on some obvious misunderstanding, the chair *may* explain that fact and give the maker an opportunity to withdraw it. Or, if the motion is clearly out of order, or dilatory, the chair can so rule—but always subject to appeal, if the maker so desires.

Failure to stifle personal remarks

It is the duty of the chair to intercede immediately when a speaker questions the integrity of motives of another member. Discussion must be limited strictly to the subject matter at hand, with no personal innuendo. Failure to act swiftly when a speaker argues on

alternate between proponents and opponents of the measure.

Failure to restate a motion before taking a vote

When a motion is complicated it is a cop-out for the chair to say, "You have all heard the motion. All in favor ..." The chair has a duty to repeat the motion so that every member is aware of the exact words. If the motion is complex the chair has a duty not only to repeat it, but to make sure that everyone understands what a vote for or against it will mean.

Failure to confirm, after the vote, what has been decided

After the vote the chair should state

The presiding officer in a democratic assembly is a servant of the assembly, not its master.

a personal level can result in hurt feelings and resentment, which can plague an organization for years to come.

Failure to stifle irrelevant remarks

Remember that in an assembly (as distinct from a committee meeting) it is necessary that remarks be relevant to the motion under discussion. The chair should tactfully but firmly insist that the immediately pending business be handled first, before permitting other subjects to be discussed.

Failure to remain impartial

In a board meeting or a committee the person presiding need not remain neutral, but in a large gathering it is essential. The chair should refrain from taking sides in a controversy, remaining in the role of an impartial referee. If the chair feels so strongly on the subject that this is impossible, the gavel should be turned over temporarily to another officer, until the matter has been disposed of.

Failure to protect the rights of an unpopular minority

The chair should prevent the majority from "railroading" a proposal through before both sides have had an opportunity to present their cases. In assigning the floor, the chair should try to

clearly what the assembly has just voted to do. This serves two purposes: it confirms for the members what has been decided, and it simplifies the secretary's job in keeping accurate minutes.

Failure to know the principles of parliamentary procedure

This, of course, is the most basic of all errors. No matter how sensitive the issue, it usually can be handled without bitterness or recrimination if the presiding officer understands fully what parliamentary procedure is all about. The chair can therefore act quickly and firmly, instead of "sounding an uncertain trumpet."

A few minutes spent prior to a meeting with a book or some tapes on parliamentary procedure can ease the mind of the presiding officer and make the meeting better for all concerned.

Editor's Note: Please check the Supply Catalog for materials on parliamentary procedure.

Edwin C. Bliss, a professional parliamentarian, supervised the recent revision of McGraw-Hill's Standard Code of Parliamentary Procedure. He also has produced a six-cassette album called "Please Come to Order!" which can be ordered through the American Institute of Parliamentarians in Fort Wayne, Indiana.

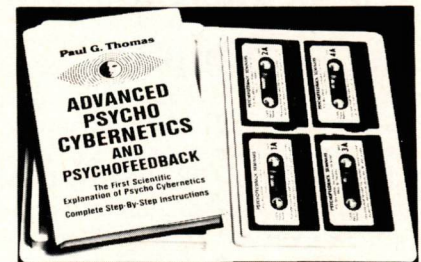
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NETWORK

Your Way to the Top!

Learn to develop new contacts for leads that will enhance your achievements.

BY JUDITH E. PEARSON, DTM

Joe and Julie work for the same corporation. Both are highly competent and have good qualifications. They've just found out that they are in competition for promotion to a lucrative supervisory position that will be awarded on the basis of an interview with the corporate vice president. Joe and Julie both are eager to share the news with their friends and co-workers, but they are also nervous about that interview.

Joe runs into some of his friends after work and joins them for a beer. He announces that he is in the running for a promotion. In a spirit of camaraderie, his friends offer optimism and reassurance about the outcome. However, none of them know how to help ensure Joe's success, and Joe doesn't know how to ask for their help. Joe doesn't understand the value of networking.

Julie takes a different approach. She identifies three colleagues who are in positions to help her pass the interview with flying colors. She invites them to lunch for the specific purpose of asking them to help her prepare for the interview. Here is Julie's strategy:

Colleague number one, Cathy, holds a position similar to the one Julie aspires to and she will fill Julie in on the job requirements. Colleague number two, Chuck, plays golf with the vice president who

will interview Julie. Chuck will give Julie ideas on how to make a good impression with the vice president. Colleague number three, Jane, is a close friend of Julie's with good interpersonal communication skills. Jane will give advice and feedback while Julie practices her interview techniques.

Who is more likely to pass the interview and win the promotion? Julie probably will, since she will be better prepared than Joe. She understands the importance of networking, the career advancement skill of the '80s.

Start at your club

Mary Scott Welch, author of *Networking* (1980), states that networking is the process of developing and using friends and acquaintances for inside information, advice, ideas, moral support, leads and referrals that will enhance and further one's achievements.

Networking appeals to Toastmasters in particular, because we value skills that contribute to our achievements. We can easily add networking to our repertoires of success skills, because skills in networking have much in common with skills in communication and leadership.

For starters, networking requires the ability to in-

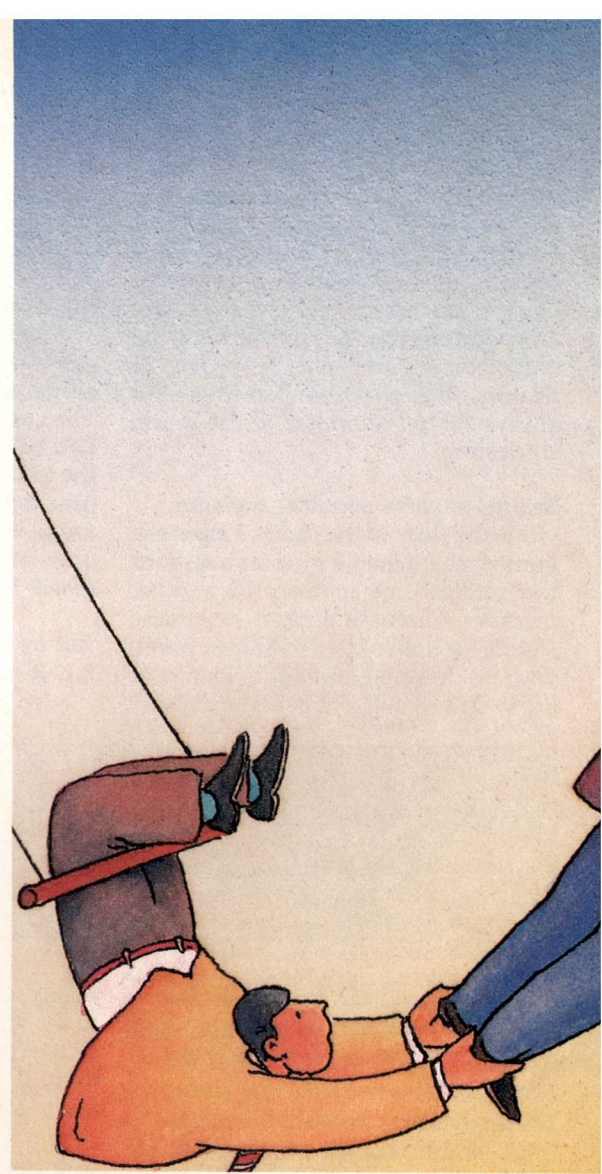
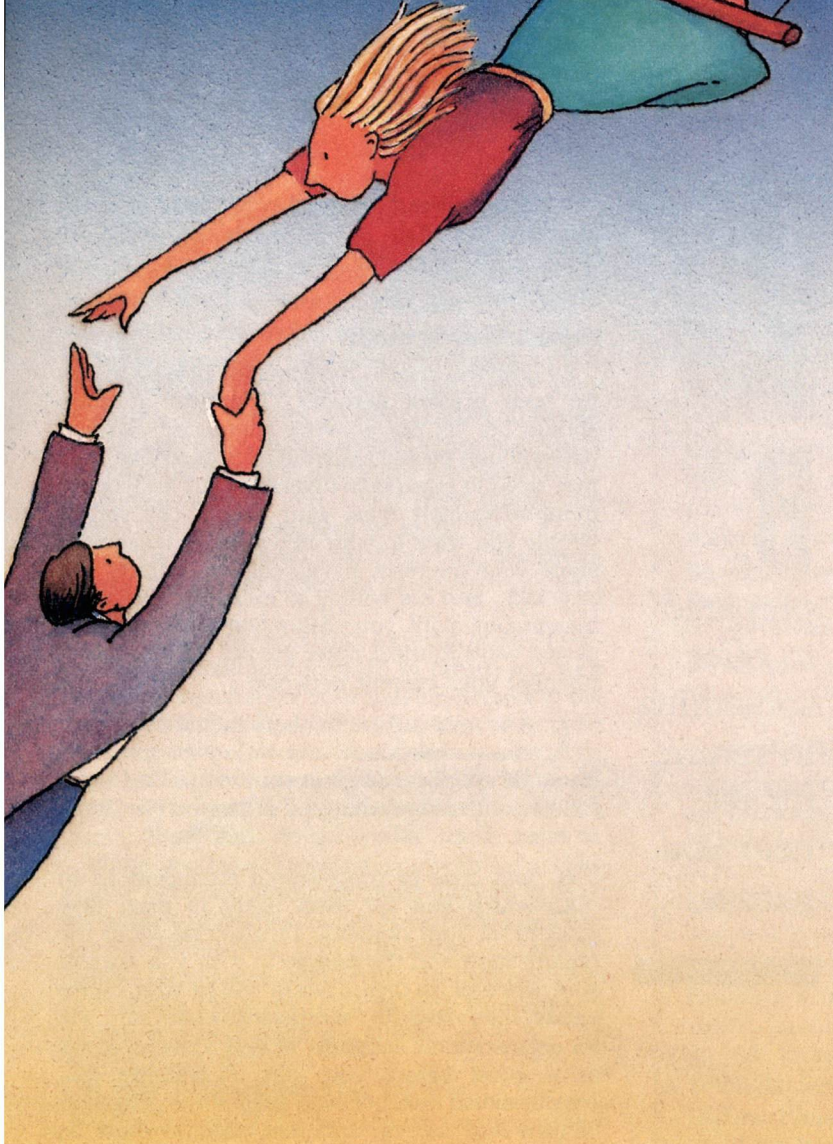


Illustration by Dirk Hagner



A career resource

Your network is your hand-picked collection of friends, relatives, acquaintances and colleagues who are valuable points of contact and sources of information for your career. A well diversified network can be a treasure trove of information, moral support, services, feedback and referrals. Imagine having a career resource that multiplies your own talents and assets by merging them with the talents and assets of others. That's what a network does.

How important are personal contacts? Most salesmen recognize that personal referral is the best way to increase sales. Moreover, Tom Jackson, author of *The Hidden Job Market of the '80s* (1981), points out that 75 percent of all jobs are obtained not through classified ads, not through employment agencies, but through personal contacts. Clearly, the old adage "It's not what you know, but who you know, that counts," applies to the importance of having an effective network.

You may object, at this point, that networking seems like "using" others and implies manipulative or dishonest motives. However, if you approach networking insincerely, most people will spot it right away, and avoid you. It is important to remember that networking is a series of two-way transactions in which services and information are mutually exchanged, to the benefit of both parties.

Barbara Sher and Annie Gottlieb who wrote the motivational book, *Wisecraft* (1970) advocate networking. They point out that sharing skills and resources is a human pleasure and need. Networking gives us a community of purpose that fuses work and relationships into a meaningful whole. Networking gives fresh purpose to old friendships and gives us incentive to make new friendships.

Identify members of your network

You probably already have the beginning of a good network, whether you realize it or not. Here's how to get organized: First, make a list of people you know who share your professional interests and aspirations, and/or could be helpful or influential to your career. Be sure to pull names from your appointment calendar, address book, business card file, and membership directories of professional organizations in which you participate.

Your Toastmasters club is a good source because other Toastmasters share your goal of improving communication and leadership skills. By actively participating in Toastmasters you hold the key to a wealth of training, feedback and friendships with motivated, interesting people who might be in positions to contribute to your success.

If you belong to a corporate club, you probably have access to people from all rungs of the corporate ladder in various departments of your corporation. In getting to know your fellow Toastmasters, you can learn more about job openings, organizational structure and corporate culture.

Introduce yourself to others and discuss your interests—something we learn from our icebreaker speeches. Second, networking requires a knack for motivating others and recognizing their talents—something leadership training teaches us to do. In fact, your Toastmasters club is a great place to start networking.

We all network to some extent, without realizing it. For example, we ask a fellow Toastmaster to listen while we rehearse a speech. We follow up on a friend's referral that results in a sale. We ask a colleague to review a proposal before sending it up the chain of command. It is no accident that more business often is accomplished on the 18th hole of the golf course than in the corporate boardroom.

Despite the fact that most of us have some experience in networking, we don't do it intentionally. We tend to forget that our circles of friends and acquaintances can be a valuable career resource. Moreover, many of us lack guidelines for mobilizing our networks to attack obstacles and achieve our goals. This article will help you understand the value of networking to your career, identify members of your network, expand your network, and acquire the networking savvy that will propel your career to new heights.

Your Toastmasters club is a great place to start networking.

A community club, on the other hand, offers the advantage of meeting people from a variety of occupations whose skills and knowledge may complement your own. Participation beyond the club level, in area and division activities, for example, will create even more networking opportunities for you.

Next, start a 3" x 5" card file on your network. For each name on your list, complete a card with the following information:

- Name, home address and phone number
- Occupation and job title
- Company name, address and phone number
- Professional interests and affiliations
- Where and when you met this person

Then jot a few notes on the back of the card about how this person might fit into your network, or what function he or she might fill. We all relate to one another in terms of social roles—such as spouse, parent, friend, supervisor, teacher, student, etc. Here are some roles that members of your network might play:

- Your **mentor** is someone to emulate, someone ahead of you in terms of advancement or achievement who is willing to show you the ropes, guide your progress and give you the benefit of his or her experience. Mentors are especially important to novices. Your first Toastmasters coach, for example, may have been your mentor in helping you improve your speaking skills and answering your questions about Toastmasters. You may change mentors as you advance and grow. Eventually you may experience the satisfaction of being a mentor for others.

- **Insiders** are well-placed in business and professional organizations and can give you first-hand information about the internal workings of those organizations—information which may work to your advantage and put you ahead of the competition. Insiders are particularly useful when you are looking for employment. They can supply information about job openings, hiring practices, and even introductions to those who do the hiring.

- **Skill lenders** are people outside your professional field who possess skills you lack—yet they are willing to lend or sell you some of their expertise. For instance, an expert in antiques who decides to open an antique shop could use the help of an accountant to help set up bookkeeping.

- **Cheerleaders** are friends who enjoy your successes, celebrate them with you, give you positive reinforcement, encourage you, commiserate with you, and bolster your spirits when you are blue. Cheerleaders are essential to your network and your mental health.

- **Evaluators** give honest, meaningful feedback on your performance. They offer suggestions on how to improve. In Toastmasters, the value of feedback is emphasized as an aid to learning and improving speaking skills. Other areas of our lives can also benefit from feedback.



Be prepared to offer something in return for the help you receive.

- **Advocates** can promote your cause or speak up on your behalf, in places you cannot go. An advocate is someone who looks out for your interests.

Expand your network

By now you should have an idea of who makes up your present network. The next question should be, "Is my network adequate?" Do you have enough people to fill the roles described? You may need to expand or diversify your network to more adequately meet your needs. The sort of people you want in your network are those who share your interests, have skills or contacts you may lack, and are willing to exchange ideas and information with you. Following are three suggested ways to meet other people who can supplement your current network:

1. Ask your current network members to refer you or introduce you to key people they know. Be specific enough in your request that your friends understand the type of person you hope to meet. Then, follow up on their leads.

2. Join civic or professional organizations in which you are most likely to meet new sources for your network. Be selective about the organization and the people in it. If you are unsure whether an organization will fit your career needs, interview the membership chairman, ask for organizational literature, or visit a few meetings as a guest before you join. Remember that organizational memberships entail some obligation of time and money, and that expense must be weighed against the potential benefits. When you join an organization, circulate at meetings and social functions so you can begin to establish contacts.

3. Target specific people who could be helpful and call them for an interview or meeting without the benefit of an introduction or referral. "Target" candidates are likely to be receptive if your approach is motivated by a sincere admiration and respect for their expertise. Still, introducing yourself to a complete stranger may be intimidating at first. Make your reason for choosing him or her a sincere compliment and be open in explaining your purpose. Say something like: "I have long admired your work in applied astrophysics and I am hoping you will critique my first manuscript on the subject." Get to know that person, and try to establish some common ground. Be prepared to offer something in return for the help you receive. Remember also that many professional people expect to be paid for their services and may help you only under a business contract or financial arrangement. If their assistance advances your career, it may be worth the cost. Finally, don't be discouraged by a brush-off or rejection. Many influential people are very busy, and may not be as interested in your success as you are. Don't take their lack of interest

or enthusiasm personally.

You'll need interpersonal communication skills to expand your network. A primary skill is the ability to introduce yourself and state your needs. You also need the ability to cultivate friendships by becoming sincerely interested in other people—what they do, what they think, how they solve problems. You need to ask open-ended questions that will get them talking about themselves. Apply the effective listening skills you have learned in Toastmasters. Find out about their talents, interests, skills and sources of motivation. These pieces of information will help you determine where you and the other person share something in common.

Last, you need the ability to reciprocate—to offer them something of value in return for their help. The members of your network expect to call on you for occasional favors, the way you expect to call on them. Decide what you can offer. One favor I always offer to non-Toastmasters is the opportunity to visit a Toastmasters meeting as my guest.

When you meet someone new who seems like a good network candidate, don't pass up the opportunity to exchange names and phone numbers. Say something like, "I'm glad I met you and I'd like to hear more about your innovative sales techniques. Please let me have your number and I'll call you next week for lunch."

Get your network working for you

You will probably be developing, expanding and refining your network throughout your career. When you feel your network is adequate, using it is a relatively straight-forward process.

1. Identify a problem and think of ways it could be solved with the help of others. A review of your 3" x 5" card file can generate ideas. Your network may serve any number of purposes: acquiring leads for speaking engagements, information about employment opportunities, referrals for customers and clients, car pooling, editorial review of your speeches or reports, coaching your present skills—the list is virtually endless.

2. Survey the talent pool in your network and decide who to consult.

3. State your needs clearly. Be specific in your request and ask for only one thing at a time, so you don't overwhelm people.

4. Follow up on advice or referrals you receive.

5. Always send a note or small token of thanks.

6. Be prepared to reciprocate.

Many professional organizations now realize that members need opportunities to network with each other. Network sessions are expressly built into the format of their meetings, usually just before the business portion or as the last item on the agenda. Today, many formal organizations exist solely for the purpose of providing a ready-

A Knack for Networking

Networks can give you access to information that you might not be able to obtain otherwise. Here are some tips from management specialist Tim Connor:

Learn to like yourself. Every positive relationship begins with a healthy self-image of the persons involved. Likewise, effective networking starts with positive self-feelings regardless of setting—social, business or recreational.

Make the first move. In an encounter, someone must initiate the relationship. Most people wait for the other person to make the first move. To network effectively, you must make the first move.

Be willing to be vulnerable. Few people are willing to put themselves on the line—to be "real." One of the best ways to get others to drop their facades is to drop yours first.

Overcome the fear of rejection. Fear of rejection is a major cause of failure in personal and professional relationships. When you enter another person's world, you do it at your own risk, even if it's a simple "hello" to a stranger.

Listen effectively. Few people really listen. We are becoming a nation of talkers. Everyone needs someone to listen to him or her, and everyone has something worthwhile to say.

Cultivate networks. Without your efforts, the network won't happen. You are responsible for establishing your network and for keeping it open, ongoing, positive and productive.

Network at meetings. Whether for your business, professional organization or for a special interest group, meetings provide an environment conducive to building a productive network. Use them to your advantage.

Use your business card properly. Many business cards end up in the trash. Exchanging cards is often used as a brush-off technique. When you hand out a card, write something on the back—your type of business, products you sell, your phone extension, etc. People are less inclined to throw away something that has additional information on it. Also, when someone requests a card, inquire as to the reason to start some dialogue.

Courtesy of the Dartnell Corporation, from From Nine to Five, November 21, 1988.

made network for their members. Such organizations usually have the word "network" somewhere in the organizational title. Many are arranged on the basis of a specific occupation (a legal secretaries' network, for instance) or a specific level of achievement (a corporate executives network.)

Networking is a resource for expanding your friendships, gaining information and supplementing your skills. Networking can be your passport to new spheres of enjoyment and advancement. If you understand the rules, you can network your way to the top. ♣

Judith Pearson, DTM, a member of Berhcerc Club 1630-36, was Area 21 Governor in 1987-88. She holds a Ph.D. in counseling and maintains a private practice in Alexandria, Virginia.

Open up Those Golden Ears

Listen, and you shall hear.

BY LEON FLETCHER



Good listeners project an openness that encourages others to share information, ideas and feelings.

If you're like most people, you'll spend close to 22 years of your life listening.

You'll spend more time listening than doing anything else, except sleeping. You'll spend more time listening than living with your parents; more time listening than attending school. But it is the importance of listening, not the time spent doing it, that is most significant.

According to Lee Iacocca, chairman of Chrysler Corporation, "You have to be able to listen well if you're going to motivate the people who work for you."

In a study of the 20 most important skills in management, conducted by the Academy of Certified Administrative Managers, listening was ranked as the most valuable skill.

Yet, as important as it is, most of us receive almost no instruction in how to listen.

One good way to get instruction on listening is to have your club offer the Toastmasters Success/Leadership program titled "How to Listen Effectively." This 90-minute program teaches Toastmasters how to receive, organize and interpret what they hear. It uses exercises, realistic situations and demonstrations — all based on the key word "listening." Following are nine essential techniques for effective listening:

1. Be positive

We often listen to someone thinking something like this:

"I don't really want to hear this."

"I've heard all this before."

"I could spend my time better than listening to this."

Such negative thoughts clearly inhibit

effective listening. So, replace them with positive reactions such as:

"I can learn something here."

"This will help me."

2. Resist external distractions

Sit where you can hear and see well. Avoid a window seat if you think you'll be tempted by the view. Try to concentrate and ignore distractions such as traffic noise or people whispering.

3. Summarize what you hear

As people start speaking to you, try to determine if they will present information in an organized structure, or if they will wander through their material with little apparent direction. Your job as a listener will be easier when speakers begin with lines such as:

"We're facing three major problems..."

"I'd like to talk with you about the four steps needed to improve our..." Such lead-ins help you start to listen for specific points.

However, people often tend to wander through their subjects. As you listen, you must organize what is said. Sperry Corporation's booklet *How Important it is to Listen* says: "Listen for ideas and themes. Ideas are the framework of any talk. Ideas may not be easy to find, but they are there. Facts are only included to prove the validity of ideas."

4. Tame your emotions

We often let ourselves get so emotionally involved in what we hear that we can't listen receptively. We may angrily reject what's said before we completely understand a speaker's views. Emotions often are triggered by a single word on a controversial subject such as "abortion," "taxes" or "communism."

Follow the advice of professional speaker and communication trainer Robert L. Montgomery, whose book *Listening Made Easy* states: "It's a free country. People are entitled to their opinions and the right to complete their thoughts. Hear them out." Concentrate on the subject matter; not the speaker.

5. Eliminate hasty judgments

"Judge not according to the appearance," says the Bible. But it's hard not to evaluate speakers based on the image they project.

We also make hasty judgments of the viewpoints that speakers present. One way to decrease this pitfall is to be alert to the connotation of words, not just the

denotation. Connotation is the meaning through implication and suggestion. Denotation is the specific dictionary meaning.

Discerning the difference is often difficult. The 500 most frequently used words in the English language have 14,070 dictionary meanings. The word "set", for example, has 194 meanings. Or if someone tells you, "That's some jacket you're wearing," you may have a problem deciding whether the statement is negative or positive. Learn to listen for the connotation—was that statement delivered with a smile or a smirk?

The 500 most frequently used words in the English language have 14,070 dictionary meanings.

6. Never interrupt

You can interrupt speakers and thereby interfere with listening effectiveness in three ways.

Cutting speakers off by saying something before they have finished talking is the most common interruption. But you can also interrupt physically—by gesturing overtly, for example, which distracts the speaker. However, mentally interrupting is the most damaging. You interrupt mentally when you:

- Think about arguments against what you hear.
- Continue to consider something the speaker said while the speaker proceeds to express other points.
- Try to block from your mind the conclusions or views of a speaker.

7. Inspire openness

Look at everyone who talks with you as if he or she were, at that moment, the only other person in the world. Appear receptive and interested, smile encouragingly and nod in agreement. React. Express brief prodders—"That's right;" "I hadn't thought of that;" "A good point."

Researchers of body language say that people who cross their arms while listening are often unconsciously signaling rejection of what they are hearing. On the other hand, people sitting on the edge of their chairs, or leaning forward, are indicating interest or accep-

tance. Good listeners project an openness that encourages others to share information, ideas and feelings.

8. Create a need

Tell yourself that what you are hearing is important, or may later become important. Convince yourself that you may pick up a new idea and learn something.

As you have probably realized, these techniques represent a mental attitude rather than a specific action. When you decide that you want or need to listen, you are much more likely to listen effectively. As a result, you won't need to

refer back later for missed information.

9. Generate conclusions

Most of us speak at about 150 words a minute. Researchers say we can process information at least three times as fast. Furthermore, experts claim we can think at a rate of at least 1,000 words per minute. It's clear that when we listen our minds have a great deal of idle-time.

Poor listeners often use this time contemplating objections to what is being said, preparing what they will say in response, or planning what they're going to do after work.

Good listeners, in contrast, use this time to interpret what they're hearing, to consider what impact the message may have on them. They ask themselves questions such as:

"How might what I'm hearing effect me?"

"What can I do about this?"

"What's the significance of what I'm being told?"

Generating conclusions to those questions forces us to listen attentively.

Use these nine techniques effectively and you'll greatly reduce your need to say:

"Could you please repeat that?" ♦

Leon Fletcher is Emeritus Professor of Speech, Monterey Peninsula College, in California. His book, *How to Speak Like a Pro*, is available from *Toastmasters International*

Of Pride and Progress



Semiannual Meeting—*Toastmasters' International Board of Directors vote for plans to promote organizational and educational growth.*

Summarizing his impressions of the first half of his term as International President, Tom B. Richardson, DTM, told the Board of Directors he is impressed by people's receptiveness to learning more about Toastmasters International.

"Most people have heard of our organization but aren't aware of the tremendous educational benefits offered. Once they are told about the benefits, they are astonished and want more information about how to join or start a club."

President Richardson's observations, gleaned from his visits to many businesses and community groups, provided a framework for much of the Board's three-day meeting in February at the Doubletree Hotel in Anaheim, California.

President Richardson made official visits to eight districts — 42, 47, 7, 38, Founders, 3, 6 and 11—since his election last August, traveling 22,636 miles in 32 days from his home in Lafayette, Indiana. He met with officials of 17 corporations, four hospitals, four banks and four universities. He also met with members of two chambers of commerce and officials of two county government groups.

The media covered his visits with 75 minutes on television, 45 minutes on radio and in five newspaper interviews.

"I commend the host districts for their preparation and execution of plans for my visits," he said. "The willingness of prospective Toastmasters to listen and allow follow-up visits by local Toastmasters of the host districts was very gratifying."

During his visits, President Richardson said he attempted to meet with as many members as possible, not just district officers.

"I asked each member I met, 'How long have you been a Toastmaster?' and 'What benefits have you received from the organization so far?'"

"The overwhelming response to my second question was: 'It's inspiring to associate with people who are so positive-minded.' Only second to this did most members mention the benefits of personal growth resulting from the educational programs."

"The warmth and hospitality extended to Peggy and me was overwhelming," he continued. "We deeply appreciate every person involved in making our visits such memorable events. The Toastmasters in these districts certainly continue to Touch Tomorrow Today."

He said he looks forward to the second half of his Presidential term, specifically to his visits to Districts 28, 14, 9, and 45.

Executive Director Terrence McCann reported to the Board the organization's vision of increasing membership growth to 200,000 members and 10,000 clubs. He stressed the importance of hard work and a solid perspective of demographic trends for this vision to become a reality.

"We wouldn't have reached our present stage of growth had our leaders not put muscle behind their visions," he noted.

McCann mentioned several long-term demographic trends indicating that "the window of opportunity" remains open to the organization. For example, he noted that despite an increasingly more service-oriented economy, skills in speaking and leadership aren't taught in schools and universities. Moreover, as positions in business and industry become more knowledge-intensive and communication skills more necessary, he projected that the Toastmasters program will be even more in demand.

"In addition to needing good speakers, listeners and leaders, corporations are looking for self-confident employees with skills in problem-solving, goal-setting and teamwork," McCann said.

However, he concluded, "our organization's window of opportunity is wide open even if these trends aren't realized." The reason, he explained, is that Toastmasters International provides solutions to "deficiencies in basic workplace skills that threaten individual opportunity and upward mobility."

McCann informed the Board that 214 clubs were chartered from July through December 31, 1988; bringing the total number of Toastmasters clubs to 6,638. Membership grew from 131,557 to 142,645, marking an 8.4 percent increase from the previous year.

"There is no reason why we can't reach 200,000 members and 10,000 clubs in the near future," he concluded. "This vision can become a reality."

The Board of Directors will meet again on August 15, during the International Convention in Palm Desert, California.

Board of Director's Actions:

After splitting up into its component committees for discussion, the Board reconvened and took the following actions:

- Approved training at the International Convention of District Governors, Educational Lt. Governors and Administrative Lt. Governors of overseas districts (Districts 69, 70, 71, 72, 73, 74 and 75), commencing in August 1990.

- Approved the acquisition of land in the Rancho Santa Margarita Business Park, Orange County, California, for a new World Headquarters facility.

- Created a policy instructing and authorizing the Executive Director to delay or deny the granting of any individual, club, area, division, district or international award—or the acceptance at World Headquarters of any documentation in support of any such award—if it appears that there were misrepresentations by or on behalf of the individual, club or district seeking the award.

The final decision to deny a recognition rests with the President of Toastmasters International. There is no right of appeal.

- Determined that any club that is chartered must be one whose intent is to carry out the role and Mission of Toastmasters International. Members who desire to develop skills to an advanced level, and who wish to practice communication and evaluation techniques, may participate in advanced clubs utilizing Toastmasters programs. A "Specialty Club" is a variation of an advanced club and shall adhere to the guidelines for advanced clubs. The term "Specialty Club" has been deleted.

—It was also approved that an advanced club must have a minimum of 20 members of which not more than 3 members can be transfer members at the time of charter.

- Reviewed the progress of the two

Continued on page 31

Needed: New World Headquarters Building

Studies of our organizations' projected growth in the next ten and twenty years indicate that the World Headquarters building is running out of space!

In order to accommodate the increasing demand for more storage space, larger production facilities and departmental growth, it has been determined that Toastmasters International needs a larger headquarters building.

Based on the organization's tremendous growth in the past 10 years and predictions that growth patterns will stay the same or even increase, the architectural firm of Himes-Peters-Mason has estimated a need for a 48,000 square-foot facility situated on a 3.5-acre lot. A building this size, with expansion capacities of an additional 11,000 square feet, will have enough room to accommodate the organization's growth for the next 20 years.

Our current facility, situated on a 1.7-acre lot, has only 27,000 square feet of usable space, with insufficient expansion capacity.

TI's Board of Directors reviewed these figures during its meeting in February, and voted to allocate funds toward the purchase of land for a new building.

After considering several sites in different locations, the Board decided on a lot in the city of Rancho Santa Margarita in Orange County, California. Located approximately 25 miles south of the present headquarters site, the Rancho Santa Margarita Business Park was selected based on the following criteria: reasonable land cost, convenience to members, proximity of the existing building, prestige, real estate appreciation potential and freeway access.

It is estimated that the cost of land and construction can be financed largely with the proceeds from the sale of the existing building.

Land purchase negotiations are currently in progress and World Headquarters management is working with an architect to draft a design for the new building.



Joe Crabtree

Say it With a SIMILE

Add color and quotability to your speeches by incorporating the simile into your bag of verbal tricks.

BY ELYSE SOMMER

Of Ben Franklin's many bits of wit and wisdom, the homey little phrase, "snug as a bug in a rug" is perhaps the most enduring. It typifies the simile's power as a figure of speech that evokes a colorful and vivid picture by comparing two dissimilar things.

Another much quoted American, Teddy Roosevelt, used the simile as a clever come-back to a curious newspaper reporter ("I'm as fit as a bull moose;") as a trenchant putdown of President McKinley ("He has about as much backbone as a chocolate éclair;") and as an aphorism ("In life as in a football game, the principle to follow is: hit the line hard.")

To add that dash of color and quotability to your speeches, why not incorporate the simile into your bag of verbal tricks? The words *like* or *as* (or "as if," "as though," "is comparable to," "can be likened to") which introduces the comparison, gives this figure of speech a straightforwardness that is as ideally suited to everyday language as to literature.

To raise your simile consciousness, begin by searching out examples in newspapers and magazines. They're easy to spot, because reporters covering special events and speeches look for quotable phrases to highlight in attention-getting paragraphs and boxes. You'll discover that even a trite simile is often given this special visibility treatment.

While it's one thing to appreciate a sparkling simile and another to coin one, anyone can make the move from appreciation to creation. To help you

along the way, here are a few "dos" and "don'ts" to keep in mind:

Suit the simile to the occasion.

Let's suppose you want to use a simile to impress upon a group of doctors that a particular management procedure would be ineffective to use in their offices. Your statement that something will be "about as effective as a computer without bytes" may be understood by those with computer knowledge, but it won't be as meaningful as "about as effective as a thermometer without markings" or a "hospital without an emergency room."

As the comparison must suit the occasion in content, so should its tone and style. A flowery, poetic simile, no matter how beautiful, will miss its mark in a speech about down-to-earth matters to a professional group. That does not, however, preclude a touch of humor and sports references, which are almost always apt and appreciated. For example, if you were giving a speech on the increased use of facsimile machines, you could get your point across with a simile picturing the use of fax machines as "spreading as fast as an unconfirmed rumor." A reference to an industry ready to deal with a knotty problem may be depicted as "poised like a basketball coach in a close game."

Link the simile to the right source.

Toward the end of his presidential campaign George Bush told Maureen Dowd of the *New York*

Times, "I knew the minute I said 'card-carrying member of the A.C.L.U.' a couple of your best columnists would jump all over me like ugly on an ape."

While at first glance the word "ugly" would seem to be the right peg for the comparison, what Bush seemed to be looking for was a simile to show how his remark served to attract press criticism. To link his simile to the right source, he would have been better served staying closer to the concept of attraction rather than unattractiveness; to be specific: "I knew the press would come down on me like pigeons on breadcrumbs."

Avoid overkill.

Past International President John A. Fauvel's editorial (*The Toastmaster*, August 1988) is a perfect illustration of the motto "nothing in excess" applied to the judicious use of similes. The one simile in his six-paragraph message — "like a diamond, a presidential year has many facets" — served as a powerful and attention-getting lead. While there's no rule that says only one simile can be used per speech or article, one strong simile either to set the tone at the beginning or to sum up a point at the end often is all that's needed.

On the other hand, don't be afraid to occasionally use two comparisons in one simile. Done correctly, this can lend additional robustness to your statement. For example, you could underscore the importance of a certain type of know-how to an organization's effectiveness by describing the lack of it as being like "Ivan Lendl serving a ball with his arm in a sling" or "Dwight Gooden pitching without his fastball." The trick to successfully bringing off such extended similes is to have all comparisons firmly tied to the same source.

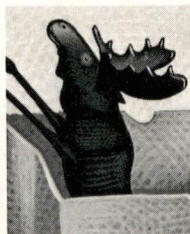
Consider clichés as sources of inspiration and adaptation.

Because good similes draw such vivid, instantly comprehended word pictures, many become language fixtures. A closer look at these once "bright as a new penny" and now "familiar as an old shoe" clichés will help you understand why so many continue to be used as communication shortcuts. What's more, with a twist here and there, you can breathe new life into an overused phrase.

An example that comes to mind is H. W. Thompson's "busy as a one-armed paper hanger with the seven-year itch," which gives a new meaning to the well-known "busy as a one-armed paper hanger with an itch." Economic changes often provide grist for twists on bold phrases. To be specific, with old clothes being sold at antique prices, the old saw "cheap as old clothes" gains new meaning as "cheap as old clothes used to be."

Go beyond the obvious.

The above twists on the familiar work because they detour from the obvious. Naturally, when coining your own similes, your willingness to take



Twists
on the
familiar
work
because
they
detour
from the
obvious.

that extra mental step to choose the less-than-obvious comparison is what will make the difference between the ordinary and the extraordinary simile.

That's not to confuse extraordinary with strange. The whole idea is to offer a comparison that astonishes the reader or listener as it draws a clear and colorful graphic image. As an exercise, think of something that's dissolving or disintegrating. Push your creative envelope past the commonplace comparisons such as "...dissolve like sugar." Think in terms of concepts (i.e.: "dissolved like vague promises") as well as objects (i.e.: "dissolved like spit in the wind.")

Use the opposite meaning principle to give impact to your similes.

One of the most effective ways to lend piquancy and wit to your similes is to express the comparison in words that are the opposite of what you mean. Similes to express the absurdity or uselessness of an action or situation often benefit from this use of opposite meanings. You could say something is as "useless as a third nostril," but "I need that like a third nostril" would be even more striking.

Test your similes for their visual value.

With visual imagery so integral to a good simile, it's crucial to check the similes you use to make sure they really do portray your meaning explicitly. Take the simile "busy as a frisbee." While this is a nice modern twist on the worn "busy as a bee," the frisbee, being an inanimate object, doesn't evoke the same clear-cut picture as the bee comparison. If at this testing stage, you expand the image to show the frisbee in action, as in "busy as a frisbee being tossed back and forth at the shore," the simile makes much more visual sense.

The very best similes often provide oral as well as visual impact. As a case in point, when something "fizzles out like a wet firecracker," you not only see but you hear that firecracker disintegrate. In some instances, such as voice descriptions, the sound image is everything. Here's just a tiny sampling of such orally strong similes: "a voice that flies around like pots and pans" or sounds "brittle and sharp as a broken sliver of glass;" or "voice that drones on like a dull wind at night," or grinds on, "like machines boring their way through tunnels." For musical imagery there are voices like "jovial bassoons deep as gongs" and "delicate and pleasant, like a reed pipe."

If you follow the guidelines set out here you, too, can use similes to make good speeches better. As the real estate people say about location, all it takes is practice, practice, practice. ♦

Elyse Sommer is an author's agent specializing in non-fiction and reference books. Her book, *The Similes Dictionary*, is available from Gale Research Book Tower in Detroit, Michigan.

Put Spice in Your Speech by Turning a Phrase

A figure of speech should be fresh, striking and succinct.

BY ROBERT KEELER

Marriage is like twirling a baton, turning handsprings, or eating with chopsticks; it looks easy until you try it." (Helen Rowland)

- "Idealism is the noble toga that political gentlemen drape over their will to power." (Aldous Huxley)
- "Money talks and it never says anything so often as 'goodbye.'" (Source unknown)

How did you react to these phrases? Did they provoke a sense of familiarity and recognition?

All three contain a figure of speech—a verbal tool used to give your presentation more punch, and to illustrate points more clearly.

Most of us have experienced the feeling of making a forced march through a dry desert when a speaker fails to illustrate with an analogy the point he's making. We long for something to break the monotony.

Properly turning a phrase can charm or electrify the audience. When one strikes us right, it makes us think "That's just the way it is," or "Why couldn't I have said that?"

Using the proper figure of speech at just the right point in a presentation demonstrates an elegance of style, much as a beautiful musical passage makes the listener instinctively feel it could have been written in no other way. Good analogies offer a speaker a great range of expression—and occa-



"Despite their power and beauty, it is best to use figures of speech sparingly."

sionally results in verbal fireworks. They also add credibility to your message.

Defining terms

But what exactly is a figure of speech? Technically speaking, it means to express words in a non-literal or unusual sense to enhance what is being said. This is also referred to as 'metaphorical expression.'

The word 'metaphor' derives from the Greek word for "carrying over." Thus, in linking up otherwise apparently unrelated ideas in a metaphor, we carry the meaning over from one idea to the other.

A point of possible confusion: the term 'metaphor' is used as an umbrella term for figures of speech in general, but it is also used as the name for one of the most famous specific types of metaphor — one which entails an implied comparison between two things. Example: "The senator's face was a granite cliff." Some form of the verb 'to be' usually connects two different concepts in these cases.

Another common figure of speech is the simile, a more direct comparison between two unrelated things. Its use is signaled by the words 'like' or 'as' (Famous example: "My love is like a red, red rose.")

Many other kinds exist. The ancient Greeks took the trouble to catalogue them when they weren't busy developing geometry and philosophy. In fact, they described about eighty of them.

The Bible, of course, is a rich source of metaphorical language. For example, the following familiar expressions owe their origins to the Old Testament: "the apple of his eye (Deuteronomy); "the root of the matter" and "the skin of my teeth" (Job); "sour grapes" and "teeth on edge" (Jeremiah); "seeing eye to eye" (Isaiah); "go to the ends of the earth" and "out of the mouths of babes" (Psalms); "the fat of the land" (Genesis).

Shakespeare has given us many metaphorical nuggets. My favorite example of his mastery is in a famous speech from Richard II, in a scene where John of Gaunt expresses his love of England:

"This royal throne of kings,
this scepter'd isle,
This earth of majesty,
this seat of Mars,
This other Eden, demi-paradise,
This fortress built by Nature for
herself

Against infection and the hand of
war,
This happy breed of men,
this little world,
This precious stone set in the
silver sea,
Which serves it in the office of a
wall,

A partial family roster of figures of speech:

Straight metaphor: a figure of speech in which a term is transferred from the object it ordinarily designates to an object it may designate only by implicit comparison or analogy.

Simile: A direct comparison between essentially unlike things; usually containing the words "like" or "as"; closely related to the idea of an analogy.

Hyperbole: Exaggeration for effect (also known as an "overstatement.")

Understatement: An assertion that states less than it indirectly suggests.

Personification: The attribution of human characteristics or feelings to non-human organisms, inanimate objects or abstract ideas.

Apostrophe: Addressing a thing directly, as though it were human.

Synecdoche: A figure of speech in which one part of something is used to stand for the whole—or the whole being used for one of its parts. For example, using "the law" for "a policeman" or "head" for "cattle."

Metonymy: Using the name of one thing to stand for another, which it suggests or is closely related to. For example, "the pen is mightier than the sword."

Irony: The use of words in a way to convey their opposite meaning.

Or as a moat defensive to a house,
Against the envy of less happier
lands,
This blessed plot, this earth,
this realm, this England . . ."

Shakespeare uses metaphor powerfully to paint a series of cameos, each an image standing for his beloved homeland. Shakespeare has made us sweep our eyes rapidly over a colorful collage of pictures that are tied into one theme, each picture stirring a gleam of recognition in each listener.

A right way and a wrong way

The ability of the subconscious to work on problems—a role that is much documented and cited in books on creativity—is important to metaphorical expression. It is no coincidence that many great inventors and artists have spoken of the moment in which they conceived a great idea as a shift in the kind of metaphor they used to view the problem at hand.

The use of metaphor is prevalent in our thought patterns, and our written and spoken language is so rich with figures of speech that it is hard to see how we could express ourselves with any sophistication without them.

Marvin Minsky defines the concept of 'metaphor' in his recent book *Society of Mind* as a manifestation of "the myth that there is a clear distinction between representations that are 'realistic' and those that are merely suggestive." He goes so far as to say that every thought is to some degree a metaphor.

Despite their power and beauty, it is best to use figures of speech sparingly. If used too frequently, they can be distracting.

Also, avoid the trap of mixing metaphors. If you've forgotten what these old bugaboos of high school English class are, here's an example: "Congress was swamped up to their ears in the slings and arrows of angry constituents." Another: "Don't nail me to the wall with your bitter tears." They sound ridiculous, don't they?

To avoid the trap of mixing or overusing metaphors, it is wise to heed George Orwell's advice: "Never use a metaphor, simile or other figure of speech that you are used to seeing in print." (Or used to hearing in speech.)

To make a figure of speech work, it should be fresh and contain a striking, yet succinct choice of words. Examples: "As uncompromising as a policeman's club," and "As busy as a Swiss admiral."

Another hallmark of a skillful turn of phrase is that it provides the hearer with a sense of instant recognition; it has to make sense, as well as jibe with human experience. In addition, the comparison should not be inaccurate or absurd.

Key to improving

We've covered what a figure of speech is, the portraiture power it gives a speech maker, and the pleasures it

Continued on page 31

READERSHIP SURVEY

We need your help!

We'd like your opinions about *The Toastmaster* magazine, so we can learn ways to improve it and better meet your needs as a member. Please complete the following questionnaire and mail it—or a copy of it—to us. Feel free to add a page with any additional comments you might have. The address is:

Publications Department, Toastmasters International, 2200 N. Grand Ave., Santa Ana, CA 92711

Thank you!

1. Do you read *The Toastmaster* regularly? Yes No
2. If so, how much of it? (circle one)
All $\frac{3}{4}$ $\frac{1}{2}$ Just glance
3. Do you keep the magazine for future reference? Yes No
4. Is the magazine an aid to your self-improvement efforts? Yes No
5. Which of the following regular features do you read?
 President's Message Humorously Speaking
 Letters to the Editor Idea Corner
 Update Hall of Fame
6. On a scale of 1 - 10, what value would you ascribe to the following types of articles? (One is least valuable, ten is of greatest value, five is average.)
- | | |
|---|--|
| <input type="checkbox"/> Public speaking | <input type="checkbox"/> Evaluation/Feedback |
| <input type="checkbox"/> Management-Leadership | <input type="checkbox"/> Language Usage |
| <input type="checkbox"/> Communication in the workplace | <input type="checkbox"/> Other (specify) _____ |
| <input type="checkbox"/> Interpersonal communication | _____ |
| <input type="checkbox"/> Parliamentary procedure | _____ |
| <input type="checkbox"/> Interviews with professional speakers and outstanding leaders. | _____ |
7. What articles did you especially like in the past six issues?

8. Please comment on what you especially like and/or dislike about the magazine:

9. Does the quality of the "special issues" justify continuing them? If yes, list subjects you'd like to see covered. Yes No

10. If you were the editor, what would you do differently?

11. Do you read the ads? Why? Why not? Yes No

12. Do you like the illustrations and photographs used in the magazine? Please explain. Yes No

This section is optional:

- Your age _____ Your occupation _____
- Your estimated income: \$50,000 or more \$35,000-\$49,999 \$25,000-\$34,999
 \$20,000-\$24,999 \$10,000-\$19,999 Under \$10,000
- Your education: High school Some college B.A. or B.S.; Field _____
 Graduate degree; Field _____
- How long have you been a Toastmaster?
 0-6 months 7-12 months 12-18 months More than 24 months

The Key is Attitude

In order to improve your speaking skills,
you must start with a sincere effort.

BY EARL MARRYAT, ATM

Everybody has different reasons for joining a Toastmasters club. Are you making progress in reaching your goals? Is your self-improvement obvious to you and to others?

If an honest self-appraisal turns out less than complimentary—for example, if you haven't reduced the number of "ahs" you make during a speech—and you are perplexed as to the reasons, chances are the problem rests within yourself. You may have a certain characteristic that needs improvement. This all-encompassing characteristic is attitude.

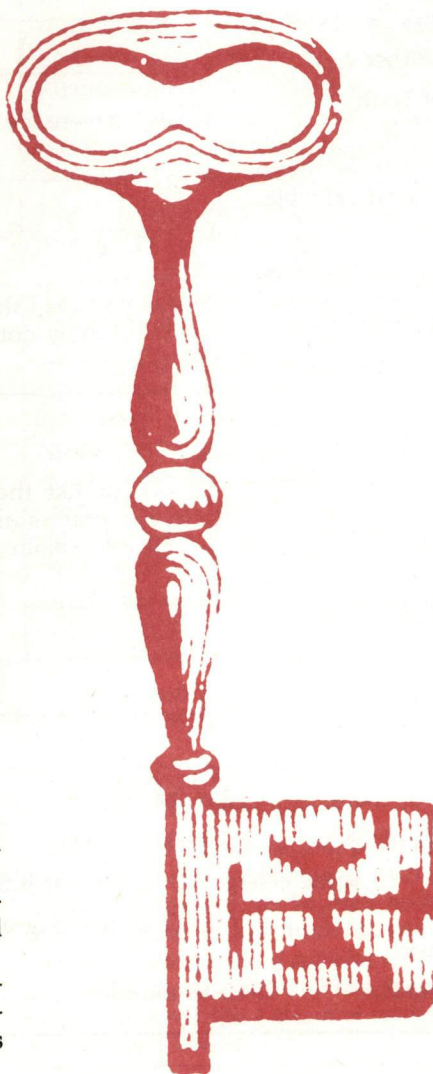
Compare the attitudes of those you most frequently deal with. Aren't the most proficient speakers in your Toastmasters club the members with positive attitudes? And isn't it safe to say that employees with positive attitudes seem more promotable?

The next time you hear someone complain about something, ask yourself if you admire that person. Is that person a follower or a chief?

Formulate a positive attitude

Webster defines attitude as a mental position with regard to a fact or state. We should examine a few of the components that comprise your mental position.

First, the amount of effort you put into any undertaking reflects your attitude. A subcomponent of effort is



quality and quantity—how much and how well you're willing to do something. In order to improve your speaking skills, you must start with a sincere effort.

Secondly, to enhance a positive attitude, you need to develop human relations skills. In Toastmasters sensitivity is crucial when evaluating a speech or meeting. Likewise, improving human relations skills is essential for the development of leadership abilities that could be applied in the positions of club officer or department manager in your company.

Flexibility is another component in the formula for a positive attitude. For example, by listening carefully to your speech evaluators and acting on their advice, you are likely to become more proficient. Similarly, attentive listening to the problems and concerns of co-workers or subordinates, and taking appropriate action, will enable you to become a better manager or supervisor.

Unfortunately, many of us excel in one or two of these components but not in all. We may reach a time when we are content with our level of attainment. At that point, our attitudes need a motivational boost.

Life is too competitive to obtain success without having the proper attitude. The attitude of most people falls somewhere between positive and negative: up one day, down the next. This is like finishing fourth in an eight-man race. You've reached a level of con-

ment if you fit into this picture. Give your attitude a motivational boost and you'll finish stronger in the pack.

Correct your shortcomings

Consider the length of time you've been in Toastmasters. Pick out a weakness you had when you first joined; saying too many "ahs" is a good example. Re-examine your real reason for joining Toastmasters. Could it have been a social reason, something to do to pass the time, or an excuse to get away from the office? Attending meetings and going through the motions aren't enough. You need to concentrate on your weakness. Inability to concentrate may be an attitude shortcoming because it may suggest an unwillingness to make the needed effort for improvement.

The same holds true in your career. Eliminating or reducing weaknesses can help you achieve your goals. Disappointment sometimes is the name of the game. Don't let the frustration of being passed over for promotion alter your positive attitude. The true test is to maintain a positive attitude during the most difficult of times.

While appraising yourself, don't be

tempted to be critical of others, particularly those with whom you may be competing. If you're passed by for promotion, your supervisors undoubtedly have their reasons. Don't concern

The true test is to maintain a positive attitude during the most difficult of times.

yourself with the attributes or shortcomings of others, but rather concentrate on enhancing your own positive attitudes.

Evaluate with care

A positive attitude is extremely important when evaluating a speech. Being overly critical could result in loss of credibility and resentment held against you.

As a manager or supervisor, be positive when conducting performance

appraisals and you'll win a positive response. Your attitude will greatly determine the attitude of subordinates. As the interviewer, you set the tone of the appraisal session. Don't belabor shortcomings.

Acknowledge strong points and offer constructive advice for improvement. Unlike a speech evaluation, a performance appraisal will prompt an immediate reaction. Listen carefully and try to refrain from interrupting. Careful listening on your part sends positive signals to a subordinate.

Attitude is the key

Most of us need some attitude revitalization at times. Revitalize your attitude in Toastmasters by vowing to become a better speaker. Revitalize your career by vowing to become a better employee.

Anything you wish to accomplish that requires effort also requires a positive attitude. It's never too late to revitalize your attitude!

Earl H. Marryat, ATM, a member of Cape Cod Club 5259-31 in West Barnstable, Massachusetts, is a branch claims manager for Kemper Insurance.

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.



DRAWING DIVIDENDS FROM DEFEAT

Defeat isn't synonymous
with failure unless
we allow it to be.

We all have experienced defeat. It may have been a broken romance, a lost job, a failed exam or any of a thousand other occurrences. The reason for the defeat is not the problem; how we choose to react to it is what's crucial. Must we remain slumped and listless or can we salvage from the ashes the materials needed to construct new lives?

Winston Churchill advised, "Success isn't final; failure isn't fatal; it's courage that counts." And according to Paul J. Meyer, president of Success Motivation Institute, "Ninety percent of all those who fail in life are not actually defeated; they simply quit." What are the options to such surrender that will enable us to enjoy and not merely endure life? Consider the following points taken from the collective experience of those who have not succumbed to failure.

BY CHARLES DICKSON, Ph.D.

1. Rise above self-pity

When misfortune strikes we tend to ask ourselves, "We me?" It's natural to feel sorry for ourselves. But if we allow self-pity to dominate our mood, it will be more difficult to find the motivation for future endeavors.

I am reminded of the little boy who wanted to know "why the vitamins are in the spinach and not in the ice cream where they ought to be." Sometimes we have no more control over the events of our lives than we do over the vitamins in our foods.

The key is how we use these uncontrollable events. Victor Knowles wrote, "It isn't defeat that makes us fail; it is our refusal to see in the defeat the guide and incentive to success." We must move beyond self-pity if we are to draw dividends from defeat.

2. Think positively

When experiencing setbacks, brooding about it isn't the answer. Consider the Swedish immigrant boy in Illinois who, at the turn of the century, sent twenty-five cents to a publishing company for a book on his favorite subject: photography. The publisher made a shipping error and instead sent him a book on ventriloquism. He turned that mistake into something positive by learning ventriloquism and launching a career that made him famous. His name was Edgar Bergen and his accomplice was Charlie McCarthy.

Ralph Waldo Emerson observed, "A man is what he thinks about all day long." If we allow ourselves to think defeatist thoughts, we will become bitter company, but if we deliberately think optimistic thoughts, we will become different individuals.

The famous psychologist William James agreed. He once said, "The greatest discovery of my generation is that human beings can alter their lives by altering their attitude of mind."

3. Use your experiences

Nothing is more depressing than to have one bad event follow another. We feel we're already drowning and now someone is pouring an extra bucket of water on us.

I remember the story of the couple who had a retarded ten-year-old boy. They had spent large sums of money on medication and therapy, but the boy made little progress. To add to their woes, the husband's mother died, leaving an aged father who needed their care. So the couple added to their burden by taking into their home the boy's grandfather. The retarded boy and the grandfather became inseparable friends. The boy started to learn skills that had been regarded as unattainable. Doctors were amazed at the change and could offer no medical explanation, other than to admire the therapy that had taken place as the result of the friendship between a retarded boy and his grandfather.

William Marston, in his book *Take Your Profits From Defeat* wrote, "Every success I know has been



Success
isn't final;
failure
isn't fatal;
it's
courage
that
counts."

Winston Churchill

reached because the person was able to analyze defeat and actually profit by it in the next undertaking." The experiences of life can at times be a harsh teacher, but if we are willing to learn from them and use them, they may act as a trusted friend.

4. Look at alternatives

Although there are usually several avenues to achieving our goals, we frequently see only one.

In 1915, the residents of Coffee City, Alabama, were nearly starving due to the destruction of the cotton crop by the boll weevil. The great scientist, George Washington Carver, suggested growing peanuts instead of cotton. From the peanut he proceeded to isolate valuable chemicals for soaps, inks, plastics and cosmetics, which resulted in the community's prosperity. Had the community held on to its old ways, it might have continued to live in the night of defeat without ever experiencing the sunrise of prosperity.

Life is much like traveling to a distant city. We have the road mapped out, but unknown detours may lie ahead. Making the necessary adjustments can help us to draw dividends from defeat.

5. Develop a sense of humor

It's often hardest to laugh when we need laughter the most. Laughter is a medicine for the soul.

The movie "Fiddler on the Roof" features people who were able to laugh at life despite being victims of their neighbor's anti-Semitism. One of the characters, Tevye, is asked why he always wears his hat and replies, "Because someone is always asking us to move."

6. Set new goals

Once we have applied these points we're ready to establish some new directions for our lives. Thomas Edison made experiment after experiment, searching for a new source of natural rubber in plant material. After 50,000 failed attempts, a discouraged assistant told him, "Mr. Edison, we have made 50,000 experiments and have had no results." "Results!" exclaimed Edison. "We have wonderful results. We now know 50,000 things that won't work."

A broken romance may lead to a new, more enduring relationship; a job loss may lead to more satisfying employment; school failure may lead to a career change; losing a ball game may strengthen a sense of teamwork.

Defeat is not synonymous with failure unless we allow it to be. Defeat is an unavoidable part of life. But if we rise above self-pity, think positively, learn from experiences, examine alternatives, maintain a sense of humor, and set new goals, we can turn a bad experience into a good one. ♣

Charles Dickson, Ph.D., resides in Hickory, North Carolina. A former clergyman, he has worked in family counseling at medical centers in Florida and North Carolina.

DTM

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

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- O. Robert Welch, 7096-4
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- Marvin K. Miller, 161-5
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- Mark Corcoran, 5529-5
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- Robert E. Hamilton, 2471-11

- Clifford Ingalsbe, 4552-11
- Esther L. Lasher, 4811-11
- Marilyn Raben, 151-10
- Joe C. Hallman, 1422-15
- Richard Schneider, 454-16
- Martha Chatman, 1678-16
- Koti T. Sreekrishna, 1691-16
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- Louise Sletton, 5544-17
- Natalie Fish, 2297-18
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- Susan Broshar, 2190-19
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- Barbara Scargill, 1929-21
- Darren K. Marr, 5989-21
- Kenneth Hennix, 2719-22
- Carol M. Cochran, 3109-23
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- Rolf W. Eschke, 5123-65
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- Jim Nolan, 6686-69
- Jenny Neale, 6419-70
- A.I. Popay, 1923-72
- Mark S. Hoffman, 3966-74
- Dino H. Santos, 3310-75

NEW CLUBS

- Orange Commuter 7278-F**
Santa Ana, CA-Wed., 11:30 a.m., Caltrans, 2501 Pullman Ave.
- C.G. Talks 7307-F**
Brea, CA-2nd & 4th Wed., 4:05 p.m., The Capital Group, Inc., 135 S. State College Blvd., (714) 671-7200
- Capital Talks 7308-F**
Brea, CA-2nd & 4th Thur., 4 p.m., The Capital Group, Inc., 135 S. State College Blvd., (714) 671-7000
- Kaiser 7273-U**
Kaiserslautern, West Germany-Wed., 7 p.m., Vogelweh Housing Area, Bldg. 1004, Conf. Rm., 06303-2603
- Life of Jamaica 7289-U**
Kingston, Jamaica-2nd & 4th Wed., 5:15 p.m., Life of Jamaica Bldg., 17 Dominica Dr., (809) 929-8920-9
- Professor Enrique Moreno Garcia 7303-U**
Guadalajara, Jalisco, Mexico-Thur., 7:30 p.m., CNIC, Lerdo de Tejada #2151, (36) 23-63-64 x 114
- Talk-DDA 7261-4**
Sunnyvale, CA-Wed., 4 p.m., Data Design Assoc., 1279 Oakmead Pkwy., (408) 730-0100
- Real Mind Collection 7281-4**
San Jose, CA-Wed., 7:15 a.m., San Jose Real Estate Board, 1451 Fruitdale Ave., (408) 374-6571
- HP Super Speakers 7283-4**
Sunnyvale, CA-Wed., noon, Hewlett-Packard Co., 974 E. Arques Ave., (408) 720-3822

CAC Communicators 7280-6
Minneapolis, MN-Tues., 7
p.m., Folwell Pk., 1615
Dowling Ave. N., (612)
535-0601

Profit Masters 7286-8
Carbondale, IL-alt. Fri., 4
p.m., Southern Ill. Univ.,
Rehn Hall, Rm. 108, (618)
457-7929

Hog Heaven 7285-9
Moscow, ID-Thur., 6:30
p.m., Taters Rest., Palouse
Empire Mall, (208) 882-2976
Lafayette Life 7277-11
Lafayette, IN-Mon. 4 p.m.,
Lafayette Life Ins. Co., 1905
Teal Rd., (317) 477-7411

Tucker Toasters 7260-14
Tucker, GA-Thur., 11:30
a.m., AT&T Bldg. 2, 1950
W. Exchange Pl., (404)
496-5209

Roadrunners 7310-18
Baltimore, MD-2nd & 4th
Tues., noon, State Hwy.
Admin., 211 E. Madison St.,
Training Rm., (301) 333-6431
Double "O" 7262-21
Osoyoos, B.C., Canada-
Rialto Hotel, 83rd St., (604)
495-7234

Toastmasters of Today 7291-21
Vancouver, B.C., Canada-
Tues., 7:30 p.m., Church of
Today, 5840 Oak St.

Mucho Dicho 7284-23
Albuquerque, NM-Wed.,
11:30 a.m., IRS Bldg., Rm
1031, 5th & Gold SW, (505)
296-3532

**Sales & Marketing Ex-
ecutives 7263-24**
Omaha, NE-Wed., noon,
Brother Sebastian's, 1350 S.
119th St., (402) 392-2720

Logistics 7266-25
Ft. Worth, TX-Wed., 6:30
a.m., Bell Helicopter
Logistics Ctr., (817) 280-3830

Tower 7272-25
Dallas, TX-alt. Thur., 11:30
a.m., ARCO Oil & Gas Co.,
1601 Bryan St., (214)
880-5125

Unique 7274-25
Carrollton, TX-Fri., 7 a.m.,
Cafe on the Square, 1104
Elm St., (214) 484-9900

Shreveport Claim Busters 7309-25
Shreveport, LA-Wed., 12:05
p.m., State Farm Service
Ctr., 1915 E. 70th St., (318)
798-4200

Post Toasties 7300-26
Denver, CO-2nd & 4th
Thur., 5 p.m., Fort Logan
Mental Health Ctr., 3520 W.
Oxford Ave., (303) 762-4329

CNB Speakeasy 7312-26
Denver, CO-Thur., noon,
Colorado Nat'l. Bank of
Denver, 950 17th St., (303)
893-1862

Dominicks 7259-30
Northlake, IL-Dominick's
Training Ctr., 555 Nor-
thwest Ave., (312) 562-1000
Arthur Andersen & Co. 7275-30

1Chicago, IL-11:30 a.m., 1
North State, (312) 507-1621

Podium Pals 7287-30
Palatine, IL-1st & 3rd Fri.,
noon, Square D. Co., 1415
S. Roselle Rd., (312)
397-2600

Ambassadors 7292-30
Downers Grove, IL-2nd &
4th Mon., 4:30 p.m., Service
Master, 2300 Warrenville
Rd., (312) 964-1300 x2228

ATTEC 7293-30
Rolling Meadows, IL-2nd &
4th Mon., 4:15 p.m., AT&T
Network System, 3800 Golf
Rd., (312) 981-2786

V.O.I.C.E. 7295-31
Dorchester, MA-Wed., 6:30
p.m., Research Bldg., 591
Morton St., (617) 436-8905

Pro Speakers 7256-33
Ventura, CA-2nd Thur., 7
p.m., Quality Groups, 5850
Thille St., Ste. #107, (805)
642-6691

Yucca Mountaineers 7269-33
Las Vegas, NV-Tues., 11:30
a.m., Valley Bank Bldg., 101
Convention Ctr. Dr., (702)
459-3967

MCMC 7302-33
Merced, CA-2nd & 4th Fri.,
11:30 a.m., Merced Comm.
Med. Ctr., 301 E. 13th St.

Dare County 7294-37
Kill Devil Hills, NC-1st &
3rd Tues., 7:30 a.m.,
Western Sizzilin Rest.,
Croatian Hwy.

Postal Toasters 7296-37
Raleigh, NC-Thur., noon,
U.S. Postal Service, 4200
Old Wake Forest Rd., (919)
790-5486

Toast of the Town 7254-39
Sacramento, CA-1st & 3rd
Thur., 7:30 a.m., Sacramen-
to Hilton Inn, 2200 Harvard
Blvd., (916) 443-8980

Cal-10 Roads to Riches 7288-39
Stockton, CA-Tues., 11:30
a.m., Caltrans, 1976 E.
Charter Way, (209) 948-7981

Touche Ross 7270-40
Dayton, Ohio-1st & 3rd
Wed., 7 a.m., 1700 Cour-
thouse Plaza NE, Mead
Tower, (513) 223-8821

Downtown Lunch Bunch 7305-40
Lexington, KY-Thur., noon,
Clark Materials Tech. Co.,
Vine Ctr., 5th Fl., (606)
288-3387

Eye Openers 7247-43
Bentonville, AR-Tues., 6:30
p.m., Wal-Mart Corp. Of-
fice, 702 S.W. 8th St., (501)
273-6227

Speak-EZ 7267-43
Bentonville AR-Wed., 11:30
a.m., Wal-Mart Stores, Inc.,
(501) 273-4000

Deihl 7304-43
Bella Vista, AR-2nd & 4th
Wed., 7 p.m., First National
Bank, Bella Vista Town Ctr.
E., (501) 855-1724

UNUM 7268-45
Portland, OR-1st & 3rd
Wed., 4:30 p.m., UNUM
Life Ins. Co., 2211 Congress
St., (207) 770-7358

Real Talkers 7306-47
St. Petersburg, FL-Mon.,
8:30 a.m., St. Pete Sun-
coast Assoc. of Realtors,
7655 38th Ave. N., (813)
347-7100

**West Pasco Board of
Realtors 7249-47**
Newport Richey, FL-2nd &
4th Tues., 6 p.m., 611
Sunset

Toastmouster 7250-47
Lake Buena Vista, FL-Thur.,
6 p.m., Walt Disney World
Co., (407) 824-5447

Citrus 7257-47
Orlando, FL-Thur., 7:30
a.m., Park Inn Int., 736 Lee
Rd.

Blue Flames 7279-47
Miami, FL-Wed., 4:15 p.m.,
Peoples Gas System, 15779
W. Dixie Hwy., (305)
573-1530

Vermilion 7253-54
Danville, IL-2nd & 4th
Mon., 5:30 p.m., Chamber
of Commerce, 2 Towne Ctr.,
Ste. #201, (217) 446-1233

Nalco Sugar Land 7301-56
Sugar Land, TX-1st & 3rd

Wed., noon, Nalco
Chemical Co., 7701 Hwy.
90A, (713) 491-4500

Powerful 7276-58
Seneca, SC-1st & 3rd Tues.,
4:30 p.m., Oconee Nuclear
Station, Hwy. 183, (803)
885-3846

Front Street Speakers 7282-60
Toronto, Ontario, Canada-
Wed., noon, Royal Bank of
Canada, 315 Front St. West

Royal Class 7297-60
Toronto, Ontario, Canada-
Tues., noon, The Royal
Bank of Canada, 315 Front
St. West, (416) 974-2378

Digital 7255-61
Kanata, Ontario, Canada-
Tues., 4:30 p.m., Digital
Equip. of Canada, 100 Herz-
berg Rd., (613) 592-5111
x2313

Advanced Speakers 7258-61
Ottawa, Ontario, Canada-1st
& 3rd Sat., 8:30 a.m.,
Regional Realty Bldg., 200
Catherine St., (9613)
233-4226

Foremost 7311-62
Grand Rapids, MI-Wed.,
noon, Foremost Ins. Co.,
5253 36th St., S.E., (616)
956-2613

Toasters' Choice 7299-64
Winnipeg, Manitoba,
Canada-Tues/Wed, 3:35
p.m., Northern Telecom,
1455 Mountain Ave., (204)
633-7200

Barrier Breakers 7290-65
Waverly, NY-2nd & 4th
Thur., 6:30 p.m., O'Briens
Inn, Waverly Hills Rd.,
(717) 888-7116

City of Portsmouth 7251-66
Portsmouth, VA-Thur.,
12:05 p.m., 801 Crawford
St., 6th Fl., Conf. Rm.,
(804) 393-8831

Flying Tongues 7252-68
St. Rose, LA-Thur., 6:30
p.m., Trammell Crow, 150
James Dr., Ste. #140, (504)
733-8333

Kings Cross 7248-70
Sydney, N.S.W.,
Australia-2nd & 4th Mon.,
6:15 p.m., C.J.'s Rest., Dar-
linghurst Rd., (02) 267-5399

ARUN 7298-71
Chichester, England-1st &
3rd Wed., 7:30 p.m., The
Ship Hotel, North Street,
(44) 243789261

Sunrise WA 7264-73

Perth, Western Australia-alt.
Tues., 7 a.m., Wentworth
Plaza Hotel, William & Mur-
ray Streets, (09) 382-4530

Hollywood 7265-73

Perth, Western
Australia-2nd Wed., 6 a.m.
Hollywood Bowling Club,
Smyth Rd.-Nedlands

Aboitiz 7271-75

Cebu City, Philippines-
Tues., 5:30 p.m., Aboitiz &
Co., Inc., 9-32-91

Makati Skyline 7313-75

Makati, Metro Manila,
Philippines-Wed., 7 p.m.,
Penthouse, J.E.G. Bldg.,
Legazpi St., 828-3453

ANNIVERSARIES**55 Years**

Quakertowne, 19-F

45 years

Progressive, 264-16

40 years

Commodore, 654-8
Metro, 719-15
Bismarck, 717-20
Shreveport, 718-25
Dearborn Dynamic, 726-28
Port Angeles, 25-32
Reading, 714-38
Petaluma, 732-57

35 years

County Employees, 1166-F
Pinnacle, 1504-11
Five Seasons, 1529-19
Metro-Speakers, 1470-25
Mount Prospect, 1500-30
University, 1499-35
Tri-City, 1579-57
Spartanburg, 1453-58
Broadview, 1569-60
Nashville, 1565-63
Fulton, 1515-65

30 years

St. Joseph Toastmasters,
1439-22
Daybreakers, 2899-25
Northwestern, 2946-37
Piqua, 2671-40
Chinook, 1448-42

Portsmouth, 1094-45
Southwestern, 2995-56
Monday Mumlbers, 2976-63
Vital Words, 2375-64

25 Years

Whitehorse, 2219-U
Mill-Braers, 2168-4
Hillsboro, 881-7
High Noon, 3714-7
Top O the Morning, 3786-20
Telespeakers, 2328-21
DLA, 3772-36
Peterborough, 3427-60
Cairns, 3779-69

20 Years

Fireside, 851-5
DuPont, 1664-18
Kettle Moraine, 2098-35
Patent Office, 2540-36
Jewel City, 29-52
New Horizons, 312-60
Southend-on-Sea, 3749-71

15 Years

Great Land, 3069-U
The Hard Hats, 1394-5
Viroqua, 1559-35
Testament Toasters, 2403-64

Sandgate, 3721-69
Gore, 1895-72

10 Years

Speak Ez's, 882-F
Big Bear Lake, 929-F
Chino Valley, 3957-F
TM Femenil de Ensenada,
3956-5
Eastwind, 3937-6
Fifth Ave. Irregulars, 3945-7
Electric Toasters, 3964-7
Northeast, 2000-11
George Sutton, 3942-26
Oak Brook, 3951-30
Topa Topa, 1553-33
BMD, 3941-36
Uptown, 3961-37
Princeton, 3954-38
Pacific, 3943-39
Capital City, 3949-42
Fluor Daniel Com-
municators, 3950-42
St. Vincent, 3962-43
Speak-Easy, 3948-45
Valley-Shore, 3940-53
Arabia Shrine, 3955-56
Gateview, 3958-57
Speakers Bureau, 3953-63
Southport, 3944-69
Industry House, 3952-73
Peninsula, 3966-74

T O A S T M A S T E R S I N T E R N A T I O N A L
C O N F E R E N C E / C O N V E N T I O N C A L E N D A R
1 9 8 9 R E G I O N A L C O N F E R E N C E S

► REGION I/June 23-24

RED LION INN, Columbia River, Portland, Oregon
Contact: Jon Woodworth, ATM-S, 11515 South West
Welch Court, Beaverton, OR 97005

► REGION II/June 16-17

THE BILTMORE, Los Angeles, California
Contact: Janice Hutcherson, DTM, 25765 Hogan Drive #G8,
Valencia, CA 91355

► REGION III/June 23-24

WESTIN HOTEL, Tulsa, Oklahoma
Contact: Mike Sauter, DTM, 365 Turkey Creek Road,
Bartlesville, OK 74006

► REGION IV/June 9-10

SHERATON CENTRE, Regina, Saskatchewan
Contact: Helgi Goodman, DTM, 3803 Bow Bay, Regina,
Saskatchewan, CANADA S4S 7E1

► REGION V/June 2-3

HYATT DEERFIELD, Deerfield, Illinois
Contact: Jerry Boehm, DTM, 3803 North Kane Avenue,
McHenry, IL 60050

► REGION VI/June 16-17

PITTSBURGH AIRPORT MARRIOTT, Pittsburgh, Pennsylvania
Contact: Irene Martin, DTM, 202 Gilbob Street, Fairmont,
WV 26554

► REGION VII/June 9-10

HEADQUARTERS PLAZA HOTEL, Morristown, New Jersey
Contact: Lee Abramson, DTM, 11 Stanley Place, Edison,
NJ 08817

► REGION VIII/June 2-3

SHERATON PERIMETER HOTEL, Birmingham, Alabama
Contact: Henry Hyche, DTM, 2260 Farley Road, Birming-
ham, AL 35226

1989 INTERNATIONAL CONVENTION

MARRIOTT'S DESERT SPRINGS
August 15-19, Palm Desert, California

1990 INTERNATIONAL CONVENTION

LOEWS ANATOLE HOTEL
August 14-18, Dallas, Texas

1991 INTERNATIONAL CONVENTION

ATLANTA HILTON AND TOWERS
August 13-17, Atlanta, Georgia

1992 INTERNATIONAL CONVENTION

BALLY'S LAS VEGAS
August 18-22, Las Vegas Nevada

In Memory of Two Past Presidents



Lothar Salin (1967-68)

Lothar Salin, 64, Toastmasters' International President in 1967-68, passed away on March 27 at his home in San Anselmo, California.

He was a member of Tamalpais Club 1755-57 and the founding governor of District 57 in 1957-58. From 1961 to 1963, he served on Toastmasters International's Board of Directors. He was elected President at the 36th annual convention in 1967.

His presidential theme, "Serve and Grow with Pride," reflected his fervent belief that members enjoy personal growth and fulfillment as the result of participating in the organization's educational programs.

Past International President John Miller (1966-67), recalled President Salin's enthusiastic efforts to improve educational programs. "Lothar's belief in the importance of Toastmasters' educational programs began when he first joined a club and continued as he moved up the leadership ranks."

President Salin was instrumental in improving the Communication and Leadership manuals, and he wrote the first Youth Leadership manual. "Writing the Youth Leadership manual was a major undertaking," Miller said. "But Lothar thought it was a very important project. He was especially proud of this accomplishment."

President Salin's extensive and diverse education laid the foundation for his interest in the educational programs offered by Toastmasters Inter-

national. Born in Heidelberg, Germany, he studied classic literature and history at the University of Basel in Switzerland. He later immigrated to the United States and earned a master's degree in psychology from Goddard College in Vermont.

He owned Salin Printing and Advertising in San Rafael, California, for 20 years. A conservationist, he became president and director of the Point Reyes National Seashore Foundation in the early 1960s. For ten years, he served as a Marin County Parks and Recreation commissioner. He changed career in 1979 and became the director of the Psychotherapy Institute in Berkeley.

At the College of Marin, he taught classes in interpersonal communication and couples interaction. A charter member of the American Family Therapy Association, he had numerous articles published in professional journals.

He spoke four languages fluently. Art, history, music and a collection of miniature racing cars were among his many interests.

He is survived by his wife, Elizabeth; four sons, two daughters, a sister and five grandchildren.

Toastmasters International extends its sympathy to the family and friends of Lothar Salin.



Dr. Russell G. Herron, (1971-72)

Dr. Russell G. Herron, 63, Toastmasters' International President in

1971-72, died on March 31 at his home in Camarillo, California.

A Toastmaster for more than 35 years, he served the organization to help others learn and grow. His Presidential Theme, "T.I.—Action in the Club," reflected his dedication to helping members realize their potential through quality club meeting.

In 1965 he was elected Governor of District 12, one of two districts that were combined in 1973 to form District 33. In 1966 he conducted the first Youth Leadership Program at the Point Mugu Naval Facility in Ventura County, California. The same year he was elected to the International Board of Directors. In 1971 he was elected International President.

Don Ensch, Past International Director (1981-83) and a close friend of President Herron's said, "Russell's first priority was his family, followed by Toastmasters International and the United States Navy. He was a brilliant individual, who always held the greatest respect for his fellow man. He loved Toastmasters and gave so much of himself to our cause."

A 1947 graduate from the United States Naval Academy, President Herron enjoyed a distinguished military career that included earning five battle stars in the Korean War, among other decorations.

In the 1970s, he was active in the California Association for the Retarded, serving as president from 1971-72. At the time of his death, he was president of Sigma Xi Scientific Society. He was an associate professor of science at St. John's College in Camarillo and a space and strategic systems consultant. He also was active in social and educational community programs and in state and local politics.

Dr. Herron earned a bachelor of science degree from the United States Naval Academy, a master's degree from the Naval Post Graduate School, and a doctorate from the University of New Mexico.

Toastmasters International extends its sympathy to President Herron's wife Elise, their four children and three grandchildren.



A Board committee session focusing on organizational growth strategies.

Board of Directors' Actions

Continued from page 15

districts being formed out of Founder's District and District 36 and determined that all of the conditions imposed by the Board have been fully met.

Approved election of officers for the two new Districts for the 1989-90 administrative year. Assigned number 12 to the new district being formed from Founder's District, and assigned number 27 to the new district being formed from District 36. The new districts become effective July 1, 1989.

- Reviewed the proposal for the election of Division Lt. Governors by Division Councils and recommended no change.

- Approved a change in policy to allow reimbursement to eligible attendees at Regional Conferences held outside the 1955 Continental limits of the United States and Canada. However, this is not to exceed the equivalent of the highest average reimbursement paid to any Regional Conference participant the previous year. For some, the highest average reimbursement paid in that year may not cover their full air travel fare.

- Announced that one candidate was advanced to second-level participation in the 1989 Accredited Speaker Program.

- Reviewed and recommended changes in speech contest rules. Those rules will be included in the 1990 Speech Contest Rulebook, which will be distributed to clubs and districts in October 1989.

- Reviewed drafts of and offered suggestions for several handbooks for club officers—developed as part of the club structure modification approved at the

August 1988 Annual Business Meeting—to become effective January 1, 1992.

- Reviewed the draft of the new Success/Leadership module on management. Announcements about the module's availability will appear in *TIPS*, the *District Newsletter* and *The Toastmaster* magazine.

- Reviewed the Club Specialist Program and recommended the following changes:

- Clubs that report fewer than 12 members on semiannual reports will be eligible to receive appointments of club specialists.

- District Governors may appoint two club specialists per club.

- Club specialists cannot be current members of the club to which they are assigned as specialists.

- Specialists are considered successful when the clubs to which they are assigned reaches charter strength and adds at least 10 new members within one year of the specialists' appointment.

These changes will be effective October 1, 1989.

- Discussed the District Growth Support Program, adding seven and removing four districts from the program.

- Reviewed drafts of and offered suggestions for the District Management Handbook and the Area Management Handbook as part of the district structure modification to become effective July 1, 1991.

- Reviewed the District Outstanding Toastmaster of the Year Award and recommended the development of guidelines and criteria. A list of suggested criteria was provided for use by World Headquarters in the development of draft guidelines which will be reviewed by the Board at its August 1989 meeting. ♦

Spice Up Your Speech

Continued from page 20

holds for the audience. We've also touched on some of the things that make a good metaphor. But, how do you master its use? Is such mastery even possible?

While some claim adeptness with metaphorical expression is strictly due to natural ability or cultural influences, it is a skill that may be cultivated.

One path to cultivating your "library" of metaphors is to read first-rate authors and to study the speeches of great orators, like Martin Luther King Jr. and Winston Churchill. In a sense it's like playing tennis with someone who's more skilled than you are—anyone of a lesser talent can't teach you or make you stretch your abilities.

Write down the gems you hear and read. Get into the habit of carrying some index cards or a small notebook and record those beautiful nuggets that ring true.

Playwright David Mamet, renowned as a master of dialogue and drama, is said to write down every scrap of colorful speech he hears—even when it's overheard in elevators.

Practice often

At the heart of the ability to fashion good metaphors and similes is the idea of making associations between unrelated concepts. These associations usually involve linking together in one thought the attributes of the two things.

To help your subconscious mind warm up to the skill of turning a handsome phrase, try the following mental exercises.

- Think of some other uses for _____ . (This exercise makes you see one concept in terms of another.)

- Think of as many ways that _____ and _____ are alike. (This exercise forces you to see the similarities between things that are, at least on the surface, widely different.)

In addition to sharpening your command of language, these exercises will enhance your creativity and observation; no doubt strengths that will serve you well during Table Topics. ♦

Robert Keeler is a freelance writer and senior editor for an electronics manufacturing publication. He lives in Chicago, Illinois.

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