

THE TOASTMASTER

MAY 1991



TI CELEBRATES
GRAND OPENING OF
NEW HEADQUARTERS!
For details, see page 16.

THE CTM PYRAMID

SPEAKING TO
YOUNG AUDIENCES



VIEWPOINT

BREAK THE PAIN BARRIER!

Marathon runners speak of "runner's high," a sense of euphoria reached when they push themselves to their limit. When they transcend the pain barrier, they reach a level of achievement few people experience. How often do we as Toastmasters reach that "high?" Although it's easy to stop at the pain barrier, we don't benefit by doing so.

Consider three examples of opportunities for most Toastmasters: presenting a manual speech, leading special educational opportunities, and serving as an officer. Each sounds simple and for too many members the first one has become almost routine, a "walk in the park." Speakers often don't even try to reach the pain barrier. Their speech preparation is mediocre, and, when the speech is completed, they miss out on that euphoric feeling of having done a great job.

When was the last time you could hardly sit down because you were so proud of a project you had just completed? Did you work hard to do everything per-

fectly so the message had maximum impact? Were you tired, yet feeling fulfilled? If the answer to these questions is yes, you broke the pain barrier and experienced the "Toastmasters high."

Each of us makes regular withdrawals from the bank of Toastmasters education and training. We must also make deposits or our personal account will eventually run dry. The Success/Leadership series offers opportunities to make those deposits while simultaneously receiving dividends. Presenting one of these programs requires us to venture beyond comfort to break the pain barrier.

However, we are compensated by the thrill of helping others, the personal gains in leadership, training and thinking, plus the gratification of seeing others blossom as individuals. This experience is another Toastmasters high.

Members often decline club officer positions with the guise of letting someone else have the experience, or because they have previously served as an officer. What a loss!

What greater high can we experience than seeing a team come together and move forward as a result of the leadership we have offered? Taking time to teach, to coach and to nurture a future leader will carry anyone to new Toastmasters highs.

Too often we erect pain barriers because we merely *perceive* difficulties. We avoid stretching our limits because we fear breaking through the barrier to the unknown. If marathon runners approached races in this manner it is unlikely they would ever finish a race. However, each time the runners step onto the track they are determined to break through the pain barrier to levels of achievement they have never reached before.

So it should be with us. Each meeting we attend, each speech we present, each leadership challenge that is presented should give us a new high, a euphoric experience that makes us demand more!

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International President

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LETTERS

NATIONAL STUTTERING PROJECT

Thank you very much for addressing the concerns of Toastmasters who stutter (January 1991). I joined Toastmasters almost two years ago at the suggestion of a fellow stutterer, and I could very much relate to the article by Mike Snapp, "Overcoming the Fear of Stuttering."

Although the article was excellent, Snapp neglected to mention what I consider to be the best information source, referral service and support network for people who stutter – the National Stuttering Project (4601 Irving Street, San Francisco, CA 94122-1020, U.S.A.; call 415/566-5324). The courage I gained through the support of the NSP enabled me to walk into my first Toastmasters meeting.

Toastmasters created a safe place in which I could take the risks I needed to take to overcome my fear of stuttering. Through the help and support of my fellow Toastmasters, I was able to complete my CTM last June, and I was recently elected Administrative Vice President.

Thanks again for a terrific issue.

AMY JOHNSON, CTM
GARFIELD-PERRY CLUB 143-10
RICHMOND HEIGHTS, OHIO

STUTTERERS ENCOURAGED TO JOIN PROJECT

I want to add my thanks to those of Amy Johnson and others who wrote to commend you for publishing the articles on stuttering (Jan. 1991). I found them very well written, and besides the fact that they did not stress enough that stuttering is a very chronic problem in most adults, I thought they educated the reader very well.

The National Stuttering Project has a network of self-help/support groups throughout the United States. Many of our 4,000 members are involved in local Toastmasters groups. We encourage people to become involved in Toastmasters, and more and more are doing so. I hope you can fit information on us in your next article on stuttering.

JOHN ALBACH
EXECUTIVE DIRECTOR, NATIONAL
STUTTERING PROJECT
SAN FRANCISCO, CALIFORNIA

SEEKS STUTTERERS HELPED BY TOASTMASTERS

Thanks for calling our attention to the need "to make people with disabilities feel welcome" in our club meetings (January 1991). As a lifelong stutterer who has been greatly helped by Toastmasters, I also appreciate the two articles on stuttering.

In addition to the stuttering organizations mentioned in the articles, another excellent source of information and help for stutterers is the National Stuttering Project.

Over the years, I have read a number of articles in NSP's publication, *Letting Go*, by stutters who have been helped by Toastmasters.

I would like to hear from current Toastmasters who are stutters about how much they have been helped by their club experiences. I plan to write an article on this subject for an organization concerned with stuttering.

My address: 100 Chinquapin Circle, Columbia, SC 29212, U.S.A.

JOSEPH F. MCMANUS
RICHLAND CLUB 2500-58
COLUMBIA, SOUTH CAROLINA

DISABLED TOASTMASTER GRATEFUL

After seeing the article "The Disabled Toastmaster" by Sharon Lynn Campbell in the January issue, my grateful thoughts were, "we disabled are not alone."

In 1985, I was diagnosed with multiple sclerosis while serving as president of Five Flags Club 3229-29 in Pensacola, Florida. When disabling changes in my walking and speaking ability occurred, the members of the club always showed warmth, understanding and compassion. Despite my disabilities, my aim is the continued search for excellence in my speaking.

My thanks go to all in the audience who hear me speak. I encourage all who may feel inconvenienced by any disability to join Toastmasters.

HANK SCHUCK, ATM
CORRY STATION CLUB 6458-29
PENSACOLA, FLORIDA

WEDDING EMCEE 'PROUD'

I liked the variety of articles in the December issue. The article "How to Emcee a Wedding" intrigued me since I had the opportunity to emcee a Toastmaster's wedding in October.

The bride is a Toastmaster and she wanted someone to orchestrate the wedding ceremony. During the reception, I had the honor of introducing the newlyweds and making personal comments about the bride and groom. Several guests complimented me on my efforts and seemed surprised it was my first time. "Oh, you're a Toastmaster – that explains why you did such a good job," made me feel proud. I had done my best and succeeded.

JOE SAMORA, DTM
PUBLIC RELATIONS CHAIR, DISTRICT 39
CARMICHAEL, CALIFORNIA

'SALVATION' AD IRREVERENT

I could not believe my eyes when I saw the recruitment ad on the back cover of the January issue. I thought Toastmasters was a professional organization that stressed the importance of tactfulness and good taste. Your comparison of salvation to communication problems was lacking in both these essential qualities.

Salvation is a serious spiritual issue and you would be well advised not to treat it with such casual irreverence.

DEBORAH WATKINS-MORRISON
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MY TURN

By Lily Rivera

THE KEY IS TO MAKE VISITORS FEEL WELCOME.

CAPTURE THAT PROSPECTIVE MEMBER!

■ **There he was, right in the palm of your hand and you let him get away. He even appeared eager to be caught! But he's gone now; probably won't come back again. You goofed!**

In truth, it wasn't your fault alone; any one of your fellow members could have captured him. And it would have been easy: a smile here, a handshake there, a quick invitation to join and he would have been yours. But no one thought to do it. Sadder yet, no one even got his phone number, so forget trying to call. Oh well, better luck next time!

But wait a minute! Luck begins with a plan, and your next meeting is the best time to initiate such a plan. Here's some suggestions for capturing guests and converting them to members:

Too often, everyone is concerned about a problem, but until someone formally brings it up at a meeting no one will do anything about it.

Encourage your club president to appoint all members as official greeters. It's easy for the official greeter to be absent, busy or

inattentive; but it's highly unlikely that all greeters would be remiss in their duties.

Members must understand the importance of their greeting roles, so make their duties clear. They are as follows: Introduce yourself to the guest. Put a name tag on both of you. Write first names only. Often, in attempting to squeeze in both first and last names, the result is a name card that can only be read from 10 inches away. Better to write just first names in large, bold letters that are legible from across the table. Use your guest's name frequently – it's flattering to him or her and it imprints it on your mind.

Find out enough about your guest to be able to introduce him or her to other members. For example, ask where guests work and live, and how they learned about your club.

Have the visitor fill out a Guest Card. Someone must take the initiative to get a guest's name, phone number and address. Use official club Guest Cards (available from World Headquarters, code 904) or purchase large 5" by 8" cards in a distinctive color. Don't forget to collect the card and pass it on to your club secretary.

Present your guest with a Guest Packet. It's easy to assemble packets that include members' names and phone numbers, a meeting agenda, a copy of *The Toastmaster*, literature about the aims of your club, dues information, etc. Choose covers in bright, bold colors for these packets so they'll be easily recognizable when guests take them home. Keep a stack of packets handy at the door.

Invite guests to sit next to you during the meeting. This allows you to answer questions,

cue them in on routine meeting functions, and describe club projects.

At the end of the meeting, invite them to join! The main reason people don't join a club is that no one thought to ask them. Exchange phone numbers with guests and offer to answer any questions that may arise later.

Don't wait for someone else to make himself the official greeter. As soon as you spot a new face, jump to the opportunity! If someone does beat you to the punch, join them. While the guest is filling out a guest registration card, you can get the guest packet. Remember, the greeting duties belong to all of you. Having several members approach a guest makes him or her feel truly welcomed.

Get your club president to make follow-up calls to guests before the next meeting. This three-minute, thank-you-for-coming, we-want-you-to-join-our-club-call may well serve as the deciding point for a prospective member.

True, this could be done effectively by any member. And true, your club president is busy enough as it is – but a call from the club president can be very persuasive.

Get your club to follow these steps consistently. You may need to remind and remotivate your fellow members periodically. Praise them for their efforts; point out new members who received "the special guest treatment" and subsequently joined the club.

New members bring fresh energy, additional working hands, new ideas – all essential for club success. More importantly, however, acquisition of new members allows us to spread the benefits of Toastmasters training to others. Creating effective communicators is our gift to the community. Our contribution to our club and to our community can begin with this simple, easy-to-follow five-step plan.

Lily Rivera is a member of Epicenters Club 1041-12 in Loma Linda, California.

YOU'VE GOT TO HAND IT TO THOSE GESTURES

By Michele Meyer



■ The German masses saluted Adolf Hitler with their arms angled up, as if sending him their respect. He, in turn, cupped his hand and drew it back, catching their adoration. Words were unnecessary, as in many cases where actions speak louder than words. Indeed, some experts estimate only three percent of our communication is from words themselves. Hand gestures, body language, facial expressions, tone of voice and breathing make up the rest.

EVEN IF YOU DO SAY SO, YOUR FACE AND HANDS WILL RUB IT IN.

"We've all heard, 'What you do speaks so loudly I can't hear what you're saying,'" says Frank Maguire, founder of Hearth Communications Group. "We all can relate to that." Gestures are a small part of body language – the latter encompasses the way we stand, lean, slump, fold our arms or legs and the distance we keep from others. Gestures focus on our hands and how we move them.

Shake a fist and someone will cower. Shake a finger and they know they're about to be scolded. Put an arm around a friend and they will feel comforted. Gestures are such an important part of our ability to communicate that universities study them in sociology,

political science, anthropology, psychology, marketing, communications – even English literature.

We move our hands in so many ways that the recently published *Italian Without Words* by Don Cangelosi and Joseph Delli Carpini shows some 90 gestures, from "What will I tell my mother?" (one hand on the hip, the other hand with fingers spread on the chest, shoulders raised) to "Don't tell me how to cook" (body leaning forward, with hand raised, clutching spatula). Actions, too, can be as poignant and memorable as words.

Many who witnessed John F. Kennedy's speech "Ask not what your country can do for you; ask what you can do for your country," remember the way he punctuated each word with a pointed finger.

Since then, Vice President Dan Quayle has not been the only one to be told, "You're no Jack Kennedy." In the 1984 presidential campaign, Gary Hart was criticized for what some saw as the calculated mimicking gestures associated with Kennedy: putting his hand in his jacket pocket and brushing his hair back. Had he raised both arms, each hand in a victory sign, he could have been accused of being like Richard Nixon. Not surprisingly, candidates and debaters closet themselves with their advisers to study everything from the way they pound the podium to the way they shake hands.

Politicians are not the only ones to take care how they express emotions or punctuate their words with their bodies. Gestures are such a part of acting that a performance by a Soviet theater troupe brought tears to the eyes of actress Karin Hill, even though she doesn't know the language.

"Your hands and face are the most expressive parts of your body," says Hill, who also

“The more animated people seem, the more it seems that maybe what they have to say is more interesting, too.”

directs Show of Hands, a theater for the deaf in Memphis. “Just by raising an eyebrow you’re asking a question. If it was just a voice, radio would be fine. Acting is doing.”

The best sales and business people are adept at reacting to the gestures of others, says Anna Downs, clinical psychologist at the University of Tennessee in Memphis. “They are constantly getting feedback from the other person’s face and using it.”

Those who gesture may not only be more successful, but more admired. “I do gravitate toward people who are more expressive,” says Joy Maness, a teacher at St. Agnes Academy in Memphis and an admitted gesticulator. “The more animated people seem, the more it seems that maybe what they have to say is more interesting, too.”

Gestures give power, notes Letitia Baldrige in her *Complete Guide to Executive Manners*. “A person who has a strong, aggressive personality will quite naturally lean over the conference table and make strong gestures with his hands to accompany his message. A normally shy, retiring person who suddenly leans over the table and begins to gesticulate emphatically gives a much stronger message.”

People in business often control their gestures to show they are in control of their emotions – and audience. But they can lose the battle if they overdo it, says Michael Cunningham, associate professor of psychology at the University of Louisville, Kentucky. “A lack of gestures also is seen as negative: over-controlled, inhibited, intense, cold rather than warm.”

Just what makes one person stiff and the next so mobile with his hands that you expect him to fly away?

Perhaps we should thank our ancestors,



says David Popalisky, lecturer in dance at the University of Santa Clara. Hands today might clench in anger, whereas in the past they clenched a weapon. Today, they may pound a table, whereas at one time they raised to strike threatening animals.

Some cultures are more adept at replacing words with gestures. “In France, there’s a lot of things that don’t have to be spoken,” Maness says. “Say, if you want to use a telephone in a bar, you just have to make a gesture. If you want a bill in a restaurant, you just have to hold up your hand and write on it.”

Confessing a personal compulsion to gesturing, she adds, “If I had to sit on my hands, my facial expressions would probably become very animated or I would think I would have to explain things in great detail, because I would think, ‘You know, they probably wouldn’t understand what I’m saying.’”

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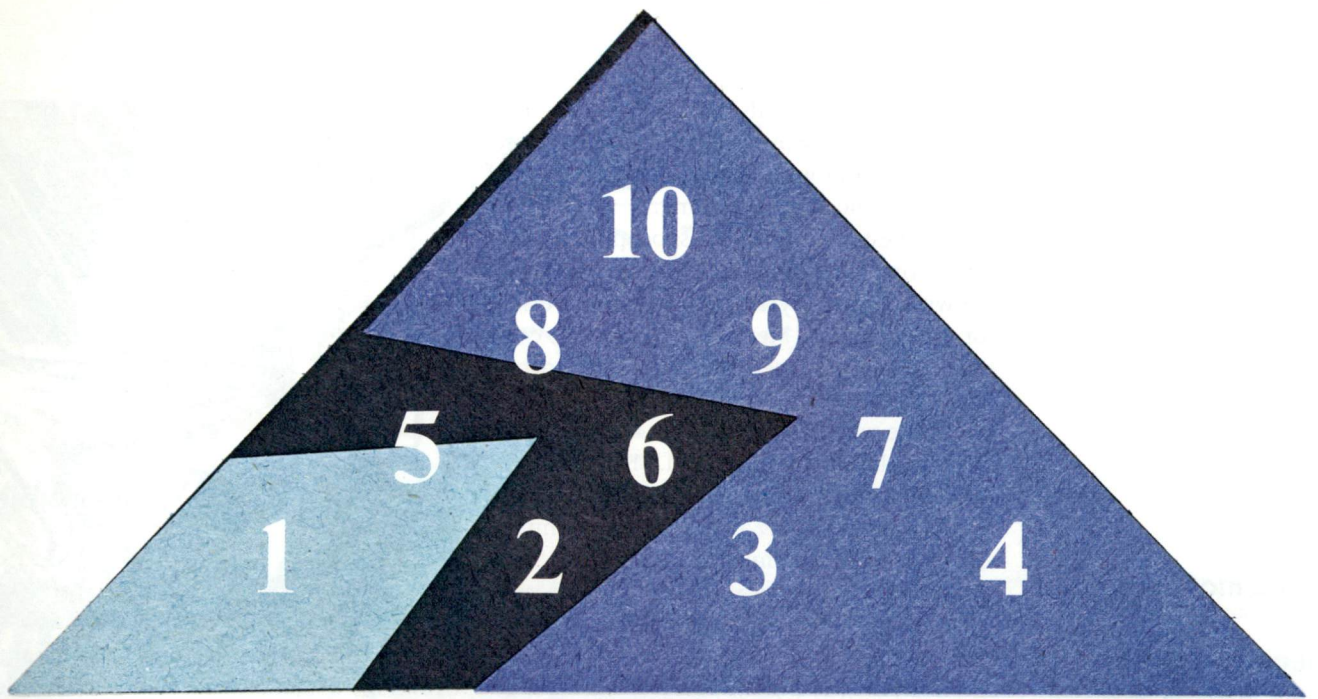
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THE CTM PYRAMID

THE C&L MANUAL GIVES THE BLUEPRINT
FOR CONSTRUCTION. YOU, THE BUILDER,
MUST SUPPLY THE ENERGY AND TIME.

By Ian Ridpath, CTM

■ Toastmasters' CTM program provides all that is necessary for successfully laying a strong public speaking foundation. Upon this foundation, Toastmasters build toward their long-term goals of ATM and DTM. This two-part article will give you some practical "how-to" tips on how one Toastmaster built his "CTM pyramid."

The blueprint for successfully building your CTM pyramid is found in the Communication and Leadership manual. It not only contains the specifications and working plans but

also gives the step by step method of construction. In other words, both the "whys" and "hows" are clearly outlined in one concise book. You, the builder, must only supply the energy and the time.

The construction of the Egyptian Pyramids was measured in hundreds if not thousands of years. Attaining your CTM, on the other hand, can be accomplished in a few months. Taking this "fast-track" approach may seem at first glance the right thing to do, since it will quickly produce the sense

“The long-term communication strengths we acquire from the Toastmasters program will be only as good as the foundation upon which they are built.”

of achievement you were looking for when you began your Toastmasters journey.

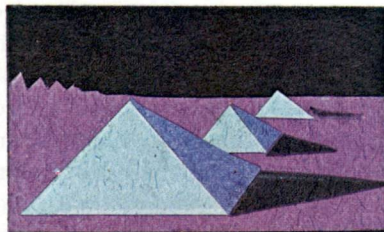
But the strength and durability of your public speaking foundation may be sacrificed by rushing through the building process. I believe skills in public speaking, like skills in the building industry itself, cannot be learned overnight.

The long-term communication strengths that we acquire from the Toastmasters program will be only as good as the foundation upon which they are built.

The 10 speech exercises in the Communication and Leadership manual do indeed fit together like building blocks to form a strong public speaking foundation. The following is how I approached my own pyramid building task:

THE ICEBREAKER

Most Toastmasters I have spoken with say their toughest assignment was their icebreaker. For most this was their first foray into public speaking.



It is interesting to note, however, that once they were close to putting the last block in place for their “CTM pyramid”; speech number 10, it was indeed this last speech that presented the most challenge.

This makes sense since “Inspire Your Audience” is the culmination of perhaps a year or more of hard work. In order to inspire their audience, they have to be inspirational themselves, be skillful in terms of speech delivery and know how to present emotions in an honest and sincere manner.

These characteristics do not happen by chance. They come about by the conscientious building of one skill upon another until they appear to the audience as natural, in-born traits.

The icebreaker then, should not be approached with those goals in mind. It should be considered from the point of view of a cornerstone that will serve to hold up the remainder of the C & L assignments.

It is meant to be an introduction, a forum where you can tell your fellow members about yourself and take the first step in public speaking.

My approach to this first speech was to take a familiar theme and tie it to some of my life experiences. As a theme,

I chose part of a passage from the Biblical book of Ecclesiastes, probably quite familiar to most of us: “To everything there is a season and a time for every purpose under heaven...a time to laugh, a time to cry...a time to love and a time to hate...”

After I briefly talked about where I was born, my early childhood and schooling, I presented one occasion in my life when I felt each of the above emotions. Before I knew it, five minutes had elapsed and I had completed 10 percent of my CTM!

BE IN EARNEST

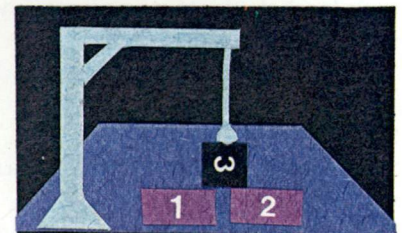
It seemed odd to me when I was beginning my manual that the second assignment should jump from a simple, introductory presentation to an earnestly delivered 5- to 7-minute speech. Earnestness to me meant being bold, factual and inspirational as well as possessing other more challenging speaking characteristics. The assignment’s objectives are:

“To convince the audience of your earnestness, sincerity and conviction on a subject you thoroughly understand.” I was scared! How was I to deliver such an uplifting and challenging speech after I had just finished my icebreaker?

The answer came to me after reading an article about the 10th anniversary of the installation of the Pol Pot regime in Kampuchea. I had always been interested in the conflicts in Southeast Asia and in particular the reign of terror in Cambodia.

I titled my speech “The Year Zero,” the name given by the Khmer Rouge for the beginning of its new regime. I made up many large charts showing the effect on the population of the “decentralization” and the subsequent “Killing Fields.”

By using such a topic and by displaying what I was saying, I believe that I delivered as earnest a speech as I could have. My evaluator agreed, but he did give me an important



growth point. He said my conclusion was a bit weak and that I could have ended with a stronger note of appeal. I thus learned an important lesson from speech number two: What you leave the audience with makes the lasting impression.

“The strengths and durability of your public speaking foundation may be sacrificed by rushing through the building process.”

ORGANIZE YOUR SPEECH

So far, so good. I had completed a fifth of my CTM pyramid. The next manual objective was to deliver an organized speech.

But I thought my two prior speeches already were organized! I had carefully chosen an opening, I included only three major points as a body (I was told by another Toastmaster to only have three points in any speech) and I thoughtfully wrote my conclusion.

What else was there to organizing a speech? Actually, there is nothing else. The trick is to make each of these three parts fit together in such a way as to form a watertight delivery. That is, none of these parts should stand alone.

No one should be able to shoot holes in your speech organization by saying, for example, that the conclusion did not effectively sum up the main points, or the body of the speech did not flow smoothly out of the introduction.

In April 1986, a natural phenomenon helped me choose the topic for my third speech. My family and I were living in New Zealand at the time and Halley's comet was on its way. This latest apparition was to be best viewed from the Southern Hemisphere.

I titled the speech “Cosmic Snobbery” and it was to show that the cosmos can quite often “steal the show” when it comes to the spectacular. Unfortunately, even though I had probably the best views of this famous comet, it turned out to be rather a disappointment. The organizational aspect of this speech was as follows: The opening asked people if they had seen the comet and if not, why not? This challenge led into a brief dissertation of what comets are, how they manifest themselves and what they mean to the understanding of life here on earth.

The conclusion challenged the audience to go and visit their local observatory or astronomy club and take a look at what the cosmos has to offer.

Three speeches down, six to go!

SHOW WHAT YOU MEAN

Shakespeare wrote, “All the world is a stage and all the men and women merely players.”

The fourth manual speech requires us to “Show What We Mean” when we are delivering a speech. In order to do that, I believe we must practice our acting skills. This is one speech opportunity where we can be a little silly, be a little flamboyant and “let it all hang out.”

I once heard a No. 4 speech given on the topic of stamp collecting. It was a good speech, well organized, spoken with conviction and knowledge, but it completely fell flat as far as body language and gesturing were concerned.

To make matters worse, the evaluator only praised the speaker and failed to point out that a topic such as stamp collecting, as interesting and informative as it is, is not the right topic for demonstrating body language. Perhaps if the speaker had made airplanes out of his first day covers and flown them over the audience, he might have come some of the way toward meeting the speech objectives.

I have many hobbies myself and would never criticize anyone else's pastimes. But I did learn to choose a topic that tries to fit in with the manual objectives. It was at this time that I decided to pursue my speaking career using as much humor and body language as possible.

Thus, I based my fourth speech on my own amateur radio experiences. By using such props as radio QSL cards, a small piece of electronic equipment and a lot of humor and gesturing, I achieved the manual objectives.

These first four speeches form the first layer of the CTM pyramid. Next comes the number five speech: Vocal Variety. This combined with the previous speeches can generate some of the most important speaking strengths you can ever hope to acquire.

Showing and telling with vigor can attract the attention, hold the interest and convince most audiences that you know what you are talking about and you know how to tell it to others.

Next month I'll cover the remaining six speeches in the CTM pyramid: Vocal Variety, Work with Words, Applying Your Skills, Make it Persuasive, Speak with Knowledge and Inspire Your Audience.

Part Two will be published next month. ①

Ian Ridpath, CTM, is a founding member of Stoney Creek Club 7976-60 in Stoney Creek, Ontario, Canada.

Editor's Note: Upon completing the *Communication and Leadership Program manual*, a Toastmaster should submit the signed “Competent Toastmaster (CTM) Application” form on page 70 to World Headquarters. He or she will be awarded the CTM certificate and sent, without charge, his or her choice of three manuals from the *Advanced Communication and Leadership Program*.

TAKE THE TRAIL TO CTM STARDOM

By **Laura A. Reinsimar**

"Push your capabilities to the fullest, and you'll be rewarded with personal gratification and public recognition, as well as admiration and approval from fellow members."

■ If you are like most people, your New Year's resolutions are but a vague memory by now. But it's not too late to make a resolution you can be sure to keep—attain your CTM. With the encouragement and support of other Toastmasters, how can you go wrong? Who knows, you may soon even find yourself on your way to earning your ATM or DTM.

Recognition opportunities abound for all Toastmasters who master the many educational programs available. It is up to you to set your goals, but once set, Toastmasters International will guide you step-by-step toward public speaking proficiency. And, to help you monitor your growth and success, progress charts (code 227) are available through the Supply Catalog. These charts can be useful for putting your educational plan into perspective while focusing on your goals.

The first step along the Toastmasters trail leads you to the CTM educational award, which can be attained after completing 10 speech projects from the Communication and Leadership Manual. Best of all, it is possible to accomplish this goal in less than a year. Each of these speech projects focuses on a different speaking skill, so once you've earned your CTM, you can speak up anywhere with confidence. Each speech is carefully evaluated in order to provide you with beneficial feedback from more experienced members.

Further down the trail is the ATM award, consisting of three levels: ATM, ATM Bronze and ATM Silver. Members who pursue these achievements confront even greater challenges and are required to invest two years' continuous Toastmasters membership and serve as elected club officers. Other requirements include the completion of additional advanced manuals, as well as speeches before non-Toastmasters groups. The requirements for each ATM level can be found in the Club Management Handbook and in each advanced manual.

Finally, the most prestigious of all, is the Distinguished Toastmaster award (DTM). Members pursuing this achievement must focus on incorporating the Toastmasters program into their communities. In addition to the requirements needed to earn ATM status, one must conduct Speechcraft and Youth Leadership programs, make presentations to non-Toastmasters groups through a Speaker's Bureau, hold a club office, and sponsor new members. Accordingly, members pursuing DTM status also assume positions of responsibility at the district level and start new Toastmasters clubs or rebuild ailing ones.

Strive to be your best. Better yet, make every day count toward reaching your goals. Take advantage of Toastmasters' educational awards program. After all, it was designed for you. Push your capabilities to the fullest, and you'll be rewarded with personal gratification and public recognition, as well as admiration and approval from fellow members.

For more information about educational awards, the Club Management Handbook, the basic C&L manual and all of the advanced manuals provide complete details on each level of achievement. Or contact the Education Department at Toastmasters International World Headquarters. ①

Laura A. Reinsimar is a former secretary in World Headquarters' Membership and Club Extension Department.



LAUGH LINES

Above all,
don't laugh
before you
get to the
punch line.

By Gene Perret



Promising that to an audience puts an undue burden on the story. The listeners will be disappointed you didn't live up to your "campaign promises."

You don't have to embellish your story with exaggerated gestures or inflections. They can detract from a tale the same way overacting hampers a performance. The audience becomes too aware of it.

Above all, don't laugh before you get to

HOW TO TELL A FUNNY STORY

TRUST YOUR JOKE

AND LET IT PRODUCE

ITS OWN LAUGHS.

■ You've heard a funny anecdote and you know it would be just perfect for your speech. There's just one problem – you feel like you have to hire someone to tell it for you. "Every time I try to tell a funny story, it just lies there. Nobody laughs; they just stare."

Here are a few tips to help you tell that funny story and have it come out funny:

LET THE STORY DO THE WORK.

Golfers constantly hear this admonition: "Just swing. Let the clubface do the work for you." It's good advice in golf. The more you try to direct the ball, the more erratic your shot. If you try to lift the ball into the air, you wind up topping it. If you try to hit it extra hard, you wind up hitting more ground than ball and your Titleist travels only 50 yards or so.

The same advice applies when telling humorous anecdotes. If you've selected a funny tale, trust it. Just tell it and let it produce its own laughs.

Never tell the audience it's funny: "Here's a hilarious story you're just going to love."

the punch line. Some raconteurs do that to assure the listeners that the joke is hilarious. As I mentioned, that's not only unnecessary, it's annoying. This doesn't mean your delivery has to be cold and lifeless – it should be natural. It should be you. Tell a joke the way you would talk about any other incident – with your natural gestures and inflections.

BE ECONOMICAL IN THE TELLING.

Joke telling is like a business deal. You give people something they want or need, and they give you some money in exchange. If they discover they're giving you too much money, they're going to be ticked off. So you charge them a reasonable, fair price. An audience invests time listening to your story. That's the price they pay for the punch line, for the laugh. If they discover that the joke delivered wasn't worth the time they invested, they're going to feel "overcharged."

Keep your story compact and concise. William Shakespeare advised that "brevity is the soul of wit." He knew whereof he spoke.

Avoid unnecessary detail or extraneous elements. I've heard jokes about two guys walking down the street where the story teller mentions what street it is, how long it is, what stores are on that street, who used to live there, why they moved, and what days the trash is collected on both the north and south sides of the street. If none of that is important

to the story, just say "two guys walked down the street."

KNOW YOUR STORY.

Tell me this hasn't happened to you. You've listened to a speaker start a joke. You see fear appearing in the speaker's eyes; he lost his way. He's stuck in the middle of an anecdote without a road map and he has no idea which path to take to the

"If you keep the ending in mind, you control the telling of the story."

punch line. Consequently, there is no punch line.

You don't dive into a swimming pool until you've checked to see if there's enough water in it. You don't start a funny story until you know the anecdote inside out and backward. Tell the story a few times, too, just to hear yourself say it aloud. I've known speakers who were startled to hear those words coming out of their mouths. It shocked them so much, they forgot what they were talking about. Tell the story to some friends. If you must, just say it aloud to yourself or in front of a

mirror - hear yourself tell the story.

And above all, know the ending of the story, the punch line, the reason for starting the story in the first place. That's the payoff, the denouement, the justification. Yet some story tellers forget it. If you keep the ending in mind, you can control the telling of the story. You know how much information to give the audience and how much to withhold. You know which facet of the story to emphasize and which to underplay.

TELL YOUR STORY WITH CONFIDENCE.

Earlier, I warned against overselling your story. Like a golfer allows the clubface to do the work, you let your story get the laugh. However, a golfer does have to swing, and swing with gusto to get the ball moving. Likewise, you have to tell your story with bravado.

Don't back away from the joke. Don't be frightened of it. Tell it as if it deserves to be told. Tell it knowing that it is worthy of a laugh. Challenge your audience. Let them know there's some humor in that punch line

and they owe it to themselves to find it.


Listen to this advice: "You learn to get over to the audience that there's a game of wits going on and that if they don't stay awake, they'll miss something, like missing a baseball that someone has lobbed to them. What I'm really doing is asking, 'Let's see if you can hit this one!' That's my whole comedy technique. I know how to telegraph to the audience the fact that this is a joke, and that if they don't laugh right now, they're not playing the game and nobody has any fun."

That's confidence. It worked pretty well for this comedian. His name is Bob Hope. **1**

Gene Perret is a comedy writer for such performers as Bob Hope, Phyllis Diller and Carol Burnett. His latest book is titled *Using Humor for Effective Business Speaking*.

Editor's Note: *Gene Perret's* book *Funny Business* is available through the *Toastmasters International Supply Catalog*, along with many other books and tapes on humor.

Build the Leaders of Tomorrow



Toastmasters training has taught you to verbalize your ideas so that they are heard, understood and acted upon. Why not share some of your expertise with the leaders of tomorrow? Make plans now to coordinate a YOUTH LEADERSHIP PROGRAM in your community.

Mail to: Toastmasters International, P.O. Box 9052, Mission Viejo, CA 92690 U.S.A.

SEND ME:

_____ 811 Youth Leadership Program packet(s) @ \$9.00 (Materials for 5 Students) \$ _____

Add \$2.50 postage and handling for each program ordered Plus \$ _____

California residents add 6.5% sales tax Plus \$ _____

Total Amount \$ _____

PAYMENT MUST ACCOMPANY ORDER

Club No. _____ District No. _____ Enclosed is my check in the amount of \$ _____ (U.S. Funds)

Name _____ Please charge my MasterCard / VISA (Circle One)

Address _____ Card Number _____

City _____ Exp. Date _____

State/Province _____ Signature _____

Country _____ Postal Code _____

Additional Student Handbooks and Certificates are available through the Supply Catalog. The current edition has code numbers and prices. Coupon expires 12/91.

HOW TO



By Tim Moran

SURVIVE THE PRESS CONFERENCE

THIS MUCH-MALIGNED EVENT CAN BENEFIT BY YOUR SPEAKING SKILLS.

Reporters and television camera crews had milled about in a hallway for 20 minutes before the police lieutenant finally stepped to the microphone. They were there to cover an attempted murder, a grisly episode in an otherwise quiet suburban neighborhood.

Residents had already described the tragedy, the victims were hospitalized, and police had leads on a suspect. All media calls to the police station had been answered with an invitation to a press conference, and some newspapers had agreed to hold off publishing the story until after the conference.

The audience quieted down; the police lieutenant cleared his throat, leaned to the microphone and said: "Good morning. At approximately 0700 hours officers responded to the 400 block of Birch Street on a report of shots being fired. Reports indicate evidence of a possible assaultive act involving a firearm. A male suspect may have fled on foot in a south-westerly direction. Transport to the county medical examiner's office was provided for a male and a female victim. No officers were injured. The incident is under investigation. There is no cause for alarm in the community. That is all."

Instant pandemonium resulted from this briefing. Questions from reporters turned hostile in the face of repeated "no comment" answers from the police representative; bereft of firm details from the police, reporters went to various "witnesses" who were glad to give lurid descriptions. The next day's news stories

sowed confusion and fear about a homicidal maniac on the loose, and a long-standing grudge was formed between police officials and reporters. It would almost have been better to have no press conference at all, yet press conferences are vital and expected in this age of instant information.

WHY BOTHER WITH THE PRESS?

Almost anyone can suddenly find himself staring into the bright lights of cameras, bombarded with questions and dazed at the possibility of making a "wrong" statement or answer. It could never happen to me, you say? What if you won the state lottery? Had the opportunity to represent your Toastmasters club on local TV? Were made spokesperson for your church or place of employment?

One philosophy for dealing with media attention can be summed up this way: Don't. That reaction tends to backfire more often than not, however, as the police lieutenant's statement mentioned earlier shows. Pressed into talking, he effectively said nothing, said it badly, and failed to fulfill any of the reasons for having a press conference.

As exemplified in recent TV coverage of the Gulf War, media questions turn rapidly from "What do they have to say?" to "What do they have to hide?" when communication falters. As a speaker, you have the opportunity to prepare for press conferences that will end up benefiting both sides.

“A concise presentation delivered on time will make a much better impression than elaborate facilities and fancy presskits.”

KNOW YOUR ROLE

Before you stand behind the lectern at a press conference, you must have a purpose clearly defined. Are you there to explain a technical problem? Dispel fear relating to current events? Announce a management change? Unveil a new program? You may even find yourself tapped to tell reporters why your company cannot comment on something. Whatever your role, make sure it is clear to those attending, and that you haven't directly or indirectly promised more information than you can give.

KNOW YOUR AUDIENCE

Reporters rarely attend press conferences for pleasure. They are there to do a job and do it quickly. Administrative extras like a snack table, introductions around the room, or panel discussions are unlikely to serve their needs. Massive handouts or background sheets should be left for after your talk, rather than before. There's no more dismal sound than that of 50 pages being turned in the middle of a speaker's sentence.

FOCUS ATTENTION

The focus must be on *what* you say. This is even more important when you realize that in most press conferences, the media is a blind audience.

While you may bask under the glare of television spotlights, the radio and print journalists in the room are probably hearing your words, but seeing only the backs of a lot of television camera operators. Reporters as a rule are subjected to dismal, dull, long-winded boilerplate speeches written by public relations people far removed from any action, and delivered late, in a monotone, by a bored figurehead. Allowing the talk to dribble into jargon can make the experience even worse. A crisp, colorful and concise presentation delivered on time will make a much better impression than elaborate facilities and fancy presskits accompanied by a muddled message.

ORGANIZATION IS CRITICAL

The press conference is an exercise in delivering a “back to basics” speech. You need to organize a clear introduction, set the mood and give context to the topic. Establishing context is extremely important; remember that though everybody at a press conference is aware of why they are there, all are at different stages in their information gathering. In the example of the police briefing, one reporter may know all the details and only be waiting for a quote attributable to authority, while another may be waiting for the full story direct from your mouth. Establishing context will help unify the audience so it may be addressed as a group, rather than as individual questioners.

BUILD A FRAMEWORK

The body of your press conference must contain a framework of headings that is easily grasped by reporters who are quickly writing down notes for later review, or who will be scanning tapes for key words. An organized framework also benefits you, since it lessens the chance that you'll be quoted out of context. Though any press conference worth its PR department includes a question-and-answer period, you must present a clear conclusion that summarizes details again before moving to the floor for questions. Such a conclusion sets bounds and gives reporters a picture of how far you are willing to go. It also allows late arrivals (and there will always be some) a second chance to pick up on the context of your remarks.

IT'S NEVER OVER

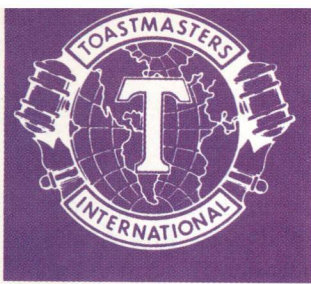
As the person at the microphone, you are put in the awkward position of choosing who gets to ask questions and answering whatever question comes your way. This is when your good outline and organization come back to bless you; complex, compound questions can always be referred back to a section of your talk with an “As you may recall...” reference. Don't be lulled into the self-effacing “I might not have answered your question fully, but ...” ending. It encourages questioners to stray farther and farther from the main topic at hand.

Realize, too, that no matter how good your speech may be, each reporter will try to get an exclusive comment from you. This is self-preservation for the reporter who is trying to separate his or her article from the rest of the pack, and not an indication that you failed to be clear or concise. Don't be lured to stray from your already-defined ground with open or leading questions, either. You must be ready to politely, but firmly and professionally, indicate your limits.

UNTIL YOU END IT

When the questions become vague or involve details, you should restate your conclusion and end the conference. You will undoubtedly be approached by reporters seeking further individual comments or tidbits following the formal conference. Be ready to stand by your recently-made statements. Reporters will respect a friendly, but firm, refusal to talk. If you have organized your speech well; set the mood and presented the context for the conference; given a good framework for the information; set firm limits; given a definite conclusion; dealt authoritatively with questions; and re-stated your conclusion, you will have conducted a good press conference. Reporters rarely applaud, but their approval of your delivery will be obvious in the resulting coverage of your story. ①

Tim Moran is a journalist who has attended “hundreds of press conferences, most of them abysmal because the speaker felt inadequate or threatened.” He lives in Detroit, Michigan, with his wife, a Toastmaster.



TI CELEBRATES GRAND OPENING OF NEW HEAD- QUARTERS

By Suzanne Frey

■ More than 400 Toastmasters, past presidents and officers traveled long distances to experience a milestone in the organization's history: the grand opening of Toastmasters

Beautiful new building pays tribute to the leaders and members of Toastmasters International worldwide.

office. The same reason also prompted past and present international directors, district governors and Toastmasters to make the trip to Southern California's Rancho Santa Margarita on this Saturday morning.

The ceremony began with a Boy Scout troop proudly presenting the flag of the United States of America, the flag of California and, to enthusiastic applause, the blue and yellow flag of Toastmasters International. President A. Edward Bick, DTM, welcomed everyone and opened the ceremony by saying the new building symbolizes the success of the organization: "It's a tribute to the vision and ideas of our founder, Dr. Ralph C. Smedley, and to the organization's leadership and Toastmasters worldwide."

He mentioned that the last headquarters building, opened in 1962 in Santa Ana, became too small for the organization's rapid growth. "Each new member, each change in our program, each improvement in our material, each manual, is directly tied to the need for this building. To me, this building is a very positive and powerful tool. It makes a statement that we are a strong, growing organization, committed to providing our membership with the best service possible, and the best educational materials available anywhere.

"Moreover, this building symbolizes the pride we have in our organization, the commit-

International's new World Headquarters building on February 16, 1991.

Among those gathered in front of the building's brown granite-covered entrance were as many as 22 former international presidents, the biggest group of past presidents ever assembled in one place. Why were they there? To celebrate the unprecedented growth of an organization they helped build, and to meet with friends they may not have seen since leaving

1. TI's new headquarters invites you to visit!

2. A proud presidential group. From left: John A. Fauvel, A. Edward Bick, John F. Noonan and Tom B. Richardson.



3. The lobby displays the flags of all the 52 countries that have Toastmasters clubs.



3

ment to an attitude of achievement. We are confident in ourselves, we are confident in our organization, and we invite the entire world to see for themselves."

He stressed that the building is "a tool for us to help enhance the performance of our members, of our clubs, and of our districts." He invited Toastmasters everywhere to use World Headquarters "as a support system," and not to hesitate to call the staff since they "are here to serve you."

The program then featured a speech by the Orange County Board of Supervisors Chairman Gaddi Vasquez, an accomplished speaker, who said Toastmasters has picked one of the most beautiful sites in Southern California, located in a "world class community." He said he was proud to have an organization of Toastmasters' stature headquartered in his district.

Executive Director Terrence McCann presented a plaque to "the most patient architect in the world," Ken Himes of the architectural firm Himes-Peters-Mason. He met the challenge, McCann said, to "build a building whose front would make a statement about the leadership of this organization, from club to international

level; whose lobby would pay tribute to our heritage; whose Board Room and Founder's Room would inspire visiting Toastmasters — but the rest of the building had to be one efficient production and distribution facility." He also thanked the interior designer, Lydia Wang, and the crew from the construction firm of Snyder-Langston for their professionalism and for keeping the construction project on schedule and within budget.

The program, emceed by Immediate Past International President John F. Noonan, DTM, also included comments by Betty Stephenson, the daughter of Toastmasters' Founder Dr. Ralph C. Smedley. Calling the new building "very impressive," she said she enjoyed meeting so many of the Toastmasters who knew and worked with her father, and said she wished her father could see for himself how successful "his brainchild" has become. She said she used to work in her dad's office in the 1930s typing all the mailing labels for the magazine and other correspondence. "After touring the building and learning about the 165,000 labels for the magazine alone, I'm sure glad I don't have to type those anymore," she joked.

As a spokesman for the 53 past international directors in attendance, 91-year-old Roy Graham, DTM, nicknamed "the dean of past international directors," then took center stage as the official representative of all past international directors. Graham, who served on the Board in 1958-1960, is one of few people still

4. Boy Scouts present the Toastmasters flag.





5. The building team. From left: Snyder Langston President Steve Jones, Architect Ken Himes, Interior Designer Lydia Wang, Toastmasters Executive Director Terrence McCann, Architect Terry Pickens, Construction Manager Dan Wozniak.

6. International President A. Edward Bick honors Betty Stephenson, daughter of Toastmasters' founder, Dr. Ralph Smedley.



6

involved in Toastmasters who worked with Dr. Smedley and knew him personally. He gave a humorous discourse on the history of the organization and said, in closing: "I'm certain that every past international director I represent shares with me the feeling that the suggestions, directions and encouragement going forth from here will help the more than 7,000 blooming Toastmasters clubs...to brighten the lives of people all over the world with the fragrance of communication and leadership training."

The ceremony ended with the unveiling of the granite wall at the building's entrance, listing the names of all Toastmasters' past international presidents in honor of their leadership and contributions to the organization.

Representing all those past presidents, 1986-87 International President Ted Wood, DTM, said he felt proud of having been a part of this expanding organization, but said, "Let's not forget that the life blood of our organization is our members — they, not us, will shape the organization and take it into the future." He concluded with a resounding reminder of his Presidential Theme: "Let's keep the spirit alive!"

Afterward, those in attendance helped themselves to refreshments and took guided tours of the building. Many stopped in the Founder's Room to view the showcases displaying historical documents, photographs of Dr. Ralph Smedley and other memorabilia.

Those who toured the building learned that it is situated on a 3.467-acre lot and has 47,036 square-feet of office space, with expansion capacities for an additional 10,000 feet. The one-story building is located approximately 25 miles south of the former building in Santa Ana, and is expected to accommodate the organization's growth for at least 25 years.

ROOM TO GROW

When the decision to move into a new headquarters building was made by the Board in

February 1989, the organization had 150,000 members in 6,900 clubs in 50 countries. At the time of the grand opening, those figures had already expanded to 162,000 members in 7,400 clubs in 52 countries. This includes clubs recently chartered in Vietnam, South Korea, Pakistan, Nepal and Bermuda, as well as five clubs in the Soviet Union. Toastmasters International has doubled its membership in the last 10 years alone, and in the last few years has added an average of 600 clubs per year.

Bob Blakeley, DTM, international president in 1976-77, attributes this recent surge in membership to certain marketing changes made by the Board of Directors in the late 1960s. "The leadership then decided to redefine the membership market, to move from a community-based businessmen's club to an organization that would serve a broader spectrum of members." This included, among other things, opening membership to women, expanding internationally, and chartering clubs in corporations, organizations and government agencies. Because of these changes, the organization grew from 50,000 members in the late '60s to 160,000 members in the late '90s.

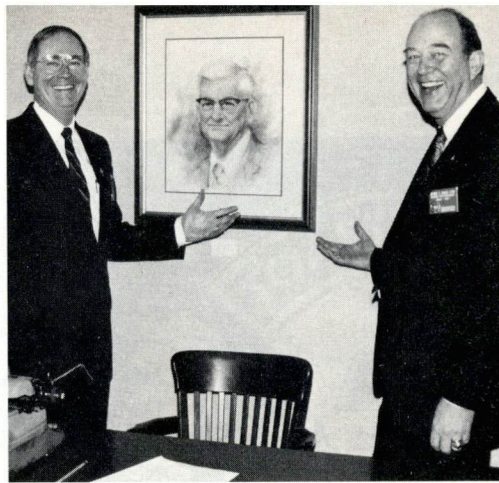
While Toastmasters International has always been part of the service industry, the focus in later years has expanded to include publishing and merchandising. The warehouse in the Santa Ana building was filled to capacity with manuals, certificates, New Member Kits, brochures and other essential items. Records were even stored in the basement with heating and air conditioning equipment.

More than half the space in the new building is now taken up by the warehouse, club and district records, and the printing, production and shipping departments. The building has comfortable office and storage space for employees to assist members, clubs



7. Immediate Past International President John F. Noonan announces the unveiling of the granite wall listing the names of all TI's past international presidents.

8. Third Vice President Neil R. Wilkinson and Second Vice President Bennie E. Bough admire Ralph Smedley's portrait and office furniture in the Founder's Room.



8

9. Senior Vice President Jack Gillespie greets Toastmaster at reception.



9

"While the amount of services has increased dramatically, WHQ has added only 15 people to its staff in 29 years."

and districts; to process applications, maintain records, create new manuals, and input data.

To give you an idea of the amount of materials generated and distributed by WHQ, consider these figures: each month WHQ mails out approximately 6,000 New Member Kits (300 a day!), 1,000 CTM awards, 3,400 Supply Catalog orders, along with thousands of letters, certificates, newsletters and brochures.

With the exception of *The Toastmaster* magazine and the basic Communication and Leadership Program manual, all Toastmasters materials are printed in-house on three large printing presses, bound and collated in the bindery department, stored in the warehouse and sorted, weighed and mailed from the in-house shipping department.

IMPROVED SERVICE

Toastmasters International has grown not only in members, but in educational services and programs as well. Since 1962 when Toastmasters first had its own building, we've:

- Doubled our membership and number of clubs.
- Created the Advanced Communication and Leadership Program with its 12 different manuals.
- Created 10 Success/Leadership modules.
- Created the Youth Leadership program.
- Introduced educational awards: the CTM, ATM, ATM Bronze, ATM Silver and DTM.

- Established the Accredited Speaker Program.
- Introduced the Distinguished Club, Area and Division programs.
- Expanded merchandising services: the Supply Catalog currently offers about 550 items for sale.
- Added two large printing presses and a state-of-the-art IBM System 38 computer.
- Increased the organization's annual operating budget from \$700,000 to nearly \$4.5 million.

However, while the amount of services has increased dramatically, WHQ has added only 15 people to its staff in 29 years: from 36 in 1962 to 53 today. This means there is only one WHQ employee for every 3,056 members!

With a building equipped to serve members for years to come, Toastmasters World Headquarters employees are ready and willing to do their share to meet Toastmasters International's mission "to make effective communication a worldwide reality," and to achieve the goals set by the Board of Directors: to reach a membership of 350,000 in 15,000 clubs by the year 2001. ①

Suzanne Frey is manager of TI's Publications and Public Relations Department and editor of *The Toastmaster*.

Editor's Note: *Toastmasters wanting to visit World Headquarters can receive a brochure with detailed travel directions by calling (714) 858-8255.*

10. Visiting Toastmasters peruse books for sale in the Product Display Room.



WHO DOES WHAT AT WORLD HEADQUARTERS

■ The staff at World Headquarters exists to serve you. Don't hesitate to call 714/858-8255 and ask for the manager of the department best suited to answer your questions and handle your needs.

EXECUTIVE DIRECTOR

Terrence J. McCann

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District services and reports
Distinguished District Program
International convention
Regional conferences
Ralph C. Smedley Memorial Fund

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Club and member educational programs
Supplemental educational programs
Speech contests
Speechcraft and Success/Leadership
Distinguished Club Program
Officer training programs
Educational goals
Youth Leadership Program

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Club and District supplies
Educational material merchandising
Pick, pack and shipping operation
Merchandise advertising and promotion
Headquarters reception
Board of Directors assistance
Board of Directors meetings
Club, District and International bylaws
Club and District files

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New club extension programs
Membership goals
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Area Visitation Program
Membership building awards
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Frank Chess, Manager
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Club and District accounts
Semiannual reports
Data processing
Personnel
Insurance

PRODUCTION

Larry Langton, Manager
Printing
Bindery
Receiving
Building maintenance
Warehouse operation and inventory

PUBLICATIONS AND PUBLIC RELATIONS

Suzanne Frey, Manager
The Toastmaster magazine
Tips
District Newsletter
Top 10 Club and District Bulletin contests
Typesetting
Public relations
Publicity

11. A crowd of proud Toastmasters, including past and present leaders, celebrate the grand opening.



12. International President A. Edward Bick thanks Orange County Board of Supervisors Chairman Gaddi Vasquez for his eloquent presentation.



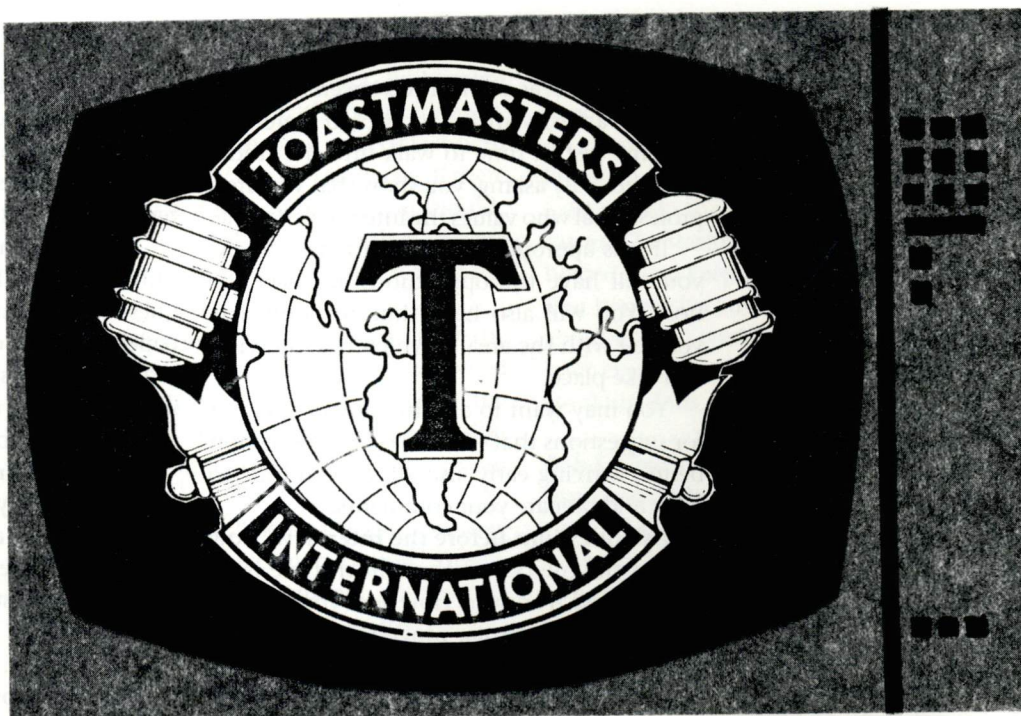
12

13. Past International Director Roy Graham and Past International President Ted Wood represented all past directors and presidents.



13

Be sure to tell the audience how your subject can or will affect them.



PROMOTE YOUR CLUB ON TV!

By Bob E. Couch,
Ph.D., CTM

MEDIA EXPOSURE WILL
GIVE YOU NEW SKILLS
AND CONFIDENCE, AND
BRING IN NEW MEMBERS
TO YOUR CLUB.

■ Most of us will never get the chance to appear on a talk show – a primetime television or radio program with a national audience, a large budget and celebrity guests. However, we do have the opportunity to be seen or heard in a public service announcement (PSA) on a local community cable program.

Your Toastmasters club provides a valuable service to its members and the community. So why not call the local media stations and tell them about it? Tell them you would like to talk about this nonprofit self-help organization during a PSA or talk show.

Some stations will ask that you put your request in a letter to the station manager explaining the details of who, what, when, where, how and why of Toastmasters International. They will review your request and let you know if it is appropriate for their show.

During the past two years I have done numerous PSAs on local TV and have been interviewed on 11 different radio stations. Both media were extremely interesting and each was a new experience for me. The script I used for each one-minute PSA on TV was as follows:

"Hi, I'm Bob Couch. Have you ever been asked to talk to a group of people, but were afraid to? There is an organization in San Antonio you may be interested in. Toastmasters is an international organization meant to help each of us become better at listening, thinking and speaking. The fear of public speaking has been listed as the number one fear in the United States today. Both men and women are joining Toastmasters to overcome this fear and improve their skills. Sometimes it's not what you say but how you say it that makes the difference. There are now 27 Toastmasters clubs in San Antonio. If you would like more information about a Toastmasters club in your area, please call the telephone number on your screen."

Most cities offer a large number of worthwhile projects and needy causes that can be promoted on the air. However, there aren't enough people with the ability and confidence to talk about all of them.

I have compiled some observations and ideas based on my experiences to help make your interview on TV or radio more interesting and fun.

Be on time. When the program date is set, ask the interviewer what time you should arrive. You may need to be there 30 minutes early so you can be briefed on the program

“If your responses are lengthy, it may appear to the interviewer that you are trying to take control of the program.”

format. However, some interviewers feel pressured by an early arrival and would prefer you to come just in time to walk into the studio with them. By asking, you show that you are a professional who values the interviewer's time.

If it is appropriate for you to arrive early, you will have the opportunity to meet the host. You will also have time to familiarize yourself with the area in which the interview will take place.

You may want to ask the camera operator for suggestions that will help you photograph better. Arriving early also allows you time to relax and prepare your comments.

Ask questions before the interview. How long is the interview? How much time is allowed for each answer? How does your subject relate to this particular program or audience? What areas of information are to be covered? Will one topic be given more emphasis than another? How in-depth does the interviewer want to go?

By asking these questions in advance, you show that you want to provide the most current and appropriate information you can. That's good for both you and the interviewer.

Provide an appropriate introduction. Be sure your name and title are shown in the first part of the introduction. This makes it easier for the host to tell the viewers and listeners who you are, and it establishes your credibility to speak on a particular subject.

Then list your more significant credentials and experiences on this one-page introduction. Be aware that some interviewers will prefer to “set the stage” with their own informal comments, rather than read all of your qualifications to the audience. Your business card may contain all of the information the interviewer will want to use in the introduction.

Dress appropriately. Always dress as you would for any professional interview, in attire that presents you well. For TV, you can ask the interviewer or production manager for tips on suitable colors. It is better to overdress by wearing business attire than to wear too casual clothing.

For TV, business attire gives you added credibility. For radio, it gives you that unseen confidence that comes across to the listener as conviction and presence of mind. You may feel and sound intimidated if the interviewer, or any other participant, is more appropriately dressed for the situation.

Be an expert on your material. You can't expect the viewers or listeners to become interested in a topic you hardly know yourself. It may be necessary to do some additional research before the interview.

You may want to give the interviewer some printed material to refer to in formulating questions. Be sure to keep an identical set of papers for your own reference during the interview. It is easy to become confused if the interviewer asks questions about material you don't have in front of you.

Listen attentively. To be an effective communicator you must be an attentive listener as well as a willing speaker. Focus your attention on the interviewer so you can both hear and understand the question.

Be concise. When the questioning begins, get to the point immediately. Unless you are asked to give a detailed response, you should answer each question in 15-20 seconds. Whether you have three or 30 minutes to be interviewed, short answers will help you stay on the subject and not ramble.

Since most questions will be “open-ended,” you will have the freedom to express your opinions. However, if your responses are lengthy, it may appear to the interviewer that you are trying to take control of the program. They may cut you off in mid-sentence to maintain control and continuity.

Whenever possible, use stories rather than lists or statistics to illustrate a point. Stories are easier to understand and will help you hold the audience's attention.

Be conversational. Several hundred thousand people may be watching or listening to you. Think of this mass of people as just a collection of individuals. You can be more effective, and certainly have more fun, if you talk to each person individually in a conversational tone. Be yourself.

Everybody watches or listens with a “What's in it for me?” attitude. Be sure to tell the audience how your subject can or will affect them.

Be enthusiastic. In reference to enthusiasm, Ralph Waldo Emerson said, “Nothing great was ever achieved without it.” We must be visibly and verbally excited if we expect people to be enthusiastic about our ideas,

“Be sure to tell the audience how your subject can or will affect them.”



Maintain eye contact. By keeping eye contact with the interviewer, you are keeping eye contact with your TV or radio audience. If there is a studio audience, you should occasionally look at them. Remember, you are having a conversation, so you must look at the person you are talking to.

If you are constantly looking around the studio, the interviewer may feel you are bored with the questions. You may also give the interviewer and the audience the impression you are not confident about yourself or your subject.

Say “Thank you.” Send a thank you note to the interviewer, the camera person, the station manager, other participants, and anyone who played a part in helping to make this a valuable experience.

Offer to be available. Let the interviewer and station program manager know you are available, on short notice, if they have an opening in the future. Radio and TV talk show hosts interview many people each week, and someone may cancel an appearance. The station will be more likely to call on people they know to be effective and willing to fill in.

especially if we want them to take action.

Many people don't feel they have anything to be enthusiastic about. Through our excitement, we can help them change their attitude. Enthusiasm is contagious.

Who benefits from this type of media exposure? Everyone. The viewers and listeners benefit because many people still do not know an organization such as Toastmasters exist to help them become better communicators. The station benefits because you have helped them keep the community informed. You benefit because you have learned more about how to work with the media by using your ever improving listening, thinking and speaking skills. ❶

Bob E. Couch, Ph.D., CTM, a member of Business-Professional Club 2207-56, is a professional speaker and seminar leader. He's the founder of Couch Creative Communications in San Antonio, Texas.

Editor's Note: *Public service announcements are available through the Toastmasters International Supply Catalog for radio use (code 1151) and television use (code 1144). These 30-second announcements promote the benefits of Toastmasters and tell people how to “Get the Toastmasters Edge.”*

Toastmasters International Presents . . .

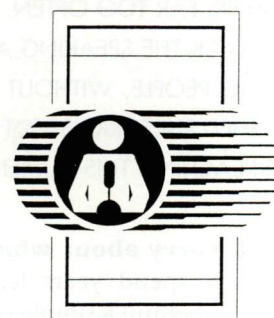
MEETING EXCELLENCE

Your Video Guide to Quality Club Meeting

Effective meetings are the key to your Toastmasters club's success. Educational, enjoyable meetings benefit members, enabling them to develop their communication and leadership skills in a friendly, positive environment. Quality club meetings also attract new members to the club, providing fresh ideas and new personalities. This helpful 16-minute video discusses and demonstrates the critical elements of a successful club meeting, focusing on the importance of:

- Preparation • Good speeches • Positive, constructive evaluations
- Recognition • Camaraderie

This program can help every club, new or established, to conduct excellent club meetings. **Order your copy today!**



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VHS format (216-V)

PAL format (216-P)

\$14.95 per tape. Add shipping and handling as follows for each tape purchased: \$3.00, U.S. Club; \$4.00, non-U.S. clubs. California clubs add 6% sales tax. If postage exceeds shipping charges, customer will be billed for the excess. This coupon expires 12/91.

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solution to a problem is often never heard; it remains locked away behind a wall of fear in the mind of one person. The more one understands the audience, the less risk is involved. Adults can reach young minds, once they understand and apply what is required.

By Richard S. Warn

SPEAKING TO YOUNG

BUSINESS MEN AND WOMEN ARE FREQUENTLY ASKED TO ADDRESS YOUTH GROUPS, YET THESE REQUESTS ARE OFTEN REJECTED. IN MOST CASES, THIS STEMS FROM EITHER CONCERN ABOUT WHAT TO SAY OR FEAR OF NOT BEING ABLE TO REACH THE YOUNG MIND. A YOUNG AUDIENCE DOES PRESENT A UNIQUE CHALLENGE, BUT NOT ONE TOO DIFFICULT FOR THOSE WITH AN UNDERSTANDING OF WHAT YOUNG PEOPLE APPRECIATE IN A SPEAKER. FAR TOO OFTEN, ADULTS ASSUME THEY LACK THE SPEAKING ABILITY TO REACH YOUNG PEOPLE, WITHOUT REALIZING THAT POLISHED RHETORIC IS NOT A REQUIREMENT FOR REACHING THIS AUDIENCE.

Don't worry about what to say. A person may spend years learning the true meaning behind a simple concept, yet once learned, they tend to assume others have the same understanding. When it comes to teenagers, there is so much they need to hear that almost any adult is a gold mine of useful information.

Fear of not reaching young minds. This same basic fear, a fear of inadequacy, prevents thousands of stories from being heard every day. In city council meetings and corporate board meetings the best available

The late Dr. Kenneth McFarland, one of America's best public speakers, left behind sound advice about speaking to youth groups, much of which I will share in this article.

A speaker's mental approach. To begin with, appealing to any audience requires an understanding of that audience. Youth audiences are not the same as adult audiences. A speaker who ignores the unique needs of young people will miss his target, no matter how powerful or important the message. Speakers should approach a young audience with one very clear understanding: young people are genuine. Young audiences openly express feelings, where adults cover up. When young people don't like what is being said, they don't hide it. They are not naturally rude, they just refuse to pretend. This instant and honest feedback is a sterling quality in young audiences, yet it's exactly what many adults fear.

Ignore their masks. Shallowness, rudeness and callousness are masks young people wear, but only rarely do these behaviors reflect who they really are. They may appear untouched on the surface, while in fact they are deeply stirred by stories with human and emotional appeal. In fact, they rally around basic ideals faster than the average adult audience. Most of them want to build a better world, and they are grateful for any speaker who helps them plant their feet on higher ground.

FORGET
POLISHED
RHETORIC;
JUST BE
REAL.



Start fast and keep it moving. Young people, conditioned by television, demand a rapid pace. The pace of normal conversation is 125 to 150 words per minute, yet our ability to listen is much greater. Listening studies show that the average listener can absorb

information at a rate of 400 words per minute. Speakers who can fire words into a microphone at 200 words per minute still have a serious gap between their ability to deliver and the audience's ability to receive. The greater this gap becomes, the more likely the

audience will become sidetracked with other thoughts.

Most schools of speech recommend that you vary your rate, slow down to underline major points, and never push faster than your ability will carry you. However, to hold the attention of youth groups one should start fast, drive hard, and never let up. The only limits one should place on his pace is the ability to enunciate clearly and the quality of any amplifying equipment involved.

Know your material - make it come alive. No matter how earthshaking your material, few will hear it if your presentation does not "come alive." A common error made by business speakers is to try to breathe life into a dead script, a manuscript someone

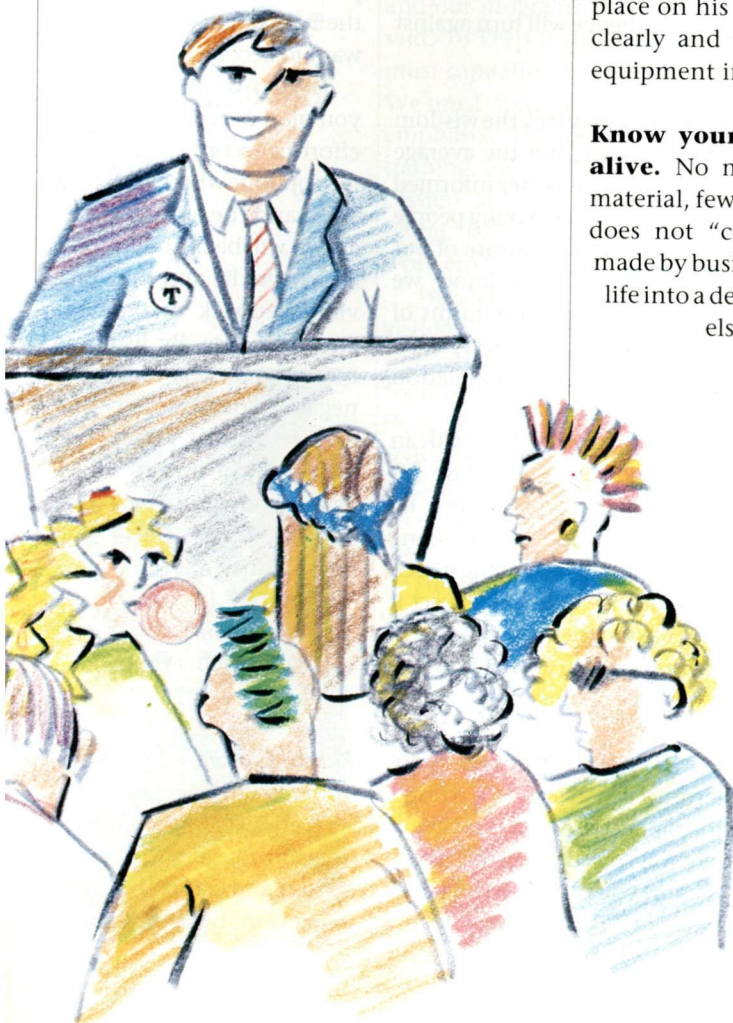
else wrote for them. Unless very deep feelings are involved, it is impossible to bring life to the words of another. Young people are not concerned with factual details of a letter-perfect manuscript; what they do know is that the person talking to them is real. Reading behind a script is a sure way to lose them.

The more of yourself you weave into the fabric of your speech the more "alive" it will become. When looking for ways to drive home a point, look for what you thought, what you found, what you felt, and what you did. Simple illustrations from your own

"When young people don't like what is being said, they don't hide it.

They are not naturally rude, they just refuse to pretend."

AUDIENCES



experience will always contain more fire than secondhand versions of things more dramatic. Inexperienced speakers, breaking every known rule of speechcraft, have touched young people deeply by speaking from their hearts. Speech from the mind only, intellectual head talk, will not hold their attention

Fear not your errors. The fear of making speaking errors tends to create more of them. Professional speakers know errors are inevitable and try to prepare for them. When an obvious mistake occurs, one that the audience is aware of, the professional uses it to poke fun at himself, to prove he is human, and to help bridge the gap that always exists between a speaker and the audience. Errors work so well as bridging devices that some speakers build them into their opening remarks.

If you're new at speaking, just plant your feet on what you know, speak about what you believe, and don't worry about making mistakes. To err is human, and that is another quality young people look for in speakers.

True power of simplicity. Words are mental brush strokes we use to paint pictures in the minds of others. Uncommon and difficult words tend to leave people confused and insulted.

A person overly impressed with a large vocabulary and insistent on demonstrating six syllable words is not a speaker, only a person who fills a room with confusing noise – noise that young listeners will always quickly add to. As Emerson said, "An orator is never successful until he has learned to make his words smaller than his ideas."

Audience participation. Active involvement helps to hold the attention of young people. The younger the audience, the more important this device becomes. It can be as simple as asking for a show of hands. Or it can be as involved as your time, talent and ability to control the audience allows it to be. Participation needs to tie directly with a major point in your message. When it doesn't, the audience tends to become sidetracked.

Well-handled questions provide an effective form of audience participation. A proven format, one used by many for this age group, contains four sections: (1) opening remarks, (2) body of the speech, (3) questions from the audience, and (4) a "call to action" close. A speaker using this format will open fast, drive hard for 10 to 15 minutes through the body of

his speech and then open the program for questions from the audience.

During the question period they work with the audience until a preset time arrives for the close. During the close they thank those who participated and listened, and then drive home their most important point with a call to action.

When asking for questions from this age group, you can expect questions the adult audience would never ask. Be prepared for very intelligent questions, questions of a personal nature about you, and questions you are not able to answer. The first rule in handling questions from any audience is: There are no dumb questions. Each question must be handled as an important issue and treated with respect.

In the rare case where a smart aleck attempts to set you up with a dumb question, you may cause the finger of blame to go where it belongs by: (1) avoid doing anything that might tend to discredit the person asking the question, (2) treat the question as if it were honest, (3) provide the answer, and (4) thank them for asking it. This is not easy, but any time a speaker points the finger from the platform by discrediting either the question or the person, a portion of the audience will turn against the speaker.

Never talk down. They may lack the wisdom which comes with maturity, but the average high school audience today is better informed than the average adult audience. Young people watch the evening news and are aware of our many worldwide problems. They know we have not been able to resolve many forms of human destruction taking place every day. They also know it is not the adult population that has mastered computer games.

Any speaker who stands before them with an attitude of being all-knowing will lose his audience in the first 60 seconds, unless he opens with a clear explanation. Our young people encounter so much condescending speech in their daily lives that they naturally expect it from any adult who talks to them. In your opening remarks, let them know you are not from the "holy mountain" with all the answers.

Avoid material they will label as corn. Your material needs to be as clean as a whistle, leaning toward the sophisticated side, and free of puns or items they will consider "corny." Leave out cliches like "I know you people would rather be somewhere else," or "This will only take a

moment." Use Horatio Alger illustrations, but use them sparingly. Never tell a joke from the current issue of *The Reader's Digest*. In fact, don't use any humor unless you know it will be funny to them. Humor with young people is such a critical issue that many experienced speakers eliminate structured humor from their speech.

Never attempt to be one of them. The only way you can become like a child again is to become senile, and young people know it. When you earn their respect, they will accept you as an adult, but they will never accept you as one of them. Any attempt to be "just one of the gang" will backfire. Everything you do, wear and say should aim to project the image of an adult, the type of adult they might want to become.

When a speech is one you plan to repeat, make an effort to record it. Place the microphone where both your voice and the audience's reaction will be heard. Recordings never lie and they provide feedback unavailable anywhere else. By listening to your voice you can detect negative speech habits that tend to distract your listeners. From the audience's reaction, you can uncover what worked, what didn't and what must be changed. When they become silent, and remain silent, you have them captured. ①

Richard S. Warn, a former Toastmaster, is president of Richard S. Warn Associates in Tualatin, Oregon. He is a speaker and consultant, and a trainer in the field of sales.



TI BOARD REPORT



OF PRIDE AND PURPOSE

Board of Directors
inaugurates new
WHQ building
and charts course
for organizational
growth.

■ In describing his impressions of the first half of his term as International President, A. Edward Bick, DTM, told the Board of Directors in February that he was pleased by the warm reception he received during his district visits.

"Despite growing international economic problems, the attitude toward Toastmasters and our programs remains very positive," he said. To keep it that way, he suggested, "We must capitalize on the *value* of our programs. We must draw on our organizational pride to emphasize the benefits of communication training, especially (in times of economic recession and the resulting) company downsizing, layoffs and increasingly demanding work environments."

He said Toastmasters in the six districts he visited – Districts 2, 4, 18, 44, 54 and 58 – worked hard to make his visits successful and "conveyed a performance-oriented attitude." He said club and district officers are taking active leadership roles focusing on the purpose of the organization. He also mentioned he was pleased to see "members focusing on their own education."

He lauded the host districts whose hard work paved the way for his presentations to six groups of community and industry leaders, totaling 360 people. He also made 37 corporate visits and met with officials from six government agencies, including the Governor of Delaware. The media covered his visits with 100 minutes of television and radio air time, and in four articles in major newspapers.

In discussing his presidential theme, "Pride and Purpose Inspire Performance," he noted that members sometimes need to be reminded

of the purpose for their clubs, and be reinforced in their efforts to do what's in the best interest of the organization. "We must concentrate on helping people resolve difficulties rather than on creating problems," he admonished.

He encouraged district leaders to support club growth, and urged club leaders to support educational achievements by members. "Although we are faced with a difficult economy and severe world unrest, we have a fantastic opportunity to proudly present ourselves to people throughout the world as an organization that can provide a solid value to their lives by improving their communication skills."

Executive Director Terrence McCann discussed the organization's vision of increasing membership to 350,000 members in 15,000 clubs by the year 2001. To reach that goal, he stressed the importance of club and district leaders being motivated to promote club and membership growth.

"We need to double our efforts and continue club building at the district level. We must focus on encouraging clubs to bring more members to their meetings and keep the standard of charter strength in the forefront."

McCann informed the Board that the organization continues to grow. As of Feb. 28, Toastmasters International had 7,413 clubs and 169,783 members throughout the world. The Board of Directors will meet again on Aug. 13, during the International Convention in Atlanta, Georgia, U.S.A.. ①

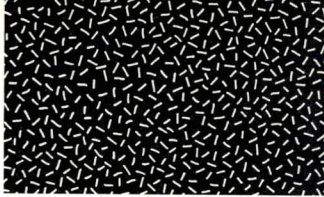


BOARD OF DIRECTORS

ACTIONS:

AFTER SPLITTING UP INTO ITS COMPONENT COMMITTEES FOR DISCUSSION, THE BOARD RECONVENED AND TOOK THE FOLLOWING ACTIONS:

- Granted Territorial Council status to the PAN-SEA Council (Singapore, Malaysia, Indonesia and Thailand).
- Approved a visit by the International President to the Mexican Council Meeting in July 1992 at no cost to Toastmasters International.
- Announced that clubs in Mexico will now be paying dues in U.S. dollars and the bank account in Mexico will no longer be frozen.
- Approved the selection of the Adams Mark/St. Louis Hotel in St. Louis, Missouri, U.S.A., as the site of the 1996 International Convention to be held Aug. 20-24, 1996.
- With the intent of reducing travel expenses for members to the International Convention, approved a change in the schedule of the convention. The new schedule will be from Wednesday through Saturday night and will be implemented as soon as possible.
- Reaffirmed the principle of TI club membership and employment at World Headquarters without regard to race, color, religion, sex, national origin, marital or veteran status, medical condition or handicap.
- Reviewed the use of the official emblem and present art work and requested that the corporate emblem appear on official stationery of Toastmasters International at the next reprint.
- Reviewed the policy regarding reimbursement for district officers and speech contestants to sites outside the 1955 Continental limits of the United States and Canada. Revised the policy to allow full reimbursement, provided that the rotation in years of such conference sites does not exceed the total number of districts within the region.
- Reviewed requests from many clubs to change the term of office for club officers to coincide with the district administrative year. Recommended that a change to Article VI, Officers, Section (b) of the Club Constitution from an annual term of Jan. 1 through Dec. 31 to July 1 through June 30 be voted upon by the delegates at the Aug. 15, 1991, Annual Business Meeting in Atlanta, Georgia, U.S.A.
- Reviewed the operations of the Convention and Annual Business Meeting Credentials Desk and changed the closing time of the Desk to 4:30 p.m. the day before the Annual Business Meeting. The Board also amended the policy concerning appointments of a Credentials Chairman and Vice-Chairmen to allow the International President, at his or her discretion, to appoint current or past Board members to service in these capacities. A person may be reappointed Chairman after a three-year interval.
- Reviewed the proxy system, and recommended that the current system be continued. Provided recommendations to World Headquarters on ways to simplify the proxy card, enhance clarity of the system, and increase club involvement in the process.
- Reviewed the results of the first level of judging for the 1991 Accredited Speaker Program. Four candidates have been advanced to the second level of participation in the 1991 program.
- Reviewed the Distinguished Club Program and recommended changes to be incorporated into the 1992-93 program.
- Reviewed the Leadership Development Manual and recommended World Headquarters proceed with its development.
- Discussed requirements for the ATM and DTM awards. Discussion will continue at the August 1991 Board of Directors meeting.
- Reviewed all speech contest rules and the speech contest manual and recommended changes for incorporation into the 1992 rules and contest manual.
- Reviewed the Club Specialist Program and recommended no change.
- Reviewed the proposed individual and Club membership building recognition and awards programs and recommended World Headquarters continue with the program's development.
- Reviewed Toastmasters International's policy regarding District fiscal management. Modified the policy to clarify ownership of District financial records and to offer guidance for the transfer of funds from outgoing to incoming administrations.
- Reviewed the Distinguished Division and Distinguished Area Programs and recommended that no changes be made. The programs will be reviewed again at the August 1991 Board of Directors meeting.
- Reviewed a new model for District assistance. Recommended the Under-50-Club Program and District Growth Support Program be discontinued effective June 30, 1991 and replaced with a new District Assistance Program.
- Recommended that Regional Conference site selection take place three years in advance and that the Host District Chairman for the Regional Conference be selected by Toastmasters International based on the recommendation of the International Director who will be Conference Chairman.
- Recommended implementation of a new program recognizing achievements of Districts, Lieutenant Governors Education and Training and Lieutenant Governors Marketing.



HALL OF F A M E

DTM

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

Marion E. Chiara, 5965-3
Robert H. Dille, 5151-4
Cassandra Northington, 1125-5
Don Barnes, 2003-6
Georgia Dziurzynski, 2524-23
Terri A. Williams, 7634-33
Dorothy K. Ellis, 2695-39
William A. Walsh Jr., 921-53
Birute R. Jonys, 4447-60
Gary M. Piwko, 1270-62
Paul G. Murphy, 3579-71

ATM Silver

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

Louise H. Colbert, 3243-U
Jenny K. Pagano, 1155-11
Patrick McKinnon, 4105-16
Robert G. Lo Presti, 1833-18
Peggy Webb, 4025-25
Vernon Bouton Sr., 4076-32
Martha A. Tomaro, 1528-39
Frederick H. Knack, 3821-66

ATM Bronze

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

William J. Neal, 4438-F
Dana Murphy, 153-1

Richard L. Myers, 3645-1
John D. Caldwell, 232-6
Nancy E. Anderson, 591-6
Benedict Kemper, 1408-8
Peter L. Baker, 7543-11
James Woods, 2216-16
Robert D. Held, 5295-19
Laveta Eberhart, 5228-22
Randy Prier, 2393-24
Faron Kincheloe, 6212-25
Shawn McGowen, 798-26
Edward Goldberg, 6076-26
Hugh Dunbar, 2051-30
Judy Harris, 270-33
Lorraine Hladik, 2321-42
Sister Janice Campbell, 3962-43
Robert A. Ekblaw, 3707-53
Linda S. Carter, 2659-56
Lynda Shaw, 5556-56
Douglas M. Potter, 5926-68
Roger N. McMillan, 7264-73

ATM

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

Bing-Bing Lin, 1890-U
Jaime P. Campos, 3098-U
Kay Lameraux, 716-F
Jon Wilson, 1707-F
Mary E. Berg, 2717-F
Robert L. Forrest, 3733-F
Kathleen G. Cooper, 3836-F
David K. Lawton, 5275-F
Elisabeth A. Cancilla, 613-1
Steven J. Zeitun, 638-1
Richard L. Myers, 3645-1
Ivan S. Gerson, 3921-1
Russell Kurtz, 4419-1
Angelica B. Michail, 5681-1
Bonnie Russell, 7145-1
Jay Weller, 4072-2

Holly McDonald, 4723-2
JoAnn Stevens, 5538-2
Victoria L. Fagan, 557-3
Janice L. Murphy, 1772-3
Dale M. Bruder, 4456-3
William McDougal, 1243-4
Kevin L. Pontius, 2943-4
Thomas Rollett, 3328-4
Theresa M. Graves, 3572-4
Philip A. Jarrell Sr., 4802-4
John Fenwick, 6072-4
Beatrice Comstock, 108-5
Ronald R. Neill, 276-5
Jerelyn A. Morgan, 2538-5
Deborah R. Davis, 7159-5
Joel A. Groenke, 205-6
Phyllis B. Wilcox, 208-6
David C. Knaak, 435-6
Karen Van Slyke, 679-6
Lovera E. Ohm, 814-6
Don Stiles, 3107-6
Michael Erdman, 3646-6
Carroll L. Howland, 4026-6
Robert E. Newgord, 4878-6
Helen Hartley, 6625-6
Pamela J. Nelsen, 31-7
Linda S. Wanless, 622-7
Bob Jones, 1353-7
Mary Moody, 2039-7
Tim H. Crawford, 2116-7
O. Murray Olson, 2999-7
Elizabeth Christian, 5633-7
Virginia Hinton, 6253-7
Larry O. Aut, 51-8
William M. Stanley, 471-8
Gaylon E. Poston, 1382-8
Mary B. Saale, 1957-8
Dorothy L. Irvin, 3287-8
Vernell J. Sams, 5000-8
Christina Kowrach, 369-9
Joanne L. Sabin, 1426-9
Helen S. Coleman, 1760-9
Kathleen Probasco, 7285-9
Clarence Albers, 255-11
William Jackson, 521-11
Jan Hughey, 694-11

George C. Radeline, 2549-11
Douglas A. Knoop, 5104-11
Louis Galvez, 290-12
Rebecca Creamer, 815-12
Monica Mendoza, 1374-12
Karlyn Thayer, 3806-12
Robert S. Norland, 5170-12
Patricia Garehime, 5257-12
Robert Ralston, 847-13
Gary S. Springer, 4797-13
Cheryl Smith, 2195-14
Connie F. Smith, 2195-14
Dorothy S. Smith, 4607-14
Joyce Aigen, 5852-14
Eunice Haynes, 5901-14
Marvin A. Allen, 5990-14
John F. Lupe, 1585-16
Charletta Benjamin, 1678-16
Pauline C. Fletcher, 2216-16
Mark F. Aziere, 3816-16
Don Roberts, 4105-16
Dorothy Johnson, 4642-16
Daniel McKenney, 1664-18
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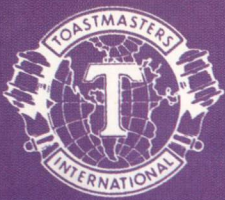
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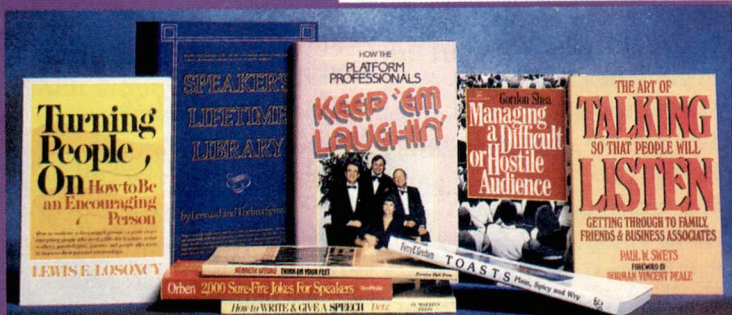
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