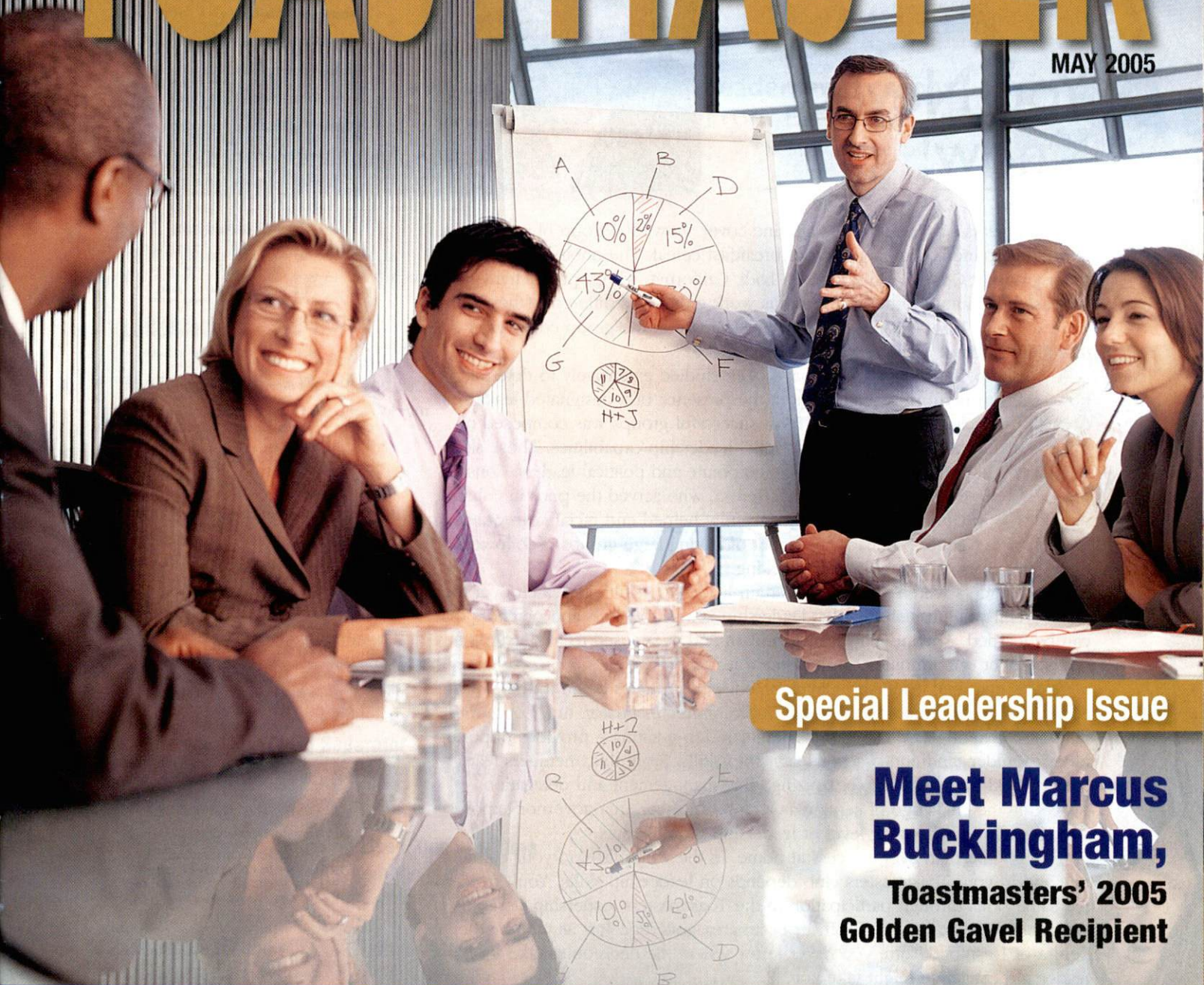


# TOASTMASTER

MAY 2005



Special Leadership Issue

**Meet Marcus  
Buckingham,**  
Toastmasters' 2005  
Golden Gavel Recipient

## REQUIEM FOR THE HEROIC MANAGER

New notions on the nature of effective leadership.

# You Never Know!



Several years ago, a *Fortune* magazine cover showed a group of employees clustered around a very large box of breakfast cereal. The photo depicted a work group at General Mills' plant in Lodi, California, whose productivity had increased by almost 40 percent. But this work group was different – they didn't have a "boss." How is it possible that productivity of the group could grow that much without a leader to direct their efforts?

That group, and others like it, have been studied extensively to determine how they can perform so well without the presence of a designated leader or boss. The conclusion? Each of the most successful groups was composed of members who possessed strong individual leadership capabilities. Those skills were identical to those of highly visible corporate and political leaders. Consider the leadership examples set by Mother Teresa, who served the poor in Calcutta, or Archbishop Desmond Tutu, who peacefully helped end racial segregation in South Africa. Neither one had the benefit of having large groups of followers, impressive titles or strong financial backing.

Good leaders weren't born with certain leadership skills. Research over the past several years has shown that leadership is a set of skills and practices that can be learned. Anyone who wants to learn and is exposed to leadership development opportunities can become a leader.

In Toastmasters, leadership development opportunities begin in the club. Serving as the Toastmaster, the Table Topicsmaster, evaluator, timer or grammarian – or another functionary at a regular club meeting – provides opportunities to understand and practice leadership skills. From this, members learn the basic skills of planning, organizing, time management and delegation. Accepting the challenge of serving as a club officer or area governor exposes you to a more challenging level of leadership requirements.

Today more than ever, success at home, in the workplace, in your community and in your Toastmasters club depends on leadership skills. You can learn the same skills through participation in the Toastmasters leadership program. Volunteer today to be a club officer or an area governor. Just as with Mother Teresa or Desmond Tutu, you never know where the decision to take up the leadership challenge might take you!

As you read this magazine, you'll find many articles and different viewpoints about the subject of leadership. Find what works for you and be sure to implement it in your Toastmasters training.

*Jon R. Greiner*

Jon R. Greiner, DTM  
International President

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### Meet Marcus Buckingham, Toastmasters' 2005 Golden Gavel Recipient

What does it take to be a great leader and manager? This best-selling author, consultant and speaker will tell you "The One Thing" you need to know.

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#### *The Toastmasters Vision:*

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

#### *The Toastmasters Mission:*

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

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

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

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

### Will the Real Chair Stand Up?

The January issue had two very interesting articles, "Developing a Speakers Bureau" by Robert Fornesi and "Want to win an Evaluation Contest?" by Regina Jaslow.

In both these articles the authors refer to Chairperson (Robert Fornesi) and Contest Chair (three times by Regina Jaslow).

I enjoyed both articles very much but would like to point out that the TI Board ruled and printed in this magazine (May 2003) that the "preferred" form of recognition in Toastmasters should be Mr. or Madam Chairman. We should, as Toastmasters, follow the TI Board's decision.

Ray Toyer, DTM • Miranda RSL Club 2505 • Miranda, NSW, Australia

### February Magazine Cover

As we looked at the cover of the February issue, our emotions alternated between amusement and irony. The cover depicts a salesman trying to sell a gas-guzzling SUV. And superimposed on the hood of the SUV are the words "A World Without Waste." At 8 to 12 miles per gallon, a large sport utility vehicle does not convey the message of "A World Without Waste."

Jon S. Greene, DTM, and Martha Greene, ATM-G, CL  
First Nevadans 3799 • Sparks, Nevada

### Lost in Translation

George Nigro's article in the February issue titled "Don't Paint it. Stain it!" offered practical advice and excellent examples on how to deliver an unforgettable speech.

I was a bit confused, however, on his use of the word *ethos*. This concept, created by ancient Greek thinkers, means to establish credibility. I believe Mr. Nigro meant to use *logos*, which means an "appeal to the head" or a "logical appeal."

An interesting note: Contemporary scholars have advanced this theory by adding *mythos*, (defined as cultural beliefs regardless of truth or validity),

which can also be incorporated into a persuasive appeal.

Using all four of these concepts skillfully will, using Mr. Nigro's term, leave an indelible stain on every listener.

Ron Palermo, CTM • Adelante Club 9020 • San Antonio, Texas

### Saved for Later

I want to thank you for a commendable February issue. The articles were inspiring, practical and full of meaningful content. I usually find it convenient to read *Toastmaster* magazines when traveling and typically discard them en route. But this issue was well worth bringing home for future reference. I hope you can find future contributions at this level.

David Gray, CTM • Thornvay Club 6103 • Bedford, Massachusetts

### Never Too Late

Julieann Smith's article "Staying on Track" in the February issue really resonated with me. It might make her feel a little better about taking three years to give her second speech to know that in January, I achieved my CTM 39 years after giving my Ice Breaker. I was a "lazy" member of the Brisbane Central club in the '60s and '70s and dropped out for 25 years when I moved. I joined the Ipswich club in 2003 and started all over again. I heartily endorse Julieann's exhortation to stay on track – it's never too late to get back on track! It's also well worth the effort.

Roy Low, CTM • Ipswich 3410  
Fernvale, QLD, Australia

### Robert Still Rules

I was disappointed when I finished the articles about General Henry Robert of the famous *Robert's Rules of Order* – disappointed because there was no more to read! I imagined the

creator of such a set of rules to be a rigid martinet, but General Robert is one for the ages with his legacies in both engineering and parliamentary procedure. My heartfelt thanks to authors Barbara K. Adamski and Donna and Bill Reed for their insightful, well-crafted articles. I am now inspired to read more about this fine man. I will try to wait patiently until Mr. and Mrs. Reed publish their biography of General Robert.

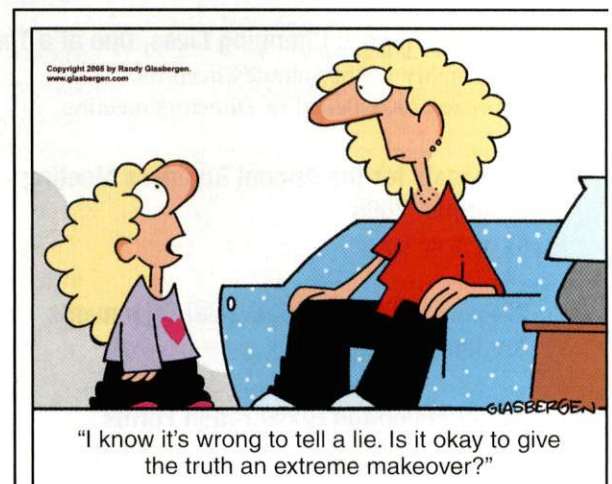
Pat Rocchi, CTM • Siemens Club 3800 • Malvern, Pennsylvania

### Mea Culpa

On page 11 of the March issue, a sidebar contained the statement that a one-vote majority named English instead of German as the language of America. My first reaction was of disbelief that, given the ratio of English colonists to Germans, such a vote could prevail. I think this assertion would raise the interest of any reader with knowledge of American history.

Archie W. Mills Jr. • Brea Club 2757 • Brea, California

**Editor's Note:** After a quick search on [www.snopes.com](http://www.snopes.com), we discovered that each statement in that sidebar is indeed false and nothing but an urban legend. Reprinting from other sources shouldn't exempt us from fact-checking. We stand corrected.



Each of us can lead, regardless of our official Toastmasters title.

## Lead From Where You Sit

When I first joined my Toastmasters club, I looked admiringly at the seven elected officers of our club for their leadership. Over time I've come to see we *all* have the opportunity to lead, and not just when we are that week's Toastmaster. Consider the many opportunities for you to demonstrate leadership within a typical Toastmasters meeting:

### When Guests Arrive

Each of us can embrace leadership by reaching out to welcome guests to our club. Your willingness to approach visitors, introduce yourself, extend a handshake and welcome them makes you a leader.

Your warm smile, inviting personality and facility at introducing visitors to others – and seating them accordingly – is a marvelous application of leadership. You don't have to be the club's sergeant-at-arms or vice president membership to welcome guests. As a leader you do this naturally.

### Closing the door

While Toastmasters is an inviting organization, a premium is placed on being able to hear participants without distractions. So if an open door is allowing noise from the hallway to intrude on your meeting, you can quietly get up and close the door. It's a subtle example of leadership that improves the quality of the meeting for all. Again, you needn't be an officer to lead. See a need and act upon it. That's what leaders do!

### Sharing Handouts

Most agendas and forms for evaluating and voting are passed out in advance of the meeting. A speaker's handout, however, may be passed

out during the meeting. Leaders make sure everyone gets a copy. They take responsibility for fellow club members as well as for themselves. They also make sure that late-comers are cared for accordingly.

### Filling In On Short Notice

A leader is always willing to fill in for an absent or late-arriving club member. They effortlessly slide over to serve as timer when the official meeting time arrives and the scheduled time keeper is nowhere in sight. Ditto

**“You needn't be an officer to lead. See a need and act upon it.”**

opening thought, closing thought or speech evaluator. Leaders are always on call to serve the needs of the club. Be a leader and make yourself available for the good of your club!

### Modeling Good Listening

I used to think that what distinguished leaders from followers was what they said and how they said it. I've come to realize that silent leadership is powerful too. Your actions model proper behavior. When you focus on being a good listener you are modeling appropriate behavior for others.

Ignoring distractions and chatter during the meeting, concentrating fully on the speaker at the lectern and taking notes on important information models good listening. That's leadership in action; others will follow your lead.

### Helping Others Look Good

Anytime you say or do something to help others within a meeting, that's good leadership. When you remove an impediment in the path

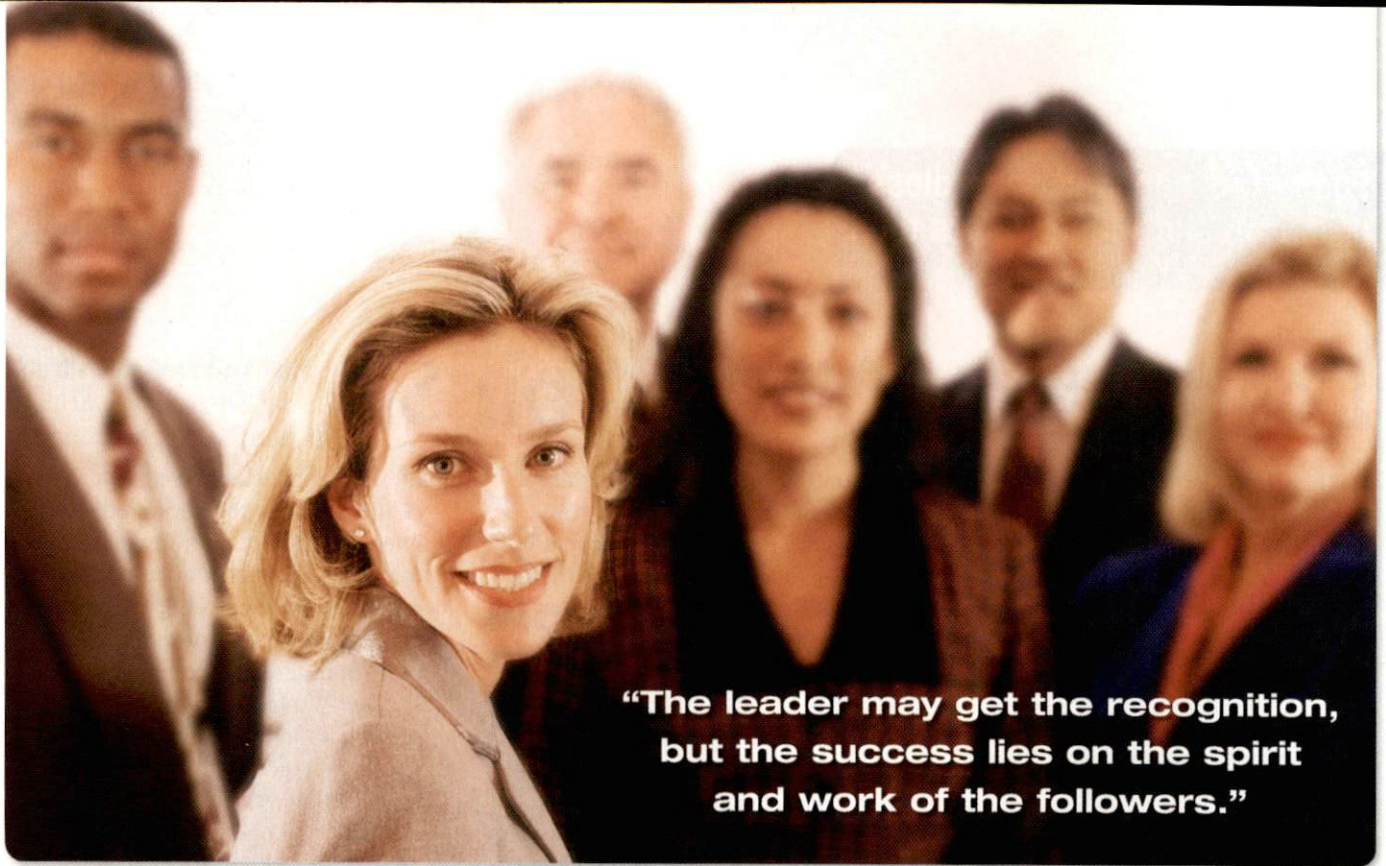
of arriving speakers, reconfigure the chairs or tables for improved sight lines, give visual cues to colleagues to speak up, button up or smile, or otherwise be more effective, that's leadership! When I'm in the back of a room listening to a soft-spoken speaker, I might cup my hand to one ear to indicate I can't hear the speaker's voice in the back. Nobody else sees me do this but it makes a difference to many. Opportunities abound to help others succeed during a meeting.

### Arriving Early

I've always believed that arriving early is a form of leadership. That's when you assure the room is set up, when you connect with other meeting participants and deal with the unexpected: a room is locked or configured differently or a key player isn't arriving. Leadership involves being in a position to assert yourself for the benefit of your club. Be early and do more!

While the world knows Toastmasters as the world's foremost organization dedicated to promoting oral communication, we know it for its marvelous leadership development opportunities too. Don't be fooled into thinking only club and district officers are honing their leadership muscles. We can all lead from where we sit, and in doing so become outstanding. Lead on! **T**

Professional speaker, **Craig Harrison, DTM**, a member of Lakeview Club 2767 in Berkeley, California, uses his Toastmasters leadership experience in leadership roles with the National Speakers Association. Reach him at [www.craigspeaks.com](http://www.craigspeaks.com).



**“The leader may get the recognition, but the success lies on the spirit and work of the followers.”**

# The Fine Art of Finding Followers

By Ray Floyd, DTM

**Leaders need team players. Be sure to recognize them.**

For every successful leader there will be a contingent of followers, easily recognized for their own accomplishments and value. Think for a moment of a successful business, sports team or Toastmasters club. In each case, you will typically find those who are recognized as the “leaders.” The key is that these leaders understand how to help move, push, pull or otherwise get the remainder of the organization going in the desired direction.

While one of the qualities of leadership is team building, it is the people on the team, the followers, who become the backbone for the accomplishment of any given task. The leader may get the recognition, but the team’s success depends on the spirit and work of the followers. It is important for the leader to spread that recognition to those most important to the team’s success. A perfect example of this is former Miami Dolphin and all-pro quarterback Dan Marino. He continued to provide gifts of thanks to his offensive linemen, the men who protected him on the

field game after game. Marino’s name is recognized the world over, but how many of those linemen do you remember?

How do you recognize a good follower? Look for people who are always willing to do the trivial task, the unpleasant work, the unglamorous assignment. Also note the rate of accomplishment while doing these tasks – these are the people who can be called on and relied on to do what is necessary to make the outcome successful. They are not concerned about their recognition, but on the outcome and the success of the whole team. These people are also the foundation of that famous work split rule – “80 percent of the work is accomplished by 20 percent of the people.” It is that 20 percent you need to recognize and call upon to help you be successful.

Have you noticed that club member who declines running for an officer position but is willing to accept the position of sergeant-at-arms? By the way, that is an officer position, but not necessarily a leadership posi-

tion, since it is not a decision-making role. The club can have an excellent review by visitors, just because the sergeant-at-arms has accepted the role and executes it well. Yet, the perception of the person acting in that role is not one of leadership, but support for the leader – in this case, that would be the club president.

If you look at the club roster and map it into the club functions and meeting roles, you will no doubt find members who volunteer to serve roles on the meeting program, work on committees and other efforts, but they continue to decline the offer to become an officer. They may have several reasons, good and bad, but the simple answer just may be that they are happier and more productive in the follower role.

Good leaders search for these team players because they recognize their value. These are not the people wanting to “join” so they can be

identified as part of the leader’s organization. Such hangers-on contribute nothing and will be the first to disappear if the project gets into trouble or proves more challenging than expected.

The good follower buckles down, works harder and searches for other means to gain the objectives desired. A good leader hopes to find a handful of such people. It may take months, or years, to cultivate the relationships needed for the followers to believe in the leader’s goals and accept them for their own. But, when they do, there are no further questions as to their role. Another old saying, “Lead, follow or get out of the way” applies at that point. A good leader knows enough to get out of the way!

There are people in our organization with great skills, sound work ethic, abilities to accept and solve problems, yet they are not the least

bit interested in pursuing a leadership role. It is up to the club, area and district officers to recognize these people – and use them to the best of their abilities to help ensure a successful program at all levels.

It is also the officers’ responsibility to look to the needs of these followers, making sure that the growth they are looking for within our organization is provided. Those needs may be more important to them outside our organization than within. That doesn’t make their needs any less important. Recognizing, training and guiding are all roles of leadership, and they should be liberally applied to training followers in order to ensure continue success. **T**

**Ray Floyd, DTM**, served on Toastmasters’ Board of Directors in 1987-89. He is an experienced member of Mid-Del Club 2257 in Midwest City, Oklahoma.

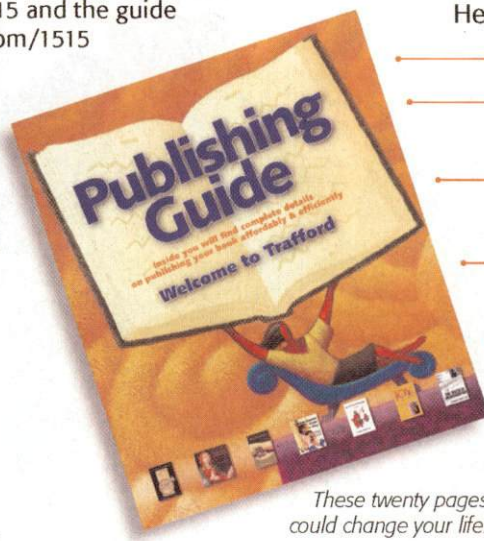
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# Leadership Lessons From

Ordinary people can do extraordinary things.

**H**e was a high school dropout working behind the soda fountain of a Kentucky drugstore. No one would have predicted that the youth, who grew up poor with a troubled childhood and a limited education, would emerge to establish a worldwide

corporation and become an incredibly wealthy individual. Yet Dave Thomas, founder of the Wendy's restaurant chain, did just that. When asked the secret of his success, he said: "I patterned my management style after people I really admired — one was one of my bosses, and another was Colonel Sanders [founder of Kentucky Fried Chicken]. I took the best of their strong points...and I enhanced them."

Dave Thomas is an inspiring and strong reminder that ordinary people can do extraordinary things; that leadership and excellence lies

within reach of every individual. Common to all who lead and succeed are several basic leadership qualities. It is important to know those because, in one way or another, all of us have leadership responsibilities in families, churches, corporations, civic organizations, volunteer groups, politics or athletics.

Here are seven vital leadership lessons from everyday life:

**Humility.** Initially, humility and leadership appear to be opposites. Yet, the best leaders are those who truly understand that they are no better than the people they lead. Humility combined with the power of leadership make a winning combination. "Common sense shines with a double luster when set in humility," observed William Penn. Humility is something that is found in modern leaders as well. When Robert Townsend became CEO of Avis in 1962 and established his company



Dave Thomas





# Everyday Life

By Victor Parachin

as a major force in the car-rental industry, Townsend also stunned the corporate world by eliminating executive dining rooms, parking spaces and other symbols of corporate privilege. He promoted humility, telling workers and associates: "Admit your mistakes openly, maybe even joyfully. Encourage your associates to do likewise by commiserating with them." This highly successful and admired CEO did not hesitate to admit his own mistakes. "But my mistakes were discussed openly and most of them corrected with a little help from my friends," he said in *Up the Organization*, a book he wrote in 1970 after leaving Avis.

**Courage.** When the challenge is great and even overwhelming, true leaders courageously rise to the occasion. They feel the fear but proceed nevertheless. It is courage, more than talent, that achieves victories and scores gains in daily life. Courage is what led Cecelia Blanks from welfare mom

to college professor. By age 21 she was a single mother of two children. To make ends meet, she did housework, retail jobs and enrolled in job-training programs. However, every dollar was used up for child care and rent. No higher-paying jobs ever materialized. Frustrated and realizing that life on welfare was no life at all, she summoned up the courage to do what her high school counselors told her she could never do – attend college. Disregarding those pessimistic voices, she enrolled at California State University, San Marcos. It was a two-hour bus ride from her apartment but she was determined to earn a bachelor's degree. "I did a lot of homework on those long bus rides," says Blanks who had to leave her house by 6 a.m. to make her first class.

Although it was a tough challenge with many discouraging moments, Blanks persisted and graduated. She continued on to earn a master's degree in counseling. Today, the mother of six is an adjunct professor at a communi-



ty college in California. It was raw courage that enabled her to transform her life.

**Perseverance.** Courage is one side of the emotional coin. On the other side is perseverance – the ability to continue on in spite of roadblocks or obstacles. Another word for perseverance is willpower. “If the will is strong enough, anything can be accomplished; if the will is weak, very little. That is why I say that what counts most in life is not IQ but WQ, *will quotient*. In every endeavor, it is the man or woman with an unbreakable will who excels,” notes author Eknath Easwaran. To verify his observation, Easwaran cites the example of students. “I have been a teacher for many years, and I can testify that the difference between an outstanding student and an average one is often not so much intelligence but the willpower to keep after a job until it gets done. No one likes to do homework. Something else is always more appealing. The good student, bright or not, is the one who can stick to an assignment until it is finished. Only then does he or she go out on the town. Students like this might not be brilliant, but they have the capacity to attain any realistic goal they set for themselves, not only in school but in life.”

**Compassion.** The most effective and most appreciated leaders are those who lead with compassion. They think, speak and act nicely. Because the Golden Rule is their guiding creed, they treat others the way they would like to be treated. On the receiving end of compassion was Steven Bishop. At the height of his career and life, Bishop learned he had amyotrophic lateral sclerosis (ALS), commonly known as Lou Gehrig’s disease. Only in his mid-30s with a wife and child, he was initially devastated by the diagnosis. Then, he and his wife appeared on the Muscular Dystrophy Association Telethon, which aired his story. A few days later Bishop received a call from entertainer Jerry Lewis, who reached out saying, “I’ve been talking with some experts and they tell me that the mind is the No. 1 enemy of the ALS patient. So I’m appointing myself your positive mental-health counselor.” Since then, Lewis has called the Bishops frequently, invited them to his Las Vegas home and to his yacht in San Diego. “That relationship has been the biggest honor of my life,” Bishop says. “To do so much for us ... I can honestly say that Jerry Lewis has the biggest heart of anyone I’ve ever met.”

**Forgiveness.** To forgive is to absolve another of their wrongdoing toward us. Forgiveness is extending mercy to someone who injured us in word or deed. The best of leaders know the importance of forgiveness. Nelson Mandela, former president of South Africa, is one of the world’s great forgivers. That aspect of the man was indelibly impressed upon Hillary Clinton. In her book, *Living History*, she tells of attending a reception hosted by Mandela. Dignitaries from all over the world were

present at his estate in South Africa. Mandela formally welcomed everyone and then said something that left Clinton in “awe.” Mandela explained that he was pleased to have so many dignitaries present, but said he was most pleased to have in attendance three of his former jailers from the Robben Island prison. He had them stand so he could introduce them to the crowd. Clinton writes: “His generosity of spirit was inspiring and humbling. For months I had been preoccupied with the hostility in Washington and the mean-spirited attacks ... but here was Mandela honoring three men who had held him prisoner.” Clinton was moved by witnessing the power of forgiveness that afternoon.



Nelson Mandela

**Persistence.** This is the vital ability to rise after failing and falling. Those who lead always experience setbacks but they manage to step up and move on. Silent screen movie star Mary Pickford, perhaps reflecting on her own life and career, wrote: “If you have made mistakes, yes even serious mistakes, there is always another chance for you. And supposing you have tried and failed again and again, you may have a fresh start any moment you choose, for this thing we call ‘failure’ is not the falling down, but the staying down.”

**Commitment.** Those who lead effectively give it their all. When they take on a task, they are fully engaged. They are not timid or hesitant because they know that only complete commitment leads to success in life and work. Musician Carlos Santana began playing guitar on the streets of Mexico when he was 11 years old. Although the Grammy-winning artist was eventually mentored by legendary musicians such as B. B. King and John Lee Hooker, Santana gives credit for most of his success to his high school art teacher, Mr. Knudsen.



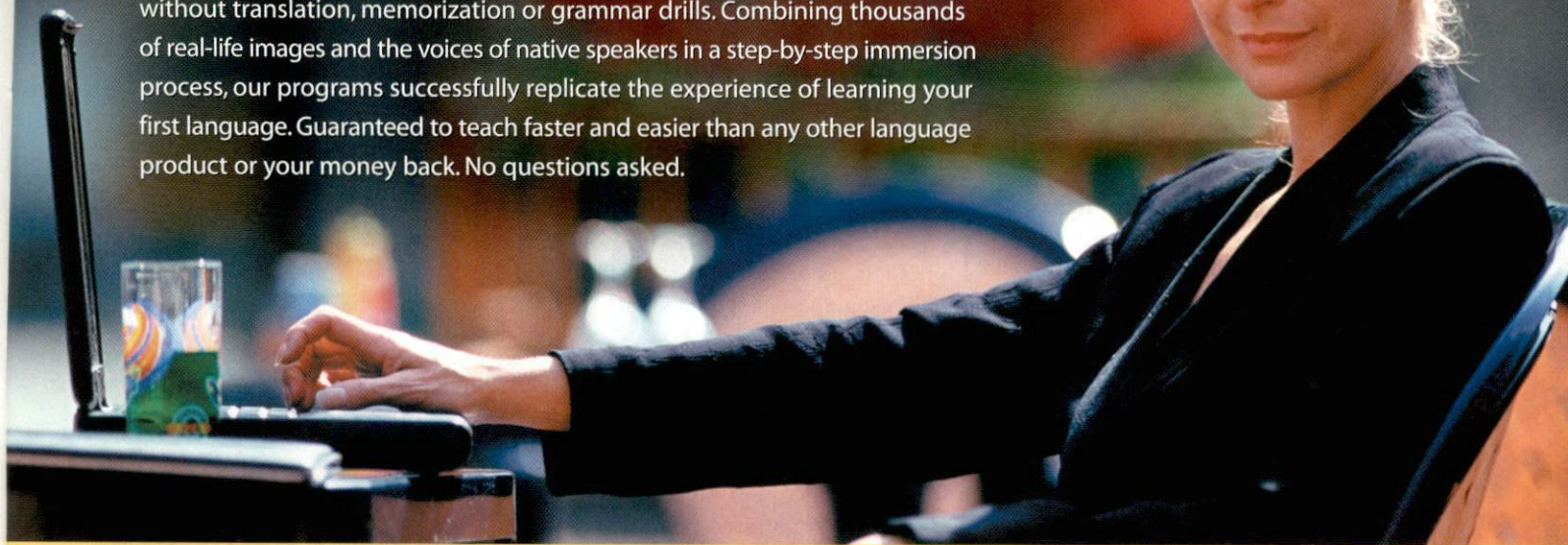
Carlos Santana

As a teenager, Santana moved with his family to the United States. School held little interest for him, and Knudsen’s art class was the only subject he was passing. When Knudsen found out, he pulled Santana aside and said: “There’s no room for anyone giving 50 percent. You should do 150 percent. Whatever you’re doing or whatever you’re trying to be. Whether you’re a painter, a musician or a fireman.” Those words struck deeply in Santana’s spirit. From that day forward, the young guitarist focused all of his energy on his music. Since that time he has recorded at least 36 albums and received an induction into the Rock and Roll Hall of Fame. **T**

**Victor Parachin** is a freelance writer and ordained minister living in Tulsa, Oklahoma.

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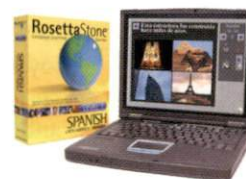
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# Values, Veneration, Vision

By Sam Silverstein

## Three keys to improving your leadership skills.

Powerful leadership is the key to success, and powerful communication is the key to great leadership. Throughout history, all great leaders communicated a vision of their dreams that inspired their followers to join their cause. For example, Gandhi, Martin Luther King Jr., John F. Kennedy and even Hitler were powerful leaders because their communication skills inspired people to follow them. Their ability to speak and articulate their visions and goals made them successful – even, as in the case of Hitler, goals that were ultimately abhorrent.

The key to any successful organization is a leader who can inspire the team to greater heights. In Toastmasters, you learn the communication skills that make people listen. And when you apply these skills to your business, you can boost loyalty, productivity, morale and customer service to higher levels, and inspire your employees to follow and support you toward success.

You can inspire your people to follow you by communicating the following three elements of quality leadership:

**V**ALUES. Values are the cornerstone of all leaders. If you want to lead effectively, you must know and understand your personal values and your organizational values. What do you stand for? What are you willing to do to get new business? What are you not willing to do? You must answer these questions before personal and organizational leadership can progress.

Most people know better what they *don't* want than what they do

want. So if you're not sure about your core values, consider the following scenarios:

- Imagine you are at one end of a 100-foot long driveway and another person is standing at the other end with a \$100 dollar bill in his hand. If you walk to the other end of that driveway, you can have that \$100 dollar bill. Will you do it? Most people would.
- Now, imagine the driveway is covered with hot coals. Will you walk through the red-hot coals for the \$100? Probably not.
- Now, take off your shoes and socks so that you are completely barefoot. The red-hot coals are 12 inches deep, but now the person at the other end of the driveway is holding a bag with \$100,000 in it. Will you walk down the driveway for the money? The safe guess is still no.
- Let's make one last change to this scenario. Imagine the person is holding your daughter (son, mother, father or loved one) hostage and says you can have your loved one and the money if you walk down the burning coal-laden driveway. Would you do it? Definitely.

The bottom line is: What are you willing to walk through fire for? Look at your Toastmasters speech topics. Because your weekly speeches are so focused and are required to be meaningful, you may find your values at the heart of the topics you choose.

Quality leaders don't change their values over time. Rather, they look



for ways to change the application of time-proven core values. As industries evolve, product lines, markets and customers may change, but a consistent core organizational value system forms your strong foundation for long-term success. Your values are the rules by which you play the game, and a well-defined value system make your decisions easier and your employees want to follow you.

**VENERATION.** The way you begin and end each Toastmasters speech shows respect and admiration to your fellow club members and guests. This practice isn't just protocol; it teaches you to voice your veneration to the people around you on a regular basis.

Industrialist and philanthropist Andrew Carnegie once said, "You must capture and keep the heart of the original and supremely able man before his brain can do its best." When you understand what is at the core of your team members, you can serve them and allow them to reach their fullest potential. You should not only recognize that differences among your team members exist, but also value those differences. You do

this in Toastmasters every week as you stay open-minded to each person's speech topic. Doing it in your business should be no different.

Companies have two types of customers: internal and external. Your team members are your internal customers, and you must treat them as your external customers deserve to be treated. This is the highest level of customer service. If you deliver that level of service to your employees, you'll be amazed at the loyalty you create.

Veneration also means shaping the right work atmosphere. Create a work environment that rewards good effort and promotes creative thinking and openness to change. Remove all fear from the workplace. Team members must feel as if they can try new ideas without the risk of persecution if they aren't successful. Only then will you unleash the power of all individuals and create an atmosphere that promotes growth.

**VISION.** Just as individuals need goals and a personal vision, every organization needs a vision – a unified picture of what everyone on the team is striving to achieve. The clearer the con-

cept, the more likely it is that your team will achieve its goal. In Toastmasters, the vision is to help everyone become a better communicator. What's the vision for your company?

A good vision has three elements. To create your company's own vision, have your entire team answer the following questions:

- What do we do?
- How do we do it?
- For whom do we do it?

Then, begin boiling the answers down until you create your own organizational vision.

With these guidelines, you can create a meaningful vision statement that will serve as the guiding light for your organization. This is not a top-down exercise, but rather a group project that should involve as many people in your organization as possible. Just as it takes the input and involvement of all your fellow Toastmasters to make you the best speaker you can be, your vision statement must come from the entire team. If the group creates the vision, it takes on more meaning and the group will do whatever it takes to make it a reality.

### **Better Leadership in the Future**

Toastmasters gives you the tools you need to become a strong, articulate leader. Combined with the concepts of values, veneration and vision, you have the formula for inspiring greatness and leading your team to success. Realize, though, that values, veneration and vision do not achieve results. You do. Take these concepts, apply them to your organization and achieve higher levels of productivity, better morale, improved customer service and increased profits. ■

**Sam Silverstein** is a speaker and entrepreneur who has sold one of his businesses to a Fortune 500 company. He is the author of many books, including *The Power of Choice*, *The Success Model* and *Only The Best On Leadership*. For a copy of his free *BuildaBetterBiz* e-zine or more information on Sam Silverstein, visit [www.BuildaBetterBiz.com](http://www.BuildaBetterBiz.com).

# REQUIEM FOR THE HEROIC MANAGER

By Dave Zielinski

## New notions on the nature of effective leadership.

**W**hen it comes to our preference in leaders, many of us are still smitten by the heroic archetype. We like those who lead to possess almost super-human traits, to have the ability to do and see things the rest of us cannot. We've been taught to equate effective leadership with a chin-in-the-wind decisiveness, a go-it-alone problem-solving bravado and a general knack for performing near the deity level.

We know, of course, that these leaders aren't without faults. But we're quick to shrug off an absence of humility, shortage of sensitivity or an aversion to collaboration as long as they deliver results – and continue making the tough decisions we ourselves often dread.

Organizations have had their own love affair with the heroic leadership model. And why not? When business conditions were more stable, work more routine and workforces less educated, these leaders were able to almost single-handedly steer their organizations to market success.

But according to many top leadership researchers, the heroic model now lingers on its deathbed, relevant only for a dwindling set of circumstances. Faced with a more complex global business environment, and on the heels of high-profile scandals tied to leaders who cast themselves

in larger-than-life ways, organizations require a new style of leadership for a new age.

Indeed, research conducted over the past few years challenges much conventional thinking about how leadership style influences company performance.

### The Changing Nature of Leadership

What skills and attributes does this post-heroic leader possess, and how will they serve him better than his predecessor archetype? Recent research sheds intriguing new light on the leadership traits most closely affiliated with sustained organizational success. In the best-selling book, *Good to Great: Why Some Companies Make the Leap... and Others Don't*, author Jim Collins and his research team studied companies that made the jump from "good to great" financial results and sustained them for at least 15 years. Collins attributes much of the success of these companies to what he calls "Level 5" leaders, the highest level in a hierarchy of executive capabilities. These leaders blend extreme personal humility with intense professional will and exhibit a workman-like nature that Collins says made them – contrary to the heroic model – "more plow horse than show horse." In contrast, two-thirds of the comparison companies in the study – those who didn't make the leap to greatness – had leaders with "immense personal egos that contributed to the demise or continued mediocrity of their organizations," Collins says.

Level 5 leaders aren't devoid of ego or self-interest. They are supremely ambitious, "but their ambition is first and foremost for the institution, not themselves," Collins says. Rather than pursuing personal glory or star turns in



TV reality shows, these leaders seek to build something larger and more lasting than themselves, and most set up their successors for even greater success than they had (as opposed to Level 4 leaders, who often set them up for failure.).

How rare are Level 5 leaders in organizations? Collins believes they can be found throughout the management ranks, not just on mahogany row, but they're often difficult to identify. What are the telltale signs they walk among you?

"Look for situations where extraordinary results exist but no individual steps forth to claim excess credit," he says.

### The Power of Shared Leadership

Few organizations possess as much collective wisdom about leadership as the Center for Creative Leadership (CCL) in Greensboro, North Carolina. The Center, whose leadership training programs regularly rank among the top



offerings in the United States, has been studying the changing nature of leadership practices around the world. One of the study's major early findings is that more organizations today perceive leadership as something that happens at all levels, not just within the executive suite. "Leadership has traditionally been about 'position' power, but it is becoming more about 'knowledge' power," says Andre Martin, a senior associate at the CCL who is leading the study.

Leading has grown more complex in fast-moving, rabidly competitive global environments, and organizations

increasingly realize that they can't solve new challenges with old approaches – in other words, strategies that relied on the heroic efforts of a few top leaders. As a result, leadership skills like collaboration, relationship building and influence across functional boundaries have gained new currency. “We’re finding leaders are being asked to do less on their own, and more to create an environment where others can help them succeed,” Martin says. “Leaders realize many of the challenges they face in managing in global environments are beyond their individual capabilities, and they need to be more adept at reaching out to other people in order to help solve them.”

In their book, *Power Up: Transforming Organizations Through Shared Leadership*, authors David Bradford and Allan Cohen argue that a new model of “shared” leadership has grown even more essential in today’s markets.

“The assumptions of heroic leadership contribute to a mutually reinforcing system that causes and perpetuates

**“Leadership has traditionally been about ‘position’ power, but it is becoming more about ‘knowledge’ power.”**

the leadership trap of control and passivity,” they write. “In assuming overall responsibility for the results of their units, leaders overmanage their subordinates. When issues are discussed, the topics are carefully restricted; the leader consults with subordinates when it seems appropriate but has the last say on critical decisions. This causes subordinates to constrict their focus to their own areas, blame others, pass responsibility up to the boss and protect their flanks. Observing this, the leader thinks, ‘Just as I expected, those people cannot accept responsibility or do more than stick to their own narrow assignments.’ This observation results in still greater control, which induces even greater passivity in employees. ‘The boss doesn’t want us to take responsibility,’ they conclude, ‘so we’ll do only what we’re told.’”

When such passivity is no longer tolerated by leaders, it “enlarges the psychological ownership of everyone in the business,” Cohen and Bradford say.

Shared leadership approaches don’t eliminate the leader’s role or abandon hierarchy. Leaders still remain accountable for a group’s performance and make many final decisions. But leaders and their direct reports now collaborate more openly and frequently in the management of a business unit.

Moving from an autocratic to a more participative leadership style isn’t for the weak of heart. Leaders must be prepared to cede some control and live with the inevitable mistakes as employees begin to influence more key decisions. Subordinates who only want to “do their jobs and go home” will need to be persuaded to become more invested in the business. Managers also must protect against going through the motions with such change.

“Heroic leadership can cloak itself in the language of empowerment, consensus and teams,” write Cohen and Bradford in *Power Up*. “The words may have changed, the degree of participation may have increased, and the boss may have found that soft talk is more effective than harsh orders, but everyone still assumes the boss is responsible for the group’s success.”

Yet when shared leadership is patiently and authentically implemented, the two say the payoffs can be huge for organizations in terms of a more engaged and committed workforce and improved decision making throughout the company ranks.

**Credibility Reigns Supreme**

Since they began their research 20 years ago, Jim Kouzes and Barry Posner, preeminent leadership researchers and co-authors of the best-selling books *The Leadership Challenge* and *Credibility: How Leaders Gain and Lose It, Why People Demand It*, have had one finding rein-

forced for them time and again. Survey participants continue to say that personal *credibility*, or the belief others have in leaders and how their actions match their words,

“is the very foundation of leadership,” says Kouzes.

But he’s quick to point out that authority and credible leadership aren’t the same thing. People can continue to hold onto their titles for many reasons – power, ownership or money – but that doesn’t make them credible. “Leadership isn’t about the position, it’s about the behavior,” Kouzes says. “Doing something willingly because you trust or respect someone is different from doing it because they have authority to give you orders.”

Through thousands of surveys and business cases, the two researchers identified “five practices of exemplary leadership” that separate great from garden-variety leaders. The practices are:

**1 Model the Way.** Leaders create standards of excellence and then set an example for others to follow. They put up signposts when people are unsure of where to go or how to get there, and set interim goals so employees can achieve small wins as they work toward larger objectives.

**2 Inspired a Shared Vision.** Leaders envision the future, creating an ideal and unique image of what the organization can become. Through their magnetism or quiet persuasion, leaders enlist others in their dreams.

**3 Challenge the Process.** Leaders search for opportunities to challenge the status quo. And because they know that such risk taking involves mistakes and failures, they accept the inevitable disappointments as learning opportunities.

**4 Enable Others to Act.** Leaders foster collaboration and build spirited teams, and understand that mutual



respect is what sustains extraordinary efforts. They strive to create an atmosphere of trust and human dignity.

**5 Encourage the Heart.** Accomplishing extraordinary things in organizations is hard work. To keep hope and determination alive, leaders recognize contributions that individuals make. Leaders celebrate accomplishments and make people feel like heroes.

These five fundamentals have changed little over the years, Kouzes says – but what has changed is the context for applying them. Because of more unstable business conditions, more of today’s managers are forced to lead their organizations through difficult transitions, which places a greater premium on the “emotional” side of management, Kouzes believes. The greater the stress an organization is facing, the more important “soft” or interpersonal skills like showing empathy, building trust and inspiring others, become. In times of downsizing, reorganization or strategic change, leaders often struggle with striking the right balance between soft leadership skills and more bottom-line approaches traditionally relied on in these scenarios. “When leaders fail, it’s usually due more to a failure to develop good relationships with those around them than for any lack of intellect, experience or technical skills,” he says.

Kouzes also believes that instilling a strong sense of mission and direction in workers may be more vital now than ever. The faster leaders ask employees to move, the

clearer they need to be about where they’re heading – or else it becomes like accelerating through the fog.

“Employees want to know why they should be getting up in the morning to sell more insurance or write software code,” says Kouzes. “There’s nothing more demoralizing than a leader who can’t clearly articulate why we’re doing what we are doing.”

### Leader, Know Thyself

The notion of *authentic* leadership, which holds that the best leaders possess the kind of self-knowledge that enables them to acknowledge weaknesses as well as strengths, and act in ways congruent with their core belief systems, also has gained currency in leadership development circles. A top evangelist for this thinking is Kevin Cashman, founder and CEO of Leadersource, a leadership development consultancy in Minneapolis and author of the best-selling *Leadership From the Inside Out*.

Why is authenticity so important in leaders? “An authentic leader is trusted by employees because they know that leader understands what his strengths and vulnerabilities are, and won’t put the company at risk by stepping into something he or she isn’t prepared to deal with,” Cashman says. “We trust them because we know they won’t put up a façade.”

We first need to grow as people to grow as leaders, Cashman believes. Too many organizations focus only on technical skills in leadership training programs at the



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# The Strengths Revolution

By Dave Zielinski

**D**oes a fixation on our weaknesses drain power from our strengths? Are organizations wasting precious resources trying to improve leaders' shortcomings when there's a bigger payoff in trying to nourish their talents?

These questions are at the heart of *Now, Discover Your Strengths*, the controversial book by authors Marcus Buckingham and Donald Clifton of the Gallup Organization. The authors suggest that most organizations operate based on two flawed assumptions about people: 1) Each person can learn to be competent at almost anything. 2) Every person's greatest room for growth is in his or her areas of greatest weakness. Their conclusions are based on thousands of interviews conducted by Gallup with managers and employees around the world.

An earlier book by Buckingham and Curt Coffman, *First, Break All Rules*, caused a similar stir with its premise that the world's great leaders share one trait: they break almost every rule held sacred by conventional wisdom. For example, great leaders don't believe that with enough training a person can achieve anything he sets his mind to, they don't try to help people overcome weaknesses and they don't believe everyone has unlimited potential. The one insight the authors heard repeated by tens of thousands of managers in their study was this: "People don't change much. Don't waste time trying to put in what was left out. Try to draw out what was left in. That is hard enough."

The idea is that we all have enduring or timeless talents as well as more changeable skills and knowledge. Being naturally inquisitive, competitive, strategic or empathetic are talents – recurring patterns of thought, feeling or behavior. The authors believe organizations should spend more time trying to identify strength "themes" in individuals, then match them to jobs where they can fully capitalize on those God-given talents, and less time trying to train employees to improve weaknesses that don't interfere with their strengths.

Buckingham says only 20 percent of people that Gallup surveyed for *Now, Discover Your Strengths* – overall, some 1.7 million employees in 101 companies from 63 countries – could say they strongly agree with the statement, "At work, I have the opportunity to do what I do best every day."

Is the book's premise suggesting weaknesses be glossed over altogether? Hardly, says Buckingham. But rather than fixating on chinks in their armor, leaders should find ways to manage around them, ensuring they're surrounded with complementary talent and delegating tasks in areas of acknowledged weakness, so they're free to focus on areas of greatest strength.

Focusing on weaknesses and working to manage them, the authors believe, "will only help us prevent failure. It will not help us reach excellence." (For more on Buckingham, see next page.)

expense of helping executives identify values and purpose – what Cashman calls "personal exploration and mastery." While many organizations use 360-degree performance assessment tools to help leaders get an "outside-in" view of their leadership ability by surveying subordinates, peers and bosses, Cashman says they should use "720-degree" approaches as well. "This is the 'inside out' feedback that helps leaders connect with their intentions by getting to know themselves better through inner exploration," he says.

Authentic leaders also tend to be more ethical leaders, Cashman says. "When leaders split off principles and purpose from profit and performance, the effects can be devastating," he says. "Because of how dramatic the devastation was at Enron and other places, I think boards and executive teams have made the connection that ethics are no longer just a 'nice to have' to place on top of great bottom-line performance, but that they're essential for sustainability. Without ethics, they've seen how whole businesses can collapse."

Cashman says ethical leaders also have a vision that extends beyond Wall Street. "If your only constituency is shareholders, there is a greater chance of ethical breaches," he says. "The more 'others' there are in your equation, the better the chance you will lead more ethically."

The "triple bottom line" approach favored by some European managers is a good example of how to broaden

leadership perspectives, he says. These managers not only use financial yardsticks, but employee and customer "bottom lines" as well in measuring their yearly success. The latter metrics gauge things like customer and employee satisfaction and retention.

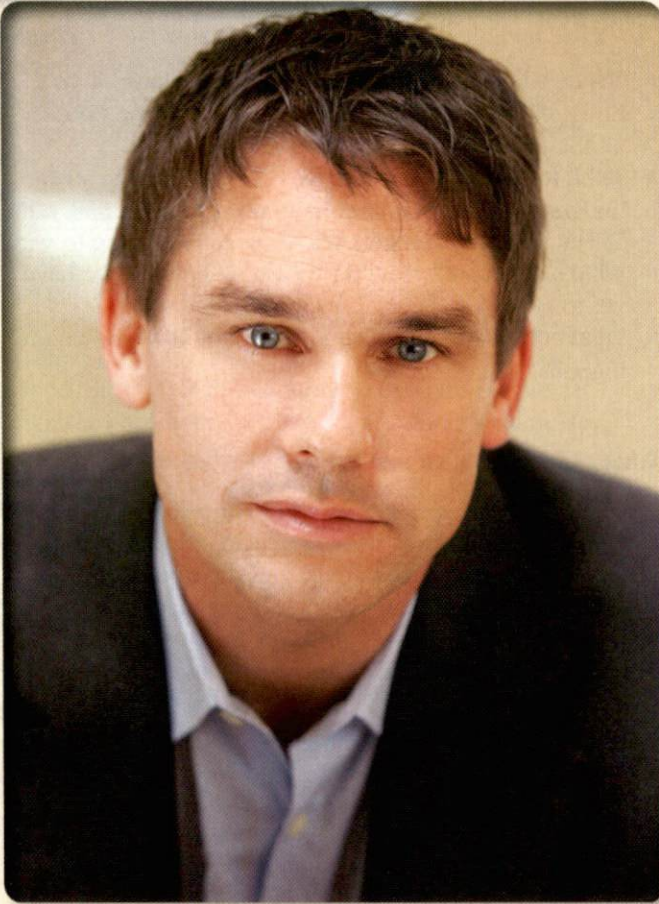
Cashman recently experienced firsthand how ethical leaders can change the fortune of an organization. He was attending a presentation by a chief operating officer at a client company when the COO began detailing a major operational mistake that had caused the company's stock price to plummet. The COO was suggesting ways the company might wriggle out of the mess and essentially "spin" the problem for industry analysts when the CEO abruptly stood up and said, "Do you want to look good or do you want to make a difference?"

Says Cashman: "It was a chilling moment because the CEO penetrated the situation and reminded everyone of what was really important and what was at stake. It wasn't a popular move, but it was the right one." The company decided on full disclosure, informing the market about the mistake and how it would promptly fix it. "They took a hit for it, but they bounced back," Cashman says. "But long term, a cover-up could have been far more devastating." **T**

**Dave Zielinski** is a freelance writer living in New York.



**Toastmasters'  
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# Marcus Buckingham

**Want to know what it takes to  
be a great leader and manager?  
We asked this best-selling  
author, consultant and speaker.**

*“Great leaders tap into the needs and fears we all share. They discover what is universal and capitalize on it. Great managers, by contrast, perform their magic by discovering, developing and celebrating what is unique about each person who works for them.”*

— MARCUS BUCKINGHAM

In recognition of his influence in the fields of employee productivity, leadership and management, Toastmasters International is pleased to present the organization's most prestigious award, the Golden Gavel, to Marcus Buckingham. This award is given once a year to an individual who represents excellence in communication and leadership.

Buckingham will accept the award at the Golden Gavel luncheon in his honor during the International Convention in Toronto, Canada, on August 25. Don't miss this chance to meet one of the most influential leadership experts of our time! In March, Buckingham released his third book, *The One Thing You Need to Know...About Great Managing, Great Leading, and Sustained Individual Success*. It is a book of compelling real-life stories, focusing on people doing the “one thing” that makes them successful.

And that one thing is? Based on his 17 years' experience conducting research for the Gallup Organization, Buckingham reveals what he considers the “controlling

insight” about great managing and leading, as well as for individual success. Here is the “one thing” for each:

**Managing:** “Discover what is unique about each person and capitalize on it.”

**Leading:** “Discover what is universal and capitalize on it.”

**Sustained individual success:** “Discover what you don't like doing and stop doing it.”

Without oversimplifying, Buckingham in *The One Thing You Need to Know* backs up his arguments with a series of examples of individuals at every level of an organization, and distills their success stories into what matters most: A laser-like focus and an ability to clearly communicate their goals. So it's no surprise that “clarity” is the trait he admires most in leaders and speakers and what he thinks ultimately leads to success.

As a social science researcher, Buckingham's credentials include a master's degree in social and political science from Cambridge University; 17 years as a researcher for the Gallup Organization, interviewing thousands of leaders, managers and employees all over the world;

### **“Your responsibility to your followers is to be clear about where you are headed.”**

and three highly praised books: *First, Break All the Rules: What the World's Greatest Managers Do Differently* (coauthored with Curt Coffman), *Now, Discover Your Strengths* (coauthored with Donald Clifton) and most recently, *The One Thing You Need to Know*. The first two books have sold nearly 2 million copies, topped various best-seller lists and initiated a lot of buzz – especially about their assertion that finding and focusing on people's strengths and talents rather than their weaknesses is what makes for happier, more productive employees and more successful companies.

Buckingham's focus on strengths contradicts most people's assumptions about self improvement. He has traveled the world asking people, “What do you think will help you the most, building on your strengths or overcoming your weaknesses?” He says 59 percent of respondents in the United States say overcoming weaknesses is more important, and 41 percent think focusing on strengths is more important. He says the Gallup Organization surveyed people in the U.S. twice within a five-year period, and the 59–41 percent ratio remained the same. He says surveys in other countries have revealed even wider disparity in people's assumption that focusing on strengths is not as important as eliminating weaknesses. “The bottom line is, we live in a highly remedial world,” he says. “In a sense, building on strengths is common sense, but it's not common enough.”

Buckingham hopes his books will be able to alter this. “As with most things, all you do is do your best work, throw it out there and hope that people will respond to it.”

In a recent telephone interview, Buckingham was asked about his perspectives on leadership development and how Toastmasters can benefit from his findings.

#### **What advice would you give to Toastmasters who want to become better leaders?**

The real challenge for a leader is to turn people's anxiety about the future into confidence. So if you want to grow as a leader, what you mean is that you want to get better at turning their anxiety into confidence. And the single best way to do that is to get more clear. Don't get more

passionate, more analytical or more insightful – get clearer. By that I mean, if you look at the role of a leader through the eyes of a follower, which is really the only way to look at a leader, then there are at the very least four or five areas where people are crying out for you to be really clear. They are:

- **Tell us who we are supposed to serve.** Because if you don't tell us that, if you tell us to serve all the people all the time, you will increase our anxiety.
- **Tell it to us vividly,** through two or three stories, so we understand what our customers want from us.
- **Tell us what our strengths are.** How are we going to win?
- **What's our score?** How do we know how far we have yet to go?
- **What actions are we going to take right now?** Be unambiguous, be clear.

#### **What about the notion that authoritarian leaders are not as good as participative ones?**

I think that's a bit of a red herring. The point of being a leader is not whether you are one of the troops or whether you are above the troops. Some leaders who involve everybody in every decision are woefully bad as leaders because they don't clarify anything. That's why I wrote the book really. In leadership, it always comes back to how clear we are. That's the One Thing. Your responsibility to your followers is not to involve them. It's to be clear about where you are headed.

#### **Are mission statements a good way of explaining that?**

Mission statements can be good or bad. Have one, don't have one; it doesn't matter. You need to tell people, “Who are we serving?” You can do that by vividly telling a story of a real customer who got something fabulous from [you]... I was speaking to a huge financial institution the other day. I asked, “Who do you serve?” And they said, “People with more than \$500,000 in investable assets.” That's a terrible answer. As a follower, I still don't know, who is this guy? What does he need from us?

#### **You are a good storyteller – in both writing and speaking. What's the key to being a good speaker?**

I think people respond to specificity. I think the audience is smart enough to draw their own conclusions, as long as you have your story explained with great precision. What I think audiences hate is the notion of “approximately.” They hate generics, generic truths. People like real stories, real examples of people struggling and achieving. Then they draw their own lessons.

### Do you change your style when speaking to audiences in different parts of the world?

You have to change your references. Because I'm British, living in America, I can poke fun of British people. That doesn't work in England though. I'm a great believer in that we as humans have a great deal in common. That there are such things as human universals. When speaking in different parts of the world, when you are talking about human truths, everybody will understand those truths.

### What kind of speaker are you? Motivational? Educational?

My approach has always been, do the research, find what there is to find and clarify it, make it useful and tell people about it. Then, if they get motivated, that's fine. I'm more inclined to be the kind of speaker who says, "Have you noticed how...?" Or, "it's funny about people; they all think they are better off focusing on their weaknesses. Isn't that interesting?"

Each person has their own style. I'm inquisitive and I like to share what my inquisitiveness might have led to. If that's interesting to people, that's great. If that's motivating to people, that's great too. For me, that's a nice side effect, rather than the point.

### How did you learn public speaking?

I think I've always liked to be on stage. Although I had a terrible stammer growing up. I could barely speak for the first 10 years of my life. At age 12, in school, I was asked to read the morning lesson at my chapel. I thought it was going to be a disaster. When I went on stage and saw the 300 faces of eager little boys, strangely enough, my brain, for the first time ever, worked smoothly, my voice flowed


and my breath came, and I delivered the piece perfectly.

I realized that I am more articulate when I'm on stage. My brain works faster when I'm on stage. I'm funnier on stage. Afterward, when I was talking to someone in the school yard, I pretended I was talking to 300 people. And my stammer went away. A strength of mine made the weakness irrelevant. I just changed my perspective on the activity and looked at it through the lens of my strength, which was performing, I suppose, and the stammer went away.

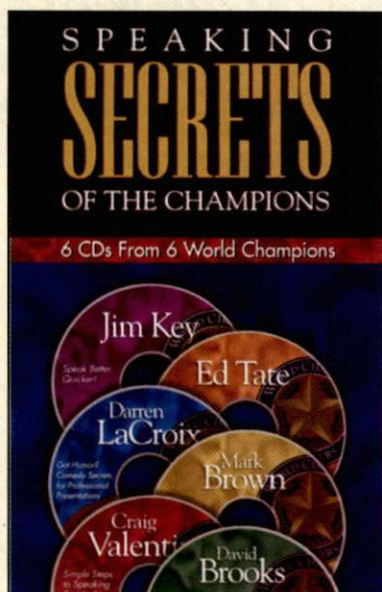
### Can you offer any advice on how to be a better speaker?

Be precise; what exactly are you trying to describe and exactly how will you describe it? Pay attention – and you will be interesting. It's hard to be interesting while you are generic.

### Name a speaker and leader you admire.

[Former New York City Mayor] Rudy Giuliani, in terms of his clarity. [After 9/11] he spoke to the human concerns, and not in a B.S. politician way. Admire a speaker? Eddie Izzard. A unique individual, a comedian. He's rambling, not organized, not formulaic. No one looks like him, no one talks like him. It's his huge amounts of preparation that enables him to riff so comfortably. The more you practice your themes, the more you can play your variations. 

Don't miss the opportunity to hear **Marcus Buckingham** speak on **August 25 at Toastmasters International's 74th Annual Convention in Toronto, Canada.** For details and registration forms, please see pages 29-31 or visit TI's Web site at [www.toastmasters.org](http://www.toastmasters.org).



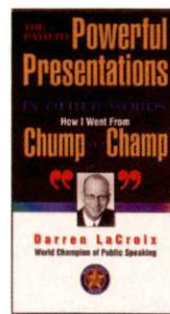
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**Leaders are either travel agents or tour guides.**

## The Great Separator

A young man once asked me a very provocative question at one of my leadership conferences. He'd been listening intently all day, and it was obvious that the subjects we were covering were really striking a chord with him.

"I've decided I want to be a leader," he said. "Who do I start leading?"

As I said, this guy was young – he didn't have a company or even a department to run, yet. I could have advised him to read some of my books, get a job managing a few people, and come back to another conference in five years when he had some experience. But I didn't.

"That's an easy answer," I told him. "Start with yourself."

I wasn't trying to be cute with that response; I was completely serious.

If you want to start

leading, you must always start with

yourself, because if you

wouldn't follow yourself, why should anybody else? Becoming the person others want to follow might involve honing certain technical competencies, learning how to be a better motivator, sharpening your ability to cast a vision, identifying your core values or polishing your organizational skills.

But here's the key: The secret to your success doesn't lie in the specifics; it lies in your willingness to start.

Just how essential is starting? Let me describe it this way: Starting is the great separator. It separates the doers from the do nots. It separates the haves from the have nots. It separates the winners from the whiners. In short, it separates successful people from unsuccessful people.

I've always said the bookends of success are starting and finishing. People who achieve great things must possess both the ability to begin – to be a self-initiator and the ability to close – to be able to finish well. In the grand scheme of things, both are equally important. But you can't end well if you don't start.

The first step, as we've already discussed, is to start with yourself. Why is this so important? Here are three reasons:

### 1 It gives you experience, confidence, integrity and influence.

Leaders are either travel agents or tour guides. Leaders who are like travel agents send people to places they've never been themselves, while leaders who are like tour guides take

else! So don't sit around waiting for someone else to help you – start learning and growing yourself!

### 3 Start with yourself to give something to others.

At first blush, starting with yourself might sound a bit selfish. But, as anyone who has ever listened to a flight attendant give pre-flight safety instructions can attest, you have to take care of yourself before you can take care of someone else. You can't export what you don't have. You can't teach what you haven't learned. Starting with yourself isn't putting yourself before others. It's putting yourself in a position where you can give – of your time, your encouragement, your resources, your expertise – more effectively.

**“The secret to your success doesn't lie in the specifics; it lies in your willingness to start.”**

their people to places they know well. Instead of saying, "Here's a map – I hope it's accurate," tour-guide leaders can say, "I've been here many times. I know the best way to get around; follow me." Starting with yourself equips you with the experience, confidence, integrity and influence you need to be a tour-guide leader.

### 2 You are with yourself more than anyone else.

You may have had trouble finding another leader to mentor you because everyone else is so crunched for time. But you can't use that excuse with yourself – you spend more time with yourself than anyone

I'll leave you with this bit of advice from the great revolutionary leader M.K. Gandhi: "Be the change you want to see in the world."

How do you do that? The answer is simple. Start with yourself. ■

**John C. Maxwell, Ph.D.**, is an author or more than 30 books about leadership, including such best-sellers as *Falling Forward* and *The 21 Irrefutable Laws of Leadership*.

Reprinted with permission from John C. Maxwell's free monthly e-newsletter *Leadership Wired*, (January and February 2004) available at [www.maximumimpact.com](http://www.maximumimpact.com).

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# Changing Lives, One at a Time

During the Board of Directors meeting at World Headquarters in February, International President Jon Greiner reported on the first six months of his term in office. He and his wife, Belinda, visited members and community leaders in six districts across the U.S. "I can assure you it has been a life-changing experience," Greiner said, referring to the warm welcome he received by Toastmasters wherever he went.

President Greiner said the organization is doing well in terms of its critical success factors – membership growth, educational accomplishments and new clubs. "Membership increased by 6.3% and the overall number of educational awards issued was up slightly over the same period last year." He said the number of new clubs chartered was down slightly, but that the total number was expected to exceed 850 by June 30, 2005.

Greiner also mentioned another organizational accomplishment: the improved user-friendliness of the TI Web site. "Members are now submitting their dues and educational award applications electronically. They can download updated membership rosters and more easily find the meeting times and locations of various clubs," he said. "This new Find-a-Club feature is sure to benefit our organization, as people are becoming more and more accustomed to doing their research online."

But "the highlight of serving as your International President is the



▲ TI's Board of Directors met at World Headquarters on February 19.

opportunity to see and hear first-hand how individual members' lives have changed through their involvement in Toastmasters," he concluded. "Belinda and I have met so many enthusiastic and committed club and district leaders – people whose greatest joy is to give of their own time and resources to help others gain the same benefits they themselves have enjoyed. Nothing else proves as clearly to me that our organization truly does Change Lives, One at a Time."

## BOARD ACTION

The Board of Directors made the following decisions to ensure the organization's continued progress:

- Senior Vice President Dilip Abayasekara, the Board's finance officer, gave a report of his visit to World Headquarters, including a review of World Headquarters operations and the Executive Director's expenses, as required by Organization Guide V 4.
- Prepared the wording for three proposals being brought to the delegates for a vote – dealing with



a dues increase, electronic technology and disciplinary proceedings. (See article on page 26.) The Board recommends that clubs vote "FOR" all three proposals.

- Reviewed a draft of a new leadership manual and offered World Headquarters staff suggestions for improvement. The manual uses the club experience to help members develop leadership skills and is part of the organization's long-term strategy of becoming as well known for leadership training as it is for communication training. The manual will debut in 2006.

- Discussed the proposal to integrate the new leadership manual into the educational recognition system and recommended further refinements to the current model. An additional leadership award will be added to the current leadership track. The changes will become effective on July 1, 2006.

- Completed the triennial review of the Distinguished Club Program and recommended no changes to the existing program. The Board encourages districts to recognize Distinguished clubs at district events in order to foster awareness of and achievement in the program. The Board noted that the number of Distinguished clubs has increased by 70 percent in the past five years. The organization expects the number will continue to increase, thus ensuring that all clubs fulfill their mission and meet the needs of their members.

- Reviewed the four districts with fewer than 60 clubs and noted that two of these districts have chartered at least one club and all could potentially achieve Distinguished District this year. The Executive Committee

commended these districts for their efforts and will review their status again in November 2005.

- Reviewed Policies and Procedures Section VI D 1, "Toastmasters International Investments," and recommended investment changes to provide more flexibility and opportunities.

- Discussed the requirements of the new California Non-Profit Integrity Act of 2004 and recommended appointing Past International President Alfred Herzing, DTM, to serve as the 2005 audit committee chairman, and assigned the Executive Committee to review the compensation of the chief financial officer of the organization, as well as that of the Executive Director.

- Discussed the concept of promoting a planned-giving program to create an additional avenue for donations to the Smedley Memorial Fund and directed staff to develop appropriate materials.

- Reviewed the Distinguished District, Division and Area programs and suggested including more information on leadership development in these programs at a future review.

- Reviewed the final draft of the Area Report of Club Visit Form and suggested changes to make the form clearer and more useful. This form will be used for the 2005-2006 district program year.

- Discussed Toastmasters International policy on translation and reviewed a suggestion that Toastmasters International translate *The Toastmaster* magazine into languages other than English. The Board decided against such a policy and recommended that World Headquarters instead post

selected articles on the TI Web site and provide links to translation software, so that articles can be viewed in languages other than English.

- Reviewed the materials and procedural rules for district nominating committees. The Board suggested minor changes to the materials provided to districts and reiterated the district nominating committee's importance in putting forward candidates with demonstrated ability to help achieve the district's mission.

- Completed the triennial review of the Toastmasters Annual Membership Building programs. The committee recognized the importance of membership growth and retention in the organization and confirmed the need for programs that create awareness and foster progress in these areas. The Board offered recommendations to World Headquarters for promoting the programs and for updating the recognition provided to clubs and members.

- Revised policy and governing documents regarding quorum requirements at the district and regional levels. If there is no quorum at the regional conference business meeting or at a district council meeting, business will be transacted as if a quorum were present. It will be deemed valid if it is approved in writing thereafter by the affirmative vote of at least a majority of the member clubs voting in a mail ballot, in which a quorum of one-third of the member clubs return ballots.

- Revised policy so that, at the Annual Business Meeting, elections of international officers and directors will be conducted first, followed by voting on proposals. **T**

Your Vote Counts! Please vote **"FOR"** these three proposals.

# Proposals for the Annual Business Meeting in August 2005

Clubs will vote on three important proposals to amend the Bylaws of Toastmasters International at the 2005 Annual Business Meeting on August 26, 2005. Following are descriptions of the proposals.

If approved, the changes will become effective October 1, 2005:

## Proposal A: Dues Increase

This proposal increases membership dues from \$36 a year to \$54 a year (U.S.), payable \$27 per person each dues renewal period.

When discussing the need for a dues increase, the Board of Directors carefully considered a number of factors and analyzed five different possibilities for the amount of the increase. Based on multiple factors, the Board agreed that this amount is appropriate.

Toastmasters International hasn't had a dues increase since 1992. Using the consumer price index as a measure of inflation, something that cost U.S. \$36 in 1992 would now typically cost more than \$50. If educational programs and services to members are to continue, at least at present levels, a dues increase is essential.

The dues are set by Toastmasters' Bylaws. Changing the bylaws is expensive and time-consuming. Organizational history shows that it takes at least three years for a change in procedure to filter down to clubs. Moreover, changing dues frequently is confusing to members. The Board believes that by increasing dues now to this amount (\$4.50 per month), the organization would be able to sustain

**The Board of Directors asks that your club vote "FOR" all three proposals. Additional information on all three proposals was sent with club proxies on March 31, 2005.**

its activities for a number of years before needing to consider another increase.

If this proposal is approved, the Board will change the following fees and dues set in policies:

- Increase new-member fee from \$16 to \$20
- Increase club-reinstatement fee from \$108 to \$162
- Increase new club charter fee from \$95 to \$125
- Increase dues for undistricted clubs from \$27 to \$42, payable \$21 per person each dues renewal period. (All figures are in U.S. funds.)

**The Board of Directors asks that you support the dues increase. The Toastmasters program continues to be the best value in the self-development field.** The organization is committed to improving and enhancing the program so that members will continue to learn, grow and achieve.

For additional information on the dues increase, visit the TI Web site and read the document "FAQs About TI's Proposal to Increase Dues."

A special e-mail box has been set up for dues increase questions. The e-mail box is: [duesincrease@toastmasters.org](mailto:duesincrease@toastmasters.org).

## Proposal B: Electronic Technology

This proposal is presented in conjunction with changes in corporate law that allow electronic transmission to be used in conducting corporate business. This law went into effect January 1, 2005. This proposal allows Toastmasters International to take advantage of the new law and use e-mail and other modern technologies to give official notices and take official action at the Board of Directors level.

## Proposal C: Disciplinary Proceedings

This proposal protects the organization's disciplinary proceedings from legal challenge. To be accepted as "fair and reasonable without question," the California nonprofit corporate law, under which all Toastmasters clubs operate, requires that TI disciplinary procedures either be spelled out in the bylaws or be provided to every club and delegate-at-large each year. Providing this information annually would be administratively burdensome. The most efficient way to comply with the law is to describe the procedures in the bylaws. These amendments make no significant changes to the organization's disciplinary procedures, which have been in place since 1993. **T**

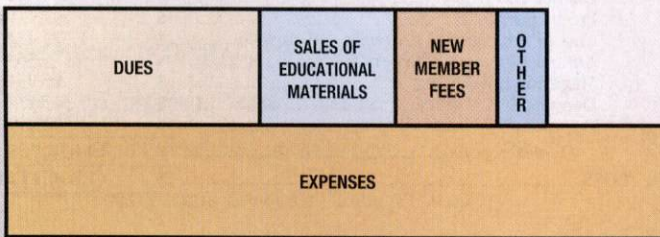
# Financial Activities: Jan. – Dec. 2004

The financial statements of Toastmasters International were audited by the independent certified public accounting firm of Moore Stephens Wurth Frazer and Torbet, LLP. The statements were prepared in conformity with generally accepted accounting principles.

The Board of Directors of Toastmasters International controls the organization's funds and, with the Executive Director, is responsible for assuring that management fulfills its fiduciary responsibility. The Bylaws of Toastmasters International require that the corporation's financial status be reported to its member clubs annually. To keep our entire membership informed, we are exceeding this requirement by reporting our financial results to all members.

Following are the year-end financial statements. The format includes a bar graph and pie chart, which we hope will provide a clearer picture of Toastmasters International's financial activities.

**Exhibit A**



### Revenues/Expenses

Exhibit A shows the relationship of individual revenue sources to expenses. You can see that income generated from dues renewals, new-member fees, charter fees and miscellaneous sources is insufficient to cover expenses.

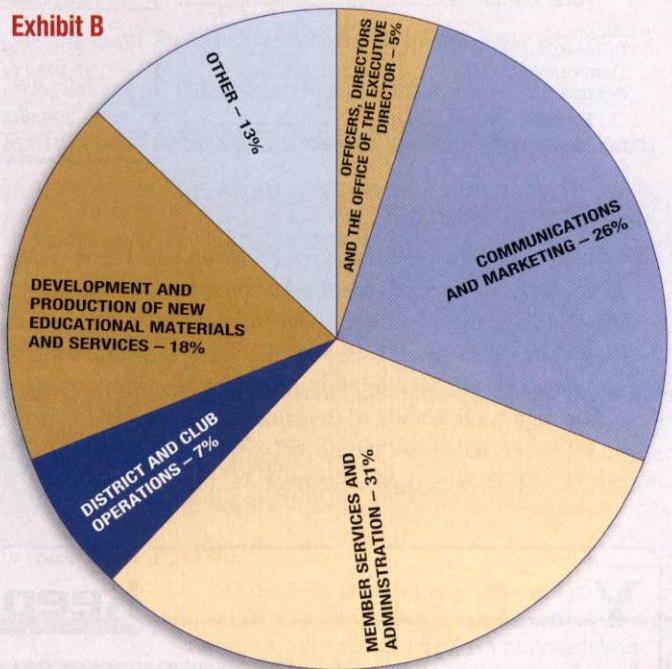
### Membership Dues

Exhibit B shows how revenue is spent. The glossary below and on the next page gives an explanation of expenditures.

### Glossary of Expenses:

- **OFFICERS, DIRECTORS AND THE OFFICE OF THE EXECUTIVE DIRECTOR** – Includes travel and expenses at Board meetings, district visits, regional conferences and outside professional services, such as legal counsel. Board policy ensures smooth operation of the organization and ideas for new and exciting programs. District visits help in building new clubs, strengthening membership and bringing new ideas to members.
- **COMMUNICATIONS AND MARKETING** – Information systems and technology. Develops new member and new club materials. Also includes developing membership and new-club building programs, promotions and awards. The costs of production and mailing *The Toastmaster* is included.

**Exhibit B**



- **MEMBER SERVICES AND ADMINISTRATION** – Administrative services to clubs and districts. Includes processing of dues renewals, officer lists, club and district billings, new-member applications and educational awards, as well as updating member and officer information. Also includes accounting and financial reporting and governing documents administration.
- **DISTRICT AND CLUB OPERATIONS** – District, division and area services and development, production, field testing and promotion of educational program materials. Includes district operations, developing club and district administrative and training materials, administering the Distinguished District,

Division, and Area Programs, and planning and operating the Regional Conferences and the International Convention.

▪ **DEVELOPMENT AND PRODUCTION OF NEW EDUCATIONAL MATERIALS AND SERVICES** – Production of materials and distribution of educational, promotional and

administrative materials. The most useful, up-to-date materials are available through the Supply Catalog to help every member succeed.

▪ **OTHER** – Includes annual convention expense, magazine advertising commissions and depreciation. **T**

## TI FINANCIAL STATEMENT JANUARY-DECEMBER 2004

### STATEMENT OF FINANCIAL POSITION AS OF DECEMBER 31, 2004

ASSETS	
Cash and short-term investments .....	\$ 1,909,191
Restricted cash and short-term investments.....	\$ 1,077,687
Marketable securities .....	\$ 15,284,583
Accounts receivable, net of allowance for doubtful accounts of \$5,000 .....	\$ 71,139
Inventories, net.....	\$ 975,026
Deposits, prepaid postage and other.....	\$ 352,605
Property, building and equipment, net of accumulated depreciation.....	\$ 4,701,495
<b>Total Assets .....</b>	<b>\$ 24,371,726</b>
LIABILITIES AND NET ASSETS	
Liabilities:	
Accounts payable and accrued liabilities.....	\$ 908,323
Funds held for Toastmasters International Regions..	\$ 163,595
<b>Total Liabilities .....</b>	<b>\$ 1,071,918</b>
Net Assets:	
Unrestricted.....	\$ 7,180,339
Temporarily restricted .....	\$ 16,105,114
Permanently restricted.....	\$ 14,355
<b>Total Net Assets .....</b>	<b>\$ 23,299,808</b>
<b>TOTAL LIABILITIES AND NET ASSETS .....</b>	<b>\$ 24,371,726</b>

### STATEMENT OF ACTIVITIES FOR THE YEAR ENDED DECEMBER 31, 2004

REVENUE:	
Membership and service fees:	
Member fees.....	\$ 5,476,790
New member service fees.....	\$ 1,348,586
Charter fees .....	\$ 105,165
<b>Total membership charges .....</b>	<b>\$ 6,930,541</b>
Sales of educational materials and supplies.....	\$ 1,881,080
Annual convention revenues.....	\$ 461,322
Interest .....	\$ 20,482
Royalty .....	\$ 7,434
Magazine advertising.....	\$ 76,517
Other .....	\$ 65,281
<b>Total revenue.....</b>	<b>\$ 9,442,657</b>
EXPENSES:	
Executive director; officers; board.....	\$ 536,661
Communications and marketing .....	\$ 2,834,503
Member services and administration .....	\$ 3,312,608
District and club operations .....	\$ 804,634
Production .....	\$ 697,916
Cost of educational materials and supplies.....	\$ 1,272,424
Annual Convention Expenses.....	\$ 519,563
Magazine advertising.....	\$ 16,931
Depreciation – other .....	\$ 343,232
Depreciation – technology .....	\$ 500,297
<b>Total expenses.....</b>	<b>\$ 10,838,769</b>
<b>LOSS .....</b>	<b>\$ (1,396,112)</b>

### The Ralph C. Smedley Memorial Fund

This fund was established to provide financial support for Toastmasters International's educational programs.

These include the creation of new and innovative educational materials for club and member use, the development of promotional material designed to spread the word about Toastmasters, and development of new educational programs, such as the Leadership Excellence Series. It also includes market and member research.

The fund is comprised of donations from individual Toastmasters and Toastmasters clubs, interest earned and the increase in the value of investments on those donations. Contributions from January 1 - December 31, 2004 totaled \$11,432. The fund had a balance of \$805,919 as of December 31, 2004.

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

Contributions are tax deductible. Your support will result in more people learning, growing and

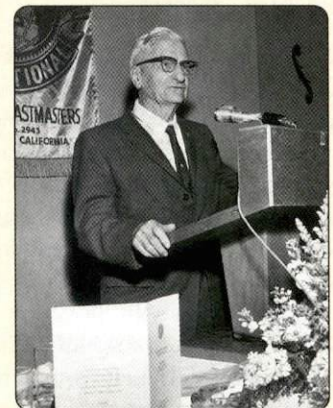
## Keep the Legacy *Alive!*

achieving through Toastmasters. Contributions should be sent to:

### The Ralph C. Smedley Memorial Fund

TOASTMASTERS INTERNATIONAL  
P.O. Box 9052 • Mission Viejo CA 92690-9052, U.S.A.

Contributions may be made via check, money order, Visa, Mastercard, American Express or Discover cards. If making an honorary or memorial contribution, please indicate the name and address of any person(s) to whom acknowledgement should be sent.



Ralph C. Smedley



## REGISTRATION FORM

(Please Print) Member No. \_\_\_\_\_ Club No. \_\_\_\_\_ District \_\_\_\_\_

Name: \_\_\_\_\_ First Name or Nickname (as you wish it to appear on your badge): \_\_\_\_\_

Addl. Registrants' Name: \_\_\_\_\_ First Name or Nickname (as you wish it to appear on your badge): \_\_\_\_\_

Address \_\_\_\_\_  Check if this is a new address

City \_\_\_\_\_ State / Province \_\_\_\_\_ Country \_\_\_\_\_ Zip Code \_\_\_\_\_

Daytime Telephone ( ) \_\_\_\_\_ Email Address \_\_\_\_\_

**NOTE:** Convention registrants may purchase tickets to Tuesday's Interdistrict Speech Contest separately.

### 1 "FULL" CONVENTION REGISTRATION... ONLY \$520.00

A Full Convention Registration Package includes the following:

- One Convention Registration (access to all educational sessions)
- One Golden Gavel Luncheon ticket (Thursday)
- One "Batter Up!" Baseball Fun Night ticket (Friday)
- One International Speech Contest ticket (Saturday)
- One President's Dinner Dance ticket (Saturday)
- One of the following (Please check):

- \_\_\_ Club Leadership Luncheon ticket (Friday) **OR**
- \_\_\_ Toastmasters & Guests Luncheon (Friday)

\_\_\_ Member(s) @ \$520.00 = \$ \_\_\_\_\_

**SECTION 1 TOTAL** = \$ \_\_\_\_\_

### 2 SPOUSE/GUEST REGISTRATION... ONLY \$330.00

Spouse/Guest must be non-member. This registration includes the following:

- Casa Loma Tour (Continental breakfast provided) (Thursday)
- Golden Gavel Luncheon (Thursday)
- CN Tower Tour (Continental breakfast/lunch provided) (Friday)
- "Batter Up!" Baseball Fun Night (Friday)
- International Speech Contest (Saturday)
- President's Dinner Dance (Saturday)

**No access to any educational sessions!**

\_\_\_ Spouse/Guest(s) @ \$330.00 = \$ \_\_\_\_\_

**SECTION 2 TOTAL** = \$ \_\_\_\_\_

### 3 "A LA CARTE" CONVENTION REGISTRATION

"A La Carte" registration allows you to attend all educational sessions during the convention. Event tickets are not included and must be purchased separately.

\_\_\_ One Person @ \$255.00 = \$ \_\_\_\_\_

**SECTION 3 TOTAL** = \$ \_\_\_\_\_

### 4 EVENT TICKETS (SOLD SEPARATELY)

**You and/or your spouse/guest must be registered to purchase any additional event tickets.**

\_\_\_ Interdistrict Speech Contest A (Tuesday) @ \$35.00 = \$ \_\_\_\_\_  
(Districts: 51, 59, 69, 72, 74, 75 and 80)

\_\_\_ Club Leadership Luncheon (Friday) @ \$55.00 = \$ \_\_\_\_\_

\_\_\_ Interdistrict Speech Contest B (Tuesday) @ \$35.00 = \$ \_\_\_\_\_  
(Districts: 67, 70, 71, 73, 76 and 79)

\_\_\_ "Batter Up!" Baseball Fun Night (Friday) @ \$65.00 = \$ \_\_\_\_\_

\_\_\_ Golden Gavel Luncheon (Thursday) @ \$75.00 = \$ \_\_\_\_\_

\_\_\_ International Speech Contest (Saturday) @ \$60.00 = \$ \_\_\_\_\_

\_\_\_ Toastmasters & Guests Luncheon (Friday) @ \$55.00 = \$ \_\_\_\_\_

\_\_\_ President's Dinner Dance (Saturday) @ \$75.00 = \$ \_\_\_\_\_

**SECTION 4 TOTAL** = \$ \_\_\_\_\_

Mail or fax this form to: Toastmasters International, P.O. Box 9052, Mission Viejo, California 92690 U.S.A. Fax 949/858-1207 Register Online at: [www.toastmasters.org](http://www.toastmasters.org)

**5 SATURDAY REGISTRATION - ONE DAY ONLY**

This option allows you to attend all general and education sessions on Saturday, August 27. This registration includes a ticket to the:

• International Speech Contest \_\_\_\_\_ Member(s) @ \$110.00 = \$ \_\_\_\_\_  
**SECTION 5 TOTAL** = \$ \_\_\_\_\_

**6 REGISTRATION TOTALS**

SECTION 1 TOTAL ..... = \$ \_\_\_\_\_  
 SECTION 2 TOTAL ..... = \$ \_\_\_\_\_  
 SECTION 3 TOTAL ..... = \$ \_\_\_\_\_  
 SECTION 4 TOTAL ..... = \$ \_\_\_\_\_  
 SECTION 5 TOTAL ..... = \$ \_\_\_\_\_  
**TOTAL AMOUNT DUE** ..... = \$ \_\_\_\_\_

**7 METHOD OF PAYMENT (U.S. DOLLARS)**

Check enclosed for \$ \_\_\_\_\_ (U.S. dollars) payable to Toastmasters International.

MasterCard     VISA     AMEX     Discover

Card Number \_\_\_\_\_

Expiration Date \_\_\_\_\_

Signature \_\_\_\_\_

I need special services due to a disability. Please contact me before the convention.

This is my first TI convention.

**WHQ USE ONLY**

Registrant # \_\_\_\_\_ T- \_\_\_\_\_ GG  
 S/R- \_\_\_\_\_ SC  
 Registrant # \_\_\_\_\_ T- \_\_\_\_\_ FN  
 T- \_\_\_\_\_ DD  
 TM-4

**DEADLINE:** Advance registration must reach World Headquarters by July 16. On-site registration fees will be higher. Cancellations and refund requests will not be accepted after July 16. Cancellations will not be accepted on-site - *no exceptions!*

**SEATING PROCEDURE:** World Headquarters will select your seats for the Golden Gavel Luncheon, "Batter Up!" Baseball Fun Night, International Speech Contest and President's Dinner Dance. *Toastmasters who wish to sit in a group must mail their registration forms together in the same envelope or register online together.*

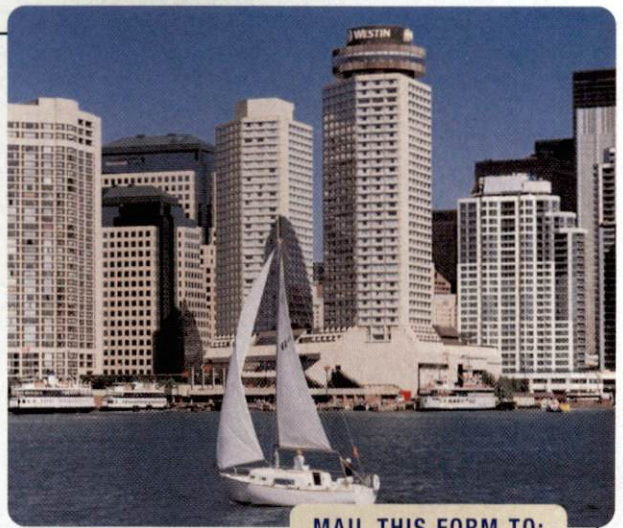
Mail or fax this form to: Toastmasters International, P.O. Box 9052, Mission Viejo, California 92690 U.S.A. Fax: 949/858-1207 Phone: 949/858-8255

**Register Online at: [www.toastmasters.org](http://www.toastmasters.org)**

# The Westin Harbour Castle

Welcomes...

## Toastmasters International's 2005 Convention August 24-27, 2005



### MAIL THIS FORM TO:

The Westin Harbour Castle  
One Harbour Square  
Toronto, Ontario  
Canada M5J 1A6  
Hotel: (416) 869-1600  
Toll Free in Canada and  
U.S. 1 (888) 627-8559  
Fax: (416) 361-7448

# Hotel Registration Form

Arrival Date: \_\_\_\_\_ Departure Date: \_\_\_\_\_

Number of nights you will stay: \_\_\_\_\_

Number of people in room: \_\_\_\_\_

Approx. arrival time: \_\_\_\_\_  
(CHECK-IN 3:00 P.M. - CHECK-OUT 12 NOON)

Method of transportation:  Car  Air  Other

Late departures will be charged a full night's rate plus taxes.

Early Departure Fee - \$50

### SPECIAL CONFERENCE RATES

STANDARD GUEST ROOM	SUITE
\$191.00 Single/Double \$30 for third person per night RATES ARE QUOTED IN CANADIAN DOLLARS	Phone hotel directly if suite is desired. Cost and availability vary.

**Please Note:** Special conference rates are based on reservations received by July 21, 2005, and room block availability.

After July 21, all subsequent reservations will be subject to availability at the current hotel rack rates.

### Please Reserve Accommodations For: (please print or type)

Name (Last) \_\_\_\_\_ (First) \_\_\_\_\_ (Initial) \_\_\_\_\_ Company \_\_\_\_\_

Address \_\_\_\_\_ City \_\_\_\_\_ State \_\_\_\_\_ Zip \_\_\_\_\_

Phone ( ) \_\_\_\_\_ Fax ( ) \_\_\_\_\_ Sharing Room With \_\_\_\_\_ E-mail \_\_\_\_\_

Special Requests:  King  2 Double Beds  Non Smoking  Smoking  Other (specify) \_\_\_\_\_

(Note: Every attempt will be made to honor your request, however we cannot guarantee a special request.)

To guarantee your reservation we require first night's deposit or credit card guarantee. All rates are subject to applicable taxes which include a 5% Provincial Sales Tax, 7% Goods & Services Tax and a 3% Destination Marketing Fee. DO NOT SEND CASH.

Make check or money order payable to the **The Westin Harbour Castle**.

Credit Card type \_\_\_\_\_

Credit Card # \_\_\_\_\_

Check # \_\_\_\_\_ Amount \_\_\_\_\_

### Don't Be a No-Show

To cancel your reservation call (888) 627-8559 or (416) 869-1600. If you fail to arrive by midnight the day of your scheduled arrival, your room will be released and may not be available. **You must cancel your reservation 48 hours prior to arrival to avoid being charged one night's room and tax.** Fax: (416) 869-0573.

A room confirmation will be mailed to you as soon as possible.

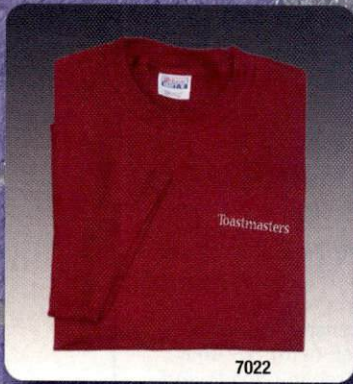
**DO NOT MAIL THIS FORM TO TOASTMASTERS INTERNATIONAL**

SIGNATURE

DATE

# Dress in Toastmaster

# Style!



7022



7026

7027



6682

6683



7023



7024

**6682 LADIES WATCH \$40.00**

Elegant two-tone watch features stainless-steel band and water-resistance dial. Toastmasters International is imprinted on watch face. Comes in a durable steel case.

**6683 MEN'S WATCH \$40.00**

Handsome two-tone watch features stainless-steel band and water-resistance dial. Toastmasters International is imprinted on watch face. Comes in a durable steel case.

**7022 TOASTMASTERS T-SHIRT \$12.00**

100% cotton preshrunk T-shirt available in cardinal with Toastmasters embroidered in natural on left chest.

- \_\_\_ 7022B Medium     \_\_\_ 7022C Large
- \_\_\_ 7022D X-Large     \_\_\_ 7022E XX-Large

**7023 FLEECE JACKET \$27.00**

Charcoal-colored fleece with Toastmasters embroidered in black on left chest.

- \_\_\_ 7023B Medium     \_\_\_ 7023C Large
- \_\_\_ 7023D X-Large     \_\_\_ 7023E XX-Large

**7024 WINDSHIRT \$40.00**

Water-resistant stone windshirt with navy accents features a polyester/nylon microfiber shell that feels as soft as suede. Other features include a full nylon lining, two on-seam side pockets, split sleeves, rib-knit cuffs and bottom and a high V-neck.

- \_\_\_ 7024B Medium     \_\_\_ 7024C Large
- \_\_\_ 7024D X-Large     \_\_\_ 7024E XX-Large

**7025 MEN'S PIQUE POLO SHIRT IN STONE \$29.95**

Clean cut and simple best describes this classic polo shirt. Made out of 100% cotton to give it that extra softness and strength. Available in stone with Toastmasters embroidered in navy on left chest.

- \_\_\_ 7025B Medium     \_\_\_ 7025C Large
- \_\_\_ 7025D X-Large     \_\_\_ 7025E XX-Large

**7026 LADIES PIQUE POLO SHIRT IN STONE \$29.95**

Stone colored pique polo shirt made out of 100% cotton for extra softness and strength. Available with feminine Y-collar with Toastmasters embroidered in navy on left chest.

- \_\_\_ 7026A Small     \_\_\_ 7026B Medium     \_\_\_ 7026C Large
- \_\_\_ 7026D X-Large     \_\_\_ 7026E XX-Large

QTY \_\_\_\_\_

**7027 MEN'S PIQUE POLO SHIRT IN DILL \$29.95**

Clean cut and simple best describes this classic polo shirt. Made out of 100% cotton to give it that extra softness and strength. Available in dill with Toastmasters embroidered in black on left chest.

- \_\_\_ 7027B Medium     \_\_\_ 7027C Large
- \_\_\_ 7027D X-Large     \_\_\_ 7027E XX-Large

**7028 LADIES PIQUE POLO SHIRT IN DILL \$29.95**

Dill colored pique polo shirt made out of 100% cotton for extra softness and strength. Available with feminine Y-collar with Toastmasters embroidered in black on left chest.

- \_\_\_ 7028A Small     \_\_\_ 7028B Medium     \_\_\_ 7028C Large
- \_\_\_ 7028D X-Large     \_\_\_ 7028E XX-Large

QTY \_\_\_\_\_

**PAYMENT MUST ACCOMPANY ORDER**

Enclosed is my check in the amount of \$ \_\_\_\_\_ (U.S. FUNDS)

Please charge my MasterCard / Visa / Amex / Discover (CIRCLE ONE)



Card No. \_\_\_\_\_ Exp. Date \_\_\_\_\_ Signature \_\_\_\_\_

Club No. \_\_\_\_\_ District No. \_\_\_\_\_

Name \_\_\_\_\_

Address \_\_\_\_\_

City \_\_\_\_\_

State/Province \_\_\_\_\_

Country \_\_\_\_\_ Zip \_\_\_\_\_

E-mail \_\_\_\_\_

**MAIL TO:**  
 Toastmasters International  
 P.O. Box 9052  
 Mission Viejo, CA 92690 USA

**Standard Domestic Shipping Prices - 2005**

TOTAL ORDER	SHIPPING CHARGES	TOTAL ORDER	SHIPPING CHARGES
\$0.00 to \$2.50	\$1.80	35.01 to 50.00	\$7.90
2.51 to 5.00	3.45	50.01 to 100.00	9.15
5.01 to 10.00	4.15	100.01 to 150.00	12.15
10.01 to 20.00	4.90	150.01 to 200.00	15.15
20.01 to 35.00	6.90	200.01 to —	Add 10% of total price

Merchandise Total \_\_\_\_\_

Shipping \_\_\_\_\_

CA residents add 7.75% sales tax \_\_\_\_\_

**TOTAL** \_\_\_\_\_

For orders shipped outside the United States, see the current Supply Catalog for item weight and shipping charts to calculate the exact postage. Or, estimate airmail at 35% of order total, though actual charges may vary significantly. Excess charges will be billed. All prices subject to change without notice.

**Order online at [www.toastmasters.org](http://www.toastmasters.org). If using this coupon, please submit entire page.**