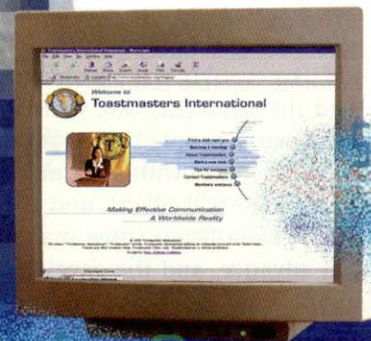


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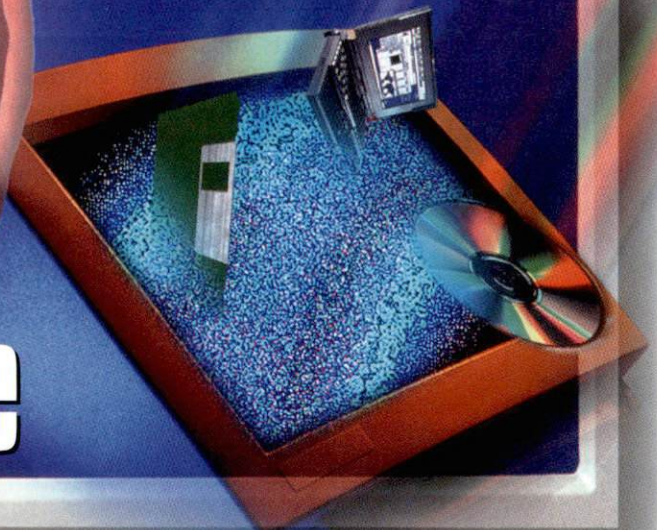
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VIEWPOINT

The Courage to Change

When I stepped into the club meeting room I could tell something was wrong. Five people stood talking at the other end of the room. I looked around for clues to verify that this was the correct location; there were none. A member of the group shouted, "We'll be with you in a moment." After several minutes, the person came over and said, "Welcome to our Toastmasters club. Please have a seat. We were just deciding who will be our speaker and assigning the other program duties, so we will be starting a little late. I hope you don't mind." The evening was a letdown before it even started.

When I visited the same club one year later, I immediately felt the energy and excitement. Twenty people buzzed around the room as the Sergeant-at-Arms greeted me at the door with a warm handshake and a guest packet. The meeting room was large and bright, and the club banner hung prominently on the wall. The agenda listed three manual speeches, meeting duties had been assigned in advance, and the gavel came down precisely on time. The meeting was an uplifting experience – before it even started!

This situation illustrates the most important challenge facing our organization today: club quality. It should not matter whether a club is in Plymouth, England, or Plymouth, Minnesota – a consistent product of top-notch quality should be delivered to all members around the world. The Toastmasters program works, and will continue to work, if it's delivered to members consistently and effectively.

What caused this club's metamorphosis in just one year from caterpillar to butterfly, from a low-member club to one of the top clubs in the world? The quality of the club's culture improved. New, enthusiastic leaders accepted the challenge to change. They all attended district-sponsored club-officer training. They completed a Club Success Plan at the start of the year and monitored the goals regularly. Moreover, meetings started and ended on time. Manual speeches were the norm, not the exception. New members had mentors. All members set goals for themselves and moved through the education and leadership tracks. Member progress charts and Toastmasters materials were prominently displayed. The "Moment of Truth" program was conducted, members received helpful evaluations, and everyone came to meetings prepared and enthusiastic. As a result, the club transformed itself into a wonderful example of how the Toastmasters program can work when delivered effectively.

All clubs can create this type of environment. By using the Club Success Plan to set goals, with the ultimate goal of becoming a Distinguished Club, your club can consistently deliver a high-quality product that allows members to Focus On Their Dreams.

Terry R. Daily

Terry R. Daily, DTM
International President

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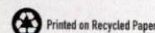
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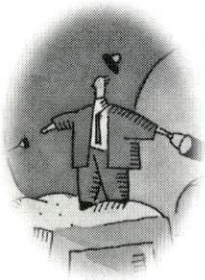
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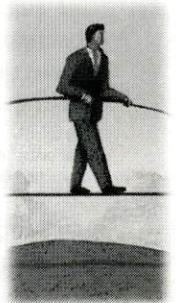
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The Toastmasters Vision:

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



LETTERS

NETIQUETTE EXCEPTIONS

I agree with most of Naresh Srinivassian's "Netiquette" article (July), but I have discovered that some of these general rules don't hold in some areas of the Internet.

As a heavy Internet user, I come across many variations of these rules every day. During my four years of "Internetting," I have found what seems like literally millions of variations.

I suggest determining through observation what is acceptable for where you are on the Internet and making adjustments as needed.

John Laherty
Toowoomba City Toastmasters 8967-6
Toowoomba, Queensland, Australia

DON'T FORGET CRIME VICTIMS

Instead of trying to inspire Toastmasters to work with convicted criminals (see Shirley Carolan's letter in August issue), we would do better to work with their victims, who are largely forgotten. Many victims need reassurances that they can still "achieve their full potential and realize their dreams," not an easy task for people to accomplish when they have had crimes committed against them.

Justin Brady, CTM
Boston West Toastmasters 4735-51
Needham, Massachusetts

THE SEEMINGLY IMPROMPTU SPEECH

The September issue contains an article titled "The Impromptu Speech." Aha! I say to myself, here's something I must read.

The first paragraph relates well to the pre-Tabletopic nerves experienced by most of us and to the article's title. But subsequent paragraphs bear no relation whatever to either impromptu speaking, the demands of Table Topics or the article's title.

The word "impromptu" means "made or done without previous preparation." The operative word here is "previous." The rest of Patricia Fry's article concerns the preparation for major speeches – where almost everything is known beforehand – the balance being gleaned from the audience.

I wonder how this happened. Maybe the title should have been revised to "The Seemingly Impromptu Speech" and the first paragraph eliminated.

J.S. Busby, CTM
Dollard Des Ormeaux Club 3021-61
Pierrefonds, Quebec, Canada

OUT OF THE COMFORT ZONE

I have been a Toastmaster for a year now and I'm actively working toward my CTM. Not too long ago, any mention of public speaking would have made my heart flutter and my mouth dry. Thanks to Toastmasters, I am growing in this area that once troubled me greatly.

I recently gave a manual speech as a guest speaker for a local club. I would like to encourage Toastmasters to get out and visit other clubs as guest speakers. The experience is great – it really wakes you up and gets you out of the "comfort zone" of your own club. I would even go as far as saying that speaking at a club other than your own should be a requirement for CTM certification.

Jeb Bradshaw
Post Oak Persuaders 4037-56
Houston, Texas

INCONGRUOUS MESSAGE

The article "This Joke Is on You" (August) by Elly Victoria Darwin is right on! I found her questions, examples and presentation to be instructive, encouraging and inspir-

ing. I was glad to see this article and hope that Toastmasters everywhere will read it.

So imagine my amazement after reading the contents of the box at the bottom of the page. I first thought it was an ad, but then I realized it was a regular article. Why? Those one-liners are snappy, but I find them snapping in the wrong direction. And all of them belittle the audience, the audience's applause or the emcee – having the exact impact Ms. Darwin warned about.

Patricia Walsh, CTM
Park Center Toastmasters Club 8095-27
Annandale, Virginia

YOUR TOASTMASTERS GIFT

The holidays are almost here. Do you begin your gift giving with a plan or do you wait until the last minute or perhaps till inspiration hits? Toastmasters meetings are in many ways the same as giving gifts.

Every time we give a speech, evaluate or participate in Table Topics, we are either receiving or giving a gift. Next time you participate in the Toastmasters program, make your gift the best you can. Unlike traditional gift giving, improved quality in Toastmasters won't cost you more, it may just take a bit more effort. So start considering your communication efforts and skills a valuable gift to give fellow members and yourself.

Keeping with the spirit of the season, give the gift of effort and energy in all your Toastmasters' communications. But don't stop at the end of the giving season, because this is a gift you can give every meeting and every time you communicate.

Terry Prince, DTM
AR Club 1481-39
Sacramento, California



By Cristy Hayden, ATM-B

Thank You Toastmasters!

AGAIN AND AGAIN I HEARD, "YOU'RE NOT READY FOR THAT YET," "Don't push yourself too hard," "Healing takes time; be patient." But eventually my patience was gone, and I finally said, "To heck with those doctors. They don't know everything. I am ready."

After surviving a traumatic brain injury and spending a week in a coma, I had to go through a long, difficult healing process. Medical professionals told me it was unlikely that I would ever be able to return to competitive employment. I chose not to believe the medical professionals.

Instead, I did what I needed to do to get myself working again, and Toastmasters was an important part of that process. I joined Toastmasters when my self-confidence was as low as it had ever been in my life. I didn't trust my memory, I had problems thinking on my feet, and I always felt that I had the right word on the tip of my tongue, but I couldn't quite get it out. Needless to say, this was very frustrating.

While reading the local newspaper, I came across an advertisement inviting community members to visit a Toastmasters meeting. From the first friendly moment I walked through the door, I knew I had come to the right place. Supportive faces encouraged me to get up and speak right away. And I survived!

I struggled at first, of course. I would get up to do Table Topics and my mind would go blank – not from my fear of public speaking, but from my brain's inability to process the topic and come up with something to say. But thanks to club members' support, I participated in Table Topics every week. And each time, I got better at coming up with something, anything, to say.

I received evaluations that warmed my heart and gave me practical suggestions to improve my speaking ability. With each speech, my confidence grew.

I was invited to sit on the club's executive committee, fulfilling the role of Treasurer. I wasn't sure I had the ability to handle the responsibility at the time. But club members believed in me, more than I believed in myself. I fulfilled this designation easily, and moved into the role of Vice President Membership the following year.

I completed my CTM two years after joining my club. My final speech told the story of how Toastmasters was vital to my recovery and my returning to work.

Exactly one year after I joined Toastmasters, I was offered a full-time position instructing unemployed adults on how to successfully return to the workforce. I accepted that position and achieved much success. I moved on to even more challenging

positions, constantly using my communication skills, which are still improving, thanks to my continuing membership in Toastmasters.

Toastmasters gave me the opportunity to experience success when I needed it most. As a result of my involvement in Toastmasters, doors to employment have opened up to me.

Whatever your challenge may be, Toastmasters can provide you with the experience, support and skills to overcome it. Here's how:

FOR TOASTMASTERS WITH DISABILITIES

- The thought of attending your first meeting will probably frighten you to death, but don't let it stop you from going. Once you get there, you'll be glad you went.
- Always remember that Toastmasters is about taking risks and learning from our experiences. Almost everyone gets nervous and makes mistakes — it's all part of the process.
- It's important to set goals for yourself. Set a goal to give one speech a month, and to achieve your CTM within a year.
- Most important, don't be afraid to ask for help and support. Your fellow club members are there to guide you throughout your Toastmasters journey.

FOR OTHER CLUB MEMBERS

- If you have a member with a disability in your club, be sure to offer your support. However, there is no need to push. Let members with disabilities decide if they need your support.
- Let every individual work at his or her own pace.
- Encourage everyone to take risks. Sometimes we need a little nudge before we will volunteer to give a speech or take on a new role.
- Do what you can to include individuals with disabilities in all club activities, including the executive committee, special events and social activities. **T**

Cristy Hayden, ATM-B, is a member of Arbutus Toastmasters Club 5750-21 of Parksville, British Columbia, Canada.



Focus on Feedback

Improve performance
in a winning way.

By Tara Rishter, Ph.D., DTM, and Kai Rambow, DTM

Mark Twain once said, "I can live for two months on a good compliment." It is easy both to give and receive compliments. But what happens when we have to provide constructive feedback?

Providing feedback effectively is one of the most challenging tasks we face when working with others. Those on the receiving end fear criticism, not measuring up or being rejected, while those giving it worry about hurting or offending others.

Fortunately, as Toastmasters, we have a lot of experience in this area. We

are comfortable giving and receiving speech evaluations. We know to look at the content, the delivery and the speech objectives. We are taught to offer our responses in suggestion form. But when dealing with important tasks and responsibilities within the club, the typical "evaluation formula" doesn't apply, as the feedback needs to be direct and offer specific expectations.

Sometimes we assume that our feedback is warranted when, in fact, it isn't. Let's say your club president

announces a 10-minute club recess. She then reconvenes the meeting 11 minutes later. In many clubs, there seems to be at least one member preoccupied with such minute details as a one-minute meeting delay. This person will actually time the recess and mention it to the club. Though the intent is to be helpful, everyone else finds this behavior annoying.

Knowing what response is appropriate can be difficult. In most situations, waiting before you speak is a good guideline. Ask yourself, "Will this comment help or hinder?" If you are too close to the situation to

answer this question objectively, consider presenting your idea to someone whose opinion you respect.

We often presume that people are ready for feedback anytime we feel like giving it – which is seldom the case. To be safe, you may want to ask if the person is interested in your opinion. “I made some observations that may be helpful to you, would you like me to share them?” If the person says “no,” you know what to do.

However, in some club situations a response is necessary. Following is an effective process for providing feedback that allows everyone to walk away feeling like a winner. Let’s look at a realistic situation and determine how to handle it:

Lee, a well-liked club member, has agreed to update the club membership list. It is now a month past the date Lee said the list would be done. Since you are the club secretary, you need to speak with Lee.

1 Put Them at Ease. People will be more receptive if you preface the feedback with a comment that puts their fears to rest. The goal is to anticipate and handle their objections and assure them that your comments are not intended as a personal attack. Try saying something along these lines: “Lee, I need to discuss something with you that may make you feel uncomfortable. My intent is help you if I can, not to criticize your efforts.”

2 Be Appreciative. Your comments, if genuine and sincere, will allow Lee to be receptive to what will follow. “Lee, I was pleased that you volunteered to update the membership list, because it is really hard to find someone who likes to track down information and work with details.”

3 Understand the Situation. Before voicing any of your observations, it is a good idea to determine why the deadline hasn’t been met. Look for specific reasons: “Lee

you may remember that you agreed to have the new membership list ready four weeks ago. Can you please update me on this project? Have you run into some difficulties?” If there are legitimate prob-

“Always keep in mind that the relationship is more important than the issue. Never mention the problem, just applaud the results.”

lems, offer your help. If not, continue the process.

4 Make Your Words Count. What you say next is ideally expressed in positive terms. Try to avoid words that place blame or pass judgment. Instead of saying, “I can’t believe you are so late with a simple project,” try something like, “Though it’s a few weeks late, let’s do our best to get the list completed.”

5 Clarify Your Expectations. Positive encouragement is not enough. You need to reinforce your expectations for the task, the timeframe and, most important, how you will follow up: “Lee, what is a reasonable time frame for completing this project?” Lee responds, “Oh, I think I can get it done in two weeks.” “That’s great,” you say. “I’ll call you next week to see how things are coming along. If the project isn’t completed after two weeks, we then will get someone to help you.”

6 Nurture. Always keep in mind that the relationship is more important than the issue. The club will survive without the membership list, but it won’t be healthy with a disappointed or bitter Lee.

This process can be applied in your club, home and workplace. No matter what happens during the process, when the project is completed, acknowledge Lee’s contribution. Never mention the problem, just applaud the results. Lee will feel

valued and more committed to his next task, while other members may be encouraged to assume responsibilities and become more involved in the club.

We usually begin tasks and projects with the best intentions. Sometimes people disappoint us. Rather than being upset, aggressive and destructive with others, our response should enable people to grow and become more productive. **1**

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THE PERILS OF

Do you spend hours on tasks that should take only minutes? Do you agonize over which clothes to wear?

Does your work performance often fail to meet your own standards? Do you feel pressured by constant deadlines? If so, you may be a member of the Perfectionist's Club. Before you get to feeling special, remember that this club has hordes of members.

Doing things right is important. As a national ad campaign used to say, "Quality is Job One." But your own sanity demands that you take a balanced attitude toward your performance. This applies to personal, professional and civic life.

"The best principles, if pushed to excess, degenerate into fatal vices," said Archibald Alison, the 18th-century Scottish clergyman. Demanding unrealistic self-perfection will destroy spontaneity, create interpersonal problems and waste your time. Perfectionism can literally *keep you from* doing a good job by fostering procrastination, which leads to deadline pressures – and that results in rushed tasks that usually turn out to be less than perfect.

BY MICHAEL LEFAN ■ PHOTOGRAPHY BY JON FEINGERSH

Are you too hard on yourself?

We've all had the experience of being faced with important tasks, but rather than taking action on them we piddled away our time on trivialities. Writers face this dilemma every time they begin a new work. It's called "the terror of the blank page." This syndrome takes many forms – sharpening pencils, cleaning out the desk, polishing the silver, talking on the phone – anything that keeps them from the real task. To be an achiever, however, requires you to jettison your self-sabotaging behaviors. Getting off dead center and moving toward your goal is better than doing nothing – even if the effort is second-rate. Some progress is better than no progress.

Doing the right thing poorly is infinitely more productive than doing a useless thing perfectly. Besides, goal-oriented activity adds to your experience, and experience is the foundation for expertise. Learn from your less-than-perfect efforts rather than labor to be perfect. There's no telling what useful lesson is lurking in your next mistake. The new insights you gain could be a gold mine of wisdom.

Shaw's technique was psychologically sound. You, too, can use it to motivate yourself into action. Let a stronger emotion overcome your inertia. Whatever the task, total failure is worse than partial success. The paralysis of perfectionism leads to total failure. Imagine the embarrassment of total failure. Use that fear of failure to motivate yourself into taking action, because then the worst that can happen is partial success.

While perfectionism freezes some people into inactivity, others find that it drives them into never-ending work.

We've all heard of that famous landmark: the point of diminishing returns. It's very real to perfectionists. For example, when I've finished writing this article I won't need to waste another day looking for one more perfect quote to make my point. By the time I've researched an article and written it, the job is finished. Additional research at that point is a waste of time. Do the work properly and stop when it's complete.

Extending this concept further, remember that correspondence doesn't have to be perfectly "typed" every time. A handwritten note or a yellow Post-It note

Perfectionism

The terror of perfectionism can make your stomach churn and tie knots of tension in your neck. These unpleasantnesses then get associated with the task you're supposed to accomplish, causing you to avoid it even more.

Playwright George Bernard Shaw was so painfully shy that he'd pace around for half an hour trying to work up the courage to knock on a friend's door. When asked how he found the nerve to speak in public despite his timidity, Shaw replied, "The same way I learned to skate – by doggedly making a fool of myself until I got used to it."

Shaw had discovered a secret. He had unconsciously stumbled across the helpful device of psychological substitution. He was a man of strong, almost angry beliefs, and by harnessing the power of his convictions he was able to conquer timidity. His burning passion for ideas left no room for fearful silence.

attached to a letter will often convey your message sufficiently. The task will be done and you won't need to make a big production out of it.

The famous "80/20 rule" applies here: 80 percent of your productivity will come from 20 percent of your effort. So invest the major share of your time in that productive 20 percent of your work. Allow the job to dictate how much time you'll put into it. Ask yourself, "How far do I have to develop this task in order for it to be acceptable?" Writing out a list of items to pick up at the supermarket on your way home does not deserve the same degree of thought as does writing a proposal to build a new shopping mall.

The person who insists on total perfection in everything discovers that he or she must do everything personally. But a disciple of "partial success" develops ways

to work smarter – not harder. Don't invest more time and energy in activities than they deserve. Some tasks need only your limited involvement while others require intense attention. Train yourself to determine which are which, and then act appropriately.

Remember to let the task dictate how much effort you put into it. If you're unpacking merchandise, don't spend as much time decorating the stockroom as you do setting up the displays where the customers are. The stockroom isn't going to generate many sales, so decorative effort expended there is largely wasted time. Invest your effort where the customer meets the cash register.

When you must write a report, speech or letter, dive into it at full speed until you have your basic ideas on paper. Don't sweat the details of spelling, grammar, parallelism or other mechanics at this stage. Getting involved with these right now bogs down your creativity in a swamp of nitpicking niceties. This is the time to focus on thoughts, insights, feelings and intuitions. You fill in facts and figures later, and haul out the dictionary while you organize and hone your work.

Use this philosophical approach throughout the day. You don't need to read the morning mail with the same intensity as you'd study a big contract. There's no need to concentrate on a memo about the company picnic like you do a complaint letter from your best customer. When reading less vital items, push yourself to read faster. This gets routine things over with so you won't waste unnecessary time and energy on them. Strive for involvement that's appropriate to the task.

*P*erfectionism is counterproductive. It focuses too much on looking backwards. Haven't you noticed that a perfectionist even begins dreading success? Perfectionists revel in details, details, details. Their delight lies in continually redefining details. So success is actually at odds with a perfectionist's basic drives. After all, to have succeeded is to have finished your task in a positive way. It's like being a male black widow spider. He's killed and devoured by the female as soon as he succeeds in his courtship. To be a perfectionist is to continually look over your shoulder to outperform the bogeyman of past achievements, rather than leaving the past where it is and peering over the horizon for new vistas.

Perfectionism is a self-defeating, emotional quicksand. A perfectionist is someone who takes infinite pains – and gives them to others. If not careful, the perfectionist finds that the "80/20 rule" has boomeranged on him. I've been guilty of allowing the least productive 80 percent of daily activities to knock out 100 percent of my work day – leaving no choice but to work after hours on things that should have been done first. You've probably done the same thing. To clobber perfectionism, try these techniques:

"There are degrees of correctness and of perfection, and each task calls for its own degree. Match the effort to the need."

■ **DELEGATE.** "Let George do it" could be the motto of both the smart achiever and the lazy ne'er-do-well. Every good idea is a double-edged sword, and sometimes it's true that "If you want something done right, then do it yourself." But other times, doing it yourself robs others of the opportunity for development and keeps you from other, more important tasks.

■ **DIVIDE AND CONQUER.** Determine which elements of a job can be handled by others – and then let them do them. It doesn't matter whether they do things like you'd do them. The thing that matters is that they accomplish the task that needs doing. Make up a set of targets to aim for, periodically review and revise these, and then let others take care of the "how." Maybe you've heard about the manufacturing company that used a novel technique when it needed to reduce the labor required at a station on the assembly line. Instead of bringing in efficiency experts or engineers, they moved the section's laziest worker to the station and instructed him to suggest ways to reduce the work at that point. And you know what? He devised a way to streamline and simplify. So allow others to take initiative. You might be pleasantly surprised.

■ **BE APPROPRIATE.** One journalist keeps a hand-lettered 3- by 5-inch card on the wall above his computer reminding him to "BE APPROPRIATE." There are degrees of correctness and of perfection, and each task calls for its own degree. Every piece of correspondence doesn't need to be perfectly composed on letterhead. A note jotted on the bottom of someone's letter can be an appropriate reply – and a real time saver. Even formal correspondence doesn't necessarily need to be free of all typos. If there are one or two minor corrections, why not just pencil them in. Match the effort to the need.

Doing things right is a worthy goal, but laboring at chores beyond what they're worth is a waste. "There is a mean in everything," said Horace. "Even virtue itself hath its stated limits, which, not being strictly observed, it ceases to be virtue."

■ **KEEP YOUR PERSPECTIVE.** When life gets hectic, pressures squeezing on all sides, make yourself back off so you can see the bigger picture. Ask yourself, "Will I even remember today a year from now?" Or ask, "How will this project affect my great-grandchildren?" That should alter your perspective.

■ **VIEW LIFE AS A LEARNING EXPERIENCE.** Someone has observed, "When a winner makes a mistake he says, 'I was wrong.' When a loser makes a mistake he says, 'It wasn't my fault.'" Too often, we so frantically try to avoid being identified with mistakes that we miss the learning

opportunities available to us. Achievement comes from taking risks. The perfectionist, however, insists that if he can't do a thing "right," then he won't do it at all. Leave the past where it is, use from it whatever is valuable for today, and keep your eyes on tomorrow.

■ **DON'T TAKE YOURSELF TOO SERIOUSLY.** Humor offers a powerful advantage. Once you have people who support you, even your mistakes add to the relationships. People will forgive you a great number of mistakes if you care about what you're doing – and especially if you make them care, too.

Notice the paradox here: perfectionism paralyzes, but the pursuit of perfection creates success. Huh?

Really! Perfectionism is an unremitting self-criticism that denigrates good efforts because they aren't flawless. Striving for perfection, however, uses each flawed effort as a launching pad to continuing improvement. One approach is disabling, the other is enabling.

When you view mistakes as learning opportunities, you're then free to enhance your capabilities. Someone once remarked to Thomas Edison on the tremendous number of failures he encountered when developing the light bulb – 50,000 experiments before he achieved results.

"Results?" said Edison. "Why, I have gotten plenty of results. I know 50,000 things that won't work." Edison's willingness to risk failure resulted in historic success. His brainchildren are still lighting the night around the globe.

The point is that we need to be goal-oriented, not minutia-oriented. Perfection of result is the goal – not self-flagellation over various shortcomings. Rocket scientist Hans Gruene recalls an incident during the 1950s

"Perfectionism paralyzes, but the pursuit of perfection creates success."

when he was working on the Redstone rocket. During an investigation following the failure of a Redstone launch, an engineer discovered a mistake he'd made and immediately reported his findings to Werner von Braun, the head of the project. Instead of the expected reprimand, von Braun rewarded him, because he said it was vital to know just what had gone wrong. They were not paralyzed by perfectionism. Instead, they were motivated by striving for perfection.

To illustrate the level of success that can be generated with this outlook, consider the eventual triumph of the Apollo moon launch program. The degree of accuracy maintained in that program is illustrated by a statement von Braun made several years ago: "The Saturn 5 [rocket] has 5,600,000 parts. Even if we had a 99.9 percent reliability, there would still be 5,600 defective parts. Yet the Apollo 4 mission flew a 'text-book' flight with only two anomalies occurring, demonstrating a reliability of 99.9999 percent. If an average automobile with 13,000 parts were to have the same reliability, it would have its first defective part in about 100 years."

Once you escape the isolating prison of fearing mistakes, you're free to explore the possibilities for achievement. So we are left with the paradox. It's a sort of split personality that can be summed it up in a new proverb: Seek perfection of results – without berating others or being too hard on yourself in the process. **T**

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Michael LeFan is a freelance writer living in Temple, Texas. His book, *Patience, My Foot!*, is in its second printing. He can be contacted through his Web site at www.mlefan@vvm.com.

WHY WE STRIVE FOR PERFECTION

While we do not want progress to be stymied by the unreal expectations of perfectionism, we nevertheless need to strive for perfection of outcome. The buzz word in business and industry has been "zero defects." A lofty goal.

But is it necessary to go for "zero defects?" Why isn't it okay to achieve 99.9 percent defect-free status and be satisfied?

Those questions are often posed to quality consultant Jeff Dewar of QCI International in Red Bluff, California, when he argues for eliminating defects altogether. To make his point, Dewar has some examples for what life would be like if things were done right only 99.9 percent of the time. We'd have to accept these conditions:

- One hour of unsafe drinking water every month.
- Two unsafe landings per day at O'Hare International Airport in Chicago.
- 16,000 pieces of mail lost by the U.S. Postal service every hour.
- 20,000 incorrect drug prescriptions per year.
- 500 incorrect surgical operations each week.
- 50 newborn babies dropped at birth by doctors every day.
- 22,000 checks deducted from the wrong bank accounts each hour.
- 32,000 missed heartbeats per person per year.

Suddenly, the quest for "zero defects" makes more sense.



HOW TO

By Clarice L. Belcher, CTM, and Lisa McAlpine, CTM

A successful evaluation gives the speaker practical suggestions wrapped in positive feedback!

Evaluate to Motivate

To evaluate is to judge. There is no way around it. No matter which dictionary you choose, you'll find the word "judge" used to define the word "evaluate."

For anyone who's been judged by others and was found lacking in the process, the word "judge" may evoke strong negative connotations. And for many, that word is synonymous with "condemn."

But "judge" can also mean "to discern." Judging to discern is very different from judging to condemn. When we judge to discern, we judge to discriminate, to make distinctions in terms of what works and what does not.

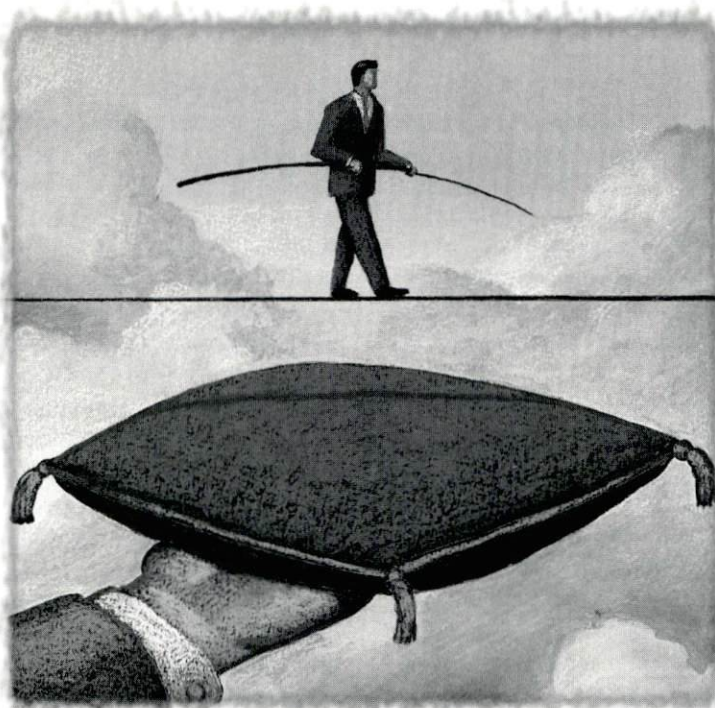
To make this kind of distinction, this kind of judgment, is to evaluate. And when we evaluate in this way, we evaluate to motivate. In so doing, we do a very altruistic thing – we help the speaker. This is our primary purpose as evaluators.

When we evaluate a speech, we record the images we see and the words we hear and play them back to the speaker. As we share our replay with the speaker, we offer feedback and give him or her a choice. The choice we offer is the option to modify a behavior. For example, if we tell a speaker he has

a sense of drama that adds excitement to his speeches, he may want to incorporate that sense of drama into each speech he delivers. If we tell someone she speaks too softly, then she may want to modify that behavior by increasing her projection during her next speech. If we focus our attention on the performance, not the performer, then our evaluations will motivate speakers to modify and improve their speaking styles.

The word "motivate" comes from the Latin *movere*, which means "to move." When we evaluate to motivate, we try to move the speaker to become the best he or she can be.

How do we evaluate to motivate? Since most of us joined Toastmasters to improve our communication skills, as evaluators we can capitalize on that desire for improvement. We do this by sharing one or two ways a speaker can improve immediately, sug-



gesting that the opportunity for improvement begin with the very next speech. This works especially well for a beginning speaker. For a more experienced speaker, we acknowledge the improvement in successive evaluations.

Does this mean we are obliged to report everything we see and hear? Not necessarily. In our oral evaluation we should offer one or two motivational comments toward the middle of the evaluation; that is, we should sandwich them between positive feedback. We begin our evaluation with behaviors that enhance the speech, include one or two that hindered the speech, and close with more that enhanced the speech. By sharing a range of information, we provide the speaker with a positive experience and maintain our integrity.

When discussing behaviors that hindered the speech, offer suggestions for improvement. If a speaker has difficulty with eye contact, suggest that she think of herself as a camera with a panoramic view, scanning from one side of the audience to the other. Suggest that when practicing at home, she begin with the left wall, taking in all the objects until she reaches the right wall. Practical suggestions like this offer the speaker every possibility for success.

In our club, we enhance our evaluations by getting to know the speakers. In the week before the meeting, we call our designated speakers and review the manual objectives and guidelines. In addition, we ask them about their Wants, Interests and Needs (which we affectionately refer to as WIN), and prepare ourselves to address those issues with sensitivity. In this way, we create a WIN-WIN rela-

tionship – because the wants, interests and needs of all are met.

Our experience as evaluators is much like translation. We begin with our initial reactions and translate them into motivational feedback. In this way, our evaluations consist of a two-part process:

- **Initial reaction** – where we *clarify* our ideas with ourselves.
- **Motivational feedback** – where we *share* our ideas with the speaker.

For example, let's imagine we have a speaker who sways from side to side. Our initial reaction may be: "Are we on a ship or what? I am nearly seasick from all the swaying."

Then we translate this blunt response into motivational feedback: "This is the second speech I have heard you give and I am impressed with the originality of your ideas

and the clarity with which you express them. You made excellent use of your hands, using each gesture to your advantage and ably commanding your space. You could have commanded your space more effectively, however, if your body stood still rather than swayed. If you put your heels together, you will stand still and the audience will find it easier to focus on your words."

This is an evaluation that empowers and motivates the speaker to become the best he or she can be.

As we learn to give such on-the-spot evaluations, we really are on our way to becoming gifted communicators. **T**

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Clarice L. Belcher, CTM. and **Lisa McAlpine, CTM.** are members of Atlanta Unity Speakers Club 7799-14 in Chamblee, Georgia.

More Motivational Evaluations

As evaluators, our primary purpose is to help the speaker; everything else is secondary. When we incorporate Tact, Integrity, Purpose and Sensitivity (TIPS) into our evaluations, we empower the speaker to become all that he or she can be.

Here are some examples of motivational feedback:

For the speaker who speaks too fast: "I really like your ideas, but I found it difficult to keep up with your speaking pace. If you spoke slower, I would be able to hear all you had to say and could absorb your ideas more thoroughly."

For the speaker who relies too heavily on notes: "It is clear to me that you have considerable passion for your subject. I think that if you read your notes less – or even cast them aside – and looked at the audience more, you could convey your passion more effectively and forcefully."

For the speaker who uses "ahs" and "ums": "The content of your speech is well-organized and your expression of ideas is very clear. I noticed that you used fewer "ahs" and "ums" in this speech than in your previous ones. In fact, you used only three, so you are really improving in this area. This can be a hard habit to overcome, but you are making excellent progress!"



MANNER OF SPEAKING

By Darin Smyth, Ph.D.

Recognition and encouragement
pave the way for smooth relationships.

The Power of Empowerment

THINK ABOUT A TIME IN YOUR LIFE WHEN YOU FLOURISHED OR thrived. What motivated or inspired you? What specific “nutrient” helped you grow? Chances are, you thrived in situations where you were encouraged and praised.

How can we, in turn, empower others? By believing in them. Every person has a gift to offer the world. Share your recognition. Let people know you value their contribution to your life. When you recognize a person’s gift, you are empowering him or her.

For instance, if someone is giving his Icebreaker speech, recognize his courage to simply stand up and speak. Even if he is shaking like a leaf, acknowledge and praise the strength you see. Let him know you believe in him, even when he doesn’t believe in himself. By so doing, you are creating a life-long friend.

Empowerment is essential to any group or organization. In a successful Toastmasters club, all members are recognized when they advance to a new level. All members should feel that if they do something outstanding, they will be acknowledged for their contribution or achievement. When members don’t feel appreciated, they don’t flourish. They may even doubt that their contributions were worth the effort. A great Toastmasters meeting is not characterized by everybody doing a good job, but by everybody receiving recognition for doing a good job.

There are two basic kinds of empowerment: recognition and encouragement. What is recognition? Recognition means to “re-think” something. When you recognize a member’s growth or advancement in front of the club, you are not only empowering that person, you are allowing every club member to think about his or her own value. By letting members know their contributions will be recognized, you are empowering the entire club.

The second kind of empowerment is encouragement. When you encourage someone, you give him or her courage to overcome an obstacle or challenge. When we are discouraged, we have lost our courage. But encouragement empowers us to pass through the threshold of fear.

Here are three steps to empowering people:

1 If you must find fault, begin with praise. Let people know what they did well before telling them how

they can improve. This demonstrates your interest in their success.

2 Use encouragement rather than criticism. Make the challenge seem easy to change. By doing this, you increase the person’s ability to overcome the obstacle. Help people believe they are larger than the challenge before them, and you will empower their belief in themselves.

3 Praise every improvement. No improvement is so small that it does not warrant recognition. The moment you recognize a small improvement, you pave the way for larger ones. Remember, a journey of 1,000 miles begins with one small step.

Where can you practice your empowerment techniques? Everywhere! Every Toastmasters meeting is an opportunity to empower others. When you evaluate speakers, you are not simply evaluating them; you are *empowering* them! The Toastmaster, the General Evaluator and other evaluators are all part of an empowerment team that recognizes and encourages the club members.

Each week, make sure nobody leaves the club meeting without receiving recognition for a job well done. When you give recognition, you score a point for the team. Through recognition and encouragement, you can build the strongest club possible from the inside out.

Now take your empowerment skills into the world at large. Your view of success is no longer based on competing *against* others. By empowering others, every person you meet is a part of your team. Your success is theirs, and their success is yours. **1**

Darin Smyth, ATM, is a member of Redwood Ramblers Club 8203-4 in Scotts Valley, California.



By Mark Majcher, ATM

Toastmasters Share Their Lessons Learned

Clever Ideas for Quality Clubs

■ Our club started a points system called "Diamonds for Sharing." Club members can earn diamonds for sharing Toastmasters with others. A member who brings a guest to a meeting receives one "Guest Diamond." If their guest joins the club, they receive a "New Member Diamond." It's easy, it's fun – and the diamonds help boost our membership. We have quarterly drawings in which one winner from each category receives a surprise gift for extending the Toastmasters opportunity to others.

LORETTA SANDY • PALM BAY, FLORIDA

■ My club encourages members to use evaluation forms to provide feedback for each speaker. After I give a speech, I record all the comments from the slips I receive on a sheet of paper, using a new sheet for each speech. I can then easily review the comments from prior speeches to see what people have suggested I work on. The positive comments act as a confidence booster as I prepare for my next speech.

ILENA AYALA • WESTCHESTER, NEW YORK

■ The hardest part about giving a speech used to be finding an appropriate topic that fit the objectives. I have a new strategy that seems to be working:

The night I give a speech, I go home and read the manual for my next speech, paying particular attention to the objectives. The very next morning I read the manual again. Over the next week or two I have the objectives in mind as I go about my daily activities. When I think of a potential topic or something presents itself as a potential topic, I jot it down.

About a week before I am scheduled to speak, I read the manual one more time. I then review all my potential topics and pick the one best suited to the project. Now my biggest problem is deciding which topic to choose.

JEANETTE A. DAVEY • LA MESA, CALIFORNIA

■ As a clinical hypotherapist, I've found that using ancient breathing techniques significantly facilitates oral presentation. Pausing to inhale through the nostrils with the tip of the tongue pressed gently behind the point at which the upper front teeth meet the gumline, and then exhaling firmly and slowly through the mouth, provides a brief form of relaxation of mind and body prior to delivering information to a group.

It is when we step beside ourselves and become one with the meaning and intent of our message that we best succeed in conveying information to our audience.

EDWIN M. BEBEE • TUCSON, ARIZONA

■ I am submitting this Old Point Comfort Toastmasters Club recipe in hopes that it will help other small clubs as it has mine.

- One 12-member club
- Five untrained new members
- One comfortable meeting room
- One to three speeches, prepared in advance.

Combine all ingredients and mix well twice a month for one hour. Untrained new members may freeze. Let sit for one hour, will rise and double. Garnish with accolades. Serve warm.

Always be ready to add unexpected guests. Repeat mixing. Will last for years. Great when accompanied with an area governor; other officers may be substituted.

CYNTHIA P. MORRISON, CTM • HAMPTON, VIRGINIA

■ Toastmasters meetings require organization. Most club meetings are organized, but in case of an exception, I am ready with my "meeting-in-a-box." My file box has everything necessary for a meeting: colored paper, stopwatch, words of the day, Table Topics, jokes and funny stories, blank agendas for quick fill-ins, three or four speeches, basic evaluation forms, an Ah-Counter form, awards, ribbons, pins and club tips. My "meeting-in-a-box" can be further condensed into "meeting-in-a-binder."

FRANKLIN CHUN, ATM • SAN FRANCISCO, CALIFORNIA

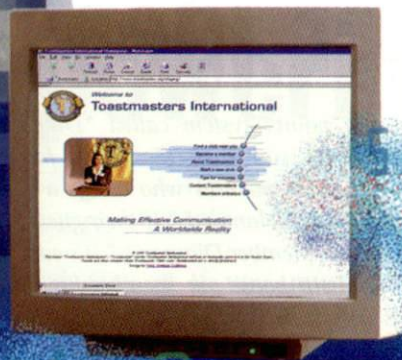
We want to hear from you! Share with us that favorite tip, word-of-mouth strategy or lesson learned by sending your Topical Top via postcard, letter or e-mail. Be sure to include your name and address. Entries may be edited for clarity and length.

Send to: Mark Majcher
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 1255 Walnut Court
 Rockledge, FL 32955
 or E-Mail: mark.majcher@spacey.net

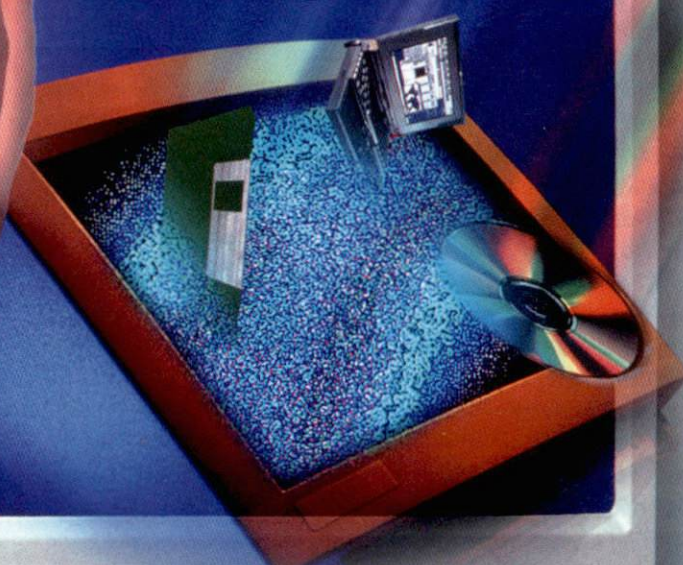
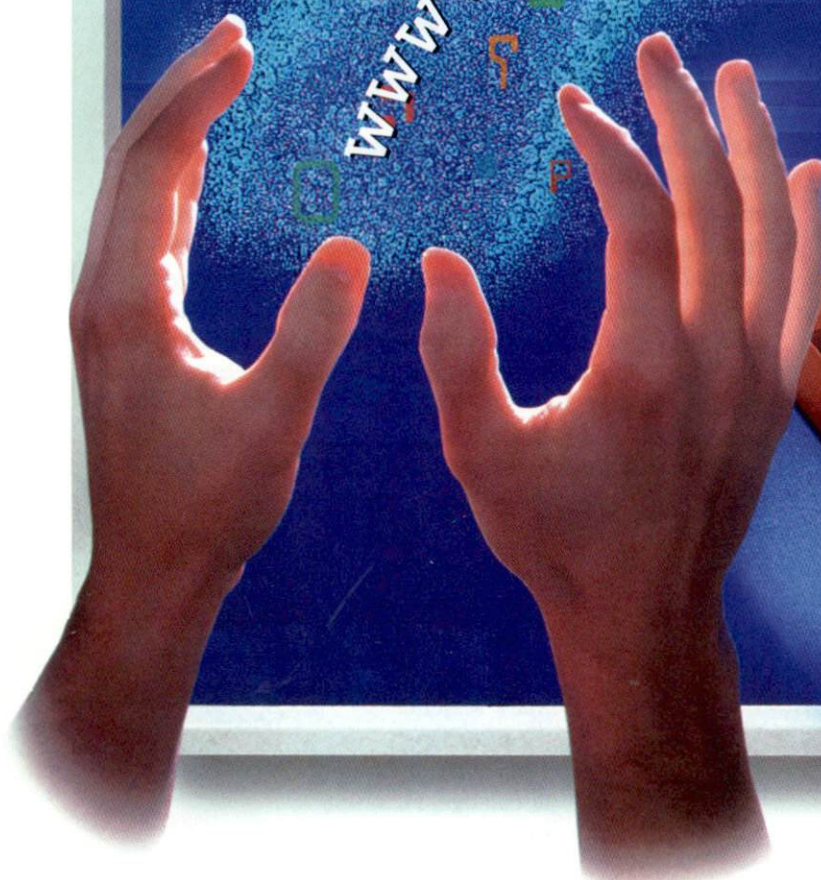


TI'S

New



www.toastmasters.org



and Improved

Web Site

Members and prospective members alike can use this valuable resource to find a wealth of information.

I don't wear a pocket protector. Never have. Never will. But I do use a computer almost every day, and I access the Internet frequently. But I don't just surf or exchange mindless chatter. I use e-mail, search out valuable information and actually put it to good use. That's why I was very happy to come across the new Toastmasters International Web site. Have you been there? The address is <http://www.toastmasters.org>. If you're currently connected to the Net, follow along with me on your computer. For most Web browsers, click **File**, then **Open**, type in www.toastmasters.org and press the Enter key. Away we go . . .

If you've ever been to the Toastmasters International Web site before (it's been around about four years), you'll notice that it has a completely new look. It has a nice picture and cool buttons that lead you on your journey through each of the seven sections. Before you jump to one of the links, take a moment and read the text below the photo that explains who can benefit from Toastmasters.

FIND A CLUB NEAR YOU

The first button is a link to a section called [Find a Club Near You](#) – a Toastmasters club that is. This is very valuable information to prospective members who are looking for clubs to join. Since you're reading this in *The Toastmaster*, you're probably already a member. So how can this section help you? Let's pretend you're planning a vacation to Sydney, Australia, and are interested in visiting a club while you're Down Under. After you select [Find a Club Near You](#), click [Pacific Rim](#), then [Australia](#). Hmm . . . Sydney is in the [Northern Territories](#), right? Wrong! Try [New South Wales](#). Think you'll have some time on Monday? Let's see, the Ku-Ring-Gai Toastmasters Club 1091 meets the first and third Mondays of each

month at 7 p.m. in the Greengate Hotel. The contact phone number is 983-1503. You'll want to make a note of that, and call when you arrive to make sure they still meet at the same time and place.

Click again on the [Find a Club](#) link (note that it appears on every page) and let's find my home club. Click [United States](#), then [California](#), then [J-R](#). Wow, there are a lot of clubs in that section. We'll have to wait a few seconds for the entire list to load. Now, press Control + F, then type in Rancho Santa Margarita. There it is! Club 9113-F meets Tuesday mornings at 7:15. The information about our club is accurate – I'll have to thank the club secretary for sending it in correctly!

BECOME A MEMBER

The [Become a Member](#) button takes you to a page that describes how someone interested in Toastmasters can find a club and apply for membership. I know a few people who need to join Toastmasters. I'll be sure to let them know about this!

ABOUT TOASTMASTERS

The page connected to the [About Toastmasters](#) button is a sort of online brochure that describes the features and benefits of Toastmasters and provides a little bit of the organization's history. This is just the kind of information a person interested in learning more about Toastmasters needs.

START A NEW CLUB

Have you ever considered forming a new Toastmasters club? Even if you haven't, click on the [Start a New Club](#) button to find out how Toastmasters can benefit your company or community. If you are considering starting a club, complete the form to request a New Club Infor-

BY DANIEL REX, CTM ■ PHOTOGRAPHY BY CHISELVISION

mation Kit, which contains all you need to complete the chartering process. You'll be surprised at how simple it is to charter a club, and how rewarding the process can be.

TIPS FOR SUCCESS

Click the [Tips for Success](#) button next. Looking for a quick fix for your next speech? The 10 speaking tips listed here are dynamite! Prospective members with upcoming speaking assignments also can benefit from these tips. For your own club, these tips are a simple way to get some publicity. The editors of local newspapers and company newsletters are usually hungry for information to fill their pages. Submit this list of speaking tips along with information about your club's meeting time and location, a photo of a club member giving a speech or of someone receiving an award, and see if you don't generate some free press for your club.

CONTACT US

Need to get in touch with Toastmasters International's World Headquarters? Click the [Contact Us](#) link to find out how. You'll find the mailing and street addresses and the telephone and fax numbers. Have a question? Take a few moments to look at the department listings and decide who at World Headquarters can best help you, then send your question by mail, fax or e-mail. Hint: If you need immediate help, make a phone call. If you can wait, send a letter or e-mail.

INFO FOR MEMBERS

On the surface, much of the site seems to be geared toward prospective members or those who want to organize new clubs. But Toastmasters will find a mountain of information by clicking the [Info for Members](#) button.

Now that we're inside, the first place I'm going to look is [Toastmasters International Forms & Documents](#) – even though it's at the bottom of the page. There are lots of links here. But, when I click on them, I keep getting error messages from my browser. I guess I should read the instructions. It looks like I need a special piece of free software to be able to read and print these documents. The documents are in Adobe Acrobat's Portable Document Format, commonly known as pdf. To read them, I need to install Adobe's Acrobat Reader, which I can download from <http://www.adobe.com> (just follow the link from the Toastmasters International page). After you download and install the software, you'll be able to load, read, print and save the Toastmasters documents. There are many to choose from. Take a few moments and see what documents your club needs.


Ever wondered how Toastmasters International got started? Need a sample press release? Want to know when the first Toastmasters club was organized? Look no further! This information and much more can be found by clicking the [Toastmasters History and General Information](#) link. Whether you want to incorporate the history of Toastmasters into a speech or are just interested in some T.I. trivia, you'll find the information you need right here.

The [Club Information and Programs](#) link contains materials and information that answer some of World Headquarter's frequently asked questions. Ever wondered how the Toastmasters educational recognition system works? Click on the [Educational Program](#) link for a complete description of the speaking and leadership programs. If you're a club officer, you'll find the [Important Dates](#) section very helpful. It gives a month-by-month breakdown of requirements and deadlines that affect your club.

If you have questions about creating a Web page for your club, click the [Internet Helps and Guidelines](#) link. Here you'll find suggestions and practical advice that will get your club off to a great start.

The [District Information and Reports](#) link contains information valuable to both club and district officers. The [Calendar of District Deadlines and Events](#) section is a month-by-month breakdown of events and deadlines that districts should remember. The best portion of this section is [District Performance Reports](#). Every month, Toastmasters International provides detailed reports to the districts that summarize the progress of their divisions, areas and clubs. Previously available only by mail or BBS, the complete reports are now available here. Links to district Web sites are coming to this section soon.

Other links in the [Info for Members](#) section provide information about the [International Conventions and Regional Conferences](#), the [Toastmasters International Supply Catalog](#) and [New Programs and Press Releases](#).

Thanks for joining me on this little tour. As you can see, Toastmasters International's new and improved Web site is a breeze to navigate. It's a great resource for members and prospective members alike, provides access to volumes of important documents and information, and answers dozens of questions along the way. Whether you're internet savvy or a virtual novice, visit the new site often and make good use of all it has to offer. 

"Toastmasters will find a mountain of information by clicking the [Info for Members](#) button."

Daniel Rex, CTM, is Marketing Manager at Toastmasters World Headquarters and is a member of Club 9113-F in Rancho Santa Margarita, California.

Guidelines for Creating a Club Web Page

Creating a Web page for your club can be challenging – and enjoyable. Hopefully, it also will be a productive means of providing information to your club's members and prospective members.

Feel free to use the Toastmasters emblem (you can copy it from the first page of <http://www.toastmasters.org>) and the words "Toastmasters" and "Toastmasters International." But, please also include the following trademark statement on your opening page:

"The names 'Toastmasters International,' 'Toastmasters,' and the Toastmasters International emblem are trademarks protected in the United States, Canada, and other countries where Toastmasters clubs exist. Unauthorized use is prohibited."

Club Web pages should contain information useful to current and prospective members and officers. Useful information includes, but is not limited to: the club name, the club's meeting time, location and a contact telephone number; the features and benefits of Toastmasters

membership; membership promotion ideas for the club's members; a calendar listing appropriate information about club events or events the club's members should attend; the mission of the club; and a published or "last updated" date to identify the timeliness of the information. Club Web pages may also include an online version of the club's newsletter or information appropriate for publication in a club newsletter.

If you'd like, include your club officers' names and e-mail addresses or telephone numbers. But be sure to obtain their written permission in advance and keep a copy in your club's permanent records.

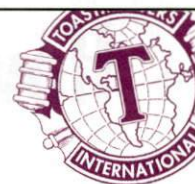
Feel free to create a link to the Toastmasters International Web site (<http://www.toastmasters.org>). At this time Toastmasters International is not adding club links to its site.

A Web page is an official publication of the club, and the club president is responsible for its content.

Good luck!



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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 30% of order total, surface mail at 20%, though actual charges may vary significantly. Excess charges will be billed. California residents add 7.75% sales tax.

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Personal Computing:

How to Remain Afloat in a Rising Tide of Data

By Reid Goldsborough

There's the newspaper in the morning. The radio in the car. Billboards on the highway. Memos and meetings, phone calls and faxes, water-cooler chitchat. Special-interest newsletters and general-interest magazines. Books. TV.

And if you weren't already treading water in a sea of information you can barely fathom, let alone make use of, now there's the Internet, with its million Web sites, 70,000 mailing lists and 30,000 Usenet newsgroups.

The old noggin is only so big. Try to fill it beyond its capacity, and

you'll wind up wandering around the streets asking for directions to the Yellow Brick Road.

How can you best manage the information that you know is out there, that you know you should be receiving, so that it benefits your work life as well as your personal life?

As a "knowledge worker," my job is to find, filter, process and disseminate information. "Infoglut" is my enemy. Here are some tips to ward

off information overload that you may find useful, whether you work with information full or part time:

■ **Evaluate your current information consumption.** Which sources involve the most efficient use of your time? Which could you dispense with?

One trick is to temporarily keep an information journal. Using a paper notebook or computer program, jot down the name of each information source you use, the goals you have for it, the amount of

time you spend with it each day, and how useful it is during each session.

After a month, look back. Along with identifying your most and least useful sources, you may be able to identify information holes you need to fill with sources you're not currently using.

■ **Prospect for the best information sources.** Though there are exceptions, often the more costly an information source, the more time-efficient. For example, state-of-the-industry reports and newsletters that summarize important industry-specific articles from other publications can be pricey, but they can quickly keep you up-to-date.

Watching television news might be free, but we all know how easily TV can turn into a mindless time sink.

■ **Filter out the junk.** Don't feel compelled to read everything that crosses your desktop. Computers can be a help here, or a hindrance.

By connecting to the Internet, you can quickly tap into a gold mine of authoritative information relevant to your needs. Or you can waste hours scanning the Web sites of hucksters and hobbyists and reading e-mail, Usenet and mailing list messages written by rumor mongers and idle babblers.

If you're visiting a new Web site, look at it the same way you'd scan a book before reading it. Check the

table of contents and author biography before diving in.

Using a search site such as HotBot, my current favorite at <http://www.hotbot.com>, can unearth worthwhile information you'd be hard-pressed to find elsewhere. But make sure you bone up on the site's search procedure first or you might have to wade through scores of irrelevant hits.

Paying someone else to filter information for you can be worth it on the Web as well as in print. Electric Library at <http://www.electriclibrary.com> provides full-text articles from hundreds of magazines and newspapers. But don't pay when you don't have to. News Index at <http://www.newsindex.com> lets you search for current articles in newspapers and news services in the United States and abroad, for free.

"Webcasting" services such as PointCast at <http://www.pointcast.com> "push" information about subjects you specify right to your computer screen. Until these services provide better filtering, however, it's easy to get overloaded.

Following online discussions can be an effective way to find nuggets overlooked by the conventional media, as long as you don't get overwhelmed by irrelevancy. Mailing list groups are usually more focused than Usenet groups. With both, moderated discussions are always more focused than the more common unmoderated ones.

Searching through archived Usenet and mailing-list messages is even more time-efficient. Check out DejaNews at <http://www.dejanews.com> and Reference.com at <http://www.reference.com>.

If your e-mail and Usenet software permits filtering – most up-to-date programs do – you can screen out messages about subjects or from people you find irrelevant, and you can create folders for messages that warrant immediate attention.

To avoid getting bombarded with e-mail, selectively respond to e-mail, and match the length of your response to how eager you are to chat. A short, polite response indicates you've received the other person's message but need to move on.

■ **Save what's worth saving and toss the rest.** Avoid letting useful information sink into pile purgatory. After you've finished scanning or reading, file information into clearly identifiable folders in a file cabinet or on your computer's hard disk.

Ours is an information society. Information can lead to knowledge and knowledge to wisdom, but managing information requires some wisdom of its own. **T**

Reid Goldsborough is a syndicated columnist and author of the book *Straight Talk About the Information Superhighway*. He can be reached at <http://members.home.net/reidgold>.

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STEP 4 When finished selecting all the documents you need, press the # key.

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Speech Contest Rules



Before entering the International Speech Contest, study the rules, especially those pertaining to eligibility, speech length, originality, timing and protests.

In addition, attend the pre-contest briefing for all contestants, held by the contest chairman, who will tell you the rules and procedures. During the briefing, contestants also draw for speaking positions and become familiar with the speaking area. This is your opportunity to ask any questions about the contest.

Familiarity with contest rules and procedures often makes the difference between winning and losing. Be a winner – know the rules and procedures.

1. PURPOSE

- A. To provide an opportunity for speakers to improve their speaking abilities and to recognize the best as encouragement to all.
- B. To provide an opportunity to learn by observing the more proficient speakers who have benefited from their Toastmasters training.

2. APPLICABILITY

These rules, unless otherwise noted, apply to all Toastmasters speech contests which select contestants for the annual International Speech Contest, which is conducted in English only. These rules may not be supplanted or modified, and no exceptions may be made.

3. SELECTION SEQUENCE

- A. Club, Area, District. Each Club in good standing may select a contestant to compete in the Area contest. An alternate should also be selected. The Area speech contest winner then proceeds to the Division contest (if applicable). The Division winner then proceeds to the District contest. Should an Area or Division contest winner be unable to participate in the next level contest, the highest placed available contestant will advance to that level. NOTE: The District contest chairman informs World Headquarters of the name and address of the winner and alternate in the District contest. Information concerning the Regional contest is then mailed to the winner and alternate.

- B. In those Areas with four assigned Clubs or less eight weeks prior to the Area contest, Districts have the option to allow the two highest placed available contestants from each Club to compete in the Area contest. Should additional Clubs charter prior to the Area contest, the two highest placed available contestants from each Club may compete. In those Divisions with four assigned Areas or less, Districts have the option to allow the two highest placed available contestants from each Area to compete. In Districts with four assigned Divisions or less, Districts have the option to allow the two highest placed available contestants from each Division to participate in the District contest.

- C. Each Region shall select a winner and an alternate. The contest chairman, usually the first-year Director, informs World Headquarters of the name and address of the winner and alternate in the Regional contest. Information concerning the International Speech Contest is then mailed to the winner and alternate. Eight speakers, one from each Region, compete in the International contest. A ninth speaker, selected in a special speech contest among Districts outside of North America, also competes in the International contest.

4. ELIGIBILITY

- A. To be eligible to compete at any level of the International Speech Contest, an individual must:
 - 1. Be a Toastmaster in good standing of a Club in good standing.

- 2. Have completed at least six manual speeches in the Communication and Leadership Program manual.
- 3. If a new, dual, or reinstated member, have dues current with Toastmasters International.

- B. Only one kind of exception may be made to the requirements listed above. A charter member of a Club chartered since the previous July 1 is eligible to compete. (The Club must be officially chartered prior to the Area contest.)

- C. The following are ineligible for competition in any contest: incumbent International Officers and Directors; District Officers (Governor, any Lieutenant Governor, Division Governor, Area Governor, Secretary, Treasurer, or Public Relations Officer) whose terms expire June 30; International Officer and Director candidates; Immediate Past District Governors; District Officers or announced candidates for the term beginning the upcoming July 1.

- D. The winner of the contest finals held each August during the International Convention is not eligible to compete again at any level.

- E. Toastmasters who are members in more than one Club and who meet all other eligibility requirements may compete in each Club contest in which membership in good standing is held. However, should they win more than one Club International Speech Contest, the contestant may represent only one of the Clubs at the Area level. No contestant can compete in more than one Area International Speech

Contest, even if the two Areas are in different Divisions or different Districts.

- F. A contestant must be a member in good standing of the Club, Area, Division, District, or Region being represented when competing in a speech contest at the next level.
- G. Each contestant must complete the Speaker's Certification of Eligibility and Originality (form 1183) and submit it to the chief judge prior to the contest.

5. SPEECH SUBJECT AND PREPARATION

- A. Subject for the prepared speech shall be selected by the contestant.
- B. Contestants must prepare their own five- to seven-minute speeches, which must be substantially original and certified as such in writing to the chief judge by the contestants prior to the presentation of the speeches (on form 1183, Speaker's Certification of Eligibility and Originality). Any quoted material must be so identified during the speech presentation.
- C. All contestants will speak from the same platform or area designated by the contest chairman with prior knowledge of all the judges and all the contestants. The contestants may speak from any position within the designated area and are not limited to standing at the lectern/podium.
 - 1. A lectern/podium will be available. However, the use of the lectern/podium is optional.
 - 2. If amplification is necessary, a lectern/podium fixed-mounted microphone and a portable microphone should be made available, if possible. It is suggested that the fixed-mounted microphone be nondirectional. The selection and use of a microphone is optional for each contestant.
 - 3. All equipment will be available for contestants to practice prior to the contest. Contestants are responsible for arranging their preferred setup of the lectern/podium microphone and other equipment in a quiet manner before being introduced by the Toastmaster.
- D. Every participant must present an entirely new and different speech for the Regional and for the International contests than given in any contest that same year. Up to and including the District contest, contestants may use the same speech, but are not required to do so.
- E. Winners of each District contest shall present a detailed outline of their winning speech in the District contest to the chief judge of the Regional contest. Winners of the Regional contest will prepare and mail to World Headquarters outlines of their District and Regional winning speeches, which will be given to the chief judge at the International contest.

6. GENERAL PROCEDURE

- A. At the Club or Area level contests, a contest chairman, chief judge, at least five

judges, three counters, and two timers are appointed. These appointments will be as far as practical at the Club level, but required for the Area level.

At the Division or District level contests, there should be at least seven judges or equal representation from the Areas composing the Division or District in addition to a contest chairman, chief judge, three counters, and two timers.

At the Regional or International contest, there should be at least nine judges or equal representation from the Districts or Regions respectively; no judge shall be a member of the Club represented by a contestant. In addition to these judges, five qualifying judges, a contest chairman, chief judge, three counters, and two timers are appointed.

- B. Before the contest, contestants are briefed on the rules by the contest chairman. Judges, counters, and timers are briefed on their duties by the chief judge. Contestants will then draw for their speaking position with the contest chairman.
- C. If a contestant is absent from the briefing, the alternate speaker, if present, may be included in place of the primary contestant. When the contest Toastmaster is introduced, if not present, the primary contestant is disqualified and the alternate officially becomes the contestant. Where the primary contestant arrives and makes this known to the contest chairman and has all required paperwork in good order prior to the introduction, and missed the briefing, disqualification shall not occur and the primary contestant may speak in the drawn order, but waives the opportunity of a briefing.
- D. Introduce each contestant by announcing the contestant's name, speech title, speech title, and contestant's name.
- E. There will be one minute of silence between contestants, during which the judges will mark their ballots.
- F. Contestants may remain in the same room throughout the duration of the contest.
- G. In contests with five or more participants, a third place winner (if wanted), a second place winner, and a first place winner will be announced. In contests with four or fewer participants, a second place and first place winner will be announced.
- H. Announcement of contest winners is final.

7. TIMING OF THE SPEECHES

- A. Speeches will be five to seven minutes. A contestant will be disqualified from the contest if the speech is less than four minutes 30 seconds or more than seven minutes 30 seconds.
- B. Upon being introduced, the contestant shall proceed immediately to the speak-

ing position. Timing will begin with the contestant's first definite verbal or non-verbal communication with the audience. This usually will be the first word uttered by the contestant, but would include any other communication such as sound effects, a staged act by another person, etc.

- C. Timers shall provide warning signal lights to the contestants, which shall be clearly visible to the speakers but not obvious to the audience.
 - 1. A green light will be turned on at five minutes and remain on for one minute.
 - 2. An amber light will be turned on at six minutes and remain on for one minute.
 - 3. A red light will be turned on at seven minutes and remain on until the conclusion of the speech.
 - 4. No signal shall be given for the overtime period.
 - 5. Any sightless contestant may request and must be granted a form of warning signal of his or her own choosing, which may be an audible device. The contestant must provide any special device required for such signal.
 - 6. In the event of technical failure of the signal, a speaker is allowed 30 seconds extra overtime before being disqualified.
- D. Prior to announcing results, the chairman should announce if time disqualification(s) occurred, but not name the contestant(s) involved.

8. PROTESTS

- A. Protests will be limited to judges and contestants. Any protest will be lodged with the chief judge and/or contest chairman prior to the announcement of the winner and alternate(s). The contest chairman shall notify the contestant of a disqualification regarding originality or eligibility prior to that announcement before the meeting at which the contest took place is adjourned.
- B. Before a contestant can be disqualified on the basis of originality, a majority of the judges must concur in the decision. The contest chairman can disqualify a contestant on the basis of eligibility.
- C. All decisions of the judges are final.



Dealing with DIFFICULT PEOPLE

In a perfect world everyone has high self-esteem, has achieved a state of personal enlightenment and lives in perfect harmony. But alas, we live in an imperfect society populated by imperfect people, some of whom can be downright difficult. In situations where difficult people rear their ugly heads it helps to be armed with two things. The first is an understanding of what is taking place and why. The second is a "bag of tricks," some specific techniques you can use to deal with certain types of behavior that are bound to crop up in your workplace, in social settings and in your Toastmasters club.

Dealing effectively with different types of people is a hallmark of personal and professional development. While specific strategies and techniques are necessary, another key element is understanding the deeper issues that lie behind outward appearances. This ability to look beyond the obvious or the immediate is part of seeing the bigger picture.

People who are positive, who build up others and who are enjoyable to be around usually have high self-esteem. They have a healthy sense of their own worth and exude self-confidence, self-respect and compassion for others. In simple terms, they like themselves. People who are continually less-than-pleasant, on the other hand, lack a sense of self-worth. They probably don't love themselves and may not even like themselves. Author and lecturer Marianne Williamson points out that no one simply wakes up in the morning and declares, "I think I'll be a jerk today." They behave the way they do because deep down, they have strong needs that are not being met.

Now, I'm not asking you to become an instant psychologist and analyze everyone's deeper issues. However, you will gain a lot of ground when dealing with difficult people if you simply remember that all distortions of personality are rooted in the unmet need to be held in high regard.

The only way to satisfy an unmet need is to fill the void. When you're hungry you need to eat; when people

The key is understanding the deeper issues that lie behind outward appearances.

don't feel worthy, they try to fill the void in other ways. Think of it this way: When people are starving, they will eat grass, leaves, dirt or anything that resembles food in a desperate attempt to stave off the

pangs of hunger. When people are starved for a sense of worth, they will take other measures to feed their need for self-esteem. Though "eating grass" is not going to satisfy them, at least they are trying to stop the pain. Therefore, the way to help someone overcome the need to be recognized is to give them opportunities for recognition.

Toastmasters offers excellent opportunities to promote growth in yourself and others. Following are a few common types of difficult personalities and some ways to address them. These are not rules per se, but rather some ideas that you may want to adapt to fit your style and the needs of the specific people you're dealing with.

■ **The Nega-holic:** People who chronically accentuate the negative usually feel powerless and are unwilling to change their unhappy lives. Rather than taking proactive steps to make things better, they merely gripe. Habitual grippers can destroy a positive environment faster than your club's grammarian can catch an "ah." When confronted with a negative person, here's what not to do: Never join in! It's easy to agree and perhaps add your own negative comment, but you must resist this temptation. Instead, when you hear people complaining, ask them (with genuine interest, not sarcasm) if something good came out of their experience to steer the conversation toward the positive. Sometimes humor can effectively stop a gripe-a-thon. But be careful that the humor is not vicious. (I had a friend who, when hearing a list of ain't-it-awfuls, would chime in good naturedly, "Yeah, and then the TV went out on my yacht!")

In Toastmasters meetings, you can actually have some fun with nega-holics. For instance, when you are the Topicmaster you might come up with a "Pollyanna"

BY ELLY V. DARWIN, CTM ■ ILLUSTRATION BY FRED SHERMAN



theme, where the assignment is to treat all topics as positively as possible. The speaker who puts a topic in the most positive light wins. If you are chairing a club event, give the nega-holic a task with an upbeat slant, such as handing out the gag gifts.

Beware! Some negative people will staunchly resist change. When dealing with a die-hard nega-holic, keep newcomers away! Take it upon yourself to engage the visitor in conversation or say, "Susan, I'd like you to meet . . ." and turn her attention toward another club member.

■ **The Know-it-all:** The know-it-all personality is crying out to be recognized as a worthy person. As Toastmasters, we are blessed with a very constructive channel for satisfying this need. When people start off on a know-it-all tangent, simply invite them to speak. To a non-Toastmaster, you might say something like, "That's very interesting. Why don't you come to a Toastmasters meeting, where you can explain your theory in greater detail?" Or, to a fellow Toastmaster, "How about working that up into a manual speech?"

I can picture some of you rolling your eyes and sighing, "Oh great! I'm trying to get away from this nut and you're telling me to invite him to a Toastmasters meeting!" Don't worry. As with the need for food, the need for recognition is a hunger that will go away once it is satisfied. Toastmasters naturally helps to satisfy this need by building people's self-esteem. Where else can someone have such abundant opportunities to receive applause and recognition, which both build self-esteem? But applause and recognition are not the only reasons people come to Toastmasters. One of the unique aspects of being a Toastmaster is the feedback we receive. When the know-it-all receives constructive feedback coupled with recognition for speaking, the hunger for attention will dissipate and so will the difficult behavior.

■ **The Braggart.** Braggarts are close kin to know-it-alls. Their behavior stems from the same kind of deprivation: the unmet need for recognition. While the know-it-all tries to impress you with his knowledge, the braggart tries to impress you with his accomplishments. Both types of behavior are an attempt to gain recognition in lieu of genuine feelings of self-worth. Again, the antidote to this cry for recognition is to simply feed the hunger.

In "Dealing with Difficult Students," an article that appeared in *Principal* magazine, school principal B.J. Wise reports that an effective way to bring about constructive behavior from chronically misbehaving students is to give them "meaningful work." Students who violate rules are given extra work that requires maturity and responsibility, such as recording answering machine messages, raising the flag or assisting in the lower grades. "Meaningful work is based on the belief that students

who misbehave often lack a sense of meaning and power in school," Wise says. "When these basic needs are met, misbehavior is usually decreased or eliminated."

The same principle applies to adults. Braggarts crave acknowledgment, so acknowledge their every accomplishment. Give them something to boast about. If you're the Vice President of Education, you have an ideal opportunity: Encourage them to speak! They would love to take their ribbon or certificate to the office, where they can share their accomplishment with others. Encourage them to move ahead with their CTM or ATM. The reward for their efforts will always be the recognition they receive. Braggarts can turn out to be some of your most motivated club members. And, as they receive genuine recognition for their accomplishments, the need to brag will dissipate.

"The question is not, 'How can I get them out of here?' but rather, 'How can I help them grow?'"

■ **The Last-worder.** Those who always need to have the last word in an argument or discussion can be especially difficult because they provoke an endless volley of "yeah-buts." (And when two last-worders butt heads at an officers meeting, better plan on staying late!)

Again, this type of behavior is rooted in low self-esteem: The last-worder feels powerless and tries to compensate by engaging in verbal combat. Having the last (and usually the loudest) word signifies a sense of victory: "Boy, I showed him!"

Keep in mind that it takes two to tango. If you engage in combat with a last worder, you'll emerge bloody, (regardless of who "wins"). However, when you see the bigger picture, you recognize that the wiser objective is not to win, but to achieve a cease-fire. One of the best ways to disarm a last-worder is simply to say, "You may be right." You are not specifically agreeing with the person, you're merely allowing the neutral position that he or she might have a point. A battle can only be waged when there is resistance. Saying, "You may be right," peacefully eliminates resistance, without causing either person to lose face.

Difficult people are not going to go away, but they do offer an opportunity for personal growth. The question is not, "How can I get them out of here?" but rather, "How can I help them grow?" And whether or not they choose to change, the most important question is, "How can I grow from the experience of dealing with them?"

When faced with difficult people, I keep my wits about me and my blood pressure down by remembering this: Natural gas is odorless. The noxious odor is purposely infused into the gas to serve as a warning. I liken difficult people to the noxious whiff of natural gas. They send me a personal message: It's time to be positive; it's time to focus on self-esteem; it's time to help my club by helping its members; it's time to grow. **1**

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Elly V. Darwin, CTM, is a speaker, freelance writer and a member of Northshore Toastmasters Club 5379-68 in Mandeville, Louisiana.

By Patrick Mott



A little perspective goes a long way.

Is Getting Angry Worth the Trouble?

ANGER IS FRUSTRATION. IF YOU UNDERSTAND AND BELIEVE THIS, you will never again think of anger as a simple, isolated emotional explosion, an aberrant blip on the psychological radar.

Anger is valid. It is often not appropriate, but it is valid. It is simply our natural response when the world, and the people in it, do not behave as we would like. Our car, in which we place much trust, conks out during rush hour. A co-worker or employee on whom we depend becomes careless and makes a foolish and costly mistake. We fly to London and our luggage flies to Singapore. We fume in frustration.

There may be little we can do about these things (immediately, at least), but still they seem to demand some response. That response is anger.

And it is natural and human. Experiencing the anger that frustration produces indicates that we are not passive people, that we care, often deeply, that right should prevail. We want the world to operate well. We want harmony.

So what do we do about it? Must we act on the emotion? Does the fact that we feel anger mean that we should reflexively express it? Many would say no. Many well-meaning and generous people would never think of allowing any anger to erupt publicly. Such a display, they believe, indicates a lack of self-control and is, moreover, simply bad manners. Still others, also well-meaning, advocate expressing the anger in order to expunge it, to rid ourselves of the demon quickly, to purge it before it can do us damage.

There is a third approach. Instead of seething internally (which puts us off our feed) or blowing our top (which puts others off theirs), we can banish anger by the simple trick of developing perspective. Doing this is as easy as answering a simple question: Will I care about, or even remember, what is making me angry a year from now?

That car breakdown – sure, it's frustrating and yes, it will make you late to work and cost you money. Will it

matter 12 months from now? In a few hours the car will likely be fixed and you'll move on. The airline luggage? It may not reappear for a while, but think of the good stories you'll have to tell a year down the line. The bum-

bling co-worker? Do you really think that incident will cause you to brood this time next year?

But what about anger you see in others – anger directed at you? One single quality can nullify it: humility.

Anger is aimed our way for two reasons: Either we have done something to provoke it or we simply happen to be near when another person's frustration boils into anger. Your response? If you've truly done something wrong, acknowledge and apologize quietly and sincerely. If you're merely a handy target, listen and sympathize. Try to understand. In either case, you must remember that no one wants to be angry, at you or at anyone else.

"A soft answer turneth away wrath," the saying goes. No one enjoys feeling upset. Give an angry person a reason to calm down and he will. Become defensive or lash back, however, and his anger will escalate.

Choosing the perspective approach when dealing with anger is a sign of maturity. Just as we learn to delay gratification as adults, so we can learn to defuse anger by, in a sense, delaying its effects. Anger delayed is anger diminished. Applying perspective helps us decide whether becoming angry is worth the trouble. In most cases, we'll find that it isn't.

Frustrated children cry and sulk and are miserable. Frustrated adults feel anger but know they have a choice: remain angry and feel misery or see the anger in the context of a long – a very long – view.

There's a word for that long view: peace. T

Patrick Mott is the editor of *Orange Coast* magazine in Newport Beach, California, and a frequent contributor to this magazine.



TI BOARD REPORT

Experiencing The Thrill of Success

Toastmasters International certainly enjoyed The Thrill of Success this year. At the August Board of Directors meeting in Palm Desert, California, International President Len Jury described the achievements of both the organization and individual members. During 1997-98, Toastmasters International recorded its highest membership numbers ever with 174,942 members in 8,642 clubs in 75 countries. TI also celebrated the most new clubs chartered in the month of June and the second best year in club growth. ATM awards were 385 percent over the projected goal and the number of Distinguished Districts were up 30 percent. As President Jury noted, "Our successes this year provide a wonderful platform for Toastmasters International to advance strongly into the new millennium and reach our Vision 2020 goal of 20,000 clubs and 400,000 members by 2020."

BOARD ACTION:

The Board of Directors made the following decisions to ensure the continued progress and growth of the organization:

- Reviewed progress on the Year 2000 project and determined World Headquarters is on track to complete the project by the target date of March 31, 1999.
- Reviewed issues dealing with discrimination at the club level, and reaffirmed the organization's policies and bylaws of non-discrimination at all levels in the organization.
- Agreed with World Headquarter's decision to hold the 2002 International Convention August 21-24 in San Antonio, Texas, at the San Antonio Marriott.
- Approved the District 51 boundary change to include Hong Kong.
- Revised policy, effective July 1, 1999, that limits the number of district conferences to two each year.
- Approved an Electronic Transmissions policy that states World Headquarters will accept items such as member address changes, club and district officer changes, and general correspondence via e-mail. However, documents that require signatures, such as educational award applications, club officer training forms, new member applications and new club charter documents may not be submitted via e-mail. It is the sender's responsibility to ensure the successful transmission of any information.
- Provided suggestions to World Headquarters regarding what Toastmasters International, the Board of Directors, and districts can do to promote the Distinguished District, Division and Area programs. These will be incorporated into training and management materials.
- Recognized the contributions of past international and district leaders within districts and established policy on the roles of past leaders within districts.
- Made changes to policy dealing with campaigns within districts, including limiting campaign speeches to district meetings at which elections are held. Campaign speeches are no longer permitted at area or division speech contests. Also, members of the district executive committee may not officially endorse any candidate for district office.
- Modified policy on recognition and awards. Effective July 1, 1999, districts must promote Toastmasters International membership, club, area, division and district recognition programs. Districts may not create or administer any programs that compete with the Distinguished Club, Area, Division or District programs.
- Changed the deadline for submitting District Treasurers' Reports from 30 to 45 days.

- Offered suggestions to World Headquarters for encouraging club participation in the Distinguished Club Program and the two-track educational recognition system.

- Offered suggestions to World Headquarters on using training programs to promote the use of Toastmasters membership-building programs.

- Reviewed a draft of a new advanced manual on persuasive speaking and offered suggestions for improvement. Watch *The Toastmaster* magazine in mid-1999 for announcements about its availability.

- Discussed membership building with cultural diversity as a marketing objective and offered suggestions for providing Toastmasters opportunities to a variety of diverse markets.

Toastmasters International's World Championship of Public Speaking to be Sponsored by MBNA America



Toastmasters International has signed agreements with MBNA America Bank, N.A., and its affiliates in Canada, the United Kingdom and Ireland that include an exclusive sponsorship of the World Championship of Public Speaking. Each year, members in more than 8,400 Toastmasters clubs worldwide participate in the International Speech Contest at the club, area, division, district and regional levels. Finalists compete at the annual Toastmasters International convention for the coveted title of World Champion.

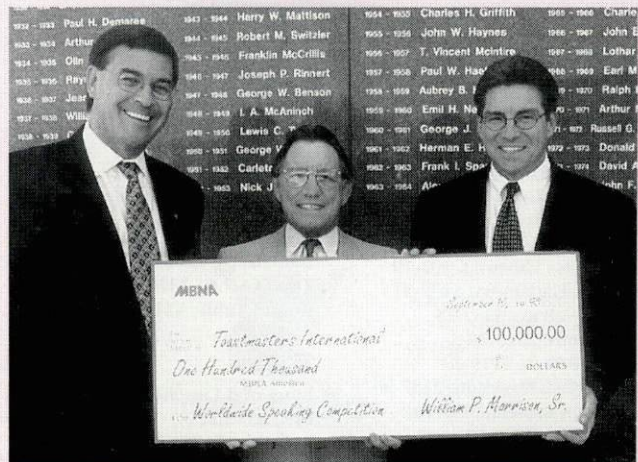
This ground-breaking sponsorship will elevate and enhance the presentation of the contest. It also will help defray the event's costs. Parts of the proceeds will be used to redesign speech contest materials available to clubs and districts.

The bulk of the sponsorship money will go toward Toastmasters International operations, benefiting members and helping to achieve our organization's mission of making effective communication a worldwide reality. In addition, the sponsorship will help delay the need for a dues increase. Since dues do not cover the entire cost of Toastmasters International operations, our organization depends on income from new member fees, sales of educational materials and licensing/sponsoring agreements.

The Board of Directors approved the negotiations of a sponsorship relationship with MBNA during its meeting in August. In September, MBNA representatives Bill Morrison and Barry Rosen presented Executive Director Terry McCann with the first of five \$100,000 checks. International President Terry Daily explains the importance of sponsorship and licensing agreements: "Strategic agreements such as these with MBNA can aid Toastmasters International in its efforts to extend the benefits of membership in a Toastmasters club while keeping the cost of being a member low. Our partnership with MBNA helps us focus on our dreams and contributes to the expanded, worldwide growth of Toastmasters International."

As an integral part of the sponsorship and licensing agreements, MBNA will offer an affinity credit card bearing the Toastmasters International logo to members in the United States, Canada, Ireland and the United Kingdom. MBNA will market the credit card twice a year. MBNA will also offer the card to people who have not renewed their club memberships, asking them to renew their memberships at the same time. Members' addresses will be used by MBNA only, and members will receive no other mailings or solicitations.

MBNA, which has \$56.3 billion in managed loans, is endorsed by more than 4,600 membership organizations, financial institutions and sports teams, including the Sierra Club, the National Football League, National Wildlife Federation, Major League Baseball and the International Association of Lions Clubs.



MBNA representatives Bill Morrison and Barry Rosen present TI's Executive Director Terry McCann (center) with the first of five \$100,000 checks.



HALL OF FAME

The following listings are arranged in numerical order by district and club number.

DTM

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

Robert James Hudack, 316-F
 Claudette Payne, 4138-1
 Wayne C. Church, 5809-3
 Anne J. Hernandez, 1760-9
 Shelby L. Russell, 7213-12
 Jacqueline Paltis, 4021-13
 Frank M. Neighoff, Jr., 2925-18
 Barry Simon, 2707-18
 Mary Therese Urbanski, 101-19
 Madeleine Harlamovs, 5499-21
 Ralph B. Wallace, 4357-23
 Jack L. Roath, 2510-26
 Nancy L. Brown, 1919-29
 Rebecca Mack Davidson, 2157-36
 Brian Kevin Russell, 7083-40
 Janet Rolfsen, 4966-42
 Brian F. Bolton, 6431-43
 Paul D. Meunier, 1066-47
 Harold M. Wolf, 968-49
 Lim Yen Lan, 9039-51
 Thomas E. Osborn, 5629-55
 Norman S. Hart, 9560-61
 Bernard Eric Botha, 4125-74
 Rudy U. Carvajal, 2100-75

Anniversaries

NOVEMBER

60 years

Uncle Joe Cannon, 127-54

50 years

Mansfield, 647-10
 Ottumwa, 663-19
 Northern, 664-28
 Niles Township, 665-30
 Honolulu, 119-49
 St. Lawrence, 606-61
 Broad Ripple, 517-11
 Stillwater, 576-16

45 years

Narrators, 1398-1
 Durham, 1203-37

40 years

Tecumseh, 485-11
 Bootstraps, 2863-22
 Top C.A.T.S., 2326-33
 Round Table, 421-52

35 years

Lynwood Lunchmasters, 1137-2
 PIN, 2332-11
 Jose Gasper, 3668-47
 Winter Park, 3674-47
 Downtowners, 3663-50

30 years

Voice of Motorola, 2083-3
 State Farm, 2872-11
 Hydro-Sonics, 3910-18

25 years

South Plains, 261-44
 Lake Union, 2545-2
 Giant Northern Virginia, 1786-27
 Trend-Setters, 1338-28
 Washoe Zephyrs, 3842-39
 Adelaide, 442-73

20 years

Past District Governors, 407-F
 Vienna, 551-U
 Kanto, 2320-U
 Magic Sunrisers, 2407-4
 Heritage, 3676-6
 Downtowners, 2887-7
 Good Evening, 2471-11
 Toastmasters, Too, 3027-14
 Bachelors/Bachelorette, 3374-33
 E-Z Speakers, 2629-39
 Energy, 3176-53
 Speakeasy, 2325-65
 Dupont Sabine Riv Works, 2181-68
 Invercargill, 3071-72
 Ballarat, 3717-73
 Riverside, 1194-75

Ralph C. Smedley Memorial Fund

Associate

Past International John J. Schneider, ATM, in memory of Earl Potter, International President 1968-69

Robert T. "Buck" Engle and Esther S. Engle, in memory of Earl Potter, International President 1968-69
 John A. Feudo, DTM, in honor of Frank Chess
 Past District 57 Governor Craig A. Harrison, DTM, in memory of Marianna Nuñez

Contributing Club

PNP REPCOM-4 Toastmasters Club No. 706-75, in memory of Rosendo "Jack" Joaquin Jr., CTM

Contributor

Past International President Arthur M. Diamond and Dagny M. Diamond in memory of Earl Potter, International President 1968-69
 Past International Director Renate E. Daniels, DTM, in memory of Fred Ludwig, DTM, International Director 1983-85
 Mount Royal Toastmasters Club, in memory of Rosita Lowe
 Past International President Ralph E. Howland, ATM, and Doris Howland, in memory of Earl Potter, International President 1968-69
 David Alan Berkowitz, ATM-B and Toni Gallagher, DTM, in memory of Past District 1 Governor George Kunze, DTM
 Bill Chronos, ATM and June Chronos, DTM, in memory of Pat Dobbs

We've Captured the Essence of Public Speaking

Toastmasters International is proud to present the 10-volume *Essence of Public Speaking* book series, produced in conjunction with Allyn &



Bacon. The following five titles are now available, with an additional five scheduled for release in January 1999. Each book is \$12 plus shipping, available from World Headquarters at (949) 858-8255.



Writing Great Speeches: Professional Techniques You Can Use; *Alan Perlman*; B 915

Speaking Your Way to the Top: Making Powerful Business Presentations; *Marjorie Brody*; B 916

Speaking for Profit and Pleasure: Making the Platform Work for You; *William D. Thompson*; B 917

Using Stories and Humor – Grab Your Audience; *Joanna Campbell Slan*; B 918

TechEdge: Using Computers to Present and Persuade; *William J. Ringle*; B 919



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- 5) The topics or questions you like to talk about.
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