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October 1986

THE TOASTMASTER



Toastmasters Reach for the Stars
at '86 Convention

Someone Special!

When counting the benefits we gain from membership in Toastmasters International, we must include the personal relationships we develop in our clubs. Often we take these relationships for granted though many of them have endured for several years.



I place a very high premium upon my Toastmasters friendships, many of which have grown beyond the club. Amongst all of these there is one person who is someone special and I want to share this friendship with you.

On my very first visit to a Toastmasters club, I met Paul Noble, DTM. Paul quickly introduced himself and immediately began extolling the many virtues of Toastmasters International. Paul was ebullient about helping people discover Toastmasters but he was never overbearing. He was so convincing that I almost applied for membership before the meeting began.

After joining the club, Paul became my mentor and ultimately one of my closest friends. It is because of people like Paul

Noble and their deeply rooted Toastmasters spirit that so many people have been helped to reach their full potential.

There are many reasons why people join a Toastmasters club. When you add the personal relationships that are developed within them, it is not surprising that our clubs become fertile forums for developing members' self-esteem.

Even though Paul died in 1973, I owe so much of what I've learned to his genuine interest in my success as a Toastmaster. For me Paul Noble was someone special. Perhaps there is a Paul Noble in your Toastmasters experience. If so, let them know that they too are special, because they are the people who, through their dedication to Toastmasters, 'Keep the Spirit Alive!'

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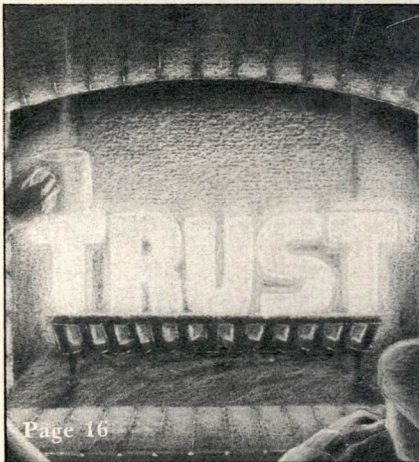
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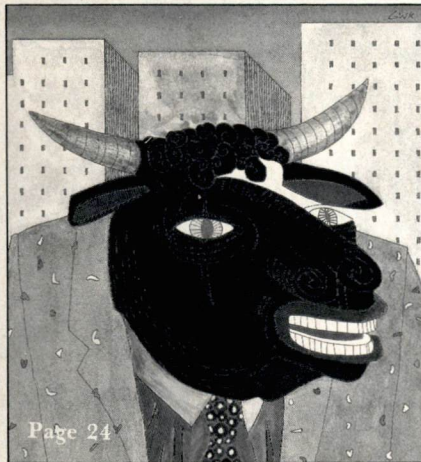
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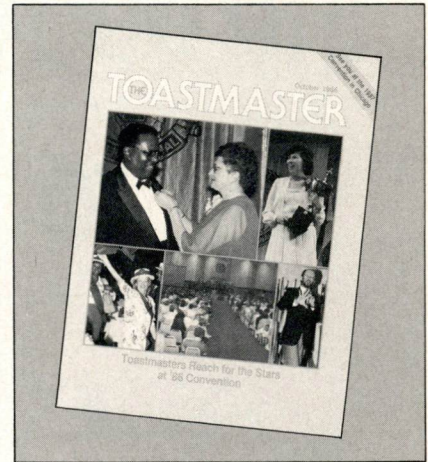
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COVER

Toastmasters gamble each time they approach lecterns—so the city of Reno, Nevada, was the perfect site for Toastmasters to bet on their biggest event of the year—the 55th Annual International Convention. And as luck would have it, Toastmasters did not only 'Reach for the Stars,' but even shone as stars themselves. Catch the Convention's sparkle on page 8.

Cover photos by Kelly Wheeler. Clockwise from top left: '85-'86 President Helen Blanchard, DTM, pins Ted Wood, DTM, as her successor; M. Arabella Bengson accepts the 'World Champion of Public Speaking' trophy; storyteller Pleasant DeSpain spins a yarn; a full house was typical at convention events; Toastmasters' spirit shines.

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Introduce New Employees to Your Work World

As a Toastmaster, you're
the perfect person to make
others feel at home.

by David K. Lindo



It's the big day! That long awaited new hire will be here any minute. A hundred thoughts pop into your head. "Will he perform as well as he interviewed?" "Will she be productive?" "Did I select the right candidate?" "What can I start her off on?" "Is he going to be happy here?" "Will she like us?"

Your firm has a considerable investment in a new employee before he or she starts work. The advertising, selection and interviewing (and agency fee) can easily exceed 25 percent of the first year salary. What steps are you taking to protect that investment? As their first supervisor, how are you handling the introduction of a new employee to your firm?

If your firm is typical, your recruiters and personnel people have painted a glowing picture of your organization, your job opportunity and you. Result: New employees start their first day excited, enthusiastic and full of energy.

How do you build upon this promising start? What can you do to capitalize on your opportunity to get new employees started on the right foot? As a Toastmaster you can volunteer to handle the introductions.

If you're not a supervisor, as a Toastmaster you're still qualified to make good introductions. Volunteer to use your Toastmasters skills to introduce new employees to co-workers and to give plant tours—it would be a great way to provide a service, sharpen communication skills and gain the visibility that's so important to your promotability.

At club meetings, you have learned how to make guests and new members feel welcome. You understand how the butterflies in your stomach react to facing a new group for the first time (and sometimes the second and third, too). You know how important the introduction of a speaker is to both the speaker and the other club members. So when a new member joins your work group, who is more qualified than you to handle the introductions?

Setting a Mood

You can create effective introductions by gathering the same kind of information you would use as a basis for a speaker's introduction. Names, relevant experiences, goals, education, interests, hobbies and humor build a foundation for a memorable introduction.

Keep each introduction brief. Focus on items of common interest shared by the new hire and the veteran. This will

make it easier for the new employee to identify with co-workers and vice versa. A good introduction can be the beginning of an effective working relationship.

Unfortunately the first day on the job is a big disappointment for many new employees. It's often disorganized, confusing, disconnected and a waste of time. All too often the first step toward the decision to resign is taken on the employee's first day of work.

How do your new people react? Many assert, "All I did the first two weeks was read manuals." "They just showed me my desk and left me on my own." "I had to work at a table with three other guys for over a month." "I got turned over to a guy that gave me nothing but bum advice." "They just weren't ready for me."

You can avoid these comments. In their place you can hear positive, upbeat statements of commitment, motivation and enthusiasm. You can introduce new employees to your department and your organization in an unforgettable way.

By following four steps, you can make new employees feel important, get comfortable and quickly become productive members of your team. This is what you can do to make sure that their *day one* is your *job one*.

The Pre-Start Step

Joan Cruz is a supervisor at an East Coast electronics firm. Cruz remarks, "I employ logic designers. Good ones are hard to find. After we invest thousands of dollars on advertising, recruiting, reviewing resumes, interviewing, screening, then selecting, I want to be sure my selection knows we both made the right choice.

"What happens between a new employee's acceptance of my offer and his or her first day of work is critical," she says. "I use this time for introductions to our geographic area, firm, department and work."

Cruz's program to convince new employees they've made the right choice before they even put in their first day includes four segments. She suggests that a supervisor:

1. **Send a personal note.** Confirm how pleased you are that the person accepted. In addition, the note should contain positive statements about the potential future of the company, the work group and the individual. She feels this action helps convince new employees they're aligned with a great company. Close with a promise that more information will be forwarded

soon.

2. **Follow up the note with a mailing.** Include employee handbook, information on company benefits and unique company programs (intramural activities, community involvement, training brochures) and maps of the area, important telephone numbers (realtors, movers, public service agencies, schools, etc.) and a brief resume of work projects being accomplished by department personnel.

3. **Call the new hire.** Determine if he or she has any questions regarding the materials previously forwarded. Cover housing, schools for children, local motels, community services, company benefits, work rules, etc.

4. **Place a final call.** Cruz finds that the night before the first day of work is an excellent time to identify last-minute questions and concerns. She states, "This final call does two important things. First, it gives the employee a chance to make a fast start on day one. Second, it gives me one more opportunity to make the new person feel welcome.

"These activities really pay off," states Cruz. "My new employees are already introduced to the community, our company and the work before they arrive. The first day is less threatening. We can concentrate on the person, not the policies. A sense of belonging is already created."

Day One

Perhaps an individual's single most memorable day (after birthdays and wedding anniversaries) is the first day on a new job. Everything seems larger than life: the building, the people, the challenge.

Bob Johnson, Audit Manager for a large midwestern manufacturer, reports, "That first day is a real turning point. It either turns people on to the company, or it starts the process of turning them off.

"Why hire people to do a job, expect them to work for you, then turn your back on them on their first day?" Johnson asks. He feels an employee's first day is so critical that he clears his schedule for them. He spends the entire eight hours with a new employee.

Johnson starts day one with a breakfast invitation. He states, "If it's at all possible, I meet the new person for breakfast. I use this breakfast meeting to deal with any problems the person has.

"After breakfast, I take them to the plant. Once we get there I do two other things. First, I show them where they

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will work. This includes the building location, parking area, rest rooms, cafeteria, work area. The plant tour concludes at their desk (we know it is theirs because it already has a nameplate with their name on it).

"Second, I give them a plant map. It has an 'X' is where you are' designator on it. These actions help them feel comfortable with the facilities and overcome that 'lost' feeling."

The third action Johnson takes is to personally handle introductions. "I hire the man or woman, so I should demonstrate my responsibility for that decision," he says.

"Before we start, I give the new employee a crib sheet. It contains the name of everyone in our group and a brief biographical sketch of each. The bio includes education, experience and current work responsibilities. I make sure we meet everyone, one on one."

Johnson follows up with step four. "This is the department's chance to celebrate the new hire," he says. "We have a 'welcome aboard' lunch. The cost is minimal. All department members get a chance to do a little socializing. We help make the new person feel welcome to the group."

But Johnson doesn't stop there. "After lunch I spend time going over job duties, answering questions and asking a few myself. Hopefully we wind up day one on a positive, upbeat note."

Johnson's checklist for this session includes topics such as:

- Information about position grade, rate range, performance appraisal and salary review schedules and procedures and employment status (whether exempt or non-exempt). Respond to questions about career growth opportunities.

- A description of 'missions' and 'charter' of the organization. Hand out copies of the company's organization chart and explain where the employee

Your efforts can motivate new workers.

fits into it and how this department relates to other major groups.

- Review company business purposes, beliefs, codes and practices. Discuss the important cultural values the company expects employees to follow.

"By giving a new hire my personal time and total attention, I let him or her know I care about them," says Johnson. "Demonstrated caring is one of the most important bonds a supervisor can forge with subordinates. I believe in starting to build this relationship on day one!"

Week One

Introducing a new employee to the culture of an organization continues for a long time. Ron Eikain, second shift supervisor for a specialty parts manufacturer, works hard to make sure the cultural commitment process works.

"The first week is a very important time," Eikain states. "I use it to help a new person adjust to our culture. In our firm we build specialty items. We need to regularly change techniques, rapidly adjust to market needs and quickly find cost-saving ways to build products. Thus we value initiative, hard work, innovation and ability to accept change."

Eikain follows a three-part introduction plan that focuses on developing appreciation in new hires for these cultural values.

"First, I review some of our recent achievements," he says. "I cover the kinds of decisions we've made, outline our expectations for creativity and

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discuss boundary limits that exist. I try to develop a clear set of requirements we can agree to regarding work tasks.

"Second," he continues, "I point out the importance of working together as a team. Our group has formed a quality circle that meets weekly. I make a point to call on the new person in his or her first meeting. It is interesting to hear the different perspective a new person brings to the job.

"Often they find inefficiencies or point out possible improvements we can't see because we've accepted the old way as the only way. In this meeting both the work group members and I assure the new person that we want direct input on how we can do things better."

The third point Eikain makes may be the most important one. At the end of week one he requires every new employee to make a suggestion for improvement. "That's not always easy," he reports. "But it does illustrate to new people that I know they have a brain, and I expect them to use it.

"Our culture recognizes and rewards people for using their heads. By starting every employee out on the right foot, I help them stay in step toward a profitable future for their career. The payoff for me is an aggressive, production-oriented, change-welcoming work group—one where the individual is appreciated."

Month One

Effective utilization of people is essential. Employees are on the job to do meaningful work. Sue Pierson, supervisor of personnel records for a retail sales chain, finds "People don't want to do the same job forever. Once they've learned their tasks and establish a routine, they want to do something new.

"Job requirements do change," she says. "This requires something new to be done. But there are other opportunities to make a job interesting, too. How you train people teaches them a lot about how your department and your company operate.

"Training helps people make a transition. What they learn the first month or two on the job reinforces (or counters) the good impression you made in the interview, the pre-hire period, the first day and the first week."

Pierson believes that effective training is a continuing process. She takes two actions to help introduce her subordinates to her philosophy of lifelong learning, personal development and career growth.

First she states, "On-the-job training

is a vital part of the introduction process. Some supervisors just turn new employees loose with a book of procedures, then seem to expect trial and error to provide the real training. Others seem to expect new employees to know it all and don't even provide a rule book.

"The truth of the matter," asserts Pierson, "is that new employees need more than a mere introduction to the job. They need coaching, counseling, cooperation and confidence.

"In the first month, I make a point of personally issuing assignments, negotiating requirements, answering questions and making suggestions. Not only does it help me get to know the person quite well, but it also provides them with a chance to get comfortable with me. Together we explore alternative ways to do the job."

Secondly, Pierson discusses potential career opportunities (and the courses or classes that are available to support them). She states, "Together we identify training needs to do today's job and tomorrow's. We create a framework for future development. After we agree, the employee completes required sign-up forms and I approve them.

"Training is a continuing investment in people. It gives people a sense of continuity, which means they'll probably be around for a long time to come. And because they're developing and growing, it means they'll be motivated and productive, too!"

Perhaps you can't take all the actions these four supervisors describe. But bear one simple fact in mind: It is your job to introduce new employees into your work setting! The cost to obtain qualified, productive people is high. It doesn't take long for a new hire to decide whether their decision to work for you was wise or foolish.

First impressions do count. Make your first impression great. Take action to make new employees feel warm, welcome and wanted. The payoff is people committed to you and your organization—a pay-off which lasts a long, long time. ♣

David K. Lindo has over 20 years of practical management experience with three Fortune 500 companies and has published more than 50 articles on management and financial topics. He is also author of Supervision Can Be Easy, published by AMACOM 1979.

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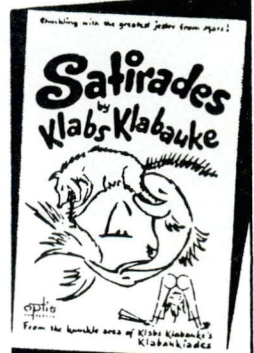
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TOASTMASTERS 'Reach for the Stars' in Reno

Toastmasters gamble each time they approach lecterns—they gamble that they'll overcome stage fright; that they'll remember the text of their speeches; that they'll entertain, persuade or move their audiences. So the city of Reno, Nevada, was the perfect site for Toastmasters to bet on their biggest event of the year—the 55th Annual International Convention, which was held Tuesday, August 26 through Saturday, August 30.

And as luck would have it, this year's Convention theme, 'Reach for the Stars,' was well-suited to the Convention site—the elegant, former MGM-operated hotel, now the Bally Grand. The MGM lion was still on hand to have his picture taken with attendees, and famous film stars, the likes of Spencer Tracy, Cary Grant and Katherine Hepburn, watched over Convention events from their hallway frames of honor.

Crystal chandeliers sparkled overhead, doorways were carved with intricate lion heads and hotel room doors each were adorned with a star, reminiscent of Hollywood actors' dressing rooms. 'Elegant' was the word heard over and over from delegates as they described the Convention.

Nearly 2000 delegates starred at this year's Convention, which officially began with a colorful opening ceremony on Wednesday, August 27. The traditional parade of 50 flags, symbolizing the unity of Toastmasters clubs throughout the free world, moved the audience to cheers and paved the way for some Western tradition, Nevada style:



a Native American entry by costumed members of the Reno-Sparks Indian Colony Toastmasters Club 2737-33, who presented flags and a moving invocation. Then the mayor of Reno, Peter J. Sferrazza, greeted the delegates.

President Blanchard Reports

Helen Blanchard, DTM, Toastmasters' 1985-86 International President, welcomed members and guests to the Convention and told them, "This has been one of the greatest years in Toastmasters' history. We marched right on through the 500-club barrier that has always been there, with 552 new clubs. I think it's tremendous!"

Over the past year, President Blanchard spent 70 days visiting districts, covering 47,000 miles. She also spent four days serving as a member of the jury to select recipients for Freedom Foundation awards. She talked with leaders of 34 corporations, three universities and several medical institutions.

Her visits to four government installations included lunch in the Summit Room at the White House, Washington, D.C., and a brief visit with Senate Majority Leader Robert Dole, to whom she presented a Toastmasters Presidential Medallion. The U.S. Office of Personnel Management signed an endorsement of Toastmasters that "will be very beneficial in civil service," she said.

President Blanchard's public relations efforts resulted in 16 proclamations from

states and cities, eight keys to cities and even a day named in her honor in the District of Columbia—May 15, 1986, was Helen Blanchard Day.

President Blanchard also captured media attention, garnering nine television appearances (total air time 95 minutes), mostly during noon news breaks on national TV; 13 radio interviews (over five hours' air time) and nine newspaper interviews.

During her visits, President Blanchard discovered that "the Toastmasters program is recognized and respected. More than one chief executive officer of large corporations mentioned their Toastmasters training and their appreciation for what it had done for them," she said.

She also found that all the medical institutions and hospitals she visited were extremely receptive to Toastmasters. "We can continue to target that market for prospective members with great success," she said.

During her district visits, President Blanchard tremendously enjoyed talking with members. "There is such an energy I feel out there," she said.

"Members are eager to tell the stories of how Toastmasters has changed their lives. It's a terrific feeling to visit across the country and feel that pride in our people and our program. I'm very proud to have served as President," she said.

Executive Director Terry McCann talked about the results of members' energy felt by President Blanchard through her district visits. In his report on organizational growth

Opposite page, left to right:
Friendship Balloons—The Convention was the perfect place to make new friends.

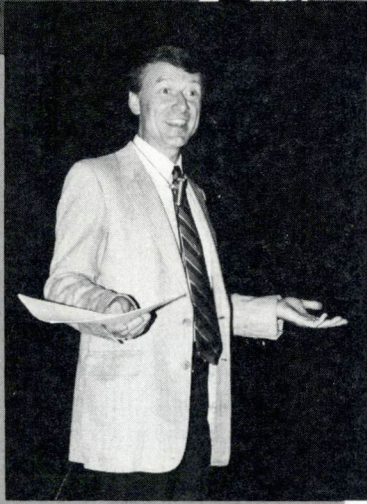
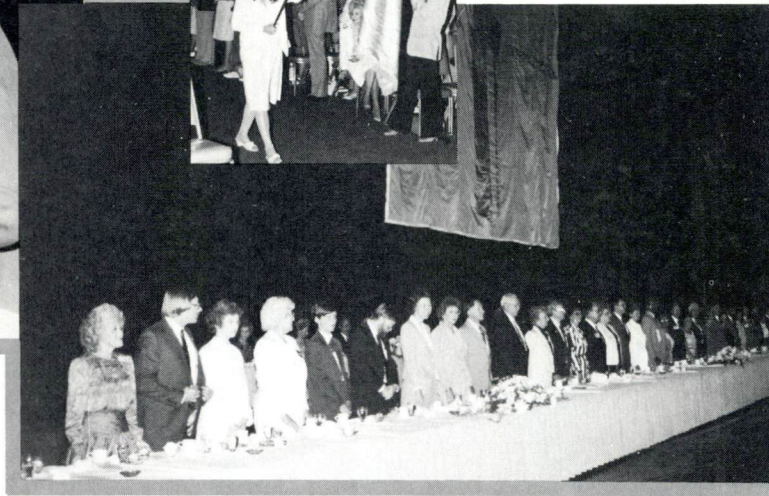
Reach for the Stars—Cheering delegate rises to the occasion.

Send in the Clowns—These Toastmasters turn Fun Night into a circus.

This page, clockwise from left:
Campaign Camaraderie—Delegates rally together to share election excitement.

Partying Prodigy—Future Toastmaster catches the Convention's high spirit.

Slow Dancin'—Delegates savor one of the Convention's slower moments.



Clockwise from bottom left:
What Next?—Dr. Layne Longfellow leads delegates 'Beyond Success.'

Convention Strategy Huddle—Toastmasters consult with one another on the many educational events offered.

Unflagging Spirits—Toastmasters show their colors in the opening ceremony's parade of flags.

Standing Room Only—Governors of all Distinguished District levels take their places of honor at Golden Gavel Luncheon.

he said, "A record of 552 clubs were chartered during the 1985-86 administrative year, and the total reflects an increase of 83 clubs over last year's total of 469. Membership rose to an all-time high of 123,961."

To continue our phenomenal growth, he said we must look at our organization's culture. "In a culture, people think and act a certain way—they seem to conform to common norms. Each group member enjoys the same values," he said.

"Our organization's culture is best defined by our Club Mission Statement: 'To provide a mutually supportive and positive learning environment in which every member has the opportunity to develop communication

and leadership skills, which in turn foster self-confidence and personal growth.'

"Strengthen your club's culture by re-assessing its values," he said. "A strong culture must be ritualized and celebrated if it's going to thrive. When someone passes a meaningful milestone in his or her life, celebrate. If they receive a CTM, ATM or DTM, give them a standing ovation... If you study your club's culture and work to strengthen it, we will continue to grow."

Prominent Speakers

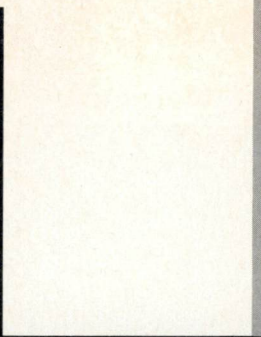
As the Convention unfolded, Executive Director McCann's and President Blanchard's thoughts were expanded upon by outstanding speakers, experts in their respective

Toastmasters Blow into the 'Windy City' in '87

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fields. These professionals gave delegates new inspiration as well as educational tools to take back to their clubs.

"You shouldn't live life by the old phrase, 'Today is the first day of the rest of your life,' " said keynote speaker Bob Moawad in his rousing address at the Convention's opening ceremonies. "Rather, you should live each day like it's the *last* day of your life," he said.

Chairman and Chief Executive Officer of Edge Learning Institute, a private educational organization, Moawad is a teacher, author and presenter of six audio and video programs used by schools and corporations.

In his moving talk, he told Toastmasters how to 'Maximize Your Performance.' "Since we are in constant communication with ourselves, it's important that we become aware of our internal ad campaign," he said. Are our random thoughts such that we are dwelling on what we want to have happen or on what we don't want to have happen? Are we increasing or decreasing self-confidence by dwelling on past wins or past losses?

One of the reasons we don't become what we are capable of becoming is that we accept a level of mediocrity, or "we allow the good things in life to become the mortal enemies of the great things in life," he said.

To maximize performance, Moawad recommends that you be warm and loving with yourself. Recognize that your worth is not determined by your actions. "If you are what you do, then when you don't, you aren't," he says.

He also suggests you recognize that the real key to success is competing with your own best self and continually moving toward exciting, worthwhile, personal, pre-determined goals.

Linkletter Gets Golden Gavel

Later that day another excellent professional speaker was awarded Toastmasters' highest honor—the Golden Gavel Award. This year's Golden Gavel recipient was Art Linkletter, a speaker and broadcast personality best known for his two long-running television shows, "People Are Funny" and "House Party."

Linkletter was named 'Speaker of the Year' in 1969 by the International Platform Association and is the author of 16 books, his most recent entitled *Public Speaking for Private People*. He's also served on many commissions to improve education and prevent drug abuse. The fight against drugs has become his personal mission as a professional speaker.

"I must tell you that this kind of an award has a very, very special meaning to me," Linkletter told Toastmasters at the Golden Gavel Luncheon. "All my experience in public speaking can be summed up by the word 'challenge.' When you stand in front of an audience, they are entitled to, and should get, the best you have.

"The best you have depends upon where you come from. In some cases it's something humorous; in some cases tragic or significant, in other cases it's informational and educational; but it's also direct. And it is also personal, which makes it better, in my opinion, than all the years I spent on radio and television.

"You can always think you can be better. I have a kind of philosophy that goes like this:

I never want to be/what I want to be,
because there's always something out there/yet for me./I get a kick out of living/
in the here and now,/but I never want to feel/I know the best way how./There's
always one hill higher,/with a better

Clockwise from top left:
Linkletter Lauded—Art Linkletter accepts the Golden Gavel Award from President Helen Blanchard, DTM.

Making Impact—Professional speaker Patricia Fripp clues Convention-goers in on high-impact talks.

Moawad 'Maximizes Performance'—Keynote speaker Bob Moawad inspires delegates to risk greatness.

Applause, Applause—Toastmasters make great audiences!



view, /something waiting to be learned/
that I never knew. /Till my days are over,
never fully fill my cup; /let me go on/
growing—up.”

The Convention featured many other top public speakers and communication experts who shared their ideas on how to become better speakers and leaders. Those appearing included internationally renowned lecturer and consultant in the behavioral sciences, Dr. Layne Longfellow; training and performance research specialist Vincent Kafka; comedy writer and humorist Gene Perret; master storyteller Pleasant DeSpain; motivational speaker Ron Turner and professional speaking expert Patricia Fripp.

Toastmasters' Own Shine

Some of Toastmasters' own brightest stars came out to shine as well, including International Speech Contest Champions Michael Aun, Bennie Powell and Jeff Young; Past International President Eric Stuhlmueller, DTM; Past International Directors Ray Brooks, DTM, Rex Davenport, DTM, Ralph Joslin, DTM and Bernard Searle, ATM; Mary Jo Crowley, ATM; and Stefan Neilson and William McKenzie.

Other accomplished Toastmasters conducted lively panel discussions. Past District 39 Governors Nicholas Colonna, DTM, Ellis Hirst, DTM and Herb Yarbrough, DTM, and District 39 Administrative Lieutenant

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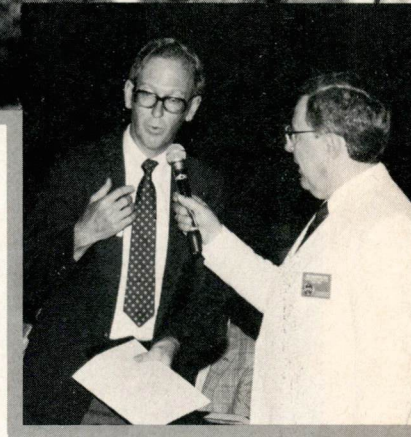
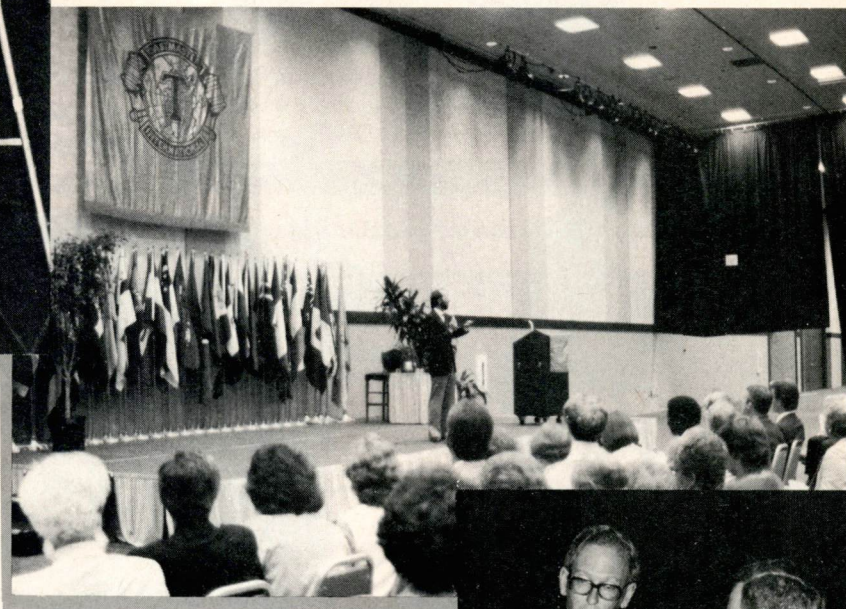
And if you didn't get your pins from the two previous conventions in Columbus, Ohio ('85) and Orlando, Florida ('84), you can still order those—but hurry, supplies are limited. The Ohio pin is code 5943; Florida pin code 5944; each are \$2.50 (add 15 cents if you live in California).

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Governor Rae-Dean Taylor, DTM, talked about "Making Toastmasters Fun" in a panel moderated by Past International Director Marcia Sydor, DTM.

International Director Margaret Hope, DTM, moderated a panel on "How to Become a Top Ten Club," featuring Past Club Presidents Marilyn Bjurman, ATM, Glenys Galloway, CTM, Eli Mina, DTM and District 21 Governor Eileen Wolfe, DTM. Terry Childress, Jess Hagemeyer, Ruth Halpern and Gary Reid shared humor tips in a panel moderated by Past International Director Scott Edwards, DTM.

Three Toastmasters delivered their speeches for the final stage of judging in this year's Accredited Speaker Program, and during the Convention, two of them were awarded the title of Accredited Speaker, which signifies the professional caliber of their speaking abilities: Dr. Larry Emmott, ATM, of Club 74-3 in Phoenix, Arizona and Past International Director Don Ensich, DTM, of Club 1224-33 in Ventura, California.

In another final competition event, Bernard Kelly of Club 4364-69 in Jindalee, Queensland, Australia, won the honor of being the ninth contestant in the International Speech Contest. And Michel Foisey of Club 3200-61 in Montreal, Quebec, Canada, took honors in the French Taped Speech Contest.

Wednesday evening another contest took place, but this was a bit more physical than the Convention's preceding contests! The first unofficial, annual Toastmasters Bowling Tourney was held at the Bally Grand's bowling alley and drew 34 contestants vying in partners competition.

When the concentrated wrist action was over, these bowlers had made a name for themselves in Toastmasters' unofficial his-

tory:

First place in overall competition went to Mary Smith and Past District Governor Bill Woolfolk, Jr., DTM; in Scotch doubles Kevan Farrow, ATM and Lewis Stephens placed first; in 3-6-9 competition Past District Governor Frank Tillman, DTM and Lori Funk garnered most points; and in the no-tap contest Edward Smith and Dot Blakeley captured top honors.

International Elections

Of course, many of those attending the Convention were not only there to compete and learn, but also to elect Toastmasters International's leaders for the upcoming year.

After three days of vigorous campaigning, delegates at Thursday's Annual Business Meeting elected Theodore C. Wood, DTM, as Toastmasters' 1986-87 International President; John A. Fauvel, DTM, as Senior Vice President; Tom B. Richardson, DTM, as Second Vice President; and John F. Noonan, DTM, as Third Vice President.

Convention delegates also elected nine Toastmasters to two-year terms on the Toastmasters International Board of Directors:

Carl Cottingham, DTM, of Portland, Oregon; Daniel S. Johnson, Jr., DTM, of San Jose, California; Granvil C. Brown, DTM, of Irving, Texas; Kenneth E. Tanner, DTM, of Regina, Saskatchewan, Canada; Carl W. Miller, DTM, of Gurnee, Illinois; Vince DaCosta, DTM, of Unionville, Ontario, Canada; John E. Foster, DTM, of Douglassville, Pennsylvania; John P. Lister, DTM, of Atlanta, Georgia; and Gary A. Wilson, DTM, of Carlingford, New South Wales, Australia.

In other action during the Business Meeting, delegates approved an amendment to



Clockwise from bottom left:
Love Me Tender—Entertainer Danny Gans woos the 'Hollywood Nostalgia' Fun Night crowd in true Elvis form.

Bebop and Boogie—Toastmasters prove they have rhythm at Fun Night Dance.

The 'Cos' Clone—Bill Woolfolk, Jr., DTM, charms his way to 'Best Star Look-Alike—Male' as Bill Cosby.

Punk Scene—Celesta Busch, ATM, shocks Host District Chair Herb Yarbrough, DTM, as 'Most Outrageous.'

Phyllis Diller-Before-the-Face-Lift—Betty Lewis-Underhill, DTM, cackles as 'Best Star Look-Alike—Female.'

the District Constitution, Article V, third and fourth sentences (changes are italicized here):

"At the time of taking office the District Governor shall have served at least six *consecutive* months as Club President and also served at least six *consecutive* months as a Lieutenant Governor. The Lieutenant Governors shall have served at least six *consecutive* months as members of a District Council; and insofar as practicable, the Area Governors also shall have served at least six *consecutive* months as members of a District Council."

These changes will be helpful because they further clarify specific terms of prior service for district office candidates. Also, members who have served in club and district offices less than a full year will be qualified as long as at least six *consecutive* months in office have been served.

With business out of the way, delegates were ready for Thursday night's 'Hollywood Nostalgia Fun Night.' In keeping with the hotel's 'silver screen' background and the Convention's 'Reach for the Stars' theme, Convention-goers came to the Fun Night dressed as their favorite Hollywood stars. The cast included such look-alikes as Darth Vader, Michael Jackson, Dolly Parton, Ronald Reagan, Charlie Chaplin, the main stars from *The Wizard of Oz* and a galaxy of other characters.

While the costumed Conventioneers enjoyed dinner, entertainer Greg Shideler amused them with his wacky sound effects, followed by performer Danny Gans, who presented his musical impersonations of Elvis Presley, Stevie Wonder, Bruce Springsteen and Frank Sinatra.

Later in the glittering evening, during costume judging, Past District Governor

Betty Lewis-Underhill, DTM, dressed as Phyllis Diller-before-the-face-lift, was named 'Best Star Look-Alike—Female;' Past District Governor Bill Woolfolk, Jr., DTM, as Bill Cosby, earned the title 'Best Star Look-Alike—Male;' and Celesta Busch, ATM, as a 'Los Angeles punker,' was awarded the 'Most Outrageous' award. Then, in true Hollywood style, the flashy Toastmasters danced the night away.

Keep the Spirit Alive

Friday night (after a full day of educational programs) Toastmasters exchanged glitter for sophisticated elegance as they gathered to honor the newly-elected Officers and Board of Directors at the President's Dinner Dance.

International President Theodore C. Wood, DTM, began his one-year term with an address which captivated and inspired the audience:

"At the beginning of this decade, Past President Patrick Panfile, DTM, stated that 'Toastmasters have developed a truly great spirit.' We are now into the second half of this decade, and that great spirit not only continues, but has grown even stronger. Together we have walked the path of success to become more than our founder, Dr. Ralph Smedley, ever dreamed.

"We now have the opportunity to perpetuate the legacy of Dr. Smedley, and build an even brighter future for all Toastmasters. Together, this too we can achieve, if we 'Keep the Spirit Alive.'

"Let's keep the spirit of opportunity, the spirit of achievement, the spirit of pride, the spirit of excellence, the spirit of *enthusiasm*—let's keep all of these alive in our

Continued on pg. 19

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TST-008: The Power of Positive Motivation or Don't Let the Turkeys Get You Down - Ron Turner

TST-009: Hit 'Em Hard, Soften the Blow - Bernard Searle

TST-010: Making Toastmasters Fun - Marcia Sydor; Herb Yarbrough; Ellis Hirst; Nicholas Colonna; Rea-Dean Taylor

TST-011: If It's Laughter Your After - Mary Jo Crowley

TST-012: So We Think We Made It - Eric StuhlmueLLer

TST-013: Humor Workshop - Gene Perret

TST-014: Humor Showcase - Scott Edwards; Terry Childress; Jess Hagemeyer; Ruth Halpern; Gary Reid

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Light Up Your Speech with
GLOW WORDS



Words create atmosphere and can be potent emotional tools.

by Robert C. Upton, Jr.

I recently addressed a group of counselors on ways to present investment ideas. The most significant thought I could offer was how words affect the mood and response of our listeners. Words are tools. Words are ideas with sound. The proper word is important.

Many of the words I used in my presentation applied not only to investments but also to our daily intercommunication. I call them 'glow words.' They transmit our message in a clear, vibrant manner. They suggest positive images. They challenge the imagination and create a comfortable atmosphere.

There are four words I used in my talk to the counselors. I can use them on television. I can use them anywhere and be *comfortable*. That's the first word, *comfortable*.

Picture an easy chair, wrinkled trousers, open collar... *comfortable*. Words create atmosphere and atmosphere is important. Each time you present an idea, ask yourself, "Are you comfortable with this?" If the answer is yes, continue to the next point.

Make Your Listeners Comfortable

When speaking in public, this may become a bit more difficult, but not impossible. It's seldom we stand before an audience that shares our views with total agreement. As a matter of fact, it is generally our purpose to sway an audience to our point of view.

Recall Shakespeare's *Julius Caesar*. There lay Caesar, assassinated by his Senate and his friend Brutus. Mark Antony, who dearly loved Caesar, prepares to deliver the burial address. The crowd is hostile because Brutus has just convinced them that Caesar was slain for their benefit. Now the crowd wants to bury Caesar and be done with him; they are impatient.

Mark Antony's challenge is to gain their confidence. "Friends, Romans, Countrymen. Lend me your ears."

Mark Antony's first move is to make them *comfortable*. He identifies with them. They are friends, bound by a common heritage, not adversaries. Tension eases and the noise subsides.

"I come to bury Caesar, not to praise him." The crowd begins to relax. After all, they and Mark Antony are there for the same purpose.

"The noble Brutus hath told you that Caesar was ambitious and Brutus is an honorable man." They are more *comfortable* now. They agree. Caesar was ambitious and Brutus is honorable.

In each of these phrases, Mark Antony seeds an idea. It's planted to create agreement. It's allowed a pause to penetrate the defense of the audience and assure them that both they and the speaker agree. The listeners are *comfortable*. Mark Antony sees this as they quiet down. They have, in fact, "lent him their ears."

He advances another minor point; he pauses, they accept. The technique builds, step by step, until Mark Antony arouses the crowd and convinces them that it's Brutus and the Senate who are scoundrels, not their beloved Caesar. Had he begun thus, it would have been in vain.

Every major conclusion must be approached by steps of lesser conclusions. Each must be accepted by our audience before they are ready to tolerate the next. When we sense they are comfortable, we know they agree.

A Piece of the Rock

Insured is another 'glow word.' Folks envision owning a 'piece of the rock.' This image has been carefully etched onto our subconscious by a word-conscious advertising industry.

Some time ago an insurance company accrued millions of dollars by promising high interest to investors plus the protection of *insured* dollars. As business conditions changed, it was reported that the company was having difficulty meeting promised obligations.

Although there was firm evidence of risk, many investors ignored the warning. After all, this money was *insured*. I confess, I am now more responsive to the power of the word *insured*—it should be classified as an emotional 'glow word.'

Trust conjures visions of security. Aside from its general meaning of faith or reliance, we picture sturdy walnut walls. We see a distinguished, gray-haired attorney sitting in a leather chair. Across the polished desk is a kind and loving guardian placing vast sums of money in *trust*.

Or perhaps we think of a metropoli-

tan bank, marble columns, silent vice presidents seated in long rows of desks. In a place of honor reigns the *trust* officer.

Such is the power of a word like *trust*. Using a glow word like *trust* in a speech can tug at an audience's emotions and therefore should be handled

with care.

The Allure of *Guaranteed*

Guaranteed carries a lot of weight with people. It's a word we generally save to the end, "... and it's *guaranteed*." People seldom bother to ask by whom.

Guaranteed is often more convincing when spoken than when written. Spoken words carry no asterisk. Take a moment to inspect a written guarantee: *GUARANTEED**. There it is! Peace of mind, a night's sleep, security. It's *guaranteed!*

Now our finger travels down the page—perhaps several pages—until we finally uncover the asterisk—revealing micro-printed words of exemption to the originally capitalized *GUARANTEED*. We choose not to be confused by details as long as we are provided the umbrella of a *guarantee*.

Sabres or Banners

As speakers, it is our charge to insure that the intentions we hold are as pure as the 'glow words' we use. 'Glow words' can be weapons. To some they become sabres of manipulation; to others, banners of leadership.

Take for example Adolph Hitler. Each of us has in some way been affected by this man. Yet his most destructive weapon was not the mighty Panzer nor the dreaded 'Screaming Mimi' or the awesome Messerschmitt.

Hitler's power was his arsenal of words. He used words as a sculptor uses a chisel. He carved ideas, prejudices and later the wills of his followers.

It is sad that spoken words don't have asterisks. Possibly then we might refer to that passage where the real message appears in very small print. We can only trust that as Toastmasters, we select our words to transmit accurate messages—no asterisk needed. The more convincing our words, the more responsible we are.

As effective listeners, too, we need to be aware of the power of such 'glow words' and how vulnerable our emotions can be to them. If we listen critically, we create our own mental asterisks and are less susceptible to manipulation.

As a speaker, work on choosing credible 'glow words.' They enhance conversation, add sparkle to mundane speech and strengthen an audience's confidence in you. They help make friends *comfortable*. That means *happy* people. And that's another 'glow word'! 🗣️

Robert C. Upton, Jr., is a former member of the Alexandria Toastmasters Club 1748-36. An investment banker, he is a partner with Edward E. Jones and Company. Mr. Upton writes a weekly syndicated column, "Financial Focus," which appears in 450 newspapers nationwide.

Speaking When Grief Strikes

by Marsha L. Cohen

"Friends, Romans, Countrymen, lend me your ears."

We have all heard that line, but what are these words in fact?

They are the beginning of what's ostensibly a eulogy Mark Antony delivers in Shakespeare's play *Julius Caesar*. Even though most of us are not Shakespeares, we too may at some time find it necessary to express our grief upon the death of a friend or relative.

We may want to deliver the eulogy because we feel we are the one person who can best honor the memory of the deceased. But many questions arise about delivering such a speech.

A friend of mine found herself in this situation recently. Her father had died and the planned funeral ceremony seemed awkward to her. The rabbi planned to write a proper eulogy, but since he never knew her father personally, my friend wanted to give the eulogy herself. She never did. Her reasons for ultimately avoiding the task were:

1. She wasn't sure it was proper for her to give the eulogy.
2. She was afraid that she would break down during the delivery.
3. She was afraid to speak in front of others.

Let's address each of these points.

1. Is it proper? Yes, a family member or close friend will often give a eulogy. Sometimes several different people will deliver their own versions.

Also, I have been to wakes and funeral services where anyone may say a few words about the deceased. Although this is not a eulogy per se, it is one way for others to contribute their thoughts.

If a familiar person gives the eulogy, often the words carry much more meaning and will last in the minds of the bereaved a long time following the funeral service.

Fear of Tears

2. What if you 'break down' from

grief? A funeral is certainly the place to show your emotions, and crying is expected. But if you're concerned that you may not be able to deliver the entire eulogy, it's best to line someone up to finish it for you. Speak to whomever is directing the funeral service in advance to make such arrangements.

A choked or shaky voice in itself does not mean you must stop delivering the eulogy. I remember when Senator Edward Kennedy spoke at his brother Robert's funeral. His voice, overcome with emotion, in no way detracted from what he had to say.

3. Speaking to others is a fearful task. We are Toastmasters, right? I am sure no one joined Toastmasters to improve their ability to give eulogies. But we have improved our skill while speaking under stress. We've each found our own way to deal with fear when giving speeches or answering that Table Topics question.

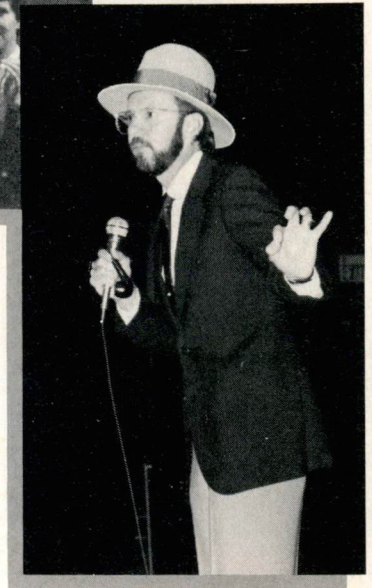
A eulogy is still a speech, and the same stress reduction techniques we use for our regular speeches can also work in this special situation.

If you really fear delivering the eulogy, then write it and have someone else give it for you. The words and the sentiment will still be yours.

No one wants to be in a position to have to give a eulogy, but most of us will face that proposition at some point in our lifetimes. We find that communication is not only an important skill we learn in Toastmasters, but can become almost a mission—a real need to express our thoughts to others. At times of grief it can help us link our hearts to others and not feel so alone.

Delivering a eulogy may actually help us begin the grieving process, and may be our best way to honor our friend or family member's memory. 🗣️

Marsha L. Cohen is Secretary of True Potential Club 5394-46 in Queens, New York, and is a staff nurse at New York University Medical Center in New York City.



Convention continued from pg. 14

members, in our clubs and in our districts.

"As your President, I take it as a personal challenge to see to it that growth does not lead to a stifling environment which favors style over content, timidity over boldness, sameness over originality and mediocrity over excellence. Our task is to continue providing an environment that nurtures individual creativity and excellence. I ask our leaders to work with me in meeting this challenge.

"(John) Naisbitt and (Patricia) Aburdene in their book, *Reinventing the Corporation*, say that the source of a vision is a leader. And our organization is indeed fortunate to have had leaders, many of whom are here tonight, who had a compelling vision of the future. If we are to extend our potential as an organization, then we too must have a powerful vision, because vision is the link between dream and action.

"I believe that our members want to make a commitment to a vision, a vision that is bigger than ourselves, big enough to make us stretch and grow until we assume personal responsibility for achieving it—all the while keeping our vision centered, our thoughts positive and with a commitment to excellence.

"We must remember, however, that excellence is not an accomplishment, but rather it is a spirit that dominates the life and soul of a person. Let's allow that spirit to dominate *our* souls in the pursuit of excellence.

"The eighteenth century poet, Johann Gertz, put it this way: 'Whatever you can do, or think you can, begin it. Boldness has genius, power and magic in it.' Fellow Toast-

masters, it is *your* genius, it is *your* power and it is *your* magic that for today, and for all of the todays of the future, will 'Keep the Spirit Alive!'"

The Grand Finale

Toastmasters kept their energetic Convention spirit alive through Saturday morning and one of the highlights of the entire Convention, the International Speech Contest. Despite the long hours of the previous days, over 1800 Toastmasters and guests gathered to hear nine contestants compete for the 'World Championship of Public Speaking' title.

As Toastmasters' nine best speakers in the world each 'reached for the stars' in their final presentations, video cameras captured the drama and reflected it larger-than-life on two large screens, adding a theatrical flair to one of the organization's most exciting events.

The competition was tough, but when the final votes were counted, M. Arabella Bengson of Club 3419-60 in Mississauga, Ontario, Canada, had earned the celestial title of 'World Champion of Public Speaking.' Her winning speech was a lively discussion on "The Self-Fulfilling Prophecy."

Second place went to John Howard of Club 1614-15 in Ogden, Utah, for his speech, "Focus." Bernard Kelly of Club 4364-69 in Jindalee, Queensland, Australia, took third place for his speech, "Long Live the King." The other star contestants who worked hard to make it to the International finals were: Sang Van Nguyen, Harold Patterson, Joseph O'Rourke, Hermon Johnson, William H. Graham and Clothie Lockhart.

After the contest's excitement quieted some, Past District 39 Governor Herb Yar-

Clockwise from top left:
Presidential Pair—Newly-inducted 1986-87 International President Ted Wood, DTM, introduces his wife Inez.

Coveted Prize in 'Focus'—John Howard celebrates his second place victory in the International Speech Contest.

Down-Under Gets a Top Honor—Bernard Kelly of Australia accepts third place cup from President Ted Wood, DTM.

A Pleasant Experience—Storyteller Pleasant DeSpain weaves a tale.



brough, DTM, Host District Chairman, offered special thanks to the many Host District volunteers who gave so generously of their time and effort to make the Convention a success. And a special invitation to Chicago for next year's Convention was presented by Frank Guyer, DTM, District 30 Governor.

A closing slide show, with "We Are the World" as moving background music, re-

counted the excitement, learning and camaraderie of the 55th Annual Convention as set the mood for delegates' farewells.

The stunning movie posters of screen stars hanging in the hotel's halls paled in comparison to the glow of Toastmasters as the filtered out of the elegant Bally Grand. Eye gleaming, they could be heard already making plans for next year's gathering: the 'windy city' of Chicago. 🎤

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Use Anniversary Month to help your club grow! (New, reinstated and dual members count; transfer members do not qualify.)

I ~~W~~IAKE ~~M~~Y *their* DAY

You can affect people—other than club members—with your Toastmasters skills.

by James L. Connell, ATM

This baseball just came through my living room window. I've told you and told you to talk to those boys about playing ball in the vacant lot. I knew this would happen!"

"Was anyone hurt, Miss Johnson?"

"No, but my bay window was certainly broken and I expect you to have it replaced today, Theresa. I don't want to pay the heat bill for three or four days until you get around to it. And I expect you to have your son Johnny clean up the glass right now. I know it was Johnny because I saw him running."

"Was any property in your home damaged, Miss Johnson?"

"I don't know; I was too mad to look. I don't know why you parents can't control your kids. When I was a child, we were disciplined!"

"I can certainly understand how you feel, Miss Johnson. We can take care of everything. Won't you come in? I have some coffee on the stove."

Theresa could indeed understand her neighbor's feelings, but she wasn't going to allow anyone to rain on her parade. Theresa felt great this morning. After all, she had managed to get all of her butterflies in formation last night and delivered an outstanding presentation to 28 of her fellow Toastmasters.

Theresa had won the "Best Speaker"

trophy. The Area Governor was visiting and had personally complimented her on her presentation. It was a very satisfying experience. She was standing tall.

Theresa was not going to allow a neighbor to ruin her day. After maintaining composure for seven minutes in front of 28 other people, keeping her cool in front of an irate neighbor was duck soup!

One of the many things we gain from the Toastmasters experience is the ego reinforcement we feel from our fellow Toastmasters at the conclusion of a good presentation. In the above story, Theresa was able to carry her ego reinforcement from a great presentation forward to a very unpleasant confrontation with an irate neighbor the following day.

The satisfaction Theresa felt the previous evening was helpful in maintaining her composure in a stressful situation. Theresa's application of hard-earned ego reinforcement was just what she needed in dealing with her neighbor.

She was able to maintain her composure in the face of a verbal onslaught. She empathized and then invited her neighbor in as a guest, displaying her intention to listen to all that the neighbor had to say about the unfortunate incident.

Daily Applications

Almost all of the lessons we learn in Toastmasters can be applied to our daily lives. Some Toastmasters have occasion to address groups on a daily basis. Others experience less frequent opportunities to express themselves before a group.

But each and every one of us have many occasions each day to practice our communication skills. We deal with the clerk at the check-out stand, the boss, the dentist, the customer and everyone else that we are fortunate enough to cross paths with.

As Toastmasters, we learn to display our emotions for our audience. Hopefully, we do so in a relaxed and natural fashion using facial expressions, gestures and body language. The same display of emotion is equally valuable in our daily interpersonal communications, especially with those whose friendship and love we particularly value. In addition, we constantly practice eye contact with our audience.

The eyes have been called the mirrors of the soul, and as such display our attitudes toward our audience. Our interest in our audience and the empathy we feel for them are transmitted through our eyes. In our daily one-on-one encounters, we have the same opportunity to express interest and empathy.

Each time one of our fellow Toastmasters is speaking, we have an opportunity to further develop our listening ability. On the other hand, when one of *our* speeches is being evaluated, we have yet another opportunity to become better listeners. The evaluator is talking about us, and hence has our undivided attention.

When we can provide the same individual attention to the gas station attendant, to a child or to a customer, we are displaying our respect and concern for that individual. In doing so, we communicate to that person that we value what he or she has to say and value him or her as a human being.

In evaluating the speeches of our fellow Toastmasters, we learn to express the delicate balance between constructive criticism and praise. This ability is invaluable in dealing with those to whom we have responsibilities, as well as with those who have responsibilities to us.

Most of us really tax our brains when we prepare speeches. How frequently do we work as hard in preparing for an important conversation? And what conversation is unimportant? Or perhaps the question should be: What person is unimportant?

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Make Their Day

Just a little preparation pays enormous dividends in terms of developing our relationships with others. In our Table Topics sessions, we learn to organize our thoughts in just a few seconds. With a little practice, we can do the same in our day-to-day encounters.

We might question ourselves: How can I make his or her day? A compliment? A question about something important to him or her? An attention-getting grabber? An expression of joy? Even the brief encounter with the toll collector on the bridge can provide such an opportunity.

Most Toastmasters learn within the first few months of membership that when we choose to talk about topics we know and have strong feelings about, most of the potential problems of public speaking simply disappear. When we lay aside our inhibitions and openly express our true beliefs, we communicate very effectively. This theme is equally true in interpersonal communication.

Virtually everything we do and learn in the Toastmasters environment has application in the context of our daily lives. Every opportunity to communicate with another human being can be further developed; whether it's a brief encounter with a parking lot attendant or an intense encounter with a great-grandfather who bustles with pride after posing for a four-generation photograph.

Our personal experiences can provide some of the best conversational material, just as they provide great public speaking material. Relating these experiences provides great opportunities to develop our own individual style. People love to hear stories and when we have been part of a story, most of us love to tell it. You are there, living each day; report on it!

So next time you see a neighbor headed in your direction, instead of getting your defenses up, use your Toastmasters skill: "Here comes Patti from across the street. Now is my chance to get to know her a little better!" 🗣️

James L. Connell, ATM, Past President of Santa Rosa Toastmasters Club 182-57, lives in Santa Rosa, California. Self-employed, he sells nonregistered securities. James has served as guest speaker at over 200 marketing presentations to the public, nationwide. He's a sales personnel training consultant, freelance writer and a member of the National Speakers Association.

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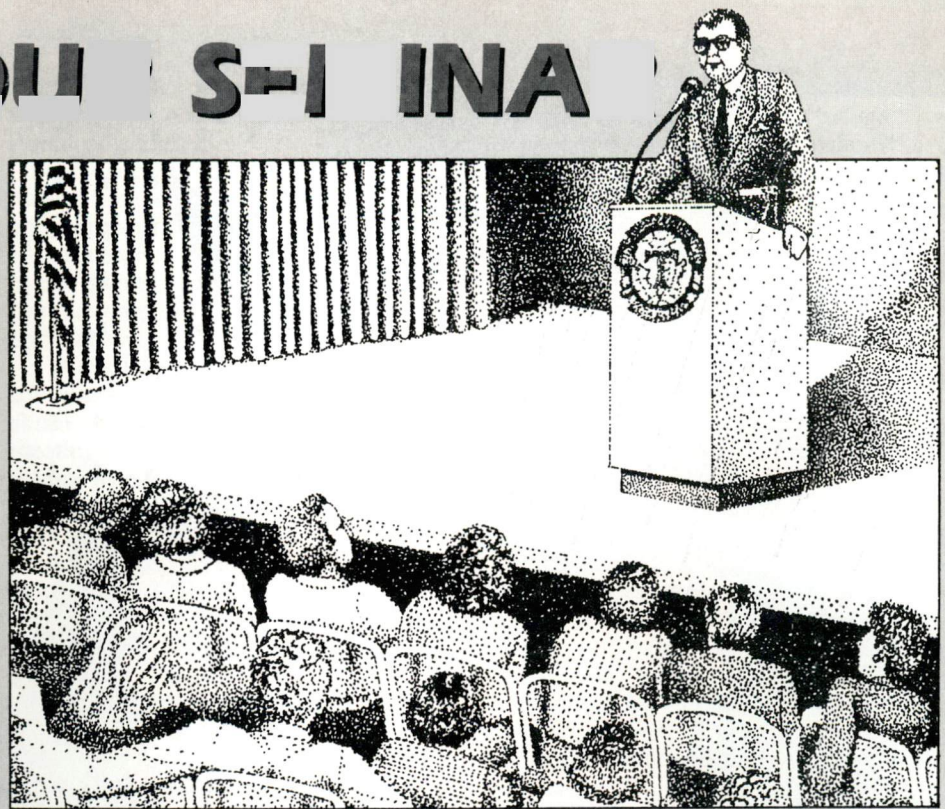
The Success/Leadership series is an innovative collection of programs that goes beyond the Communication and Leadership manuals and provides a whole new set of educational benefits for Toastmasters. The program is designed to expand the leadership potential and knowledge of every member in your club.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

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

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

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

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



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

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

ment. (Material for 20 participants; overhead transparencies)

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

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Are You Bullish on The Professional Market?

by Jim Cathcart

Did you ever notice how some people seem to do in a moment what others might need a month to accomplish? This may be due to the fact that they have very high 'professional equity.' Professional equity is a new term which means the degree of ownership you have acquired in your career. This might be considered your professional 'net worth.'

When thinking of real estate equity, normally we consider the degree to

which we have removed the encumbrances or loans against the property and acquired some ownership in it. The same holds true in a person's career.

The more you have acquired 'equity' and removed encumbrances to your effective functioning, the more you are able to produce results with a minimum of effort.

With low professional equity, it's difficult for people to get much done.

They lack credibility. They lack specific knowledge. They lack so many things that would help them get started and see a project through to completion.

In the field of selling, it has been said that during the first five years of a sales career a person is underpaid for the amount of effort they put in. After five years, they tend to be overpaid for the amount of effort they put in.

Although this may not seem equitable, the following formula will help explain why this is so:

$$\text{EFFORT} \times \text{EQUITY} = \text{RESULTS}$$

People can increase their effort and thereby increase their results. Or, they can focus on increasing their equity and likewise have a positive influence on results. But when you study this formula for a moment, it becomes obvious that there is a limit to how much effort a person can put forth.

If you work hard and long enough, you eventually generate so much stress that you are in danger of burn-out. However, there is no limit to how much equity a person can acquire.

In addition to effort and equity, three skill areas are vital to a career: (1) technical knowledge and skills; (2) interpersonal skills; (3) self-management skills.

Studies have shown that only 15 percent of a person's success in his or her career will be determined by technical knowledge and skills. (However, this is where most of the training budget is usually aimed.) This means that 85 percent of a person's effectiveness is determined by his or her ability to manage self and skills in dealing with other people.

Since that's the case, the formula for increasing your effectiveness shows immediately that the quickest way to increase effectiveness is not to focus on more technical knowledge, but to work on more self-management and more people knowledge.

Professional Equity

Let's look at the 'assets' of professional equity for an understanding of the overall concept. The assets are credentials, job knowledge and skills, relationships, reputation, track record, tenure, balance and effectiveness.

The fewer professional assets people have, the more tension exists in their professional relationships with others. The greater the professional equity, the less tension they will have.

- **Credentials.** These are earned educational and professional degrees, honors and designations. Credentials can also come from your business and

club activities, which we will cover later.

• **Job knowledge and skills.** This deals with the depth of knowledge and specific skills you have in your particular job and in your broader career area.

• **Relationships.** Many people say, "It's not what you know, it's who you know." More important than "who you know" is *how* you know these people.

Having contacts with several valuable people in the marketplace is desirable. However, you have to have credibility with them and they must respect your thinking.

• **Reputation.** What people think you have done and what people think of you counts. This reflects your overall image in the marketplace.

• **Track record.** This is what you've actually done—documented, provable facts of what you've accomplished.

• **Tenure.** The length of time in a position is only important to the degree that you lack in other areas. In many professions, tenure is desirable and great respect is given to those who have been around a long time. But tenure is not nearly as important as having done a good job.

• **Balance.** A person whose entire life is in balance is much more effective in business. Balance includes all seven life categories: mental, physical, family, social, financial, career and spiritual.

• **Effectiveness.** This includes self-management, interpersonal abilities and technical skills and how they are balanced as mentioned earlier.

Contributing Factors

If a person has not attained ample professional equity, there is still hope. Some say, "What can I do?" Often it's Catch-22: "I won't give you the job because you don't have experience" and "I can't get experience because you won't give me the job."

There is hope. If you understand the factors that build professional equity and attend to them daily, then as you develop your assets these 'improvements' will help compensate for any problems you might encounter.

Personal appearance and actions, work habits, demeanor (maturity and flexibility), attitude, ethics, breadth of knowledge, associations, thought habits and communication skills are all improvements which can be managed regardless of the length of time you have had on the job.

• **Personal appearance and actions.** The way you look and behave says

things to other people. It tells them whether you are a seasoned professional or a rookie.

Study successful people in your industry; look for the type of appearance and behavior that projects the image of competence, confidence and pride in one's work. You can have that look by following the rules of effective dress and behavior.

• **Work habits.** Your efficiency and effectiveness on the job tell other people about you. If you are prompt for meetings, organized, neat and orderly in your work space and work processes, then people pick up a positive impression of you.

• **Demeanor.** The way you conduct yourself conveys two important impressions: (1) your level of maturity and (2) your willingness to be flexible with other people.

Maturity shows clearly in how people handle stress. If, at the slightest provocation, you start griping or accusing or making sarcastic remarks toward other people, the message is, "I am not in control of myself. I have a lot of maturing left to do."

Flexibility deals with how you are able to adjust to people's different styles. Some people prefer a fast pace, others a slow one. Some people are quite open and relationship-oriented. Others are self-contained and prefer to focus on the task at hand. If you can develop the flexibility to adjust to these differences, then you will be perceived as a seasoned professional.

• **Attitude.** Is your attitude one of optimism or pessimism? Are you generally cheerful or serious and

beliefs. Many people will test you to see if you stand up for your beliefs. You need to pass that test by constantly sticking with what you know is right.

Ethics can never be situational. 'Situational' means that you stand up for principles under one set of circumstances and you compromise your principles under another. This indicates that you are not to be trusted.

• **Breadth of knowledge.** If you know your field but have no breadth of knowledge on other subjects, then you tend to come across as boring and narrow-minded. Cultivate a wide range of interests. Read about things that you wouldn't normally read about.

Go to movies or plays outside your normal areas of interest. Read books, magazines and a daily newspaper so that you're able to talk on many subjects fluently. Study other people.

• **Thought habits.** The difference between successful business executives and mediocre people is in the way they think. Cultivate the habit of observing how you think and why you believe as you do. The more you observe, the more you can enhance your thinking.

• **Association.** With whom do you associate? Birds of a feather are remembered together. People firmly categorize you in their minds with other people they see you with.

• **Communication skills.** Many people believe that the 'gift of gab' is the key to success in business. This isn't true. From a communication standpoint, success in business stems from clear, fluent speech and effective listening skills. The more effectively

By taking stock of your assets
you can increase your
professional net worth.

poker-faced? The attitude you take toward any job tells people that you should either be trusted or watched closely. Be sure all your actions project the attitude of belief in yourself, your associates and others.

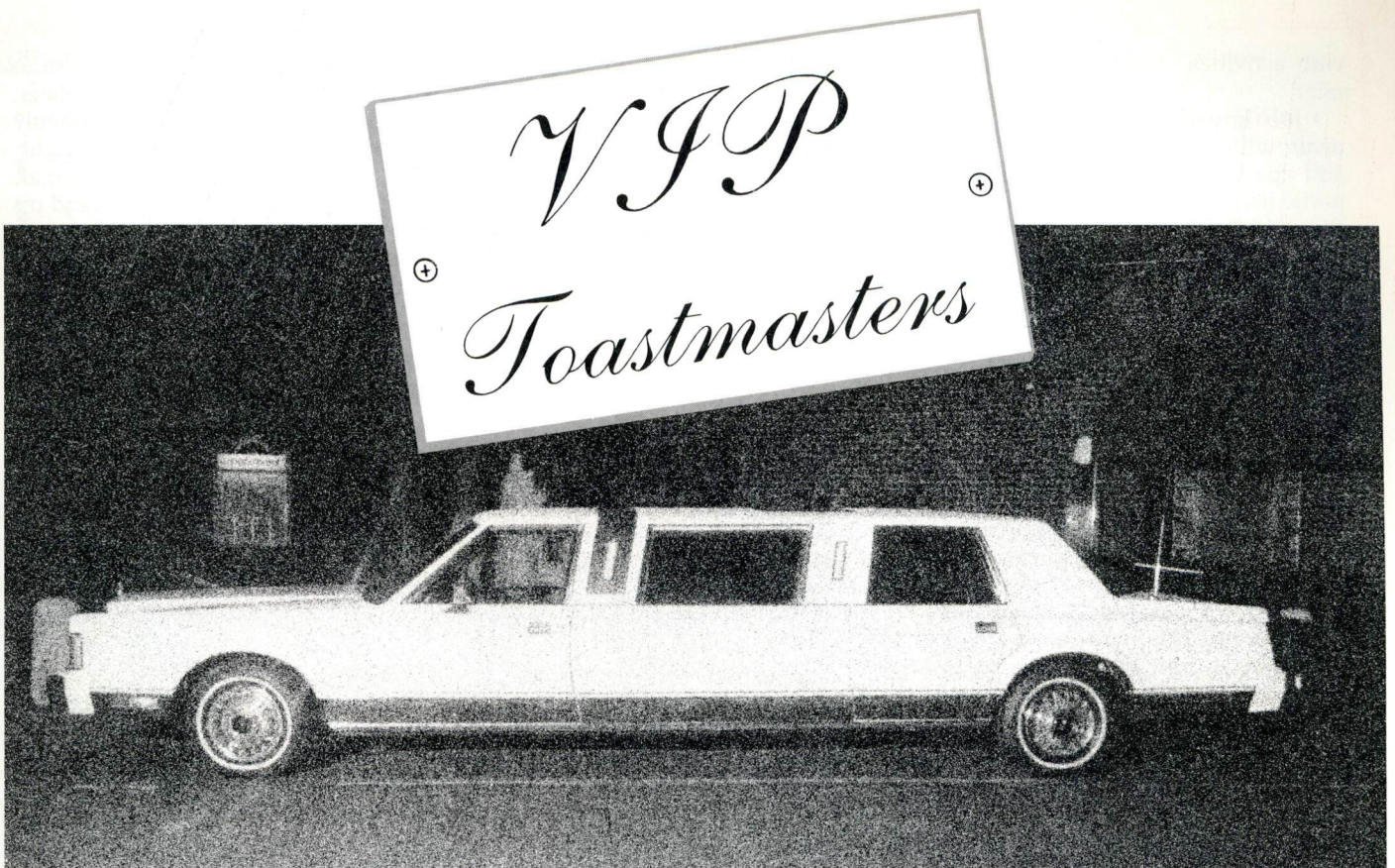
The attitude of ownership, whether you're an owner or not, will endear your company to you and you to them. Nothing is so valuable as an employee who truly cares about helping the company grow.

• **Ethics.** The quickest way to kill a business relationship is to display a lack of ethics or to compromise your

you speak and the more responsive you are to others, the better you will be at creating long-lasting relationships.

Begin today, regardless of your depth of experience in your field, to build your professional net worth. You will find that the 'assets' of professional equity will give you a strong foundation for your career and that 'improvements' will compensate for a lack of time, training or experience. 🗣️

Jim Cathcart is a full-time professional speaker and author, and a member of the National Speakers Association.



Meet another group of Very Important Persons in Toastmasters.

by Jack F. Rizzo, DTM

*M*r. Chairman, honored guests, and VIP Toastmasters." That's how our club, Belleville Toastmasters Club 1617-60 in Belleville, Ontario, Canada, usually begins our presentations of the Youth Leadership and Speechcraft programs. However, where VIP usually means 'Very Important Person,' in one special case it also indicated 'Vision Impaired Person.'

All of our students were legally blind and registered with the Canadian National Institute for the Blind. (The term 'legally blind' indicates that a person is either totally blind or has no more than 10 percent of their sight.)

I'd like to share some of the unexpected challenges and rewards that arose as we administered the Speechcraft and Youth Leadership programs to these very important, visually-impaired persons.

We began our programs with an orientation session to find out just who

the VIPs were, what they did for a living and their main purpose for attending the programs. In addition, we wanted to talk with them about Toastmasters International and tell them what our objectives were.

The main task was to break the ice and open up a free discussion environment, which fortunately occurred and was maintained throughout the programs. The occupations of our students ranged from high school student to housewife, piano tuner, probation officer, dicta-typist, store clerk and music teacher. One of our students was also active in the Olympics for the handicapped, and had taken home many gold medals.

Bridging Barriers

Our students were blind for one of two basic reasons. First, some were once able to see and had lost their sight through an accident or disease. We had more of a basis of communication with this group because although they had lost their sight, they still had a 'visual memory' of how things looked.

It was considerably harder to break the communication barrier between us and those who were blind from birth. We had several informal conversations with this group, after which we fully began to realize that they lived in a world of total darkness.

They did not know what color was. They did not know the 'look' of a person, a car, a dog, a cat, a hand or face, much less an audience, or any of those things we take for granted. They opened our eyes to a world of touch and imagination.

Communication was most difficult between us and this group because gestures were unknown to them... in the beginning. It was necessary for us to teach them the meaning of gestures and how to use them. This was accomplished physically by taking their hands in ours, and 'living' the gesture through with each person until they became familiar with the movement.

This introduced us to a whole new dimension as we learned to appreciate the simple things we normally worry about; i.e., eye contact and catching audience feedback. Our students' appreciation and joy in experiencing a new means of communication was another reward for us.

Before we could begin teaching courses, we had to work with our special students on arranging transportation for them. Our city does not provide a bus service after 9 p.m., so club members volunteered to transport most of our students and several seeing-eye-dogs to and from the meetings.

Special Learning Tools

To teach the courses, we had to pro-

vide a way for our students to read and learn each lesson. As Success/Leadership courses are not currently available in braille from World Headquarters, we decided that those who had some vision would be given a special course manual. The manual's print was enlarged on a special photocopier to allow the students to read it at a distance of two to six inches, depending on the extent of visual impairment.

The remaining 60 percent of our students whose vision was totally impaired were supplied with pre-recorded tapes of each lesson. The recording and duplication equipment was provided by our local Canadian National Institute for the Blind.

It was a great challenge to tactfully let the totally blind students know that a great deal of distraction was caused by the tendency of their eyes to roll backward and/or upward, leaving just the whites of their eyes exposed to the audience. This was a touchy, but absolutely necessary problem to address. Luckily they were eager to look professional and were very understanding and open to suggestions.

We approached this challenge by holding and then directing each of the student's heads, while instructing them to pretend they were looking at the audience. This was tough, considering that many of them had never 'seen' at any time in their lives. We wondered what words like eyes, audience, face and head meant to a person who has never seen these things.

After we explained to them which way to hold their heads, each person then stepped one at a time behind the lectern, and oriented their position by feeling the lectern touch the front of their body. This maneuver was necessary to allow the blind to orient themselves in relation to the audience.

At this point we advised each student that the audience was directly in front of them, usually forming an approximate semicircle in front of the lectern. This orientation and head positioning allowed each of the VIPs to appear as if they were randomly scanning the audience. It was fascinating to observe that 'eye contact,' even through totally blind eyes, was still very possible and as important to the audience as if the speakers were actually looking at them.

Using Visual Aids

Explaining some of our standard Toastmasters terminology and instructing students on how to use 'visual aids' was still another challenge. By the time

we completed the course, however, we had witnessed the very professional use of visual aids by all our students.

This included full speech presentations with visual aids such as hobby ceramics, cake decorating, braille art, accessories used by the blind, plus a number of other impressive accomplishments.

As the sighted audience watched in awe, one totally blind student placed an extremely valuable ceramic figurine on the edge of the upper flat spot of the lectern, all by touch, and then commenced to describe the piece by pointing to its features. Obviously the audience gained much from this program too.

Our last challenge was, in retrospect, our final reward. The Speechcraft program indicates that the last lesson, namely Graduation Night, is to be conducted like a mini-Toastmasters meeting, complete with Toastmaster, Table Topics Master, timer, speakers and evaluators, as well as a few guests from our Toastmasters club. However, all meeting duties were to be performed by students from the VIP graduating class.

This was the true test as to the quality of our instruction and the depth of perception of our VIP students. We arranged reservations for the restaurant facilities, invited our city's mayor and members of the Belleville Toastmasters Club, and left the rest up to the students.

These Vision Impaired Persons, with the aid of a braille agenda for the Toastmaster of the Meeting and others, ran every aspect of this final meeting as well or better than any professional gathering I've ever attended. The students who were totally blind, including the Toastmaster of the Meeting, all did exceptionally well. It was difficult to tell that our students were blind, their 'eye contact' was so good—they smilingly 'looked' at and scanned over the audience.

Their speeches were basically about what Speechcraft had done for them, and I must say some of the emotional 'injections' provided by these VIP students brought tears to our eyes and made us feel very proud. The double reward was that we had learned so much from these patient, determined and dedicated people, that we could now 'see' so much better.

By this time you must have realized that we were really involved with and enthusiastic about our VIPs. If so, you are right. However, I have only told you a small part of the story. I wholeheartedly encourage every club to try such a program—the challenges are many for both instructors and students—but the rewards and enrichment are even greater. 🗣️

Jack F. Rizzo, DTM, is Past President of Belleville Toastmasters Club 1617-60, in Belleville, Ontario, Canada, and Past Area Eight Governor.

ARE YOU GOOD ENOUGH TO BE A PRO?

Toastmasters' Accredited Speaker Program is now accepting applications for 1987.

Toastmasters' Accredited Speaker Program is now accepting applications for 1987.

The Accredited Speaker Program is designed to recognize those Toastmasters who have attained a professional level of excellence in public speaking.

To qualify, you must be an Able Toastmaster (ATM) and a member in good standing of a Toastmasters club. You must have completed a minimum of 25 speaking engagements outside the Toastmasters club environment within the past three years. Then, you must pass a rigorous two-stage judging process.

Those Toastmasters who earn the prestigious title of Accredited Speaker will receive widespread recognition both inside and outside the Toastmasters organization. They will have taken the steps that can launch them on exciting careers as professional speakers.

Only a handful of Toastmasters have what it takes to become Accredited Speakers. If you think you're one of them, write to World Headquarters for details on how to apply. **The deadline for the 1987 program is November 1, 1986.**

LETTERS

Fox Guards the Chickens?

The article "Intuition: Not for Women Only" by Donn LeVie, Jr., in the August issue has considerable merit. However, Mr. LeVie contradicts himself when he states that, "To develop intuition you must constantly analyze your thinking..." Analyzing your intuitive thinking is like allowing the fox to guard the chicken house.

Bob Webb
Sharpstown Club
Houston, Texas

Proud To Be a Toastmaster

My congratulations to you on the August issue of *The Toastmaster*. Your magazine makes me so proud, in just one more of so many ways, to be a Toastmaster!

Alice Elliott
Spirit of Progress Club
Chicago, Illinois

Help for Area Governors

Once again *The Toastmaster Magazine* provides help and information to the Toastmaster. I refer to the article in the August issue by Michael Wardinski, DTM, for new Area Governors.

As a new Area Governor I want to do the best job possible and provide help and guidance to the clubs and also to individual Toastmasters in my Area. Toastmaster Wardinski has given me guidelines and many ideas to use in my club visits. I will use his article as a reference when I plan each and every visit to an Area club.

My congratulations to DTM Wardinski and *The Toastmaster Magazine* for the fine article. Keep up the good work!!

Frank Pelletier
Area Governor
North Shore Club
Beverly, Massachusetts

Attention All Usanians

"That's No Lady, That's My Wife," in the August issue is an excellent and very relevant piece. However, the author fell into a common trap when mentioning the United States. At the top of the fifth column she used the common term, 'American.'

The incorrect use of the term 'American' to refer to a U.S. citizen is traditional in the U.S. and accepted by many Canadians, but apparently by

no other Americans on these two continents. From information I've gleaned from persons who travel to Mexico and further south, referring to the U.S. as America is highly resented and can be seen as an insult or worse.

To avoid that problem, I suggest use of the term 'Usanian.' The word is a combination of 'USA' with the usual suffixions to become 'Usanian' for the people and 'Usania' for the country. Those words can be used for direct replacements in poems and songs—try them.

The correction of the terms 'America' and 'American' to 'Usania' and 'Usanian' (cited as early as Benjamin Franklin) will be hard to implement, but by selling it to all Toastmasters maybe we can live in greater harmony with all Americans.

Marshall Kulberg
Portsmouth, New Hampshire Club
Lawrence, Massachusetts

Continue the Legacy

After re-reading Dr. Smedley's 1958 article in the May issue of *The Toastmaster*, it's not surprising the positive impact this article still has on our clubs. Some readers of our founder's article, however, may not realize that his forward-looking philosophy was actually written by him on February 22, 1957, on his 80th birthday.

I also believe that the Toastmasters of today should be made aware of the thoughts that appeared on the back cover of *The Toastmaster*, October 1947:

The Toastmaster

- is never caught unprepared
- is never too frightened
- never makes a bad impression

If he

- attends his club regularly
- takes the work seriously
- completes his Basic Training
- attends a Speechcraft course
- prepares his talk with care
- accepts outside speech engagements

Toastmasters training gives

- confidence
- power
- poise

Except for a few word changes, especially that of including women into our organization, the philosophy and message of these two historical

examples are just as applicable today: Ours is an organization founded on firm, time-tested principles that foster the growth and development of the individual Toastmaster. We today have our charter; indeed, let's continue the legacy.

Michael L. Wardinski, DTM
Mount Vernon Club
Alexandria, Virginia

Transported by Anecdotes

I have just finished reading the delightful article "Seniors Brighten as Speechcraft Stars" in the May issue.

The article transported me into the Rowan Manor Nursing Home and allowed me to enjoy (with laughter and tears) the experiences there. It makes the point of the desirability of the Speechcraft Program in a way that no sermonizing article could ever do. *The Toastmaster* could use more of your type of article.

The well-written anecdotal article continues to have great power, as it has since the days of the parables. Keep up the good work, and I look forward to seeing another article by Evelyn Myer Allison, ATM, in *The Toastmaster* sometime in the near future.

William 'Bill' Woodruff, C.P.A.E.
Director, National Speakers Association
Martinsville, Virginia

Sexist Brouhaha

I have come late to the brouhaha raised by Tom Booz's letter in the February issue and the responses published in the May issue on the subject of sexist language. But I have something to say that I think is important.

Trying to eliminate sexist attitudes by changing the language is like trying to align the wheels of a car by adjusting the steering wheel. You end up with two things wrong and nothing fixed.

Trying to avoid the traditionally neuter 'he' or 'his' by using 'he-or-she' or 'his-or-her' only calls attention to an issue that has no place in a speech or a conversation. And trying to avoid 'he/she' or 'his/her' by saying such things as, "Every Toastmaster should begin *their* speech with a challenging idea," is vulgar. And vulgarity will get the women's movement nowhere. (If the word 'vulgar' startles you, please take a moment to look it up in the dictionary.)

Indeed, you've come a long way, baby. Don't trash your campaign with triviality. 'He' has always had two meanings: a male person or a person whose gender is unspecified or irrelevant. (Again, see *Webster's*.) And all educated, intelligent people I've ever known understood the difference.

But if 'he' or 'him' bothers you and 'he/she' doesn't cut it for you, use your creativity and recast your sentence. How about, "A good Toastmaster knows that every speech must begin with a challenging idea." See how easy it is?

As for Frank A. Buckley's proposed coinage of *hol* and *hov* and *hos*, surely he's not serious! If he is, God help us all!

David P. Lewis
Accredited Speaker
Hollywood & Vine Club
Hollywood, California

Get the Timing Right

If you've been a Toastmaster for years, you probably haven't thought lately about what a remarkable organization Toastmasters International is: a place to become a dynamic, enjoyable, exciting speaker—among people who care about you and want to help you.

As a relative newcomer, I was delighted with my first District Conference; delighted by the valuable training sessions; delighted by the warm recognition of achievement; delighted to meet all those people I had never met, but who weren't strangers because they really seemed to care about me. It was like going home.

But there's trouble in paradise. The training sessions were timed, the contest speeches were timed, many other events were timed. Then came the banquet. After two hours of district officers and international potentates droning on and on, I—and it was easy to see, many others—was beginning to wonder where the timekeeper was.

Shouldn't Toastmasters International stress that time is an important factor for extemporaneous speaking, too? The discipline of time is an important one to adhere to... especially in an era when efficiency and productivity are so highly stressed.

After all, one of the most memorable—and most quoted—speeches in the English language is Abraham Lincoln's Gettysburg Address, and it's about

the length of this plea—only 277 words.

Ruth Way
Sentry Club
Stevens Point, Wisconsin

Prospective Pen Pals

I'd be very interested in corresponding with other Toastmasters to get some ideas and generate some mutual interest. My reason for becoming a Toastmaster originally was to give me more ideas for lecturing Cadets of the Air Training Corps where I'm an Instructor—this is the Cadets part of the Air Force. Perhaps someone who also has some aeronautical interest would like to correspond with me.

My interests include square dancing, traveling, reading, writing poetry (I'm also a member of the Federation of Australian Writers). I'm a woman who loves the outdoors and regularly bush-walk and ride my pushbike. I also love horses and ride when I get the chance. My time is now taken up by my work (I'm the Secretary at Sydney Observatory) and a lot of other interests.

The Toastmaster Magazine is very helpful and interesting—I enjoy reading the various articles and realize that there's a lot that can be learned by being a Toastmaster. It's a terrific benefit to anyone who is a bit shy or nervous—and also those suffering from foot-in-mouth disease like myself!

I'd really appreciate it if you would put me in touch with penfriends of mutual interest. I turn 40 next year so I've sort-of "been there, done that"—which helps me write a lot of what I call my 'Bush Philosophy.'

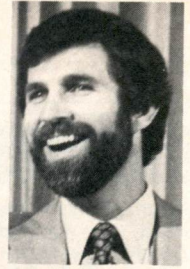
Jan Y. Garland
33 Hazelmead Road, Asquith
N.S.W., 2078, Australia

At a recent officer training seminar, a member remarked how much he enjoyed visiting other clubs around the country. I then suggested forming a TI pen pal club for those who don't travel.

I'm 28, single and live with my mother and French poodle. I am a freelance writer of fiction, poetry and articles. I will welcome all letters.

Anne M. Valley
Tri-City Club
250 S. Ellis Avenue
Peshtigo, WI 54157

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HALL of FAME

DTMs

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

Virginia Clifford Anders, Early Words 433-3, Phoenix, AZ
William L. Zint, Jr., Willie Talespinners 1853-3, Williams A.F.B., AZ
James R. Stringham, Aztec 2531-3, Tucson, AZ
Gerald E. Marino, Voyagers 5315-5, San Diego, CA
Ralph L. Duval, Atomic City 1760-9, Richland, WA
Jacob Eugene Moll, Southwind 547-11, Mount Vernon, IN
David J. Dempsey, Buckhead 1520-14, Atlanta, GA
E. Warren Pope, Fountain City 3871-14, Columbus, GA
Santos Wu, Rich-Del 3767-21, Richmond, B.C., Can
Jean Dier, Sunrise 2788-24, Lincoln, NE
Mubeen U. Siddiqui, United 4431-31, Boston, MA
Robert W. Disch, Voices of Pr Georges 3459-36, Camp Springs, MD
Suzette Marxheimer, Kingsway 3484-42, Edmonton, Alta., Can
Walter C. Graham, City Employees 5440-44, Abilene, TX
Lucille Lussier, Venetian 952-47, Fort Lauderdale, FL
Anita Hayes, Venetian 952-47, Fort Lauderdale, FL
Carroll W. Puckett, Capitol 4258-48, Montgomery, AL
H. Carroll Cash, Dolphin 3170-58, Charleston, SC
Roger O. Boggs, Tuesday Toasters 3004-63, Kingsport, TN
Michael DePollo, Sr., Tuesday Toasters 3004-63, Kingsport, TN
Sue P. Thibault, Nashville Federal 3834-63, Nashville, TN
Steve Donovan, Tamatea 1920-72, Tamatea, Napier, NZ
Jayant Bhalchandra Bapat, Whitehorse 1060-73, Blackburn, Vic., Aust

ATM Silver

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

Tomas F. Esquivel, DTM, Bilingue 3052-5, Chula Vista, CA
Herbert E. Crowder, Grants Pass 852-7, Grants Pass, OR
Donald S. Kearton, DTM, Bootstrappers 2397-7, Salem, OR
Leroy James, Jr., Claremore Community 806-16, Claremore, OK

Jay Bee Flesner, Tower Talkers 392-22, Kansas City, MO
Carol T. Chinn, Springfield 527-22, Springfield, MO
Helen E. Wegener Holt, DTM, Bayfair 207-57, San Leandro, CA
Sydicious F. Panoy, Burlanders 977-75P, Manila, Phil

ATM Bronze

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

Tomas F. Esquivel, DTM, Bilingue 3052-5, Chula Vista, CA
Nancy Canon, Jackson 2319-7, Medford, OR
H. R. "Dick" Pennington, Evening 5573-8, Fort Leonard Wood, MO
Richard A. Hicks, DTM, Conoma 454-16, Oklahoma City, OK
Raymond Eric Brown-John, Vernon 1929-21, Vernon, B.C., Can
Richard Blaisdell, Power Masters 3985-22, Overland Park, KS
Richard A. Skinner, DTM, Speech Invaders 4641-31, Medford, MA
Harry E. Carpenter, III, Catawba Valley 1193-37, Hickory, NC
James L. Keller, ATM, Vintage 4075-39, Travis A.F.B., CA
Robert E. Straker, DTM, Troy 3453-40, Troy, OH
Samuel A. Ramirez, Suncoast 1667-47, Tampa, FL
Azmat Khan, Merritt Island 2537-47, Merritt Island, FL
Leigh Wilson, ATM, Western Lectern 5069-70, Sydney, N.S.W., Aust

ATMs

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

Edward W. Lee, Montebello, 20-F, Montebello, CA
Linda Thorne, Tustin Toastmasters Two 124-F, Tustin, CA
Rolland W. Barnes, Grand Terrace 290-F, Grand Terrace, CA
Joan Hiles, Grand Terrace 290-F, Grand Terrace, CA
Thomas E. Hobbs, Sensational Salesmen 417-F, Tustin, CA
Royce E. Avery, High Desert 1043-F, Victorville, CA
Betty A. Colston-Walls, Knotts Speak Easy 2495-F, Buena Park, CA
Elayne Stanley, Positive Communicators 3708-F, Anaheim, CA
Patricia A. Retterer, Professional Speakers 698-1, Beverly Hills, CA
Elizabeth Clay, Todd Pacific Shipyard 1015-1, San Pedro, CA
Sandra L. Moore, Speak Easies 2001-1, Long Beach, CA
Jim McParland, DCAS-Orators 2214-1, Los Angeles, CA
Harold L. Bruemmer, Wallingford 252-2, Seattle, WA
Rajendra P. Khera, CTM, Park Central 3527-3, Phoenix, AZ
Katherine Z. Stewart, Los Olivos 5278-3, Phoenix, AZ
Ted Hess, Old Pueblo Orators 5451-3, Tucson, AZ
Olin F. Grubb, West Valley Orators 107-4, San Jose, CA
Tuyet-Nga Nguyen, Santa Cruz 150-4, Santa Cruz, CA
Marcia Ludwig, Atomic 1141-4, San Jose, CA
Nancy Chang Worthington, The Talking Chips 3088-4, Santa Clara, CA
Leonard L. Reed, Poway-Black Mountain 2955-5, Poway, CA
Janice A. Anderson, Eastwind 3937-6, St. Paul, MN
Tom Sullivan, F M C Ignitors 5517-6, Fridley, MN
Donald M. Patschke, F M C Ignitors 5517-6, Fridley, MN
William Arthur Widgery, Twin Ports 5850-6, Duluth, MN
RMH (Rae) Anderson, Solo Express 6052-6, St. Paul, MN
Elmer R. Johnson, Coos Bay 249-7, Coos Bay, OR
Rudolph V. Edwards, Jr., Roseburg 604-7, Roseburg, OR
Al Kramer, Sr., Toastburners 997-7, Salem, OR
Toni Steinmetz, Apple Valley 50-9, Union Gap, WA
Donald T. Gorman, Spokane Valley 308-9, Spokane, WA
Arthur-Carl Mickelson, Evergreen 486-9, Spokane, WA
Stephen V. Fisher, Executives 1940-9, Spokane, WA
Elaine S. Koskie, Mogul 102-10, Chagrin Falls, OH
Thomas J. Kranshan, Akron 151-10, Akron, OH
Michael V. Phillips, Brunswick 889-10, Brunswick, OH
Michael Dudasko, Southwind 547-11, Mount Vernon, IN
Eva J. Price, La Salle 578-11, South Bend, IN
Ernie Baker, Murat Shrine 1211-11, Indianapolis, IN
Nellie M. Lohman, Gentle People 2333-11, Indianapolis, IN
Eleanor L. Blakey, Ilico 2795-11, Indianapolis, IN
John Harland Leach, Meridian 3497-15, Meridian, ID
James W. Alexander, Bartlesville 186-16, Bartlesville, OK
Viola H. Watters, Conoma 454-16, Oklahoma City, OK
Clifton Michael Sanders, Conoma 454-16, Oklahoma City, OK
Harold G. Patterson, Penn Square 2106-16, Oklahoma City, OK
Laura S. Foster, Phoenix

4281-16, Tulsa, OK
Merle S. Price, Golden Age 5427-17, Great Falls, MT
Richard J. Halbert, Hawkeye 617-19, Cedar Rapids, IA
Kurt Gearing, Hon Industries 1039-19, Muscatine, IA
Charles E. McInnes, Centerville 2190-19, Centerville, IA
Patricia M. Sheller, After Hours 3216-19, Rock Island, IA
Raola M. Giles, NADL Early Risers 3595-19, Ames, IA
Ian A. Thomas, Delta 1924-21, Delta, B.C., Can
Timothy St. Denis, Kelowna 2796-21, Kelowna, B.C., Can
Pink Jackson, Beechmasters 1279-22, Wichita, KS
Randy Chavez, Espanola Valley 799-23, Espanola, NM
Margaret A. (Peggy) Thomas, Early Bird 2534-23, Albuquerque, NM
Clayton D. White, University Park 2984-23, University Park, NM
Frank E. Della, Sun Masters 4248-23, El Paso, TX
Rick Cramer, High Vibrations 5385-23, Albuquerque, NM
Caroline E. Hermanson, NBC Center New Horizons 4810-24, Lincoln, NE
Marvin T. Wilson, Conoma 2146-25, Oklahoma, OK
Patty Sherman, Exchange Park 3006-25, Dallas, TX
Gary Smith, Exchange Park 3006-25, Dallas, TX
Jim P. Wiggins, Longview Evening 3150-25, Longview, TX
Richard W. Payton, Irving Noon 4344-25, Irving, TX
Frank Shannon, Generally Speaking 4432-25, Fort Worth, TX
Frank Lane, Ambassadors 5887-25, Dallas, TX
Ann (Annie) Albrethsen, Grand Junction 1671-26, Grand Junction, CO
Paul E. Gorman, Lt. Francis B. Lowry 4342-26, Lowry A.F.B., CO
Patricia Spotanski, Loveland 4553-26, Loveland, CO
Jolene Weaver, Great Eastern 3879-28, Toledo, OH
Conrad C. Bishop, Andrew Jackson 704-29, Niceville, FL
Robert S. Landrum, Laurel 956-29, Laurel, MS
Barbara O. Rainey, Dol Gaveliers 3028-36, Washington, DC
Charles A. Kraenzle, Annandale 3122-36, Annandale, VA
Ella Jean Massey, Speakeasy 3338-36, Arlington, VA
Deryl W. Jonston, Reston-Herndon 3550-36, Reston, VA
E. Wade Miner, NRL Thomas Edison 3617-36, Washington, DC
Leslie J. Pierre, NRL Thomas Edison 3617-36, Washington, DC
Stanton C. Schwartz, US Postal Service 3711-36, Washington, DC

Ada Cochran, FCC 3740-36, Washington, DC
Joyce Lindahl, FEMA 3846-36, Washington, DC
Stuart Crump, Jr., Speechcraft Masters 5081-36, Falls Church, VA
Charles H. Cottle, Gold Mine 241-37, Concord, NC
Jean H. Sharpe, Asheville 436-37, Asheville, NC
O'Vera Johnson, Burlington 1835-37, Burlington, NC
Daniel J. Driscoll, Capitols 2049-37, Raleigh, NC
Tom J. Keith, Cape Fear 2879-37, Fayetteville, NC
Terry Lee Kelly, Cary 3335-37, Cary, NC
Curtis J. Ring, Sunrise 4262-37, High Point, NC
Roy B. Larson, Select 1638-38, Drexel Hill, PA
R. Dianne Mills, Arrowood 4413-37, Charlotte, NC
Clifford Clary Weston, Asheboro 4883-37, Asheboro, NC
Lillie Foster, Community 4891-38, Reading, PA
Paul N. Ekman, Lenoir 5333-37, Lenoir, NC
Donald J. Anlauf, Reading 714-38, Reading, PA
Marlene Lavine, Camden County 1189-38, Haddonfield, NJ
Alfred T. Rehm, Jr., DTM, Nor Eastern 2494-38, Philadelphia, PA
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Boyd A. Reed, H.E. Dobson 2005-40, South Charleston, WV
Ruth Mark, TM of Bluegrass 4271-40, Livingston, KY
Kathleen Kennedy, Seven Seas Saskatoon 3296-42, Saskatoon, Sask., Can
Barrie Thesen, Waterways 3881-42, Fort McMurray, Alta., Can
Juanita P. Dean, Mark Twain 2653-43, Shelby County, TN
Lanie Ruth Morris, Tupelo 5632-43, Tupelo, MS
Brian Walker, Hub 660-44, Lubbock, TX
Audrene Robison, Plainview 763-44, Plainview, TX
Richard Lee Ochs, Golden Spreaders 2424-44, Amarillo, TX
Carol A. Scafati, SEC Roughriders 1876-46, New York, NY
Carolyn J. Hull, Picatinny 3547-46, Dover, NJ
Anthony J. Leggett, Palm Beach Noon 22-47, Lake Worth, FL
Marion LaCharite, Greater Homestead 1867-47, Homestead, FL
Flora O. Markham, Top O The Rock 2155-47, Jacksonville, FL
Lawrence Frederick Abbey, Saturday Morning 2840-47, Jacksonville, FL
Jerry Cameron, Amelia Island

5568-47, Fernandina Beach, FL
Daniel Lance Shirah, Vulcan Voices 512-48, Birmingham, AL
Clint Cleveland, Rust 556-48, Birmingham, AL
Laverne W. Moody, Mason-Dixon 2186-48, Huntsville, AL
Jeanette J. Davis, Montala 2482-48, Montgomery, AL
Inge Vaas, Sunrise Speakers 4909-49, Honolulu, HI
Dick Durant, Burbank 125-52, Burbank, CA
Pat Stewart, Van Nuys 172-52, Van Nuys, CA
Barbara Mutino, Henry Hudson 4507-53, Newburgh, NY
Edward D. McMahon, Rockford 1752-54, Rockford, IL
Rita Marie Reynolds-Gibbs, The Austin Club 4256-56, Austin, TX
Ken Dexter, Exxon Club 4946-56, Houston, TX
Mary Lindow, Southern Marin 1441-57, Mill Valley, CA
Gregory M. Pribyl, Danville 1785-57, Danville, CA
Alfred R. Mangarin, Western Region S.S. 4916-57, Richmond, CA
Robert A. Helmrich, Summer-ville 2018-58, Summerville, SC
Allan Gerrard Morton, Toronto #1 1289-60, Toronto, Ont., Can
Marshall J. Kern, Sarnia 3700-62, Sarnia, Ont., Can
Charlie L. Mills, Jr., Chatter Masters 3264-63, Chattanooga, TN
James Fethers, Voyageurs 2638-64, Winnipeg, Man., Can
Francis W. Olson, Endicott 2584-65, Endicott, NY
Joanne K. Carl, AM Lockport 5460-65, Lockport, NY
Ann S. Campbell, Downtown 2455-68, Baton Rouge, LA
Walter M. Spansel, Jr., Metairie 2940-68, Metairie, LA
Karen J. Pettingell, Twin Cities 4528-68, Monroe, LA
Nevell John McPhee, Garden City 3899-69, Toowoomba, Qld., Aust
Geoffrey Donald Wood, Woden Valley 494-70, Canberra, A.C.T., Aust
Michael Patrick Fennesy, Grosvenor Square 4141-71, London, England
Robert James Holmes, Palmerston North 1923-72, Palmerston North, NZ
Marcus T. Gotlieb, Johnsonville 4775-72, Wellington, NZ
Ferdinand Y. Maranon, TM Club of Davo 3854-75P, Davao City, Phil
Henry L. Blount, Paris 3230-U, Paris, France
Timothy L. Nesbitt, Arabian 3857-U, Dhahran, Saudi Arabia

Pacifi-Care Health Systems, 5995 Plaza Dr., 5th Fl. (530-4450).
6366-F Indian Professionals Anaheim, CA—Thurs., 6:30 p.m., China Dynasty Restaurant, 1145 N. Euclid St. (772-4744).
6367-F "High Spirits" Covina, CA—Tues., 5 p.m., Intercommunity Medical Center, 303 N. 3rd Ave. (331-7331, ext. 2381).
6370-F Saddleback Realtors Laguna Hills, CA—Tues., 5 p.m., Saddleback Valley Board of Realtors, 25552 La Paz Rd. (364-3542).
6325-4 Coffee Beings San Francisco, CA
6373-5 Azteca San Diego, CA—Tues., 6:45 a.m., San Diego State University, Student Resource Center, Rm. 114 (589-5225).
6364-9 Sun City Union Gap, WA—Thurs., 7:30 p.m., Community Hall Room, Valley Mall (877-2518).
1545-10 Southeast Warrensville Heights, OH—2nd & 4th Sun., 3 p.m., Aldersgate United Methodist Church, 4069 Eastwood Ln. (752-1053).
6365-16 Sooners On Guard Tulsa, OK—Thurs., 6 a.m., Holiday Inn, I-244 & Garnett
6369-30 IMMC Podium Pros Chicago, IL—1st & 3rd Thurs., 12:30 p.m., Illinois Masonic Medical Center, 836 W. Wellington (883-7001).
6361-32 Speechcrafters McChord A.F.B., WA—Tues., noon, Chapel Annex (984-3611).
6362-32 Bureaucrats Tacoma, WA—Thurs., noon, City of Tacoma Municipal Bldg., 747 Market St., 9th Fl. (591-5073).
6368-33 General Telephone Cross-talkers Thousand Oaks, CA—General Telephone of California, 1 GTE Pl. (372-6005).
6372-42 Prairie Schooners Saskatoon, Sask., Can—Wed., 12:05 p.m., Holiday Inn, 90-22nd St. E. (242-8247).
6371-57 Franklin Telecommunicators Oakland, CA—Tues., 4:30 p.m., Pacific Bell, 1587 Franklin St. Rm. 506.
6358-U Giessen Orators Giessen, West Germany—2nd & 4th Wed., 7 p.m., Hussein Club, USMilcom-Giessen (0641-85136).
6363-U Klondyke Whitehorse, Yukon, Can—2nd & 4th Tues., 7:30 p.m., Northwest Boardroom, 301 Lambert St. (633-5548).

40 Years
Lynwood 423-1, Lynwood, CA
35 Years
Broadway 1000-46, New York, NY
30 Years
Squires 2220-F, Downey, CA
Littleton 2177-26, Littleton, CO
Sunrisers 2205-32, Tacoma, WA
Carmichael 2213-39, Sacramento, CA
Natoma 2242-39, Sacramento, CA
Kettering 2120-40, Kettering, OH
Sarasota 1958-47, Sarasota, FL
25 Years
Covina Breakfast Club 2387-F, Covina, CA
Aerospace 3368-14, Robins A.F.B., GA
Pony Express 2108-15, Dugway, UT
Town and Gown 3337-39, Davis, CA
Pompano Beach 3003-47, Pompano Beach, FL
20 Years
Yorba Linda-Placentia 3425-F, Placentia, CA
Spacespeakers 1018-2, Kent, WA
Edmond 170-16, Edmonton, OK
Harford County 1914-18, Bel Air, MD
Plaza 954-29, Pensacola, FL
Whirlpool 202-62, St. Joseph, MI
St. George 2982-70, Sydney, N.S.W., Aust
Deadline 3440-70, Sydney, N.S.W., Aust
15 Years
Downtown 2815-29, Mobile, AL
Travenol 820-30, Deerfield, IL
Daybreak 1033-44, Lubbock, TX
Tri City 1332-64, Winnipeg, Man., Can
Ashburton 3080-72, Ashburton, NZ
Tambuli 2160-75P, Makati, Phil
10 Years
Rocky Flats 2626-26, Golden, CO
Hooker Oak 662-39, Chico, CA
Peace Pipe 1440-42, Westaskiwin, Alta., Can
Early Birds 2364-48, Birmingham, AL
GTE 2089-53, Stamford, CT
Pleasant Hill Sunrise 362-57, Pleasant Hill, CA
Liberty 1365-58, Greenville, SC
Hakoah 3460-70, Sydney, N.S.W., Aust
Hafa Adai 630-U, Tamuning, GU

New Clubs

6245-F Cypress Communicators Cypress, CA—Mon., 6:30 p.m.,

Anniversaries

50 Years

Downtown 65-4, San Francisco, CA

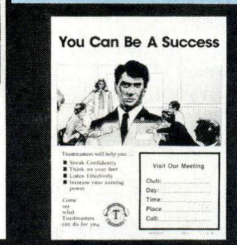
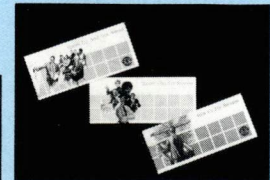
Spread the Word About Toastmasters!

Toastmasters can lead you to greatness. And that's no secret. So why not tell everyone about it? Starting today — with these appealing promotional tools...

367-368. TI Posters. These newly-revised eye-catching works of art will help you get your message across quickly and eloquently. Two sizes are available. The smallest (367) is 11" x 14". There's space for your club's name, meeting time and place, and phone number. Set of 10: \$3.00. The large poster (368) is 22" x 17" and comes with a plastic stick-on pamphlet holder and 75 promotional brochures. Set of three: \$7.00

99-101. Promotional Brochures. Toastmasters has available three attractive newly-revised promotional brochures. The brochures can be used along with the posters, or they can be used as an

effective recruiting tool. Be sure to carry a supply wherever you go. REACH OUT FOR SUCCESS (99) tells prospective members what Toastmasters is all about; JOIN US FOR SUCCESS (100) includes statements from prominent people who have been helped by Toastmasters; and SPEAK UP AND GET AHEAD (101) is tailor-made for company clubs that want to promote their programs within their organizations. Clubs may request 15 of the above brochures at no charge. Additional copies are 8 cents each. Contact World Headquarters' Order Department for details on quantity prices for orders of 1000 or more.



1972 - Club Communication Achievement Award. A finely crafted award produced in pure silver toned aluminum with a lightly textured background inlaid in American Walnut. This unique way for your club to recognize communication excellence in your community, organization, or company also includes news releases. \$21.00.



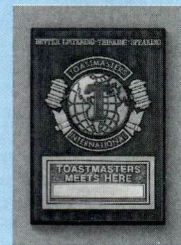
363. Highway Sign — 22". Features the Toastmasters emblem in weatherproof paint with reflecting Scotch-like "T." Provides an excellent way to publicize Toastmasters — and your own club — in your community. Pre-drilled holes make this sign easy to attach. \$25.00



369, 370, 370-A. License Plate Frames and Bumper Stickers. Let everyone know how proud you are to be a Toastmaster. License plate frames (369) sold only in sets of two—\$2.50, plus \$1 postage and handling (U.S.). Bumper stickers (370) come in sets of two with "Get Ahead—Join Toastmasters" and "Speak Up—Join Toastmasters" slogans: \$1.25. Heart bumper sticker (370-A) has blue letters on white with a red heart and reads "I Love Toastmasters": 80 cents.



384, 1979. Club Meeting Plaques. These attractive plaques are effective promotional tools to hang in restaurants, auditoriums—wherever your club meets. The Official Club Meeting Plaque (384) is 10" square white plastic. Includes pressure-sensitive decals for posting the day and hour of your meeting: \$3.50. Toastmasters Meets Here Plaque (1979) is a unique 9" x 13" design in simulated walnut with an emblem in gold-tone finish and blue. Engraving plate is 3/4" x 6" and is removable. Please specify day of week,

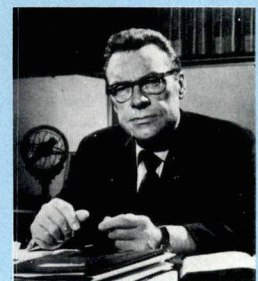


time and A.M. or P.M. \$17. (Price includes plate for engraving.) Engraving is 20 cents per letter.

376. Membership and Extension Slide Presentation. This unique 40-slide show provides a great way to introduce Toastmasters to a civic group, business association or prospective club. The show comes with professionally prepared slides and a script booklet. \$15.



377-378. TV/Radio Public Service Announcements. Let Earl Nightingale work for you! These 30-second television and radio public service spots will go a long way toward making the Toastmasters program better known in your community. Information sheets with tips on how to use the tapes are included. Television spots (377) \$30; radio (378) \$6.



See the Supply Catalog for more promotional ideas. When ordering, add 20% postage and handling for all items unless indicated. (California residents add 6% sales tax.) Be sure to include your club and district number with your order. Send to Toastmasters International, P.O. Box 10400, Santa Ana, CA 92711.