

The TOASTMASTER

SEPTEMBER 1997

START A

Speakers Bureau!



ALSO INSIDE:

Meet Len Jury, DTM: Toastmasters' 1997-98 International President

Making Friends: Eight Tips for Getting Closer to People



VIEWPOINT

What Do You Think?

"If you let other people do your thinking for you, then you are doomed to be a follower, never a leader."

Thinking is hard work. Real thinking is a rare thing, because it is hard. The real thinker becomes the master of those who merely think they think. A vast amount of mind-wandering and day-dreaming is mistaken for thinking by people who do not think.

Clear and disciplined thinking is an essential skill for the speaker. He must think before he can speak, for the words he speaks are merely the names of his thoughts and ideas. Thoughts and words are his working tools.

But how can you learn to think? How can you control your wandering mind?

The first thing is to see the point and the second is to stick to it – to follow through to the ultimate conclusion.

That is very much like making a speech, isn't it?

In the speech, you have to know the point, the purpose, the conclusion to be reached. You direct the speech to the accomplishment of that purpose. You ask yourself questions about the problem. Step by step, you approach the climax, establishing each item as you proceed. Presently you find yourself up against the ultimate, inevitable conclusion.

That is the process of thinking.

Ask yourself questions about the subject of your thought. Answer the questions if you can. Look up the answers in books, if you do not know them, or consult with people who should know. Distinguish carefully between opinions and facts, between prejudices and convictions. Test your own opinions by the facts. Criticize your own logic.

Put your thoughts into words, the best words you can command. Frequently the mere wording of a thought reveals its weakness, its strength, its error or its rightness.

Above all things, think honestly, with an open mind. The facts may prove you to be wrong. Follow the facts, even though they lead you to a conclusion far from what you wanted it to be.

Honest thinking, concentrated thinking, controlled thinking, should be the goal of every sincere Toastmaster. But it is hard work.

If you can really do your own thinking, you can become a master. If you let other people do your thinking for you, then you are doomed to be a follower, never a leader. It is easier to follow than to lead, so if you are looking for the easy way, don't think.

"Man thinks, and at once becomes the master of the beings that do not think," said 18th century French naturalist Georges Louis Leclerc de Buffon.

This editorial by our organization's founder, Dr. Ralph C. Smedley, was originally published in the March 1948 issue of The Toastmaster.

The TOASTMASTER

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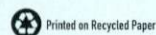
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The Toastmasters Vision:

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

The Toastmasters Mission:

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

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

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



LETTERS

WE'RE NO AVERAGE SPEAKERS

I disagree entirely with the article "To 'Ah' is Human, To Count is Ridiculous" by William J. Russell (July). The purpose of eliminating ahs is to get the speaker focused on providing clear communication to the listeners.

In the four clubs I've been involved with in the last 10 years, we do not count ahs in an Ice Breaker speech, but if minimal ahs were used, the evaluator often compliments the novice speaker.

In all my years as a Toastmaster, I've seen improvement in speakers because of the ah counting. If Mr. Russell is offended by this practice, maybe it is because the Ah Counter's manner was offensive and punitive. Ah Counters should not present the count as though "you screwed up," but merely as information for the speaker to improve. When a speaker does improve or uses no ahs, the affirmative also should be mentioned.

Mr. Russell's advice to say "you're within your average" (of ah usage) suggests that we expect average performance from our members. That is certainly not the message of Toastmasters International. A Toastmaster is one who wants to improve and be the best he/she can be. But Russell's message is to "be average."

Diane Winkler, ATM
Gold Coast Midtowners 8899-24
Omaha, Nebraska

THE PROGRAM IS WORKING!

As an author, I'm often asked to talk to groups. My first presentation was a disaster. I knew I needed help, and fast, so I joined Toastmasters. Learning how to structure a talk helped. Getting feedback from everyone in the room helped. Learning to listen critically in order to give feedback to other members helped.

Doing "Table Topics" helped. Toastmasters helped!

I've since given two more presentations and they went much better! But what surpasses even those audiences' reactions is that I went on to win the "Best Speech" ribbon for my second and third manual speeches. Thanks, Toastmasters. The program is really working well for me!

Randy Cassingham
Boulder City Singles Club 9343-26
Boulder, Colorado

UNREALISTIC LEADERSHIP ADVICE

I pray that the future is not what Richard Ensman foresees in his "Leadership Lessons for the 21st Century" (July). Some of it sounds realistic, but a good bit sounds like the gobbledygook that companies are buying today. For example: "You'll manage shifting groups of workers - including temps, contractors and vendors - and be a 'relationship manager.'" Real relationships with ever-shifting groups of people are unrealistic. Pretend ones can be had, however.

The article calls for a super-manager, able to do everything (not just anything - everything!) with whatever materials he or she is given. I doubt that anyone can live up to this. It will inevitably lead to more lying in the workplace. Some businesses today preach "teamwork" while placing employees in direct competition for their jobs. This causes people to look out for number one while mouthing the company's "teamwork" line.

John Shipman, CTM
Lake Charles Club 1225-68
Lake Charles, Louisiana

REQUIRED READING

"Leave Me My Lectern!" by Audrey Franklin, (June) puts an end to the

nonsense about the use of a lectern. Ms. Franklin tells it like it is. If anyone has a question about how a lectern should be used, this article is required reading. Audrey Franklin knows what's what.

Vincent Foy, ATM
Palm Beach Noon Club 22-47
West Palm Beach, Florida

NO MORE FEAR

I am a prisoner at Washington Corrections Center for Women. The Chit Chat Toastmasters group in this prison has changed many lives for the better. The program gives understanding for more than just street life and motivation for knowledge and betterment.

I've been a member for two years and I love it. I'm soon on my way out these doors and when I am, I will find a club to join. I have a lot to share now that I'm no longer afraid.

Toni Wood
Washington Correction Center For Women
Gig Harbor, Washington

ALL THANKS TO TOASTMASTERS

The Storytelling advanced manual was instrumental in starting two Australian Toastmasters on the path to professional storytelling. In just two years they have gone from "free to fee," taking the New South Wales branch of the Australian Storytellers Guild from a membership of 10 to more than 150, and co-authored a book titled *About Storytelling*.

With a team of enthusiastic storytellers from all states of Australia, their guild is hosting the Australian National Storytelling Festival at Ryde near Sydney September 26-28, 1997. For more information e-mail: stories@s054.aone.net.au.

Toastmasters are welcome to attend!

Berice Dudley, ATM
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Along with better communication skills,
we must develop intellectual integrity.

It Is Too, What You Say

"The greatest speakers have usually been remarkable for the abundance of their ideas and the economy of their words."

— RALPH C. SMEDLEY, in *Personally Speaking*

Too many times we hear the statement casually tossed off, "It isn't what you say, it's how you say it."

Let's examine that statement for a moment. As Toastmasters, we all know that the best idea, the best thought, the best plan, can wither on the vine if it is not brought to fruition by a careful process of expression. We know its presentation must be logical, convincing, arresting and structurally sound. Definitely, a tremendous amount lies in "how you say it."

But what about a bad idea, a dangerous notion, a weak plan? Does "how you say it," the effectiveness of your plea, make it acceptable? Does a skillful speech justify the existence of an undesirable premise?

Along with self-improvement in the art of communication we must, if we are to assume our place as contributing members to the welfare of society, develop intellectual integrity. We must give the same amount of time, thought and study to the subject we are going to endorse through our talk as we give to the mechanical aspects of delivery – to voice, gesture, eye contact and vocal variety. We must watch the content of our speech as closely as we plan its structure. Is the beginning attention-arresting; is the body of the speech informative and logically arranged; is the conclusion a call to action, a "making the sale"?

Fine! But is it a sale that should be made? Is it one to which you yourself subscribe, and in so subscribing sincerely believe that others will be helped in their own thinking? Is it something you sincerely believe? Have you thought the idea through, weighed it against your own convictions? Or did you merely pick up the germ of an

idea somewhere, and are passing it on without examination or study?

This doesn't mean that every speech you give must be the result of a lifetime conviction. Our clubs would be dull places indeed if we faced a continual diet of heavy ideas, weighted by world importance. We'd also have a lot of trouble, some of us, in finding topics. There is a place for the light, humorous speech as well as for the purely informative one.

Every speech we make, from the brief Table Topic to the longer prepared speech, is a bid for attention. Attention must be deserved; if it is given to us, we must repay the gift by offering something worthy of that attention. Only by making this a primary concern can we be sure that we are using our club as a laboratory for our own development, not merely taking advantage of a captive audience.

Our training in evaluation should help us in selecting the ideas and themes which go into our prepared speeches. Fuzzy thinking has no place in the mental equipment of a true Toastmaster. As evaluators, we should learn to spot a weak idea, an illogical or false conclusion, as quickly as we spot a "hands in pockets" distraction or a superfluous "ah."

Our world is full of ideas – good, bad or indifferent. Each individual is faced with a choice of what to embrace and what to reject. Before there can be action, production, growth and development, there must be the idea – the conception and visualization of that production, growth and development.

"How you say it" is the result of study, training, practice. "What you say" is what you are. **T**

This article by "the editors" is reprinted from the January 1957 edition of The Toastmaster.



Are you heading for a meltdown?
Try pursuing your speech topic
from a different angle.

The Ice Breaker speech – the first real obstacle on your path to Toastmaster greatness. Giving that first speech can be an imposing barrier, as I recently discovered firsthand. I was so distraught over my Ice Breaker that I didn't give the speech until four months after I joined my club. But it wasn't speaking in front of a group that bothered me – it was writing that first speech.

Speech writing is a tough enough task as it is, but I had to try to prepare and deliver four to six minutes of information on a subject I knew so well that it bored me to tears. If my audience were to be interested, I had to figure out how to present the topic – me – in a way that excited me as well.

I tried to find an interesting aspect of my background to speak about. I considered talking about my unusual medical history, which consists of a series of rather serious but apparently unrelated illnesses (such as my two appendicitis operations), but found that it was hard to talk about internal medicine without “grossing out” most of the audience members.

I tried developing an outline based on my hobbies of cartooning and writing short stories, which are unusual enough interests for someone who spends most of the day

The Elusive Ice Breaker

designing flight deck instruments for commercial jetliners, and was even moderately enthused about the topic. But in developing my outline, I concentrated too much on visual aids to showcase my cartoons, and I began to realize that the graphics were doing all the work.

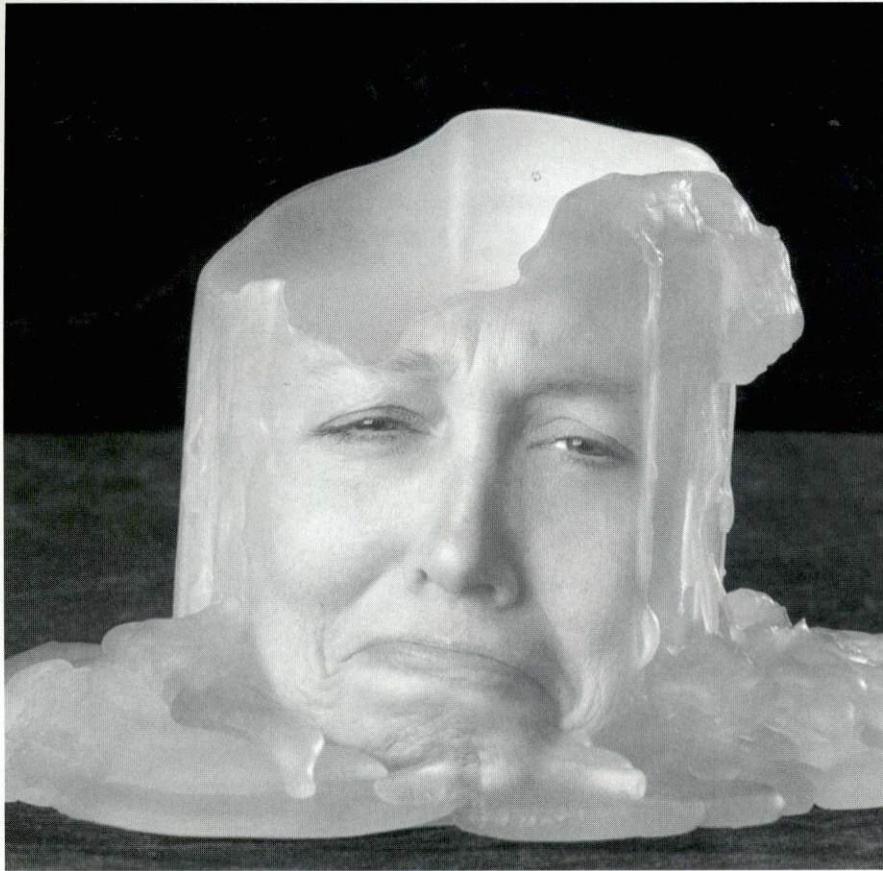
This soul searching continued, and I grew more and more depressed. I know I am an interesting enough fellow, but it seemed I was too close to the subject to develop anything but a stiff, uninteresting outline. I prepared to give my Ice Breaker four times but canceled the speech each time it was scheduled. I am glad my fellow Toastmasters were so patient with me.

That's when I realized I needed help. Our Toastmasters club is relatively small and at the time did not support a coach/mentor. (As the new Vice President Education of our club, I hope to change that, as I

believe a mentor would have helped me considerably at this stage.) In lieu of that, however, I went to the next best source – my wife, Margy.

Margy is not a Toastmaster, but she is an accomplished and entertaining speaker in her own right. Her past involvement in oral interpretation and debate, both as a participant and evaluator, made her uniquely qualified to be my own personal speech mentor. It was not her speaking abilities, however, that I relied on to help me out, at least not initially. It was her fresh viewpoint.

I asked Margy to come up with 10 words to describe me to someone who has never met me. I expected words such as “engineer” and “cartoonist,” but was quite surprised when she hit me with “handsome,” “intelligent” and “nurturing.” The list of words she gave me was quite flattering but didn't provide much



material for my speech outline. I mean, as much as I would love to stand up in front of my Toastmasters club and tell them how handsome and intelligent I am, the only thing the other members would learn about me is how vain I am.

So I asked Margy to take it one step further and give me one noun that corresponds to each of the 10 adjectives on her original list. It was sort of like a word association game. I read back her adjectives one at a time, and she gave me the first noun that popped into her head. These 10 nouns were the visual images I would use to develop my speech.

These 20 words – the 10 adjectives and their corresponding

nouns – became the outline of my speech. The adjectives were worked into my introduction as I explained how I developed the format of my speech, and the nouns formed the

“For every approach you take in creating your speech outline, there are at least two other ‘angles’ from which that outline could be developed.”

“bullets” of my speech, providing the major points of the body.

I was able to group related nouns together, such as “husband,” “family” and “father,” to cut down the number of points I would have to present during my speech. Words like “computer” and “diploma” went together well to describe what I do for a living and my educational background, which are closely related. The remainder of the words stood by themselves, and I ended up with seven key points. Normally a speech of this length

should have no more than three or four major points, but because of my list format, it worked out well to have more.

The speech title reflected this unique format of speech organization: “Jonathan Tolstedt in 20 Words or Less.” I received several compliments on both the title and structure of my speech, and was praised for having a knack for organization.

If you choose this method of developing your Ice Breaker, the words you end up with will be as unique as you are. And assuming that you interview someone who knows you as well as my wife knows me, you will come out of your Ice Breaker experience with a better understanding of yourself, as seen through the eyes of someone close to you, and a closer relationship with the person supplying the words.

The interview method I have described also works well for many of your other speeches. My wife, who is a professional photographer by trade, once told me that for every “perfect” angle from which a photograph can be taken, there are at least two other angles from which that picture can be shot that are as good or better than the original. The same applies to speech writing. For every approach you take in creating your speech outline, there are at least two other “angles” from which that outline could be developed. Sometimes all it takes is a fresh point-of-view to help you find the best angle for your speech. **T**

Jonathan Tolstedt is a member of Collins Avionics Club 3250-19 in Cedar Rapids, Iowa.



Making Friends

Eight tips for getting closer to people.

Comedians Jack Benny and George Burns were not only show-business colleagues, they were the best of friends. Shortly after Benny died, Burns was interviewed and asked about their relationship. His reply is memorable: "Jack and I had a wonderful friendship for nearly 55 years," Burns explained. "We laughed together, we played together, we worked together, we ate together. I suppose that for many of those years we talked every single day."

Friendship is a vital ingredient for experiencing joy and fulfillment in life. A good friend heightens happiness, lightens sorrow, provides stability during a time of personal chaos, acts as a cushion when life sends harsh

blows and becomes an anchor whenever there is a professional or personal storm. A strong bond with another individual provides both a sense of purpose and a sense of class in life. Thus, it is not difficult to understand Socrates' declaration: "There is no possession more valuable than that of a good and faithful friend."

In spite of the clear benefits of friendship, many women and men today feel more deprived of friendships than people in previous generations. Recently, pollster Daniel Yankelovic reported that 70 percent of people say

they have many acquaintances but few close friends, and that they experience this as a serious void in their lives. Although people understand the value of friendship, they find that making friends isn't easy. If you feel the same way, here are some simple tips for getting closer to people:

Commit yourself to becoming more sociable.

Friendships don't just happen. Successful friendships require some work, planning and organizing. Commit yourself to the process of making friends. That means taking some risks by initiating contact and being the first to extend the hand of friendship. Practice becoming more of a social animal by doing some of the following:

- Introduce yourself to a new person in your office building, the grocery store, neighborhood, or in a class.
- While standing in a line at a grocery store or bank, strike up a conversation with whoever is near you.
- Organize a small dinner party of three to five people, and invite at least one person you don't know well.
- When at a beach, swimming pool, park or other public facility, converse with two or three strangers you come in contact with.
- The next time you have a problem, find someone in your office or neighborhood who is not particularly close to you and ask his or her advice.
- Invite someone you'd like to know better to join you for lunch or dinner.

"There is no possession more valuable than that of a good and faithful friend."
- SOCRATES

ends

Stand by your friend in bad times and in good times.

Loyalty is another essential ingredi-

ent for intimacy and friendship, yet many people have a lop-sided understanding of loyalty. The best of friendships take place when people serve as both "buffers" and "boosters" to each other. They act as "buffers" to reduce the pain of a negative, frustrating, hurtful experience and "boosters" to enhance, heighten and maximize the pleasure of a positive event. Do not allow your concept of loyalty to be one-dimensional, limited to supporting a friend only in adversity. The other side of loyalty is festive. It involves celebrating a friend's success and victory. Consider this sad lament of a professional writer: "When I went through a severe marital crisis all sorts of people phoned, wrote and visited, offering support and comfort.

But when I won a prestigious writing award I received just two phone calls!" That writer's friends could have deepened their friendship and demonstrated loyalty by organizing a dinner party to celebrate his accomplishment.

Make kindness a daily habit. Like the sun which melts away the winter ice, daily kindness causes obstacles and barriers between people to evaporate. People who are kind are never lacking in friendships. Basketball star Michael Jordan is one of the most respected and popular professional athletes. He also is very kind and generous. One example of his kindness was noted by a *Chicago Tribune* reporter following a game one cold night. As the Chicago Bulls superstar headed through a crowd of fans toward his car, Jordan saw a handicapped boy in a wheelchair some 20 feet away. The youth was eagerly staring at the athlete. Jordan walked over to the boy, knelt by him and engaged him in conversation. The boy was clearly thrilled by Jordan's kindness. When the boy's father tried to snap a picture, the camera didn't work. Jordan noticed, but without being asked continued to kneel by

the boy's side until the father was able to make the shot. Only then did the superstar return to his car.

Show genuine interest in other people. "You can make more friends in two months by becoming more interested in other people than you can in two years by trying to get people interested in you," observed author Dale Carnegie. Another person who understands the truth of that statement is Mary Kay Ash, founder of Mary Kay cosmetics. She recalls a turning point in her professional life: "I began my sales career in my early 20s as a very shy young woman. It was difficult for me to ask for sales - until someone convinced me that it is every bit as honorable to sell as it is to buy. My advice to sales people is this: Pretend that every single person you meet has a sign around his or her neck that says, 'Make me feel important.' Not only will you succeed in sales, you will succeed in life."

Cultivate openness. While people who have close friendships are a diverse group - they may be younger or older, male or female, professional or blue collar - one common denominator is their ability to be open and transparent. The people around them know when they are happy, hurting, disappointed, depressed or excited. Those who have strong bonds of friendship cultivate openness. They do not mask their origins, their present circumstances or their dreams for the future. People are

attracted to those who practice the art of self-disclosure. One of the most well-liked modern religious leaders was Pope John XXIII. Wherever he went, people were drawn to him, partially because he lacked pretense. The son of poor Italian peasants and overweight most of his life, he never pretended to be more than he was. Upon being elected Pope, one of his first acts in office was to visit a large jail in Rome. As he gave prisoners his blessing, he remarked that the last time he had been in jail was to visit his cousin!

Express praise frequently. Consider this insight from psychologist Jess Lair: "Praise is like sunlight to the warm human spirit; we cannot flower and grow without it. And yet, while most of us are only too ready to apply to others the cold wind of criticism, we are somehow reluctant to give our fellow the warm sunshine of praise." Train your eye to see the good in your friends. Identify their gifts, talents, skills and praise them lavishly for them. Not only does such praise bind two people more closely, but the encouragement can be life-transforming as well. For example, a 10-year-old boy labored in a factory in Naples, Italy. His dream was to become a singer, but his first teacher discouraged him completely by declaring, "You can't sing. You haven't any voice at all. It sounds like the wind in the shutters."

However, his mother, a poor and uneducated woman, placed her arms around the boy, praising him. She told the boy she knew he could sing and could already see improvement in the quality of his voice. Going barefoot in order to save money to pay for his music lessons, that mother's praise and encouragement changed her son's life. His name was Enrico Caruso and he became the most famous singer of his generation.

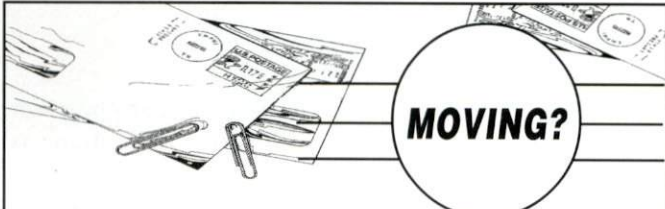
Apologize when you are wrong. An apology is a tool that makes love work. As soon as you are aware that you have made a mistake and caused offense, quickly apologize. Do whatever you can to make amends. Express your regret while assuring your friend how much you value the relationship. If resentment lingers on the part of your friend, double your effort to resolve the tension creatively. Minister and author Robert Schuller offers this wisdom in his book *Tough Minded Faith For Tender Hearted People*: "Resolving conflicts always starts with a resolution: I will manage the conflict and not allow the conflict to manage me! I will not allow the conflict to collide, clash or collapse the commitments I have made. I will be more patient and determined to turn the conflict around and in the process become healthier and happier than I was before!"

Forgive when you are hurt. When a friend makes a mistake, have the largeness of heart to forgive. Forgiveness not only keeps the friendship alive, but it ends any lingering damage caused by the wrongdoing of

another person. When forgiving, it helps to remind yourself that your friend is human, and as such will make errors in judgment. Beware of the dangers inherent in the refusal to forgive. In their book, *Days of Healing, Days of Joy*, authors Earnie Larsen and Carol Larsen Hegarty share this insight about forgiveness: "A refusal to forgive is called a resentment. To hang onto a resentment is to harbor a thief in the heart. By the minute and the hour, resentment steals the joy we could treasure now and remember forever. It pilfers our energy to celebrate life. We victimize ourselves when we withhold forgiveness."

Finally, it is worth remembering that friendships are like plants in a garden. They require attention, effort and nurture to remain alive. Friendships never die a natural death. Friendships die from neglect, abandonment and disregard. When a friendship dies, one or both parties are guilty of neglect. So, to keep your friendships healthy, vibrant and blooming, nourish them carefully! **T**

Victor M. Parachin is a writer living in Claremont, California.



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By Gary Michael, Ph.D.

Follow the same principle that governs the success of any relationship: **Make people feel important.**

Make a Powerful First Impression

To make a powerful first impression, follow the same principle that governs the success of any relationship: Make people feel important.

Whether we're at a Toastmasters meeting, job interview, dinner with friends or sales call, we make others feel important by being fully present.

► It begins with the handshake. We send many subtle messages in the simple act of shaking hands. Engage the other person's hand so your thumb notch contacts his or hers. Anything less can convey a sense of not wanting to touch, even distaste.

Have a firm but not overbearing grip. A wimpy grip runs the same risk as incomplete contact. Too much macho and you may hurt someone, which is never a good way to begin.

Use the same squeeze for men and women, but let up a little for older folks, who might suffer from arthritis.

► To communicate that you know the other person controls the transaction – for example, a potential employer or customer – incline your palm upward slightly. Don't overdo it or you'll appear obsequious.

Maintain contact for at least two seconds. Too fleeting a shake comes across like a jab rather than presence. A two-handed shake conveys greater intimacy. It works well with touchy-feely types but might offend others. Unless you've observed your target in advance and deem him or her receptive to the tactile, it's best to let it wait.

► Note the person's eye color. That creates eye contact in a very natural, non-threatening way. Maintain the eye contact throughout.

A common mistake we make is to look elsewhere before establishing real rapport with the person in front of us. Its effect is like that of a receiver running with the ball before he's caught it.

► Smile throughout the introduction. We want to convey we're not just pleased, but very happy to meet the person. Body language and facial expression are tools to communicate our positive feelings.



Energy is even more important than dress and grooming. An instant way to energize yourself and enhance your smile is to hold a positive thought, whether or not it's articulated. For example, "You have bright eyes" or "I hope you enjoy the meeting."

➤ Repeat a person's name as soon as you hear it. "Ron, I'm very pleased to meet you." Remembering a person's name goes a long way toward making him feel important. Repetition is the best technique for name recall. So use the name again when concluding the conversation: "Let's talk more later, Ron."

➤ Find something on which you can give a sincere compliment, such as the person's wardrobe. Say something like, "What an interesting pin. Does it have a story behind it?" By tacking on a question, you give the person a chance to talk.

Most people like telling stories about themselves. Make it easy for them. People reveal more about themselves – interests, fears, aspirations – through stories. Knowing something about them helps create rapport.

Stories also show people's communication style. Do they use conversation primarily as a way to convey essential information, to explore ideas in detail or to bond with other people by saying only nice things? Knowing which and adapting your style to it will create instant rapport.

➤ Describe your work in a manner that goes beyond such usual labels as accountant, homemaker, writer, mechanic, etc. Develop a brief description of your activity and the way people benefit from it.

For example, an estate planner could say, "I make sure your assets end up where you want them to when you're no longer here to control them." A decorator could say, "I deal with the three bares – bare floors, bare walls, bare ceilings."

This kind of response shows you to be a person of imagination and gives the listener an easy opening for more questions. Best of all, it prevents stereotyping of you.

➤ If you know whom you'll be meeting, do some homework. Arrive informed. Armed with information about the company you hope to join, you can relate your unique skills to the specific needs of the prospective employer. Likewise, salespersons can show how their product or service will meet existing and future needs of potential customers.

➤ Ask questions. "What's the biggest change your business faces?" "Of what is your company most proud?" "What's the most satisfying (and/or challenging) thing about your job?" It's better to pursue one topic with follow-up questions than to skip around. You want to appear

interested in what you asked about rather than just throwing out questions for the sake of conversation.

➤ When you respond to a question with a general statement, add an example. It will lend credibility to your remark and make it – and you – more memorable.

➤ Eschew no-brainer words and phrases like "you know" and "basically." People who preface every factual statement with one or the other sound insecure and inarticulate, probably even to each other. To express disagreement, start with "and" rather than "but." "But" is a rapport killer – it nullifies what the other person just said.

➤ Above all, practice active listening. Maintain eye contact. Nod, smile, show you're interested. Occasionally bounce back what you just heard. "So you find that..."

An active listener makes the speaker feel important and appreciated. Then you, the listener, bask in reflected glory. **T**

Gary Michael, Ph.D., is a professional speaker, corporate trainer and university teacher living in Denver, Colorado. He is author of the book, *It Gives Me Great Pleasure: Public Speaking Made Fun and Easy*.

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By Patrick Mott

What does your voice say about you?

Disembodied Voices

FOR THE BETTER PART OF 10 YEARS, I HAD BEEN LISTENING WITH familiar pleasure to a public radio program called "Adventures in Good Music." A daily feature on my local classical music station, it was – and is – a kind of upmarket

music appreciation class hosted by a lecturer, teacher and pianist named Karl Haas.

Haas' voice had, from the start, a particular appeal for me. It is deep, mellifluous and carries pleasant European overtones. It was all the more satisfying for me because it was the voice, in almost exact reproduction, of a beloved music teacher out of my past, Fred Ohlendorf. Ohlendorf was avuncular, grandfatherly, bald with striking German features, and his voice took on an almost caressing tone when he talked of his art.

So naturally, whenever I listened to Karl Haas I envisioned Fred Ohlendorf. Then one day I picked up a book Haas had written and looked at the back of the dust cover. There was Haas, looking nothing – *nothing* – like Fred Ohlendorf. Very natty and handsome Haas was, but he wasn't Ohlendorf and it let me down.

Such thoughts are naive, of course, but we can't help them. It happens to us all: We hear a voice on the phone, on the radio, on some disembodied medium, and we instantly form an impression of the speaker – what she looks like, how he acts. It might come in a flash of association with someone else or it might simply be the product of a quick and agile imagination. But the result often is the same: We're wrong.

Dozens of wrecked film acting careers bear this out. When movies began to talk in the 1920's, the unemployment line swelled with silent film performers who were blessed with matinee idol looks and possibly even real acting talent, but who had voices that nullified both. Seductive vamps with Brooklyn twangs (remember *Singin' In The Rain?*), beefy heroes with nasal whines – they either went to voice coaches or went into retail.

Several years ago, I interviewed Mel Blanc, a man who has spoken to most of the world, but seldom in his own voice. Blanc was the brilliant vocal gymnast who gave voice to Bugs Bunny, Daffy Duck, Elmer Fudd, Porky Pig

and nearly every other animal, machine, inanimate object or flight of fancy the cartoon crew at Warner Brothers – and Jack Benny – could dream up. Blanc delighted in every one of the characters and ran through

almost all of his repertoire for me and my tape recorder. It was both dazzling and unsettling. All these characters were beloved friends of my childhood. But now their voices were coming out of the mouth of the round, charming little man sitting across the desk from me. I expected to feel someone shaking me awake at any second.

If we have any imagination and life experience at all, we can't control our tendency to quickly assign a corporeal body to a disembodied voice. We base these instant impressions on what we have heard before. This won't necessarily get us in trouble, but it can be the source of embarrassment if we actually get to meet the owner of the voice. If that honey-dripping voice on the phone turns out to be contained in a Woody Allen body – or if you discover that the annoying squeak belongs to the woman of your dreams – you could have a difficult time preventing yourself from blurting all that out in sheer jarring surprise.

In a more practical sense, we should recognize that not everyone is blessed with a pleasant telephone voice. We may not like what we hear through the receiver, but to let that impression control our judgment about the man or woman on the other end could lead us to sound or act dismissive or abrupt. And being cowed or awed by a voice that sounds like Charlton Heston can be just as unpleasant.

The goal might be as simple as basing our first impressions not on whether the voice has a pleasant sound, but whether it, and the speaker, seem to have a pleasant nature. That, after all, is the truest picture we can form of any person, visible or invisible.

In the end, getting to meet the person behind the voice is, in a way, to meet them all over again. It was easy to like Karl Haas – and Bugs Bunny – from the start. Knowing the source of their voices was like making two new friends. **1**

Patrick Mott is a writer living in Fullerton, California.

Want to be more persuasive? Here's a new look at some old ideas.

By Paula Blunck

Connecting With Your Audience

Wearing his best suit and using "proven" materials, John thought his insurance sales presentation to a local business association would be a hit. Instead, he struck out. The same presentation that had been received with enthusiasm by other groups earned only a polite response from this group.

Another executive, Kevin, knew that his presentation about proposed contract changes would meet with some resistance by his staff. While he was prepared to handle any question or concern, the barrage of hostility directed toward him took him by surprise.

Susan, an architectural engineer for a large firm, often gave presentations to prospective clients. However, in spite of her thorough preparation and strong, logical delivery, Susan's presentations weren't getting the results she expected.

Each of these speakers has two things in common: Their speeches were logically constructed and well-delivered, yet despite their preparation, each speaker failed to achieve desired results.

DUST OFF YOUR ARISTOTLE

In addition to preparation and a lot of practice, is there a way to give more persuasive presentations? Yes! You can significantly increase your presentations' success ratio by con-

sidering time-tested concepts by the ancient Greek philosopher Aristotle.

While taking a graduate course in rhetoric, I learned that some of the best persuasive speakers of our day (and throughout history) have applied Aristotle's ideas on the art of rhetoric.

Aristotle was born in 384 B.C., the son of a physician. Having a penchant for scientific knowledge, he developed a systematic study of persuasive speaking which he taught to his students in Athens. His treatise, *Rhetoric*, is still relevant today.

According to Aristotle, persuasive speaking is simply a matter of stating your case and proving it. The speaker's effectiveness, however, depends largely on the proofs themselves and on the speaker's communication style. Besides existing proofs (such as documents and depositions), Aristotle said a speaker could create what he called "artistic" proofs. He suggested three different types:

- Logic (logos) – to prove something is so;

- Demonstration of character (ethos) – to be believable;
- Emotion (pathos) – to move the listeners through their feelings.

Although Aristotle recognized the importance of logic, he believed the perceived character of the speaker was a greater factor in persuading an audience. Aristotle's definition of "ethos," or character, was three-fold:

1. **Good will**, showing that the speaker has the audience's best interest in mind;
2. **Good sense**, often evidenced from one's own experience;
3. **Good morals**, as an indicator of the trustworthiness of one's statements.

Consider John's presentation to the local business association again. Even though John logically proved that his insurance plan was superior and more cost-effective than his competitor's, he was not able to win the association's business. Later, John was told that some of the association members would rather pay a little more and work with someone they knew. What John discovered, Aristotle had discovered 2,500 years earlier – that character is one of the most significant factors in persuasive speaking. During subsequent months, John became better acquainted with the mem-



bers of the association. He listened to their concerns and took opportunities to prove he could be trusted.

The next year, John gave another presentation to the same business association. This time he easily conveyed goodwill by demonstrating his understanding of the association's needs. He also had gained their confidence. The combination of these two factors resulted in John winning the association's contract.

APPEAL TO THE HEART

As important as it may be to convey good character when presenting logical arguments, Aristotle recognized that the feelings of an audience need to be persuaded as well.

Being an astute observer of human nature, Aristotle knew that people want reassurance and encouragement. Therefore, he advised speakers to recognize and meet these needs.

Take, for instance, the scenario involving Kevin's proposal to his staff concerning some contract changes. When Kevin made his presentation, his staff turned hostile and perceived him as indifferent to their fears; they also thought he came across with an attitude of "take it or leave it." Some employees did just that – they left the company. Had Kevin recognized the fears and concerns of his staff, he would have had a better chance of reassuring them.

SIGNIFY YOUR STYLE

Even though Aristotle's "artistic" proofs – logos, ethos and pathos – may significantly impact the overall persuasiveness of a presentation, he felt that style – the matter of how language is used to convey a message – also must be considered carefully.

Speeches should always be "clear and appropriate" – meaning consistent with the occasion, the disposition of the audience and the personality of the speaker. It sounds simple, but clarity can be one of the more difficult speaking skills to master.

Too often, speakers present complex and detailed information as though it were going to be read rather than heard. Aristotle advised his students to use repetitions of words and phrases for greater effect. To combat what he viewed as an audience's "defective" hearing, Aristotle recommended using conversational language sprinkled with analogies and metaphors to give a speech clarity and freshness.

Gradually, Susan, the architectural engineer, figured out that some audiences seemed overwhelmed by her presentations. By paring down her technical terminology and replacing it with conversational language and good analogies, Susan developed "listener friendly" talks

without sacrificing quality.

BRING ARISTOTLE TO YOUR MEETING

Like Susan, Kevin and John, we all are constantly faced with different situations that require some persuasive skills. For a closer examination of Aristotle's ideas, I suggest purchasing a translation of *Rhetoric*. My copy, translated by W. Rhys Roberts (1984), is quite readable and packed with practical ideas and applications.

If your club is interested in an educational session on persuasive speaking, how about analyzing some well-known speeches using Aristotle's concepts? Depending on what kind of program your Vice President Education has in mind, your club may want to view speeches on video, listen to other members deliver well-known speeches, or simply read and discuss a sampling of great speeches. Most libraries have collections of great speeches; an outstanding contemporary example is Dr. Martin Luther King, Jr.'s, "I Have A Dream" speech.

Though Aristotle's ideas are not quick-fix rhetorical devices promising instant success, speakers who carefully study his methods and practice them will no doubt reap the rewards. **T**

Paula Blunck is a writer living in Fairview, Oregon.



The

Len Jury lives in Auckland, New Zealand, where he is the owner and CEO of Len Jury Ltd., an internationally known stamp dealing firm. He also owns a 300-acre dairy farm outside Auckland. Len has been a consultant for the New Zealand Post Stamp Design Council and has served as president of the New Zealand Stamp Dealers Association. He and his wife Heather, who is a CTM, have two grown children, Sheryl and Ian, and a 9-month-old grandson, Hamish.

A Toastmaster for 21 years, Len still is an active member of three clubs. He started taking advantage of the many leadership opportunities early on, and has served with great honors in all the leadership positions he has held. As District 72 Governor in 1989-90, he led the district to President's Distinguished District and received the President's Extension Award and President's 20 Plus Award for successfully building clubs with a strong membership of 20 and more members. Following his term as

District Governor, Len immediately was elected to the organization's Board of Directors and served as an International Director in 1990-92. He subsequently served as Third, Second and Senior Vice President.

In this interview, Len explains what has kept him active in Toastmasters during all these years and shares his goals for his year in office and, ultimately, for the organization.

Q: How did you select your theme "The Thrill of Success" and what is its message to each member?

A: Even though I've been a Toastmaster for over 20 years, I still go to every meeting with a wonderful feeling of anticipation. Toastmasters is about achievement. I revel in the success of each member. In front of an audience we all conduct a personal battle to improve our abilities. Nothing can be as sweet as the thrill of realizing that yes, we have achieved success!

The message to every member is that Toastmasters is a very special organization. Toastmasters is like having our own practice ground. Here, in front of a supportive audience, we can hone skills that are not only essential in daily living, but we can capture skills that will put us ahead in business, sports or any field we wish to embark

Meet Len Jury, DTM, Toastmasters'
newly elected International President

Thrill of Success

"Whatever is your deepest goal in life, never give it up."

— LEN JURY

upon. Every Toastmaster's "Thrill of Success" reveals a little more of the possibilities of a member's life.

What do you hope to accomplish during your term as President?

I hope to see each of our 8,300 clubs as a passionate, vibrant center of education and achievement, whose members are immensely proud of their contribution to the betterment of mankind. I want to see members so proud that they want to share with others the benefits they have reaped. My plans for this year can simply be translated into the formula 11-4-11: Every club to bring in at least 11 new members. This will ensure that clubs replace lost members and grow. I challenge every club to focus on helping at least four members achieve their CTM this year. With these new Competent Toastmasters, we would have such an upsurge in enthusiasm, achievement and excitement that people would line up to become members. And with such increase in demand we could easily achieve the third leg of the formula, which is an average of 11 new clubs per district. With the accomplishment of 11-4-11, Toastmasters

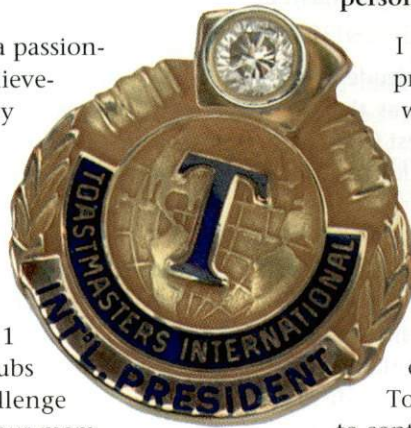
International will be setting the world on fire in the cause for better communication and leadership.

When did you join Toastmasters and what were your personal goals?

I joined Toastmasters in 1976, when I became president of my Lions club. The circumstances were those of necessity; suddenly I had to lift my speechmaking skills beyond the level of mumbling minutes. A few months later I had thrust upon me the role of chairman of the local primary school's 125th anniversary. My personal goals were very immediate – a successful Lions club year and a most enjoyable jubilee for some hundreds of people. Certainly my newfound Toastmasters skills and confidence helped me to contribute to both those results.

Many members leave Toastmasters after a year or two. What has kept you active and committed to our organization?

Because I was inspired, because success suddenly came within my power to achieve, because of the opportunities we provide for others.



It's been said that man's greatest gift is the ability to help others. It took me a long time to look beyond gaining skills for myself. International President Eddie Dunn in visiting New Zealand in 1984 gave me a new appreciation of Toastmasters as an international organization. At around the same time, one of our club members stepped outside the club contest and won right through to the finals of the Overseas District Speech Contest in the United States. I was impressed that an individual club member could go so far.

How can we encourage more members who have achieved their CTM to continue working toward the ATM and DTM awards?

My dreams for CTMs have been realized. This year I am very excited that the ATM requirements have been reduced from 15 to 10 speeches. I earnestly hope that many more Toastmasters will now continue their membership – not only to complete their advanced manuals but to take greater participation in all club and leadership activities. Our newer members will gain more from their membership by seeing the experience of these members.

What do you hope to accomplish during your district visits this year?

If I can get members to have greater faith in their abilities I will be very happy. I'd like to encourage members to keep extending themselves so that the "Thrill of Success" is an ever-changing culmination of greater improvement of skills. I am also looking forward to talking with as many club members as possible, for they control the future direction of this organization.

What qualities do you most admire in a Toastmasters leader or member?

I admire every member for having the fortitude to join this organization. My admiration increases as they venture beyond their comfort zones in their quest for success.

And I truly admire every Toastmasters leader. In a world where so many think only of themselves, I respect any person who unselfishly gives of their time and talent to help others. I know the rewards of being a leader in our organization are very personal, humbling and yet outstanding.

This organization has a preeminent place among all service organizations worldwide due to the superlative qualities of our leaders, past and present, in clubs and districts, as well as our past international leaders and the outstanding support and work by our World Headquarters staff.

Why does Toastmasters spend so much time emphasizing growth, new members and new clubs?

As a club member preoccupied with improving our own skills, it is difficult to come to terms with the necessities

of organizational growth. However, as a new member, we already have contributed to two – if not all three – of these aspects.

Many corporations worldwide set a minimum goal of 10 percent growth per year. They do this to survive as a corporation. Toastmasters is no different, even though it is a not-for-profit educational organization. If our growth – set at much more modest levels than 10 percent – is not maintained, it becomes increasingly difficult to maintain the level of services now available to clubs and members. Having been a member for over 20 years, I am delighted with the level of support we now are offering, compared to only 10 years ago. Today there is a myriad of speech manuals – not to mention manuals for training district and club officers, starting new clubs and enhancing club performance.

With our perceived preoccupation for growth, we have over the past five years weathered the severe downturn in membership that other organizations have suffered. Today with the upturn in the American economy we are better able to grow and improve the organization.

Unless there is a strong and continual emphasis on encouraging new members, new clubs and growth, the benefits we take for granted today can easily be lost to future generations.

What is the main challenge facing Toastmasters in the future?

It's definitely the competition for time. With the growth of technology we have the paradox of more time, and more to do in that time. Our expectations for what we can do in our lives are hugely different from those expectations of just 20 years ago. Today we expect results, significant results in a much shorter time frame. In the instant world of the Internet and fax machines, we expect almost instantaneous answers, benefits and solutions.

Toastmasters International is competing for people's time. If our members don't feel their time spent at club meetings is of value, they will quickly leave. We will always have a captive market that will endure if we are prepared to meet society's needs. This, however, requires the responsibility to evolve our product – the Toastmasters program – to meet the lifestyle and expectations of the public – especially professionals in the 25- to 45-year age bracket.

Does each member have a responsibility toward their club and the organization as a whole?

Yes. Today we take each club member's responsibility much more seriously than in the past. No more can people join, take and leave. For the benefit of the organization and its members, it is vital that all members know they have a responsibility toward all their fellow club members and not just for themselves. It is not acceptable

for members to turn up at meetings whenever they feel like it or only when they are scheduled to give a speech. The benefit they receive from an effective evaluation can only happen when they fully partake in all club meetings. Effective meetings don't just happen – they require involvement from all members. Every speaker needs an audience. Being a member of the audience is as important as completing a speech or meeting assignment. Often a speaker's greatest progress comes from being an observant member of the audience.

How has Toastmasters changed since you joined?

Toastmasters has changed dramatically since I joined in 1976. My appreciation of the magnitude and colossal time and effort put in by our approximately 170,000 members certainly has widened. My original perception was of a small club that appeared to exist of its own volition, except for *The Toastmaster* magazine distributed by World Headquarters.

I am impressed by the immense growth arising from a simple idea by our organization's founder, Dr. Smedley. In my own district I have seen the number of clubs more than double in the last 10 years. Even more satisfying is the accomplishment of more CTMs per club now than was being achieved then. All our clubs are providing better educational opportunities every year.

Today our members and district officers do not have to spend valuable time re-inventing the wheel. The tools – in the form of speech manuals, training programs and

World Headquarters staff support – are at hand. Our challenge is to have everyone use these manuals and programs effectively.

How has the leadership experience you've acquired in Toastmasters helped you in your career?

My Toastmasters leadership experience has most definitely produced spectacular results in my business as well as in other activities. Simple "head knowledge" can never replicate the hands-on experiences I've acquired in Toastmasters. Toastmasters has taught me the importance of perseverance, of trusting people to guide me through potential disasters or horrendous problems, and of working together to achieve astounding results.

Those who believe Toastmasters is only about speech-making skills miss out on so many life-changing benefits by not taking advantage of the leadership opportunities available.

Paradoxically, perhaps the greatest benefit is to feel the fires of failure and to taste the "Thrills of Success." You come out a stronger person, and more successful – if you really want to be!

If you had one message to every Toastmaster, what would it be?

Whatever is your deepest goal in life, never give it up. The power of perseverance will always outlast the brightest of comets that zooms across the sky. **T**

NOTICE OF ACCEPTANCE OF NOMINATIONS FOR INTERNATIONAL OFFICE

Following are the qualifications needed to hold International Office:

FOR INTERNATIONAL OFFICER:

- active member of a Toastmasters Club during the entire 12-month period immediately preceding nomination.
- served a two-year term on the Board of Directors.

FOR INTERNATIONAL DIRECTOR:

(DISTRICTS WITHIN REGIONS)

- active member of a Toastmasters Club during the entire 12-month period immediately preceding nomination.
- served an entire term as District Governor at the time of election.
- not more than one of the elected Directors may be from one Club or any one District.

FOR INTERNATIONAL DIRECTOR FROM OUTSIDE THE UNITED STATES AND CANADA:

(DISTRICTS OUTSIDE REGIONS; ELECTED IN EVEN-NUMBERED YEARS)

- active member of a Toastmasters Club during the entire 12-month period immediately preceding nomination.
- served an entire term as District Governor at the time of election; or Chairman or Chief Officer of a non-District administrative unit during the entire administrative year immediately before the unit became a District or Provisional District; or as District Governor during the entire administrative year in which the unit became a District or Provisional District.

If you are interested in running for International Office at the 1997 International Convention and meet the qualifications stated above, please write or call the Policy Administrative Department at World Headquarters for a booklet called "Information for Candidates to the Board of Directors of Toastmasters International." This booklet contains a "Letter of Intent" to be sent to the International President by December 31, 1997.





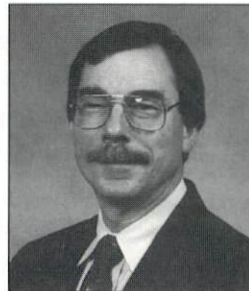
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3 Nancy S. Starr, DTM
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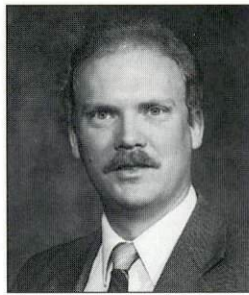
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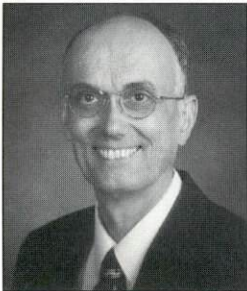
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28 Jerome W. Roberts Jr., DTM
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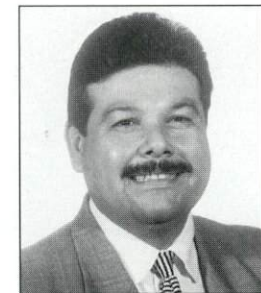
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32 Stanley A. Hammer, ATM-S
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33 Gail S. Patterson, DTM
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34 Arnoldo Cantú Arias, DTM
Matamoros, Tmlps., Mexico



35 Frank W. Ingles, ATM
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36 La Verne T. Hawkins, DTM
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37 Van Sherrill, ATM
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38 June Cottrell-Miller, DTM
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39 Roberta J. Battle, DTM
Sacramento, CA



40 E. Thomas Loughlin, DTM
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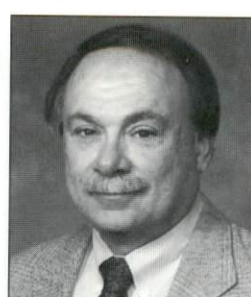
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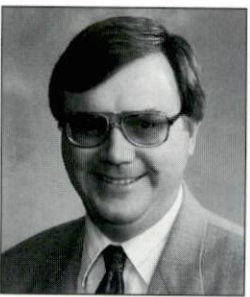
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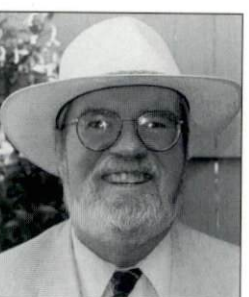
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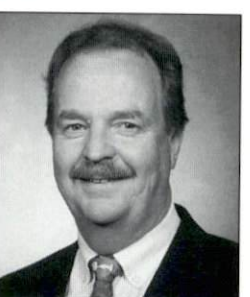
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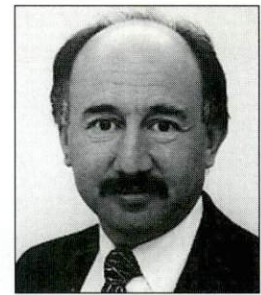
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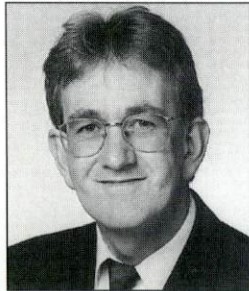
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70 Kevin Norton, DTM
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Two “Must-Haves” from Toastmasters International

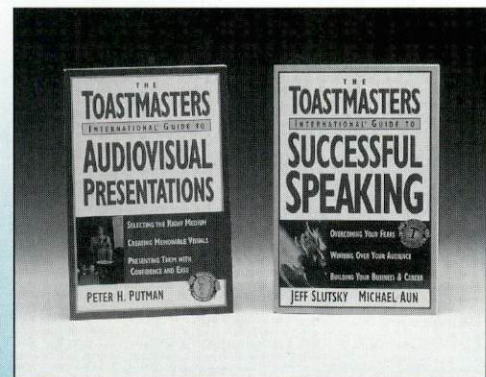
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START A

Speakers Bureau!

What's in it for you
and your club? Read on!

People typically join a Toastmasters club to learn public speaking skills. After earning their CTM, however, many members yearn to try their wings before audiences outside the comfort zone of their club meetings.

This realization is what prompted Bette Robinson, DTM, of Mid-Cities Noon-Time Club in North Richland, Texas, to start a speakers bureau in her area. "I'm in a club of experienced, older members," she says. "We don't need to know how to make speeches anymore; we just like speaking."

Robinson is just one of many Toastmasters who saw a need for new speaking challenges outside the predictability of the club setting and decided to do something about it. Today, there are more than three dozen Toastmasters speakers bureaus internationally.

THE BENEFITS OF TOASTMASTERS SPEAKERS BUREAUS

New concepts, particularly those that require putting forth some time and effort, often generate the question: What's in it for me? Read on and find out. A Toastmasters speakers bureau in your area would:

- ▶ Give your club more exposure within the community, thus draw new members.

By Patricia L. Fry, CTM ■ Illustration by Mike Cressy

- ▶ Create opportunities for members to further hone their speaking skills and increase their experience outside the club environment.
- ▶ Provide opportunities for members to do self-, business- and cause-related promotion through speeches throughout the community. For example, an author might promote her local history book by giving historical talks for service organizations. A member who works with abused children may raise awareness and recruit volunteers through inspirational and informational talks to church and community groups.

KNOW AND FOLLOW TOASTMASTERS REGULATIONS AND POLICIES

All speakers bureaus are not created equal, but there are certain criteria all Toastmasters-sponsored and operated bureaus must follow.

- Consult with your area and district leaders before starting a speakers bureau. Also order Toastmasters International's "Speakers Bureau" brochure (Catalog No. 127), which provides helpful information.
- Allow only Toastmasters in good standing to participate as speakers.
- Do not charge or allow members to charge for their presentations. If the organization offers an honorarium or donation, it must be placed in the club treasury.

TWELVE SIMPLE STEPS TO STARTING A SPEAKERS BUREAU

1 **Decide whether this is to be a club or a district project.** You may find that the demand for speeches is greater than the supply of speakers if you try to keep things too small and confine your bureau offerings to just one club. By involving the entire district or at least several clubs in the speakers bureau, you'll have more people to draw from to help organize and operate it. And you'll have a greater variety of speaking opportunities when you have a greater array of speakers.

2 **Notify local Toastmasters.** Anita Baker, ATM, member of Speakeasy Toastmasters in Oklahoma City, and coordinator of the local speakers bureau, sent fliers to the presidents and public relations officers in 35 clubs throughout Oklahoma City asking them to announce her plans for a speakers bureau to their members. Selena Fuller, DTM, and member of Gateway Toastmasters Club in Philadelphia, Pennsylvania, submitted an article to her district's newsletter announcing her plans to start a speakers bureau. Follow up your written announcement with a visit to area club meetings to talk about the bureau and to answer members' questions.

3 **Distribute applications.** Create an application that includes spaces for name, address, phone, Toastmas-

ters competency rating, a list of speech topics, interests, hobbies and when this person is available to speak. Provide a place for the applicant to write a profile of herself. Distribute applications to all area clubs. If members seem reluctant to commit, you may have to get out and do some recruiting. Robinson did just that. "Some members were lazy about sending their applications to the speakers bureau," she says. "Being active in the area, I knew who was good and I'd just call them and encourage them to get involved."

4 **Evaluate bureau applicants.** Most speakers bureau coordinators seem to require that applicants have at least a CTM rating. If your area is small, you may want to arrange to hear each speaker in person. If this is impractical, request recommendations from club presidents. Fuller asks applicants to submit tapes, which she later reviews with a committee. "It's a small committee of just three members from three different clubs," she says. "If you have too many people involved, you'll have more disagreements."

5 **Create a promotional piece.** While some speakers bureau leaders simply design promotional fliers to advertise their bureau, others create detailed promotional pieces. Baker produced a booklet in which she devotes a half page to each of her 18 speakers. The half-page listing includes the speaker's bio and speech topics. Baker asks for a \$20 contribution from speakers to cover the cost of printing the booklet. She also sells advertising space to Toastmasters clubs.

6 **Locate groups in need of speakers.** Baker sent press releases to local newspapers announcing the speakers bureau and then sent her booklet to those expressing an interest. Robinson, on the other hand, approached organizations directly. "I contacted the Chamber of Commerce in the area, as well as libraries, service and social organizations, charity organizations and schools," she says. "I also had notices posted in libraries, the city hall - any place I could get people to put them."

7 **Train the speakers.** Your speakers are Toastmasters who probably have earned their CTM, so they should know the etiquette of public speaking. It's highly recommended, however, so everyone is on the same wavelength, that you provide an orientation at least once a year for incoming speakers.

8 **Designate a contact person.** Baker arranges to have organizations contact the individual speakers directly. "I felt it would be too much of an administrative problem to have the calls come to me," Baker says. "And I'm glad I did it this way, because we had an overwhelm-

ing response." Most bureau operators, however, prefer maintaining the control over matching the individual to the organization and providing their speakers with equal opportunities. Both Robinson and Fuller field calls for their speakers themselves.

9 **Seek additional speaking opportunities within the community.** According to Robinson, some charity and other organizations, as well as businesses, offer training for people who want to speak on their behalf. Many of her speakers took advantage of such opportunities. On one occasion, 150 Toastmasters attended an orientation to speak on behalf of a new museum exhibit. "Particularly interesting," says Robinson, "was speaking for the Dallas County Council on Alcoholism. We told them, 'we're not volunteering for your organization, we're purely interested in public speaking.' But many of our Toastmasters started working for that organization as volunteers because they were so caught up in the work they were doing."

10 **Solicit additional publicity for Toastmasters.** Notify local newspapers about events in which Toastmasters are participating. If reporters don't come out for the story, take pictures and submit an article yourself.

11 **Keep an open line of communication with your speakers and clients.** Be concise and thorough in receiving and relaying messages regarding scheduling. Keep excellent notes. Put things in writing to both the speaker and the client.

12 **Follow up!** After a presentation, call the contact person from the group or organization for an

evaluation. To operate a successful speakers bureau, you must have satisfied clients.

TIPS FOR SPEAKERS

- ▶ If you want exposure and experience, hone a generic motivational or humorous speech, as they seem to be the most popular. "Motivational speeches are going to carry you anywhere," suggests Fuller.
- ▶ When filling out the application that will go on file in the speakers bureau headquarters, avoid being too generic. List several speech topics. Saying, "I speak on any topic," is not specific and you will be overlooked.
- ▶ Arrange to have a fellow Toastmaster evaluate your outside speeches, so they will count toward your next level of Toastmasters achievement.

Having a speakers bureau is not only a service to members, but, as Robinson says, "It's also a wonderful community service. We have people who can speak on anything in the world. I send Toastmasters to conduct telethons, to be master of ceremonies, we send people to churches to speak and to garden clubs and schools."

It's also a great way to increase membership. According to Baker, "We get a lot of calls from people just wanting to know more about Toastmasters."

If you want to increase your membership while offering members a wider arena for growth in public speaking, consider starting a speakers bureau. The sky is the limit.



Patricia L. Fry, CTM, a regular contributor to this magazine, is a writer living in Ojai, California.

Are You **GOOD ENOUGH** to be a **PRO?**

*Toastmasters' Accredited Speaker Program
is now accepting applications for 1998.*

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 Toastmasters International. 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 1998 Accredited Speaker Program is November 1, 1997.



MANNER OF SPEAKING

By Edda R. Bevilacqua, ATM

Organize Your Speech the SQ3R Way

As an English instructor at a junior college, one of the most important lessons I taught, and later used as a speech topic, was an organizational technique known as SQ3R. The acronym stands for: Survey, Question, Read, Recite and Review.

as necessary for you to learn it, so you will be comfortable when presenting it to your audience.

To summarize, here's the SQ3R technique for speech organization:

How may SQ3R be used to organize a speech? Let's take a look at the individual steps in the process and then put them together to see how the process can help you:

SURVEY: In much the same way as an opinion poll helps people feel out their opinions on current issues, a survey of a potential speech topic helps the writer decide, or feel out, what he or she wishes to speak about. When you do a survey, remember "The Five P's" of speech organization:

1. Prepare (Do the research)
2. Plan (Know your topic)
- 3-5. Practice, practice, practice

QUESTION: What kind of questions should speakers and writers ask? One type of questioning falls into the basic journalism class formula: Five W's and H (Who, What, When, Where, Why and How). With those basic questions in mind, the speaker is ready for the next step, asking his or her own questions.

READ: When learning a speech, read one point of the speech at a time. This eliminates the mental overload that inevitably comes from trying to digest too much material at one time. Read one point, internalize it and move on, systematically, until you have learned the entire speech. Notice that effective reading is based on the questions you have formulated from a survey of the material.

RECITE: When you recite, you rehearse the answers to your questions out loud. Reciting a speech is, literally, practicing it out loud.

REVIEW: Part of writing is rewriting. It follows naturally, then, that part of reading is re-reading. Practice your speech over and over again and repeat the process as often

Survey: Find out what you wish to speak about.

Question: Ask pertinent questions. These questions may follow the basic "Five W's and H" formula or be open-ended.

Read: Read and internalize one point of your speech at a time.

Recite: Practice your speech out loud.

Review: Keep practicing. You'll learn something new every time you give the speech.

Remember that each step in the SQ3R process builds on the previous one. If the speaker knows the topic, asks the right questions, reads, recites and reviews the speech, he or she will be ready to present it to an audience of any size. Nothing happens in isolation, especially not a good speech. SQ3R is a tried and true method of writing, organizing and presenting a speech. **T**

Edda R. Bevilacqua, ATM, is a member of three Toastmasters clubs in California: two in Santa Maria, and one in Lompoc.

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- RUTH (KLUG) THUNBERG

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HALL OF FAME

Notice: Members who received any ATM award before June 30, 1997, will be listed in *The Toastmaster* magazine Hall of Fame. Members who receive ATM awards after June 30, 1997 will not be listed in the magazine because of an increased number of awards that will be issued under the new recognition system and because magazine space is limited.

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

DTM

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

Sally Hicks, 6570-F
 Frances Tomich, 1307-1
 Dorothy Jones, 4131-1
 Horace Bailey, Jr., 6054-1
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 Larry R. Cooper, 126-5
 Donald C. Wiggins, 9273-5
 Marjorie Marie Johnson, 5252-6
 Lynn McCune, 3152-12
 Charles W. Weck, 7213-12
 Gillian Kettlewell, 8116-21
 Josephine B. Bell, 9197-28
 Bob Dobson, 3374-33
 Mike Wilson, 6150-33
 Gayle P. Brown, 8271-33
 Victoria Cueva Gomez, 8964-34
 Diann Ellerbe, 5309-36
 John E. Chappell, 4407-39
 Gayle J. Rogers, 5108-39
 David Parrish, 3258-41
 James Thomas Ollett, 6324-42
 Himendu Chaudhuri, 8927-46
 Immaculata Hamilton, 3596-47
 Ann Willard, 858-48
 Nettie Spain, 858-48
 Gregg K. Timmons, 9790-50
 Abu Bakar Bin Sheriff, 2574-51
 Sandra Shunmugam, 6912-51
 Lemuel A. Manchester, 4745-52

Joan Ellen Bedinotti, 3902-53
 Delores F. Lenzy, 3393-56
 Vincent D. Balli, 6486-56
 James J. Doyle, 5339-57
 Clarence S. Matthews, 5497-58
 Alan Mills, 2959-61
 Patricia Pounienkow, 9105-61
 Velma P. Latmore, 9105-61
 Ruth Lucille Mahon, 9274-64
 Alfred E. Smith, 1831-65
 Betty Loraine Oakes Muka, 9520-65
 David L. Norman, 3305-66
 Jeannette Y. Clarke, 5073-70
 Tony Zammit, 9411-70
 Patti Bertram, 9691-70
 Margaret Austin, 3183-72
 Duncan P. McMillan, 4374-74
 Ruth Pressler, 8217-74

ATM Silver

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

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 Katherine M. Sada, 6980-4
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 Phyllis B. Wilcox, 5064-6
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 Hector Bustos Serrano, 7440-34
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 Jordana Carroll, 4356-5
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 Richard R. Snyder, 7213-12
 Jason B. Collier, 5852-14
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 Mary Urbanski, 101-19
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 Robert R. Bruckman, 3154-19
 Keith A. Phillips, 272-20
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 Lance W. Marsh, 5750-21
 Wilma A. Young, 7173-21
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 Mary A. Marion, 4184-27
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 Jim Curley, 4882-31
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 Terry L. Mayfield, 1670-52
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