

# The TOASTMASTER®

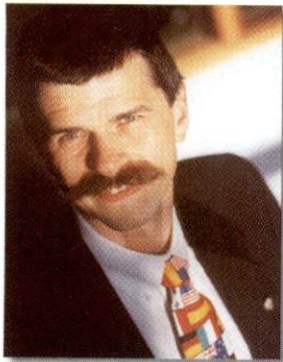
SEPTEMBER 2002



Meet Gavin Blakey, DTM:  
Toastmasters' 2002-2003  
International President

## BECOMING A LEADER

One Step at a Time



## VIEWPOINT

# Toastmasters: Bringing Out the Best in People

During my 20 years as a Toastmaster I have noticed an enduring characteristic of our organization: Toastmasters brings out the best in people. By Toastmasters, I mean both the individual and the organization. By best, I mean people are encouraged to strive for and reach their full potential. Nobody can ask more than for each of us to give our personal best. By striving to achieve a personal best every time, we will bring out the best in ourselves.

We have the power to make a positive difference in other people's lives by helping them to become even better communicators and leaders. When evaluating, we reinforce their strengths and tactfully provide points for improvement, encouraging their personal growth. Evaluation is the keystone to bringing out the best in others.

We also bring out the best in our teams. The reason I first became a club officer is that Mike asked me. Mike was the mentor of my first club, Tropic City. He believed I had the ability to take on the role of treasurer – so I stood for election and lost! When the elected treasurer left six months later, I was appointed to the position. I have been in a club, district or international leadership role nearly every year since. Why? Because I find that leadership roles provide twice the value for my membership dollar and time investment: Effective communication is a fundamental skill of leadership.

What if Mike had not asked me to stand for that club officer role 20 years ago? I probably would not be your International President today. What leadership role will you take on next? Who in your club or district can you encourage to take on a leadership role? With a little encouragement and mentoring, that person may become International President one day.

Our founder's words of wisdom are printed on each of the 65,000 membership certificates issued each year. Dr. Smedley said: *"Ours is the only organization I know that is dedicated to the individual. We work together to bring out the best in each of us and then we apply our skills to help others."* This quote captures the essence of Toastmasters – individuals striving to be the best they can be, bringing out the best in others while bringing out the best in the team. Toastmasters membership is your passport to success. As you look forward to the year ahead, ask yourself:

- What am I going to do to ensure I continue to achieve my personal best?
- What will I do to bring out the best in others?
- What am I doing to bring out the best in the team?

Whatever goals you set for personal growth, make it your mission to be the best that you can be while helping others to be the best they can be. As your International President I pledge to do my personal best – for you and the Toastmasters organization.

Toastmasters: Bringing out the best in people

*Gavin Blakey*  
Gavin Blakey, DTM  
International President

# The TOASTMASTER

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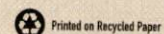
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### *The Toastmasters Vision:*

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, and find the courage to change.

### *The Toastmasters Mission:*

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

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

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

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## LETTERS

### ENERGY BOOST

I take *The Toastmaster* magazine to work and read inspirational articles during lunch or tea-break. Like an injection of adrenaline, this propels me to do my very best in the office. As an example, I read "Expressions of Excellence" (May 2002) over lunch and soon was a new man, exuding motivation. My boss noticed and asked for my secret. I gave her a copy of the magazine to read. She has attended Toastmasters meetings ever since.

Charlton Dzvauro, CTM • Flamboyant Club 5179-74 • Bulawayo, Zimbabwe

### WHOM TO BELIEVE?

I thoroughly enjoyed "Fighting Words" (July 2002), Eugene Finerman's article on the twin arts of war and oratory. The side article, however, confused me. Was Napoleon ("Legendary Leader" by Victor Kamenir) the man who "excelled at public speaking" or was he (according to Finerman) the man who "wrote rousing speeches but could only mumble them, with his thick Corsican accent"? Either way, Toastmasters would have a terrific member were Napoleon alive today!

Charles Walter, ATM-B • BASF Club 6511-46 • Mt. Olive, New Jersey

### MORE LIKE THIS

I read with interest your article "Fighting Words." An excellent measure of the quality of your speaking is the results you get from speaking, especially in a life-or-death matter like combat. More articles along these lines discussing the impact of speakers on military and political events would be most appreciated.

Gary Vardon • Downtowners Club 2696-15 • Salt Lake City, Utah

### DIFFERENCES ABOUND

It is amazing how two people can have such different reactions to the same article. Steve Najarian reports in the July issue that he read John Cadley's "He Said, She Said" (April 2002) and dismissed it as stereotyping. I read the same article and decided that a) I must be a man (please don't tell my husband!) and b) I never wanted to read another issue of *The Toastmaster* in my life – the quality control just didn't seem to be there.

Thus matters stood a few hours ago. Then today, ill and with no reading material except the July 2002 issue in reach, I discovered one insightful and unique article after another. What a world of difference between April and July! Great job. The whole issue is well-crafted and professional. The excellent articles by Ken Askew, Patrick

Mott and Eugene Finerman particularly stand out. *The Toastmaster* has come of age.

Beatrice Nearey, ATM-S • University Club 5024-42 • Edmonton, Alberta, Canada

### INSPIRED

I've been a Toastmaster for about 10 months. I had already done quite a bit of public speaking when I joined, but there is nothing like polishing what you have to make it better. This is such a wonderful organization, and I feel blessed to be a part of it.

As a freelance writer, I have found *The Toastmaster* to be a great source of help, ideas and inspiration. Each issue I've read has had at least one article that has been of benefit to me, but this time (July 2002), there were two. Chris Bachler and Ken Askew provided terrific suggestions on writing proposals and speeches respectively. I feel as if someone there has a link to my mind and sends me what I need right when I need it.

Linda Wood • Republican Club 9366-33 • Las Vegas, Nevada

### VIVE LA DIFFERENCE

John Kinde, you are terrific! "Diversity" is a word that tends to make us flinch these days. It's been abused, misused, disrespected, distorted, sneered at, jeered at and made hideous by human resources departments all over. Finally you have put diversity in its rightful place, a joyful celebration of "vive la difference!"

As a blue-eyed Euro-mutt married to an Asian and living near Los Angeles, I relished your upbeat exposition of why Toastmasters might want to seek out multicultural experiences.

While doing research for a speech about fear, many co-workers told me they were so fearful of "bad neighborhoods" that it affected their lives. Other fears hindering their appreciation of "la difference" were of hearing people speaking a language they didn't understand, and having to eat "weird" food.

For the fearful, may I add one more baby step to Mr. Kinde's excellent suggestions? Study a foreign language. Even if one never becomes fluent, learning another language teaches about another culture, makes travel easier, helps bring down barriers, improves English vocabulary – and does wonders for pronunciation and speaking style.

*Un million de gracias*, John Kinde. *Domo arigato*. (Spanish for: a million thanks, John Kinde. Japanese for: Thank you.)

Tina Tomiyama • Mattel Club 8944-1 • El Segundo, California



By Susan Kingsbury, ATM-S

# A Vacation to Remember

HAVE YOU EVER BEEN PART OF SOMETHING THAT SEEMED LARGER than life? Did you relish every moment of the experience? Did it make you a better Toastmaster? I am proud to say yes to all three questions. This happened recently when I was

visiting clubs in Honolulu on my vacation. Little did I know at the time that this would be a life-changing experience for me as a person as well as a Toastmaster.

One of the greatest gifts from Toastmasters is being able to visit other clubs all over the world. It's an opportunity to build relationships, learn from each other and celebrate our accomplishments. By meeting members from other parts of the globe, the world becomes a friendlier place, offering hope for the future.

One of my goals was to include my fellow Toastmasters from Ottawa in my adventure. We worked together to prepare a package to give to the Honolulu clubs. In the end, representatives from 20 Ottawa clubs participated. When the package was presented to the Honolulu members, they were impressed. As one president said: "Canadians are always so warm."

My Honolulu colleagues showed me that "all-American" hospitality. They escorted me to three meetings, making sure I was exposed to as many clubs as possible. One meeting in particular was somewhat different from what I'm used to. Imagine coming from Ottawa, where it's dark and cold in January – the type of cold that's minus 40 degrees with the wind chill factor. Yet, here I was at a Toastmasters meeting in the lobby of a beautiful hotel that had an open-air view of the ocean during the meeting. That's heaven! My Hawaiian colleagues asked me to speak at their district training, an invitation I happily accepted. Upon completion of the speech, I was presented with a Toastmasters mug, pen and an Outstanding Member pin. I was overwhelmed by my hosts' generosity.

The important thing about my visit was the fact that as Toastmasters we share the same values, and these values transcend boundaries. The visits became learning experiences. I saw similarities among the clubs in Honolulu and those in Ottawa and the same commitment of members toward their personal and club success. I also learned that we share many of the same challenges, such as how to increase membership and motivate members. The bottom line is that the strength of our organization is its people, and this is what makes Toastmasters International a

world-class organization. In Ottawa and Honolulu, I saw the same warmth and friendliness. In fact, I like to think of Honolulu as the "hug" capital of the world. I have never been hugged so much as I was at these clubs! They

made me feel very special.

Leaving Honolulu, I felt content. I have many warm memories, new friends and a deeper sense of what it means to be a Toastmaster. Although I was thousands of miles away, I felt right at home – as if we all belonged to one family. I remember thinking how fortunate I was to be a Toastmaster and what it has meant to my life. Again, it's the people that make the difference. This was truly a vacation to remember. **T**


Susan Kingsbury, ATM-S, is a member of Dows Lake Club 7618-61 in Ottawa, Ontario, Canada.

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**The author, a NYC firefighter, gets to travel the world and speak out against terrorism.**

# A Toastmaster at Ground Zero

All of us changed a little on September 11 last year. Many of us vowed to spend more time with our families and loved ones, to slow down our lives a little. We realized that peace is not a gift; it is a privilege we have to work for. We also realized that if terrorism exists anywhere, it is a threat to us all. In a split second our world was irreversibly altered. I never could have predicted the events that were about to unfold in my life as a result of being a New York City firefighter and a Toastmaster.

On what started out as a beautiful September morning last year, I was at home when I received a phone call from a friend telling me to turn on the television. To my horror, like millions of viewers around the world, I witnessed the second plane hitting the World Trade Center. I immediately reported to my firehouse and then to the Trade Center. I will never forget what I saw: 17 acres of twisted steel and broken buildings. All of us were in shock. As a member of the original task force, I spent the ensuing weeks searching for victims and praying for miracles. We saw things no person should ever have to see. But eventually hope rose from the ashes of Ground Zero. People from all over the country came to lend a hand. They included chiropractors, cooks, priests, waiters. Iron workers and emergency workers came in armies. You could feel the love and caring. Ground Zero had become a very spiritual place.

Then something happened that merged my experience as a firefighter at the World Trade Center and my skills as a Toastmaster. On February 11, I received a call

from the fire department headquarters asking me to fly to Washington, D.C., to represent the Fire Department of New York at an event that included a lunch with Mrs. Alma Powell – the wife of U.S. Secretary of State Colin Powell – and then a press conference with Mr. Powell himself. The occasion marked the opening of a photo exhibit of 9/11 that was to tour the world, visiting almost 100 cities in three years. Headquarters called me because they knew I was a Toastmaster and never refused an opportunity to speak. You know how we Toastmasters are!

The event went well. Three days later I received a phone call from the U.S. State Department asking me if I would like to be the keynote speaker at the opening of the exhibit in Santiago, Chile, in March. Of course, I accepted. I gave 12 presentations during my week there. Several times, as I was being ferried from event to event, I said to myself, “Thank goodness I’m a Toastmaster!” I needed every skill I had learned as a Toastmaster, especially the ones I had honed in the dreaded Table Topics. The press was asking me questions from all sides, and I had to respond immediately and correctly. There were no second chances. As in Table Topics, it was important that my answers be wrapped in a neat package with a good concluding statement. If my eight years of going to Toastmasters meetings were solely to prepare me for this opportunity, they were worth every second.

There is absolutely no way I would have had the same impact without my Toastmasters training.

*“If my eight years of going to Toastmasters meetings were solely to prepare me for this opportunity, they were worth every second.”*



Captain Daniel Daly speaks to school children about 9/11 at Colegio San Gabriel in Santiago, Chile.

Captain Daniel Daly (right) and Octavio Hinzpeter, president of the Chile National Firefighters (center), during a Q & A in Santiago.



Preparing numerous manual speeches at the club gave me the experience I needed to write my presentations. I found the advanced manuals on public relations to be very helpful. Being involved in many competitions at the area, division and district levels helped me fine-tune my talks and feel comfortable in front of hundreds of people. Many times I said to myself, "You've done this before, Daniel, you can do this now!"

While still in Chile, I received a phone call from the Embassy in Sao Paulo, Brazil. It seemed that former U.S. Secretary of State Henry Kissinger was to be the keynote speaker at a presidential banquet there. But several days before the event, his trip was cancelled. The organizers needed a last-minute replacement and thought that getting a NYC firefighter might work.

Well, there I was flying to Sao Paulo, Brazil. I was to give a keynote at a presidential banquet to be attended by the "Who's Who" of South America. I remember sitting at President Fernando Henrique Cardoso's table thinking how unbelievable all of this was. In just moments, I was to give the keynote to more than 750 people and I wasn't nervous. I just kept in mind the purpose of my visit, to represent my fellow firefighters and my country with dignity, while promoting peace. In my concluding

remarks I invited President Cardoso to the lectern, where I presented him with a FDNY Memorial cap. He put it on and gave me a hug. This picture appeared all over North and South America. Thanks, Toastmasters, for teaching me the importance of a strong conclusion.

Since that event, the U.S. State Department has asked me to continue giving presentations overseas. The Department feels that making the countries of the world aware of the realities of Ground Zero will play an important part in combating terrorism. So this fall, I will retire from the New York City Fire Department and travel with the State Department for as long as they need me.

I find it incredible to have these opportunities to represent my fellow firefighters and my country. Also, I am aware of the enormity of the task that faces every peace-loving person. Our work is cut out for us. Finally, I am deeply indebted to the Toastmasters organization and the members of my club for helping me be ready to answer the call, as a firefighter and a public speaker. **T**

**Daniel Daly, CL**, is a captain and 24-year veteran of the New York City Fire Department. He has been a member of Westchester Club 863-46 since 1994.



Captain Daly gives Brazil's President Fernando Henrique Cardoso a commemorative FDNY cap at the Paz Nomundo (Peace Throughout the World) Fundraiser in Sao Paulo, Brazil.

Captain Daly, with Hinzpeter (right), after a keynote speech at the opening of Joel Meyerowitz's 9/11 photography exhibit, "Aftermath," at the National History Museum in Santiago.







# BECOMING A LEADER

## One Step at a Time

**“L**ead, follow or get out of the way!” is a dictum that seems archaic in good times, but magically reassuring during disruptive and unsure eras. In today’s tumultuous times, positive, visible leadership is essential to every dimension of organizational and civic success. But while leadership, the ability to move others to join in the accomplishment of an important goal, is a critical need in every

organization today, what it takes to be that leader is less certain. There are several very different schools of thought. The most common and popular view, especially in ambiguous and scary times, is the natural leader theory; some people have it and some people don’t. Critics refer to it as the John Wayne-big-scary-hairy-guy approach to leadership.

It is a model of leadership closely studied by social scientists during World War II, when there was a desperate need to identify the “Natural Leaders” among the thousands of draftees being processed every week of those turbulent post-Pearl Harbor times. It is a view popular with entrepreneurs and one that makes sense during a company’s fragile, formative, first two years – that period when, according to

the U.S. Department of Commerce, 80 percent of startup companies fail. This paternalistic “I’m in charge! Stick with me,” attitude and approach is both practical and prudent. Academic researchers insist, however, that there is little or no hard, scientific evidence to support the Natural Leader belief. Evidence or not, the idea and ideal of the dynamic, forceful instinctive leader persists and reassures us in times of crisis and uncertainty.

The contemporary view is that leadership is a set of attributes, attitudes and skills that by and large can be learned or developed through work, study and experience. Management scientists have looked at and studied factors such as **Consideration** – the leader’s concern for followers’ well-being; **Structure** – the leader’s skill at setting goals and determining work schedules and methods; **Production Emphasis** – the leader’s ability to get work done well and on time; and **Sensitivity** – the leader’s ability to keep people on the team happy with one another.

A ‘model’ of leadership we like was developed by Dr. Warren Bennis, a distinguished professor of business

administration at the University of Southern California, and Linkage, Inc., a Lexington, Massachusetts-based leadership development firm. This model suggests that leaders share a set of five core competencies, a package of five specific learned and learnable skills and a based line of knowledge about the organization they work for and the industry they work in – expertise they can bring

*“The most precious time to find, and most important time to use, is the time you spend reviewing in your mind, on paper or with a trusted colleague, a project you led or helped lead.”*

to bear on their leading and managing responsibilities. Those competencies are things like emotional intelligence, conceptual thinking and focused drive. Skills are more specific and observable. Problem-solving, coaching, communication and negotiation are among the critical skills of this leadership model. Knowledge can be any number of company-specific things. Sales, finance, strategic planning are among the specific knowledge areas this model suggests the contemporary leader needs to possess.

### BECOMING A LEADER ONE STEP AT A TIME

Knowing about leadership is one thing, becoming a leader, something quite different. Here’s the hard part, the little secret that never shows up in the textbooks or the research reports: You learn to lead – by leading. As Dr. Henry Mintzberg, a world-renowned management expert who directs the MBA program at McGill University in Montreal puts it: “No one learns to lead in a classroom. The best we can do there is give students an opportunity to reflect and learn from their experience.” That frustrating bit of sage advice is the first of five leader self-development principles we’ve discerned from looking at 50-plus years of the literature on leadership research and development, as well as from our own experience leading and developing leaders.

#### 1 KNOW THYSELF

Whether you are endeavoring to lead a Fortune 500 corporation, a Cub Scout pack, a church committee or a group in silent prayer, you need to know who you are; what values and principles inform your decision making and what you believe in. Martin Luther said, “Here I stand,” and so began the Protestant Reformation. People who would lead, lead something – something important to them that they believe in. That understanding of your views and values and the mission you have been charged with fulfilling gives people confidence in your constancy. People follow when they experience you as consis-

tent and trustworthy. Only when you know who you are and what you believe in can you effectively communicate a vision others will believe in and help you achieve.

#### 2 DEVELOP A MODEL OF LEADERSHIP YOU CAN STRIVE TO ACHIEVE

More people are killed by lightning than become leaders by accident. There may be exceptions – but we doubt it. Your personal model of leadership, your ideal, is something you may never achieve – there is a whole school of philosophy that believes just that – and your idea of what successful leadership looks like may change and mature as you do. And it may, in fact, be a model composed of disparate parts. You may admire and want to master Dwight Eisenhower’s stoic calm, John Kennedy’s charisma and wit, and Bill Gates’ passion – that’s fine. The important thing is to have an idea of what the leadership you want to exert looks like in action. What made people say Eisenhower was so calm? Find a specific incident and learn from it. Why was Kennedy perceived as charming and witty? And what makes a shy guy like Gates seem so smart and passionate to the thousands who work for him and admire him so? You don’t need to, and really can’t, invent a leadership model from whole cloth. Every leader has been influenced to be who he or she is by the people and events, the stories and the myths they have been exposed to and moved by. Keep your eyes and your mind open and expect to be taught by every leader you come in contact with. The ‘model,’ the idea of what leading is for you that comes out of your life-long search, will be as uniquely you as your fingertips. And as timely as the morning news.

The importance of having a model is contained in an old truism, “You can’t achieve what you can’t conceive.”

#### 3 LEARN FROM EVERYTHING

There are leadership lessons all around us – we just need to see them. The movies *Gettysburg* and *Shackleton* are current icons in leadership development because of the leadership lessons so many people see in the lives of Colonel Joshua Lawrence Chamberlain and Sir Ernest Shackleton.

Chamberlain, the first of America’s Congressional Medal of Honor awardees, led an exhausted, outnumbered, under-provisioned regiment to victory at the Battle of Little Round Top – the decisive action in the North’s victory at Gettysburg, July 2, 1863. He is revered today not for a hard-nosed Patton-like leadership style, but for just the opposite. Chamberlain’s ability to empathize with, trust and believe in his war-weary troops – 120 of whom were manacled, guarded deserters – won them over to the horrific and ferocious duty that was needed to save the day. He was as gentle a person as he was inspiring a leader.

Shackleton, an inveterate, wealthy adventurer, proved the power of vision and focus when his 1914 expedition to reach the South Pole on foot went amiss and turned

into an astounding story of heroic perseverance. His ship crushed by polar ice, Shackleton vowed that every member of his party would survive and be rescued. His skill at turning the expedition of adventurers into a well-oiled survival team, and his willingness to work as hard as any man in the group, created this modern legend. For the leader in training, his personal example of sacrifice, tenacity and forbearance demonstrates the power of the leader as a role model of commitment to a cause.

There are leadership lessons to be learned watching a Congressional hearing on C-SPAN or from reading a book or going to a play. Leaders have been inspired and provoked by books and plays as widely diverse as *The Prince* by Niccolo Machiavelli, *The Art of War* by Sun Tzu, *To Kill a Mockingbird* by Harper Lee, the *Bible*, the *Koran*, *Richard III* and *1776*.

You may not be a Chamberlain or a Shackleton and may never have a book or play written about you, but your own everyday experience can be a powerful source of leadership lessons. Historical lore has it that Thomas Edison tried more than 6,000 combinations before he found just the right materials for the first commercially viable light bulb. But Edison's efforts were far from blind trial and error. Each failed effort shaped and informed the one following it. The most precious time to find, and most important time to use, is the time you spend reviewing in your mind, on paper or with a trusted colleague, a project you led or helped lead. Whether the effort was successful or a miserable failure, the nutrients for your growth are in your understanding of that experience. Don't become a leadership hermit – keep your sights high and your mind open.

#### 4 CREATE A FEEDBACK-RICH ENVIRONMENT

If you think listening to a critique of your five- to seven-minute informative speech was hard, try being a leader hearing the unvarnished truth about your latest effort to get something done through others.

Ironically, the higher you are in an organization, the more critical your leadership skills become – and the less likely you are to hear the truth about them. That simple fact is why an ancient Chinese emperor instructed a trusted minion to stand behind the throne and whisper the truth in his ear while all the court was heaping praise upon praise at his feet.

If you are already a manager charged with leading a team, you must create an environment where people will tell you the truth as they see it. WARNING: The first time a colleague, superior or subordinate is met with anger or excuses for taking you up on your request for truth-telling is the last time they will ever venture into that risky arena. Truth can be hard to take, but isolation from it will destroy your effectiveness in no time. Some historians contend that isolation from diverse opinions was the fatal error that led to the Bay of Pigs fiasco for John Kennedy and the Disaster in the Desert for Jimmy

Carter. When someone gives you the gift of candor, the only acceptable response is a sincere "Thank you."

#### 5 FIND A MENTOR

In Greek mythology, Mentor was the advisor to King Odysseus, entrusted with the surrogate fathering and tutelage of his son, Telemachus, when he was off prosecuting the Trojan War. Mentor was characterized by Homer as a wise, trusted family friend. His challenge was to help Telemachus learn to think like a king in his father's long absence. Contemporarily, a mentor is someone outside of your chain of command – and possibly not even in your business – who you can go to for advice and counsel on your leadership dilemmas and consternations. This person is a trusted advisor with no tangible "stake" in your success, his only reward the satisfaction of it. Bill Gates, the richest man in the world, goes to Warren Buffet, the second richest man in the world, when he needs a neutral but caring and wise ear.

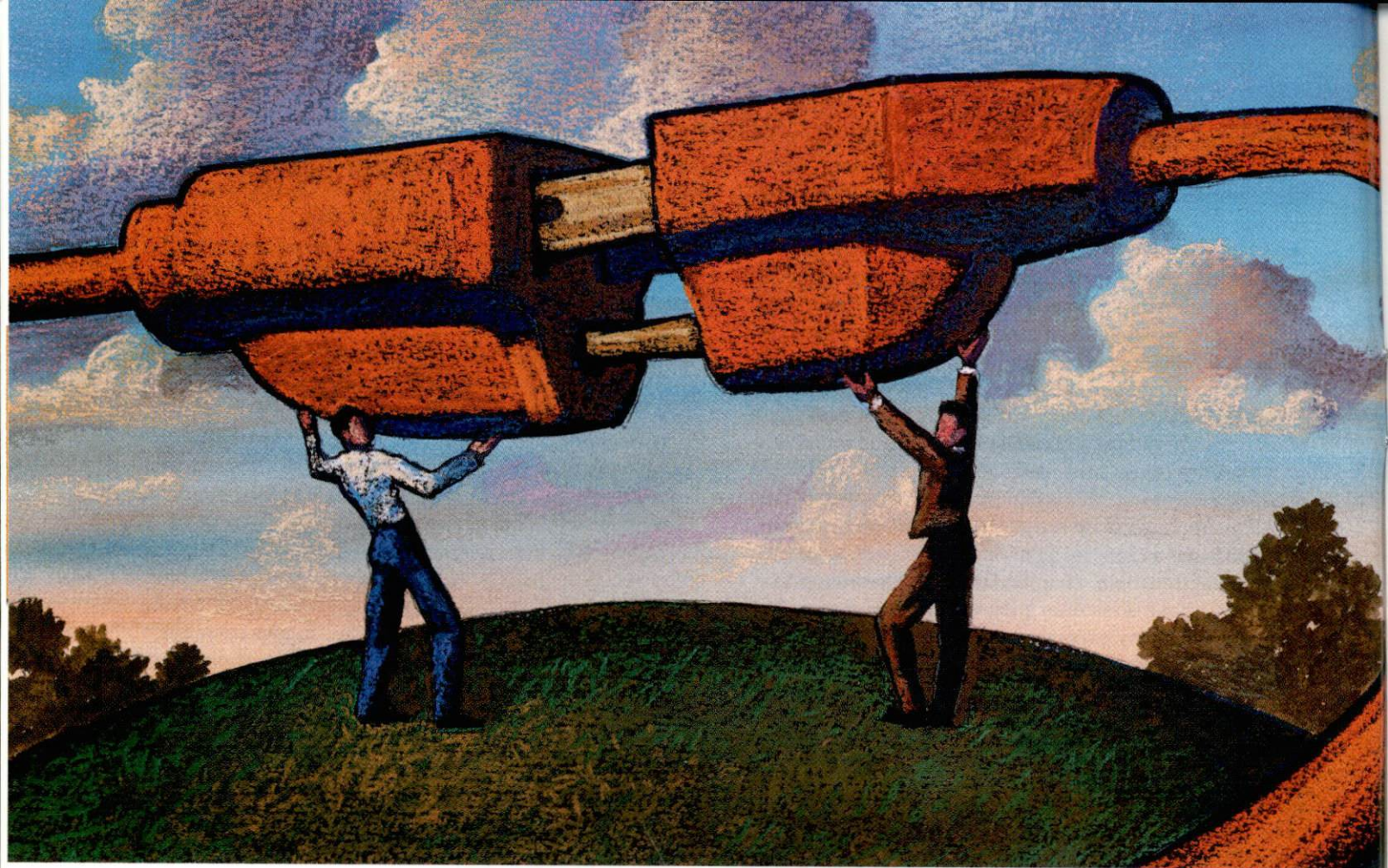
A mentor relationship can be – often is – short-lived. Perhaps you obtain reliable feedback that you are terrible at matching people to projects. You know, however, that someone – let's call him Maxx, who you know from your Toastmasters club, is just super at giving work assignments and blending people into successful teams. Contact Maxx and ask for his help. Make a verbal pact with him that for, say, six months you will avail yourself of his wise counsel. A one-to-one dialogue with a person who has mastered a skill you dearly need can be among the most memorable conversations of a lifetime.

#### JUST ONE MORE

Are these five principles everything you will ever need to become a great leader? Probably not. In fact we know that to be true, for there is at least one more principle, factor, step or rule: Don't wait. Don't hesitate. Step up. In the world today there is such a need for true leadership and so many opportunities for you to begin the job of leading and learning that it would be a shame if you spent valuable time looking for The Perfect Opportunity. Opportunities are all around you, in your club, at your work site and in your community. An old axiom says that the longest journey begins with a single step. The road to leadership begins when and where you raise your hand for the first time and say, "I can take that on." **1**

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# Only Connect!

## A Toastmaster's imperative.

By Christopher Witt

**E**.M. Forster's 1910 novel *Howards End* tells the story of two sisters caught in the class conflicts and societal upheaval of pre-war England. Things are falling apart, and within a few years the world as they know it will change forever.

Forster's misgivings about the accelerating pace of life and the coarseness of a society obsessed with money are as relevant today as they were nearly a century ago. And the theme of his book, its epigraph, offers a prescription for hope that is as life-affirming today as it was then: "Only connect!"

The phrase allows for three interpretations. In one sense, connecting is a way of integrating the sundry elements of our personalities. In another sense, connecting unites our inner selves – "what we think and feel and value

deep down" – with our public personas – how we let ourselves be known through our words and actions. (Psychologists have a name for such a union of the inner and the public selves: authenticity.) And finally, connecting has to do with forming personal relationships, with building bridges across the physical and emotional space that separates us.

In all three senses the phrase "Only connect!" could serve as the maxim for Toastmasters.

### INTEGRATION

In Toastmasters we get a chance to integrate two seemingly disparate elements of our personalities. One part of us – the resident pragmatist – just wants to learn how to give a decent speech. "Show me how to stand in front of an audience," it says, "without risking a heart attack or looking like a fool." Another part of us – the inner poet – has a message, a heart-felt, hard-earned truth it longs to share. It wants to touch people's hearts and stir their imaginations. If we stick with Toastmasters long enough, we stand a good chance of bringing the two parts of us together.

For the resident pragmatist, Toastmasters teaches the skill of speaking. The Basic manual is a how-to handbook. In bite-sized and manageable chunks it walks us step-by-step through the techniques, mechanics and strategies of

speaking. The 10 projects of the Basic manual address the fundamentals of speaking, one skill at a time: Develop confidence, speak in earnest, organize your speech, show what you mean, and so on. As we work our way through the Basic manual, we learn most of what we need to know to give an effective speech. We become Competent Toastmasters. And the pragmatist within smiles.

But competency and efficiency aren't enough to satisfy the poet within us. And so Toastmasters offers something more. As we participate in meetings, watch others experiment and grow, and progress through the advanced manuals, we learn that speaking is not just a skill; it's an art. Speaking gives us a way of expressing an experience or insight that is, at one and the same time, uniquely personal and profoundly universal. It taps into our creativity and soulfulness. It dares us to use our voices, bodies and emotions in new, maybe even dramatic ways. When we're "on," something magical happens: A charge fills the room. A jolt of electricity jumps from speaker to audience and back to speaker again. We know it and our audience knows it, and whether they break out in thunderous applause or sit in awed silence, everyone feels touched, maybe even changed.

In Toastmasters we get the chance to integrate the skill of speaking with the art of speaking. In doing so we connect the pragmatist with the poet within us.

### **AUTHENTICITY**

In Toastmasters we also find a safe place to practice one of life's most daunting challenges, the summons to be authentic. We become authentic as we align our behav-

ior, our words and actions with the person we understand ourselves to be. Authenticity is a process, not a once-and-for-all achievement. It's also risky business. There's always the fear, often justified, that if we let others know our true feelings and thoughts, they may not love us. They may, in fact, reject us. So we learn through the years to hide our innermost selves from full view. We edit what we say and restrict how we say it.

Toastmasters isn't group therapy or an excuse for emotional exhibitionism, but it does encourage us and give us the structure to speak honestly about ourselves and what matters to us. Think of the 10 projects of the Basic manual as invitations to self-disclosure. The instructions for the first speech, "The Ice Breaker," can be boiled down to one sentence: "Tell us who you are." The second project, "Be in Earnest," continues the theme, "Tell us about what matters to you." By our eighth speech, "Make it Persuasive," we're sharing something we care about so much that we want others to care about it too. And the last speech, "Inspire your Audience," is nothing short of a dare, an invitation to let it rip: "Go ahead, inspire us. Let your passion show, and make us passionate."

And then there's Table Topics. We can give any number of prepared speeches, playing it safe, carefully skirting any subject that might expose our vulnerabilities. But it's almost impossible to make it through Table Topics without blurting out something that sounds suspiciously like the truth. Our fellow club members, in the role of Table Topicsmasters, put us on the spot every time, asking for our spontaneous, unrehearsed and unedited responses to questions and situations we could never have anticipated.

## **How to CONNECT with an Audience**

1. Get to know people in the audience before your presentation begins. Introduce yourself while people gather. Get them talking about themselves and why they are there.
2. Have your audience's best interests at heart. See your presentation as an opportunity to serve your audience, not to impress or "sell" them.
3. Speak from the heart. If you care about your topic, and if you let your care show, your audience will care too.
4. Establish eye contact. Look people in the eye one at a time. Hold their gaze for 5 to 10 seconds, and then look someone else in the eye. (A word of caution: some cultures consider such eye contact rude, so as always, adapt your talk to your audience.)
5. Speak simply and with conviction. Don't give a speech; talk to your audience. Say "I," "we" and "you," when appropriate.
6. Approach your presentation from your audience's perspective, not yours. Address their concerns. Speak to their interests, values and aspirations. Avoid jargon they may not understand. (If you must use unfamiliar words, explain them immediately.)
7. Dress appropriately. Dress to suit your audience, just a little more formally. (An exception: If you have cultivated a unique appearance or if the audience expects you to be different, go for it.)
8. Avoid using humor or language that might offend.
9. Use evidence they will find credible. Cite sources that your listeners know and respect.
10. Tell stories to engage their imaginations. Most audiences – highly technical audiences are an exception – relate to a personal story.

In Toastmasters we can, if we choose, take steps toward greater authenticity by telling the truth about ourselves and what matters to us, by connecting our inner selves with our public selves.

## RELATIONSHIPS

In Toastmasters we are constantly challenged to connect with other people, with our audiences and with our fellow Toastmasters.

At every step Toastmasters shows us the importance of building rapport (another way of saying connecting) with whatever audience we're addressing. And it teaches us how to connect: Have the audience's best interests at heart, speak with sincerity, establish eye contact, dress appropriately, provide an appropriate introduction, avoid offensive language and subjects.

When we connect with the audience, they become our allies. They want us to succeed. They give us the benefit of the doubt when our logic proves shaky. They laugh at our jokes, even if they've heard them before. And they encourage us with their attentiveness, the way they look at us and smile or nod their heads. And for a time, at least, we come together. No longer isolated individuals, speeding off in a thousand different directions with our own agendas, we all come together, momentarily caught up in something bigger than ourselves. We are connected.

In Toastmasters we also connect with each other. Toastmasters isn't just a program; it's a club, a group of people who meet weekly to support each other's growth and development. There are many quantitative ways to judge a club's success: the number of new members, CTMs and ATMs, officers who have gone through training, and so on. But there's also a qualitative measurement we all know, about a club's friendliness. Visitors instinctively know it too. They say things like, "You made me feel welcome," "I can tell you like each other," and "You're so friendly." When we're overwhelmed by the prospect of how much we have to learn, what keeps many of us coming back week after week are the bonds we've forged with our fellow Toastmasters, the connections we've made. It's no wonder that many friendships and more than a few marriages have come about because of the social aspects of Toastmasters.

Our era is, if anything, more frenetic and preoccupied with money than Forster's. His injunction, "Only connect!" rings out with even more urgency today than it did a century ago. In its own way, Toastmasters – individually and collectively – respond to Forster's call and invite others to do the same. **1**

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## Get Better! Get Noticed! Earn More Money!

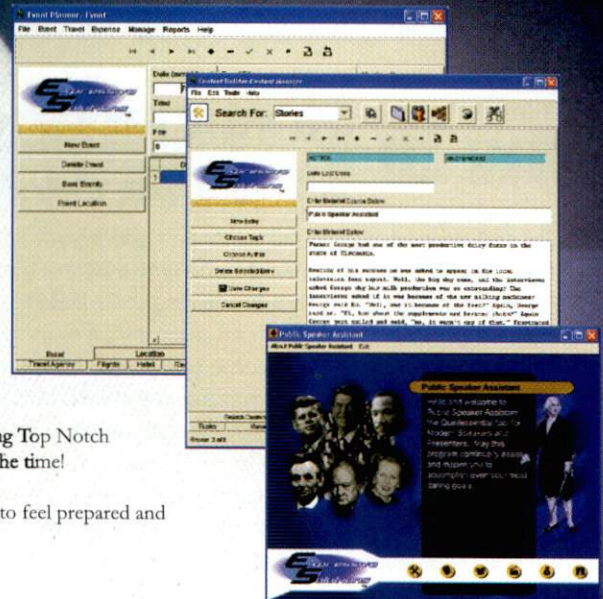
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By Ken Askew

Forget You Heard it Here —  
By Casper, the friendly ghostwriter.

## If You Chase Two Rabbits, Both Will Escape

PSST. I AM A SPEECHWRITER. WE USED TO BE CALLED “GHOST-writers,” which I prefer. It roils my gut when the cloak of what I do gets lifted – at parties, say, when the host brightly says to merrymakers, “This is Ken. He’s a speechwriter!”

And walks away. There I then stand, faced with wondering countenances who now feel obliged to inquire earnestly about my doings, when moments ago they were having fun.

Well. I really don’t know what to say about speechwriting. It seems untoward to kiss-and-tell the machinations of this silent profession. Hence the title of this column.

However, there’s one common question I can readily answer because I have a useful and studied response. Folks are usually curious to know what, if anything, the leaders I’ve encountered – a U.S. President, a couple of senators, a few governors and dozens of the nation’s top corporate leaders – have in common. The answer is, almost nothing. Except one trait: Focus.

It’s hard to imagine any two clients more different, say, than former Chrysler chairman Lee Iacocca and former U.S. Senator Sam Nunn, two smart leaders whose approaches to style and substance are, in my experience, polar opposites. Between the two lies a vast variety of others with varying personalities, intellects, interests, humor, egos and values. But the one thing these two men share with all leaders I’ve encountered is a laser-like focus.

To clarify a casually used term, “laser-like focus” refers to more-or-less uniform particles of energy, all directed in parallel paths directly toward one point. Practically no potential illumination strays off-point as wasted ambient light or heat.

Such are the minds of leaders I’ve known. Their cerebral styles are pared down and disciplined to give their undivided attention to one thing only. Starting, generally speaking, with very clean desks. There may be a Pile of Items of Great Concern on the desk, but organizational focus has already filtered it down to the bare essentials. Then, as the leader pulls the next item out for considered review, she or he gives it full attention. As it passes the eyes, there’s complete concentration. The item at hand is the only item. Then a decision is made, and it’s on to the next.

Without exception, the successful leaders I’ve known have developed and nurtured and mastered this trait. It may not be inborn, but it’s intractable and indispensable. I’ve worked with only one CEO who

lacked it and never learned it, and he went down in flames within a year on the job.

But aside from this singular common trait, the leaders I’ve known have been all over the map. One never cracked a smile in the five years I knew him. Another lost his driver’s license because of too many speeding tickets, bought a helicopter instead, and crashed it into the corporate headquarters building when he flew it to work. He thought it was funny. It broke his leg. But not his focus.

Another was always exactly 10 minutes late to everything. Another kept his watch set 10 minutes fast and was always early.

Others were arrogant; others humble. The most powerful man in the world was known, on Air Force One, for getting coffee for underlings and crawling under seats to help retrieve a poor speechwriter’s dropped pencil. Another “leader,” whose enterprise consisted of making urinal disinfectants, was so imperious he referred to himself with the royal “we.”

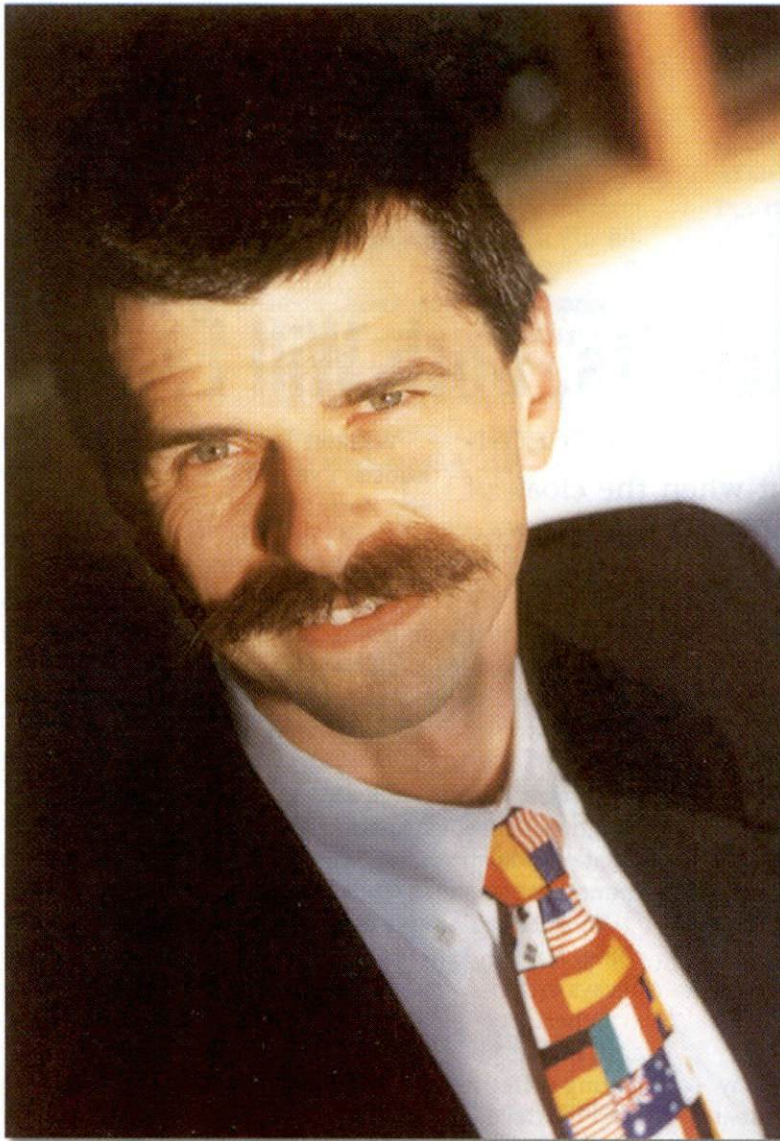
But they all had focus.

Focus, of course, is an amoral trait. Neither bad nor good. My bet is that Hitler had it, and that Osama does too. So it’s necessary, but insufficient, for what you and I would probably consider great leadership.

Elsewhere we find abundant and ethereal musings about moral traits of leadership, but my observation’s simply practical. As Toastmasters, in terms of framing, writing and delivering your thoughts, may I suggest a similar focus?

If you chase two rabbits, both will escape. Keep your main points in a talk to a minimum, and try to make sure they – like energy in a laser – all point the same direction, with as little stray ambient energy as possible. That’s focus, and it can brand an idea hot onto minds. **T**

**Ken Askew** is a former White House speechwriter whose current clients include several Fortune 50 CEOs. He can be reached at [kaskew@pacbell.net](mailto:kaskew@pacbell.net).



# Bringing O Be

Meet Gavin Blakey, DTM, Toastmaster  
2002-2003 International President

**N**ewly elected International President DTM, is looking forward to his term. He has served on the Board of Directors and been an active Toastmaster for 20 years, promoting the benefits of club membership to the organization inside and out and will serve as

Blakey – or Gavin, as he prefers to be called – lives with his wife, Dr. Bea Duffield, ATM, in Brisbane, Queensland, Australia, where he works as a principal engineer with the Brisbane City Council. He also provides communication training for Australia’s elite athletes and volunteers with the Queensland Cancer Fund. An avid photographer and outdoors enthusiast, Gavin enjoys camping and hiking – or “bushwalking” as they say “Down Under” – and he volunteers with Greening Australia, a group dedicated to planting trees and vegetating Australia’s arid landscape. Gavin and Bea both enjoy traveling and look forward to visiting Toastmasters around the world during Gavin’s term in office. Gavin’s presidential visits will take them to districts in the USA, Canada, New Zealand, Australia and Taiwan.

**Q:** Congratulations on being elected our 2002-03 International President!

**A:** Thank you. It is an honor and privilege to serve as International President and represent 185,000 members in more than 70 countries. Toastmasters is making a difference all around the world.

**You recently celebrated your 20th anniversary in Toastmasters.**

Yes, I joined in February 1982 in Queensland, Australia – that’s nearly half a lifetime ago now!

**Why did you join Toastmasters?**

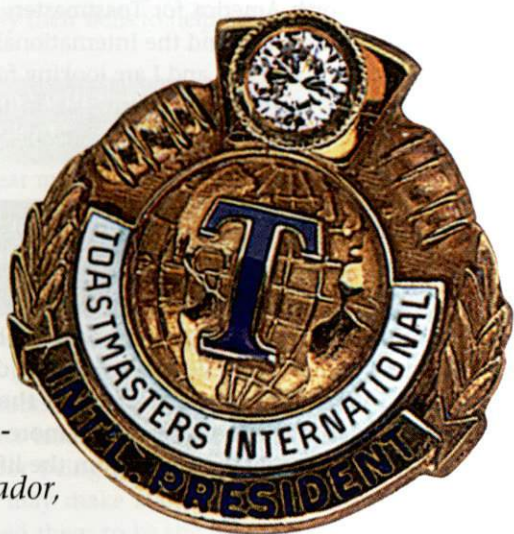
As a final-year engineering student I had to deliver two technical seminars to professors and fellow students. This was a very traumatic experience for me. I was petrified, terrified and mortified. The next year after graduating with an honors degree in engineering, I made one of the most important and best decisions in my life – I joined Toastmasters.



# Out the Best in People

## Toastmasters' President

President Gavin Blakey, is term in office. He Directors since 1994 rs. He knows the orga- s its highest ambassador, to everyone he meets.



Membership has opened up a whole new world for me, especially since I discovered the leadership track.

### Tell us about the Presidential theme, "Toastmasters: Bringing Out the Best in People."

During my 20 years as a Toastmaster I have noticed an enduring characteristic of our organization: Toastmasters brings out the best in people. By "Toastmasters," I mean both the individual and the organization. By "best," I mean people are encouraged to strive for and reach their full potential. Nobody can ask more than for each of us to give our personal best.

We see it all the time – members exceeding their own expectations. We strive to achieve communication and leadership excellence as individuals, and we help others on their way to being the best they can be.

For some of us, completing a CTM or ATM will be our personal best this year. For others, it will be to lead a

Distinguished Club, Area, Division or District. Whatever our communication and leadership aspirations, each of us can deliver our personal best performance.

We have the power to make a positive difference in other people's lives by helping them become even better communicators and leaders. In Toastmasters, evaluation is the key to bringing out the best in others. When evaluating others, we reinforce their strengths and tactfully provide points for improvement, encouraging their personal growth.

### What do you want to accomplish as International President?

I see my role on the Executive Committee as a continuum. Officers start off as Third Vice President, then move to Second Vice President, then to Senior Vice President, to International President, and finally to Immediate Past President. As a member of the Board I am part of a team. I contribute to that team over a five-year period, one of which is as International President. I am building on the great work by preceding presidents and boards. They have built a strong foundation on which we continue to build our mighty organization.

The greatest achievement for me would be to know that every member has performed to the best of his or her ability and encouraged others to do the same. The way we measure that is by the number of educational registrations (CTM, ATM, CL, AL, DTM), the number of Distinguished Clubs, Areas, Divisions and Districts, and the number of clubs we retain, the number of clubs we charter, the number of members we retain, and the number of members who joined us during the year. It's my firm desire to see all those measures increase each year.

Part of my vision is to see every club and district reach Distinguished status. This is possible since clubs and districts are striving to complete their goals, not competing against other clubs and districts.

### What is your view about leadership development?

A key leadership skill is communication. By becoming a leader you are maximizing your membership dollar. In fact, you're getting twice the value for money because as a club, district or international officer you are gaining valuable communication and leadership skills. Leadership experience is no burden to carry; in fact, public, private and community organizations are desperate for people with leadership skills.

Toastmasters offers excellent leadership development opportunities. Our leaders have access to terrific resources, such as the High Performance Leadership module, the Leadership Excellence Series modules and tailored officer training.

Every year 65,000 members take on club leadership roles, and 2,800 members assume district leadership roles. Those members are not only maximizing the bene-

fits of their membership dues, they are investing in themselves. They are gaining skills and experiences they can apply to all aspects of their lives.

#### **Why do you talk about "every member a CTM"?**

The CTM is a fundamental building block for effective communication and leadership skills. Those first 10 speeches give us the basic skills and confidence to tackle more sophisticated tasks. Last year, 70,000 members joined Toastmasters, yet we registered only about 17,000 CTMs. That means only one in four members achieved their CTM. By encouraging more members to achieve their CTMs, we will not only develop more competent communicators, but more members will stay longer, and more members will discover the leadership opportunities Toastmasters offers.

***"Toastmasters is a people organization; we are in the business of helping people be the best they can be."***

#### **Why are you urging every area governor to charter a club this year?**

Both member retention and club growth are important. In fact, one way to increase retention is to invite experienced members to accept the challenge of chartering a new club so that others can benefit from the Toastmasters program too. In addition to supporting their existing clubs, I ask all area governors to charter at least one new club in their area. The area governor need not do all the work in chartering the club. His or her role could be to identify potential mentors and sponsors and to encourage and support them. Being part of the team responsible for chartering a new club is an exhilarating experience.

#### **Will technology replace the need for our programs?**

Technology is a fantastic tool available to us to communicate and inform faster and to more people than ever before. We are already seeing the improvements on the Toastmasters Web site, and we will see even greater improvements over the next few years as we use technology to improve the services to our members.

But technology will not replace the need for Toastmasters training. Now more than ever, people need the human touch. Toastmasters is a people organization – we are in the business of helping people be the best they can be. There will always be a need for employees and volunteers who possess excellent communication and leadership skills – people skills. We offer members the opportunity to develop, craft and hone their people skills. These skills will never be obsolete.

#### **You are only the third International President from outside North America. How do you feel as the leader of an international organization?**

I believe I bring a unique perspective based on my international experience to the role of president. I am proud to be an Australian, and I am proud to represent all Toastmasters, wherever they live.

#### **Since you live in Australia, how will you perform your duties as International President?**

I'll use technology such as e-mail, our Web site and the telephone to stay in contact with fellow board members, World Headquarters staff and members worldwide. I'll also keep in touch through writing the monthly president's column, "Viewpoint" which appears on the inside cover of *The Toastmaster* magazine. Four times a year I'll travel to North America for Toastmasters board meetings, regional conferences and the International Convention. In addition, this year Bea and I are looking forward to participating in 11 district conferences; six in the United States and Canada and five in countries outside North America.

#### **Given that Toastmasters has been operating in North America for nearly 80 years, do you still see growth potential in the USA?**

Absolutely. Interestingly, New Zealand has more Toastmasters clubs per 10,000 people than does the United States. With a population of more than 288 million, there is definitely room for many more clubs. We want many more people to benefit from the life-changing program we offer.

#### **Do you anticipate continued growth in districts outside North America?**

For the past few years Asia has been a powerful driving force for Toastmasters, averaging one new club per week. This is an extraordinary achievement, especially since English is the second language for those Toastmasters. I admire all our members who prepare and deliver speeches in English as their second, third, or even fourth language. We are experiencing tremendous growth in our three provisional districts (Taiwan, Europe and Japan) and in our Gulf Territorial Council (Middle East). I anticipate this growth will continue.

#### **How do you apply your Toastmasters skills in your work environment?**

The communication and leadership skills I have learned in Toastmasters are the key reason I have had so many opportunities in my career. Employers are looking for technically competent staff members who have out-

standing people skills. Toastmasters has been my learning laboratory for developing my people skills.

### What motivated you to seek the position of International President?

I have a strong desire to make a difference. By taking on leadership roles I feel that in some small way I may be helping others on their life journeys. The bonus is that in the process of helping others, I continue to develop my own communication and leadership skills.

### How does Toastmasters contribute to the community?

We're in the world-changing business. Our members learn communication and leadership skills applicable to all aspects of their lives – personal, work and community. Toastmasters International helps to build better people, and those people apply their skills to help our communities.

### How much time will you spend this year as International President?

Over the next year my wife, Bea, and I will travel for four months – we will participate in district and regional conferences and attend board meetings. We have both saved our annual holidays for several years and are pleased to invest this time in Toastmasters.

I am occasionally asked at conferences if I am paid in the position of International President. The president and board members are like all our 65,000 club leaders and 2,800 district leaders – we are volunteers. The payment I receive for being president is the satisfaction of knowing that I may make a small difference to others, that I have helped them to be the best they can be. That is more than money can buy.

### Why are you so passionate about Toastmasters?

It gives me a great deal of satisfaction to see the growth in skills and confidence members experience by participating in our communication and leadership development programs. It's easy to be passionate when you see the power of the Toastmasters program, how members have exceeded their expectations and achieved more than they ever thought possible.

*“The payment I receive for being president is the satisfaction of knowing that I may make a small difference to others, that I have helped them to be the best they can be. That is more than money can buy.”*

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

Strive to be the best you can be. If every member delivered their best communication and leadership performances, we would have 9,000 Distinguished Clubs, 2,800 Distinguished Areas, 500 Distinguished Divisions and 77 Distinguished Districts. In the end, being Distinguished means that our members are being the best they can be.

No one can ask for more than that.

**Editor's Note:** You can read more about how Toastmasters brings out the best in people by visiting the Toastmasters Web site ([www.toastmasters.org](http://www.toastmasters.org)) and clicking on the Presidential Theme.

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

*Toastmasters' Accredited Speaker Program  
is now accepting applications for 2003.*



**T**he 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 or Advanced Toastmaster Bronze 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.

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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 2003 Accredited Speaker Program is November 1, 2002.**



### The real news about newspapers isn't the news.

# Why People Read the Newspaper

Like Mark Twain, the entire newspaper business might well say: "The report of my death was an exaggeration." They said radio would kill newspapers. Then television. Then cable. Then the Internet.

Yet the newspaper shows no signs of going gently into that good night. Why? In an age when you can absorb more "news" than you care to know through cultural osmosis, why do people undertake the arduous task of reading it from a piece of paper?

They don't.

For one thing, there's no news in a newspaper. There are reports of political corruption, natural disasters, personal tragedies, religious hypocrisy, unfair taxes, corporate greed, government inefficiency, moral turpitude, and your everyday WFP (War, Famine and Pestilence). There are features informing you that exercise is good and fat is bad, that a celebrity has a drug problem, that the holidays are stressful, and that there's more than one way to prepare asparagus. There are banner headlines announcing the (a) start, (b) end, (c) continuation of Middle East peace talks.

This is not news. This is a soap opera. No matter how many episodes you miss, it's the same story.

No, the newspaper serves purposes far more useful than telling people what they already know. We live in an industrious society. You're expected to be Doing Something. Yet – let's face it – most of us would rather Do Nothing. How can you Do Nothing while appearing to be Doing Something? By reading the newspaper. After all, is it not our civic duty to be informed about current events? And is that not the Something we're perceived to be Doing when we read the newspaper? Yet we've already established that the events in a newspaper are about as "current" as Cain and Abel. So, in reality, read-

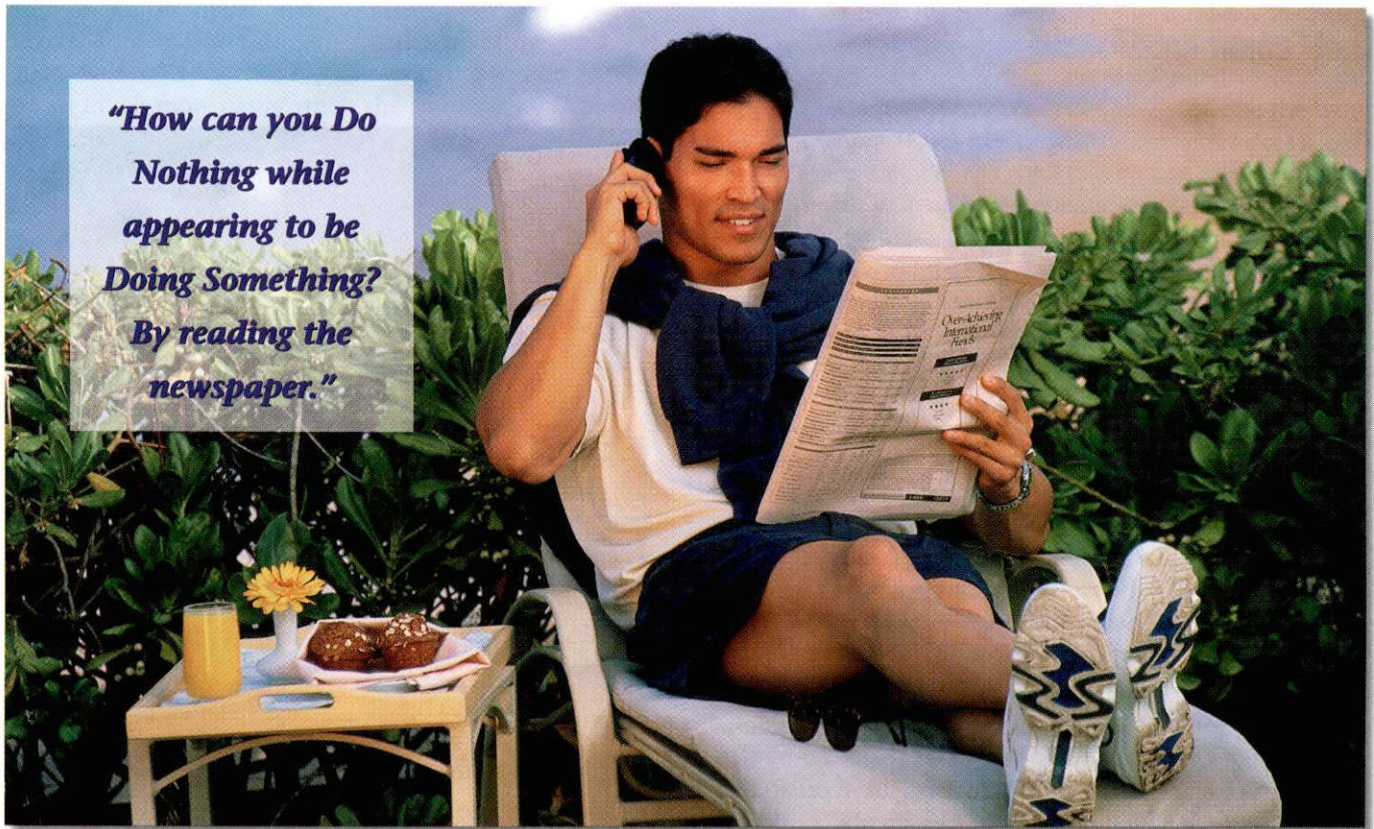
ing the newspapers amounts to Doing a big hunk of Nothing. This is why I've always admired people who say they read four newspapers a day: They manage to Do Nothing and get four times the credit.

If you don't have a newspaper, then you can Do Nothing by buying one. The phrase "I'm going out to get the paper" is one of the world's truly great excuses for Doing Nothing. With chores to do and relationships to maintain, it allows one to sidestep the whole sorry mess – sort of like the Get Out of Jail Free card in Monopoly®. Never in recorded history has a person gone out to get the paper and simply *gone out to get the paper*. They may have come back with the paper, but in the meantime they've taken a walk, sat in a park, browsed a bookstore, had an ice cream cone, watched digital TV in the home electronics department at Sears, taken a ride past the old school, and generally achieved a truly stupendous feat of procrastination. (Not to mention the sizable number who have used the phrase to skip town completely and taken up a new identity in South America.)

And let us not forget the critical role of the newspaper in a man's bathroom habits. For a man to say, "I have to go to the bathroom" is one thing. For him to say it with a newspaper rolled up under his arm is, as we all know, quite another. The presence of the newspaper telegraphs to one and all not only the, uh, Something the man is about to Do, but that it will take him so long he'll have to pass the time by Doing Something Else as well. Thus, we have an accepted social convention that allows the male of the species to effectively double the allotment of time in which he can safely Do Nothing.

Newspapers also provide a convenient device for insulting people to their faces without them ever knowing. If you wish to label someone as astoundingly gullible and naive, simply say, "Don't believe everything you read in the newspaper." If you'd like to call someone thick as a plank, you might try, "When was the last time you read a newspaper?" If people are boring you to death, off-handedly remark that their perspicacious observations are "as old as yesterday's news." And if a colleague appears to be a little too full of himself, you can always burst his bubble

***"How can you Do  
Nothing while  
appearing to be  
Doing Something?  
By reading the  
newspaper."***



with a well-inflected, "Well, I suppose it won't be long before we'll be seeing your picture in the newspaper."

I have even seen newspapers become a kind of occupational therapy. Years ago I rode the Long Island Railroad into Manhattan every weekday morning, an experience not unlike being packed into a tuna fish can for shipping while you're still very much alive. The people were jammed in the seats cheek by jowl, with no more than an inch between them, yet everyone was reading a full, tabloid-size newspaper. They did it through something I came to call Commuter Origami – an ingenious method of folding large sheets of paper into the size of a #10 envelope without touching the person next to them. Each had his or her own personal style. There were the Ninjas, who would almost beat the paper into submission through quick chops with the backs of their hands. Then there were the artisans who, in their slow, graceful twistings and turnings, seemed not to want to hurt the poor thing.

The result, however, was always the same. Each person sank back in their seats, calm and serene, oblivious to their claustrophobic surroundings, staring at their small square of visible newsprint. And staring, and staring – for the entire trip, leading me to believe that they were not reading the news at all but simply admiring their achievement.

Then there are the many domestic uses only a newspaper can fill:

- Guinea-pig cage liner;
- Puppy-dog training tool;
- Fireplace starter (particularly the *Sunday New York Times*);
- Packing material;
- Protective floor covering for home haircuts, playdough sessions and finger-painting exercises.

Politicians need newspapers too. It allows them to disown their more idiotic statements by saying they've been "misquoted." College students are also in need, specifically the ones who are depressed, cynical, angry and ruffled, with no viable prospects for the future. Thanks to newspapers, they can become journalists.

Finally, there is the soothing reassurance that the paper brings. Contrary to popular belief, reading the newspaper is not depressing. If it were, people would not pay to get it every day. Loath as we are to admit it, the paper, with its litany of death, destruction and despair, offers a certain sense of security. It reassures us that of all those caught by misfortune's trawling net this day, we are not among them. And as the tongue clucks in disbelief and the head shakes in disgust, the heart, so true a picture of our real, honest, all-too-human feelings, is doing cartwheels and shouting, *Thank God it's not me!!* **1**

**John Cadley** is a writer and musician living in New York. He can be reached at [jcadley@twcny.rr.com](mailto:jcadley@twcny.rr.com).

Be sure you have questions,  
not “comments.”

By William H. Stevenson III

# Navigating the Pitfalls of the Q&A Session

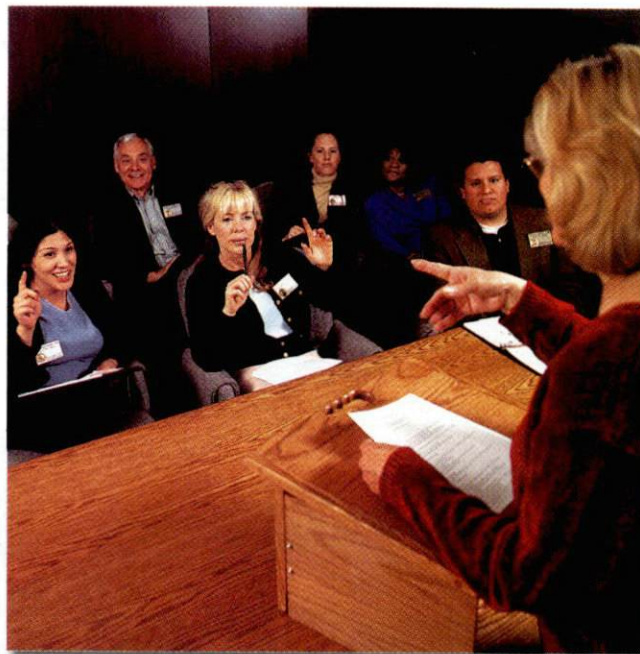
The presentation had been outstanding, and I was looking forward to the question-and-answer session. Not that I had any questions. I was too awed by the personal accounts of the four holocaust survivors to ask any of my own. But I assumed others in the audience would have some. Since there was only half an hour remaining in the lecture hall reservation, the moderator gave us just a few minutes to formulate questions and then moved briskly into the Q and A. She recognized an elderly man in the first row.

“I don’t have a question,” he began, “but I have a comment.” He then offered a five-minute account of his own experiences as a holocaust survivor in Lithuania and how prejudice was not limited to Germans.

Another man in the front row was recognized. He followed up on the previous remarks and mentioned an example of prejudice in 20th century America. A third audience member welcomed these remarks and amplified them. Another person talked about an official American genocide program – the extermination of the Indians. And so it went.

I glanced at my watch. Fifteen minutes had passed, half of the time scheduled for the Q and A. Several audience members had spoken but I had not heard a single question. None of the panelists had said a word.

This scenario is, unfortunately, all too common. Speeches, seminars and interviews commonly end with an opportunity for questions from the audience. This segment is potentially the most interesting and informative part of a presentation. But unless the speaker or moderator takes firm control, the question-and-answer session has a tendency to wander from its intended course. At worst, the Q and A can degenerate into little more than a forum for members of the audience to air their own views and opin-



ions. The moderator has the responsibility to ensure that, first of all, questions are asked. In addition, the moderator must make sure that questions can be heard by both the speaker and the audience and, finally, that the questions are appropriate and focused.

## THE WRITE WAY

One way to handle a Q and A session is to have audience members write their questions on slips of paper and pass them to the moderator, who then reads them aloud. Writing a question encourages an audience member to be concise and focused. The moderator can screen out any questions that are obviously inappropriate. And, best of all, the moderator can read the questions aloud from the position where acoustics are the best – the lectern or stage where the microphones are.

This Q and A procedure is followed routinely in a number of forums, notably National Press Club luncheons. It provides an orderly and efficient way to handle questions. The main disadvantages are that questions must be written legibly and that paper and pencils must be provided in advance for everyone in the audience. Also, listeners may be tempted to write questions during the presentation, which can be distracting to the speaker and the audience.

## RECOGNIZING QUESTIONERS

When written questions are not practical, a moderator can take the following measures to ensure that the Q and A session is carried out smoothly.

■ **Stand.** Not only should the moderator stand, but she should ask the questioners to stand after being recognized. Toastmasters do this during meetings and for good reason. Experience has shown that a speaker can be heard much more easily when she stands instead of sits. Standing not only raises a questioner above other audience members who might block her voice, it also helps to increase lung power and projection.

■ **Repeat.** Unless the room is very small, the moderator should repeat or summarize the question after it is asked. Too many times someone near the front of an auditorium will ask a question that can be heard by the speaker but not by those seated in the back of the hall. Repeating the question also gives the moderator a chance to clarify a question that is vague or poorly stated, for example by starting with the phrase "As I understand it the question is..." or "I believe the question is..." The questioner can then assent or restate his question.

■ **Control.** The moderator controls the pace of the meeting. Occasionally, if the audience is "cold," no one will dare raise his hand to be recognized. In this case it is helpful for the moderator to have a question of her own to ask in order to give the speaker a chance to talk off the cuff and to encourage the audience to follow suit.

More often the moderator has the opposite problem. Questioners who ramble or try to make a speech of their own should be tactfully but promptly silenced. Anyone who starts out by saying, "I don't have a question..." should be cut off at once with something like: "Excuse me, but right now we are only taking specific questions for the speaker. I hope we can have an open forum on this subject in the future, but tonight our time is limited."

Sometimes the moderator will encounter an audience

member who simply will not shut up. This individual is determined to make a statement before a captive audience and feels he should not be denied the opportunity. But as U.S. Supreme Court justice Oliver Wendell Holmes, Jr. wrote, freedom of speech does not give someone the right to falsely shout "Fire!" in a crowded theater. Nor does it give an audience member the right to insult an invited speaker or waste time with an inappropriate speech of his own.

An incident like this happened toward the end of the Q and A session I described at the start of this article. An audience member stood up and began to deliver what promised to be a long political statement offensive to the panel members. The moderator interrupted him, stating that this was not the place for such comments. The audience member protested, saying that his right to free speech was being infringed. The moderator replied that this was her forum and if he did not sit down she would call security and have him removed. He sat down, and I felt like applauding the moderator. We eventually did have a few good questions for the panelists. No doubt the next time she chairs a seminar of this sort, the moderator will use what she learned and will run a much better meeting.

Many of the skills needed to run a question-and-answer session can be applied in almost any setting requiring a moderator. Have you ever been in a business meeting or a discussion group where speakers strayed from the topic at hand? Have you ever been in a meeting where this did not happen? Even Toastmasters meetings sometimes require a firm hand from the president to keep the schedule on track. By facilitating an orderly meeting, whether Q and A or otherwise, the moderator will ensure that it is a valuable experience for all.

William H. Stevenson III is a freelance writer and former Toastmaster living in Huntsville, Alabama. He may be contacted at [whsteve3@aol.com](mailto:whsteve3@aol.com).

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# Defusing a Ho

## Don't fight fire with fire.

**F**ight fire with fire, and what do you end up with? Ashes. Not exactly great results, but that's the way we've been taught to deal with the fires of confrontation in our lives. And that's the way we as speakers

instinctively respond to hostile audience members. Whether we're speaking to convention-goers in an auditorium, a group of co-workers, or an audience of one – perhaps a boss, spouse or child – we generally react to verbal aggression with equal or greater aggression. We fight fire with fire, and the result is usually verbal disaster.

Even experienced speakers fall into this trap. An example that comes to mind is that of a former United States ambassador to China and his reaction to demonstrators who attacked a speech he was making at a U.S.-China trade exposition. At first, the ambassador withstood the attack, but finally the beleaguered man shouted, "Go back to China all of you! You're a bunch of cowards!" The ambassador's reaction certainly did not help him.

We can avoid disasters like this with a little forethought and training in ways to cope with hostile audiences. Defusing confrontation is a learned skill that we are rarely taught. But we can – and should – master strategies that we can access under pressure and techniques that will help us to savor the feeling of saying the right thing at the right time.

I never thought much about defusing confrontation until I had to deal with hostile audiences on a somewhat regular basis (does this say something about my job?). After a number of confrontations, I finally (duh!) realized that my conditioned responses were not working. I decided to get smart, so I did some research and came up



BY SANDRA DE LOZIER, CTM ■

with five basic principles for redirecting an antagonist's energy and calming strident situations. These principles are simple, but powerful. They can be applied in almost any confrontational situation. Consider them for keeping your cool when your listeners turn up the heat:

■ **Listen, paraphrase and empathize.** Everyone wants to be listened to. However, people who listen seem to be the exception rather than the rule. So the surprise factor alone is often enough to neutralize an irate person's



# Hostile Audience



PHOTOGRAPH BY WONDERFILE

energy. Show that you are listening by giving the irate person 100 percent of your attention – maintain eye contact, keep your expression neutral and your body language open. Most important, don't interrupt. Argumentative people often just need to get something off their chests. If you interrupt, you fuel the fire.

When the person finishes, paraphrase back to him what you heard. Nothing calms a person faster than hearing his own ideas repeated back. Once you have paraphrased, empathize, using phrases such as "I can

understand your point." Or "I see where you're coming from." These phrases do not mean that you agree, but that you do understand the position. Your goal here is to calm your adversary's negative emotional state. Listen, understand and stroke the person's ego, and you'll be amazed at how fast the steam can go out of someone's argument.

■ **Never react in anger.** Our natural instinct when we are in an explosive situation or feel that we are being attacked is to lash back and protect our own egos. However, when you lose your cool and allow yourself the short-lived satisfaction of venting your anger, your opponent immediately controls you. What began as your opponent's problem has now become yours. You must find ways to disassociate yourself from the irate person's problem and respond in a nondefensive manner. A simple phrase, such as "I can see that you are upset," is a true statement and goes a long way in changing the situation's dynamics. Keep the attention on the adversary and what's bothering her. By demonstrating self-control, you can springboard past the confrontation, thus depriving the other person of power. If there is an audience of many people, link yourself with the group. Say things like, "I can discuss this briefly, but I'm sure you'll understand the importance of sticking to the issues that affect all of us." If your adversary continues, she will appear out of control. Audience sympathy will be with you.

■ **Never defend.** The most important rule to remember in dealing with any confrontation is to never, under any circumstances, react by defending. A defensive reaction is the most common, but it almost never works. Watch someone under fire get defensive, and you see someone who actually appears to be guilty. Little by little, that person will lose ground and get backed up against the wall. Again, the solution to the problem is to turn the tables on your adversary. Suppose someone says your solution to a problem is totally wrong. If you respond with "No, it's not, because..." you've already lost. Now

you're defending, and your opponent has the opportunity to pick apart your reasoning. Next time you are in such a situation, try a response like "What do you see as being right?" or "What do you think needs to be done?" With questions like these, you turn the tables. The spotlight will be on your opponent, who must explain himself and justify his beliefs – rather than the other way around.

■ **Redirect the focus.** This point has several levels. Of foremost importance is remembering that you need to control the situation. Suppose you're asked a "loaded" question (one filled with emotion or underlying accusations) like, "What is your company going to do about its reprehensible, blood-sucking personnel policies?" Obviously, this question is intended to put you on the spot and is not favorable to you or your company. However, you'd be surprised how many speakers fall into the trap of responding to the question as it is presented, making the mistake of emulating the speaker. Instead, try these ways to turn the situation to your advantage:

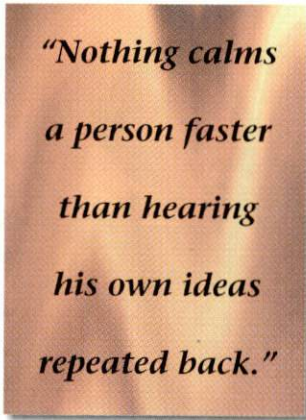
**1 Rephrase the question.** You might say something like, "You seem to be asking how our company is working to better our employees' quality of life. Let me lay out the steps that have recently been taken in the areas of ...."

**2 Ask questions back.** Many speakers feel they must answer immediately when asked a question. Not so. You may need to ask a question instead to clarify an obscure question from the audience member – or to expose a hidden agenda. For example, if you're asked, "How can any ethical person come up with policies such as you just described?" you are being set up for attack. Above all, don't respond to the underlying presupposition, which is that you are unethical. Instead ask your adversary questions, such as: "What are you wanting me to say?" or "Can you please explain what you mean?" Your questions will give you several advantages: They'll (1) get the agenda out in the open, (2) get your opponent to offer specifics that are easier to deal with, and (3) give you time to think.

**3 Use the question to make a transition.** Although you never want to give the impression that you are trying to evade a difficult question, there are times when you need to take a step off the path you were on. Develop your own repertoire of transition sentences that will help you move to more secure territory. Try variations of these: "The real issue you're discussing seems to be...."; "What you're really saying is...."; or "What we should ask is...." These phrases will take you over the problem area to a topic you can address. At the same time, saying them

gives you time to gather your thoughts. These words will also give you the opportunity to look and sound good. You'll appear (and will be) articulate and in control, and your audience will respond favorably to this. But remember, credibility is one of your most important assets as a speaker. Don't lose it by appearing to dodge a question.

■ **Develop exit strategies.** Ultimately, you need to think about ways of extricating yourself from situations in which an irate person just will not stop trying to dominate your time and attention. Situations like these are common. I find it surprising how often speakers allow one or two persons from the audience to subject them to sustained hostile questioning. Masochism is not a requirement for being an effective speaker! Usually applying the first four principles resolves conflict situations, but sometimes there are die-hards who just will not "let go." Try these strategies to release yourself from the grip of verbal terrorists:



*"Nothing calms  
a person faster  
than hearing  
his own ideas  
repeated back."*

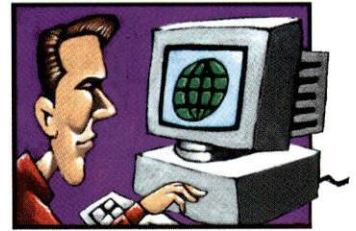
**1 Ally yourself with the audience.** People are profoundly influenced by the will of the group. Say something like, "Perhaps it would be better to take up your issues at a later time, since I am sure there are other members of the audience who would appreciate time to speak." At this point, there is usually a wave of verbal agreement from the audience. When you have the group's support, you will see that it is much more difficult for one individual to persist in ill-mannered behavior.

**2 Ask for the questioner's name.** Once you ask your interrogator to identify herself in front of everyone, she's much more likely to back down. Simply say, "I'm sorry, but I didn't catch your name." Then wait. Take away that hostile person's anonymity, and it's much harder for her to continue holding you hostage.

**3 Don't be afraid to end it.** If all else fails, close down your presentation. The bottom-line solution is to tell your audience that you don't want to waste their time with the disruption and then simply exit with grace.

You now have powerful knowledge that will help you deal with any sort of audience confrontation. You will find, as I did, that it is possible to deal calmly with fiery situations; you just need to practice. I hope that your hostile situations are few. However, you now know that, should you need to use them, there are ways to respond that will help you realize success rather than create a pile of ashes. **1**

**Sandra DeLozier, CTM,** is member of San Antonio club 9434-55 in San Antonio, Texas.



By Arthur F. Grand, Ph.D.

**Keep visual aids simple. It's better to have a few extra slides than a lost audience.**

# The Do's and Don'ts of Using Visual Aids

**W**hile attending a technical presentation, I viewed with amazement a color slide so full of information it would have taken 10 minutes to understand it. I was bewildered when the speaker pulled the slide after 30 seconds and replaced it with yet another slide filled with data. I thought, "Doesn't the speaker know we can't absorb all that? He seems to know his subject; why can't he communicate it clearly?"

Filling a slide with too much information is just one of the pitfalls I've seen presenters fall into over the years. When preparing your next talk, consider these tips:

## PREPARATION

Your visual aids should strengthen your presentation – not detract from it. Include a clear, brief, heading on each slide or page. Use bulleted short phrases to complement your heading. Don't use sentences or entire paragraphs unless you plan to read them out loud – your audience will want to read what you show them. Avoid using all capital letters except in headings; text in all caps is hard to read.

Whether you use slides, overhead transparencies, flipcharts, computer displays or paper handouts, keep visual aids simple: no more than three or four key points

on each item. It's better to have a few extra slides than a lost audience. In preparing tables and charts for projection, limit data to key points. Include only columns, rows or plots that you plan to discuss. Leave details and more comprehensive data summaries for your written paper or a separate handout.

Leave plenty of "white space" or other background color to make your visuals easier to read. Check spelling and your slides' readability by printing them on standard-sized paper. Then – as a quick check to determine whether they can be read from the back of a room – place the printed sheets on the floor to see if you can read them while standing up. If you use overheads, refrain from marking them with hand-written additions before your talk.

## YOUR PRESENTATION

Your presentation manner and style are as important to success as the information you are about to deliver.

Pace yourself; don't rush through your slides. Be familiar enough with your material so you know which slide is next. Few things are more upsetting to an audience than a speaker trying to organize information while making his presentation. As a presenter, I've found it



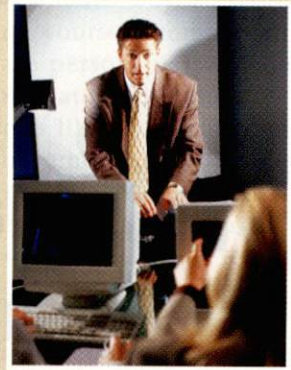
# The Do's and Don'ts of Technical Presentations

## DO:

- Prepare slides as an aid to your presentation
- Put a heading on each slide
- Use short phrases for bullet items
- Keep your slides simple
- Leave a lot of "white space"
- Know your material and which slide is coming up next
- Discuss the slide being shown
- Talk to your audience
- Present an outline of your talk at the outset
- Pace yourself through your presentation
- Define (and perhaps redefine later) your abbreviations
- Describe how your data leads to your conclusions
- Describe every slide when it first appears (at least, read the heading!)
- Use the pointer judiciously

## DO NOT:

- Prepare too many slides for your allotted time
- Use all capital letters – except in main headings
- Use sentences or paragraphs
- Use too many abbreviations
- Put more than three or four key points on one slide
- Go off on another subject before you have finished discussing the current slide
- Talk to the screen
- Wander off your planned talk
- Rush through your presentation



helpful to have a printout of my slides in front of me on a lectern or table.

When speaking, stick to information presented on your slides and make sure your slides directly support your verbal presentation. Either read every line out loud or direct your audience to the line before you elaborate. The audience should be able to easily read your points while you speak. Be careful not to use too many slides. As a rule of thumb, I allow 30 seconds to one minute for each slide.

- Don't assume that your audience knows as much as you do. Avoid technical jargon and define or describe terms as you introduce them.
- Be certain the data you present supports your conclusions. Point out how the results and conclusions fit together. Don't think your results are so good they speak for themselves.
- When you present data slides, describe them briefly before discussing what they mean. ("In this graph, distance is plotted against time. The average walker is represented by the solid line, the speed-walker is represented by the dashed line.")
- Talk to the audience – not the screen. Turn to the screen only long enough to point out something ("I draw your attention to the peak in the curve at 25 minutes"), then turn back to the audience and tell them about it.

Some presenters flick the laser pointer all over the slide, making the little spot look like a drunken fly buzzing the screen. When using any kind of pointer, point to a word or a row of data and describe it briefly. Then move the pointer off the screen before continuing your speech.

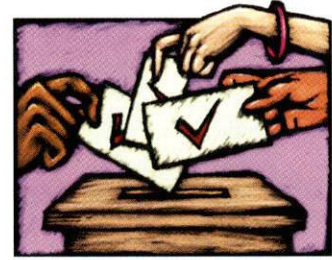
- Discuss each slide before you launch into a new topic or change slides. Help your audience understand the slide in front of them. Consider your audience's needs at all times.

## FINAL WORDS

When preparing your next talk, step back and look at your presentation (on your computer screen, for example) from your audience's viewpoint. Would you be able to understand your talk, without your own unique background and experience? For this presentation, at least, you are the teacher and the audience members are your pupils. Be prepared, be confident, be familiar with your material. Then, after your talk, you can enjoy the other presentations!



**Arthur F. Grand, Ph.D.**, is a fire scientist who has delivered more than 40 technical presentations at national and international meetings during a 30-year career. He is also a freelance writer and photographer.



By Mark Majcher, ATM

## Toastmasters Share Their Lessons Learned

# Be Seasonal

**T**he earth experiences a pattern of ever-changing seasons. We go from hot to cold and from windy to calm. Why not become “seasonal” yourself by attempting different directions and endeavors? Don’t let your Toastmasters experience – or other areas of your life – become monotonous. Experiment, explore and implement, and you’ll likely experience improvements in areas that you never expected.

Some of your new experiences – and events from your past, as well – will make good speech material. Audiences like to hear stories that appeal to their emotions, as several Toastmasters point out in this column:

■ *I keep a computer file of personal experiences that I can turn into speeches. I’ve found that audiences like to hear about our experiences – both good and bad. Talking about a failure can actually bring you closer to your audience.*

*Personal stories build rapport; visuals bring speeches to life. So include a visual when you tell a story about yourself, a friend or a family member. I recently spoke about my son Nicholas’ experiences selling popcorn for the Cub Scouts. The theme was how he exceeded his original sales goal despite my having tried to discourage him from setting his target too high. I showed a picture of Nicholas in uniform holding his two prize trophies. My audience loved it.*

PATRICK DONADIO, ATM • COLUMBUS, OHIO

■ *Recall personal stories to help you connect with your audiences by looking back and listing momentous occasions. Think about firsts, milestones, successes and failures. Search for lessons in these events; look for strong imagery or emotion. Rehearse these stories and edit down to necessary words. Develop versions of various lengths – for instance 30 seconds, three minutes and five minutes. Then simply insert these stories into your speeches as needed.*

GEORGE TOROK • BURLINGTON, ONTARIO, CANADA

■ *Everyone loves a story that tugs at the heartstrings. So be a storyteller. Give speeches based on humor or tragedy. When I read Dr. Seuss’ “Green Eggs and Ham,” I was moved to both laughter and tears.*

*At age 77, and having been a Toastmaster for 51 years, I sometimes give talks that leave my audience crying, but more frequently my speeches leave listeners laughing. People need laughter because there is so much sadness in the world – experiences such as losing a child or seeing any family member or friend suffer or die.*

*I have a wealth of experiences to draw on for storytelling. I carried the flame during the 2002 Winter Olympics. I’m a veteran of World War II and 18 months in the Korean Conflict. And I have given thousands of speeches. I have a stack of Toastmasters trophies, which I sometimes look at with tears streaming down my old face. I still recall my first Table Topic, given to me by an attorney in our Butte, Montana, Toastmasters club in 1950.*

BILL BALTEZAR • SALINAS, CALIFORNIA

■ *I have a slide projector and am an amateur photographer. As Table Topicsmaster, I decided to use a stack of slides I had on hand. I asked each speaker to make a statement (observation or opinion) about a slide, to support the statement and to offer a conclusion. Club members said the visual images enhanced their ability to express themselves. We had so much fun that they asked me to present a similar Table Topics session at our next charter party.*

JUDITH A. JEWER, CTM • PICKERING, ONTARIO, CANADA

Share with us that favorite tip, strategy or action that has made you a more effective communicator. Entries may be edited for clarity and length.

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“Topical Tips”  
1255 Walnut Court  
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or e-mail: majcher@spacey.net

## Results From Our

# Online Poll

By Dr. Ken Tangen

In the June issue, we asked readers to go online and share their suggestions for handling nervousness. By far the most common suggestion was to practice, practice, practice: Practice while walking, driving and working around the house. As one person noted, "Practice, practice and more of it. Sometimes it helps to actually try to be nervous, which can take some of the fear out of it."


Several people pointed out the importance of knowing the material well. "The better prepared you are, the more confidence you have in how your presentation will go." Some believe nervousness will decrease over time. Like a broken heart, time is thought to be the cure. Others insist that some nervousness will always be there – that nervousness is only a feeling; it's what you do that counts. One person said, "Remember that your audience is on your side. Absolutely no one wants you to do a bad job speaking."

Confidence, smiles and deep breathing were highly recommended. "Confidence in what you're talking about is 80% of the battle," says one. Be confident: Look into the eyes of one person and smile. Don't just put on a smile; tell yourself a joke before you go on stage. And breathe in, count to four, breathe out, count to four. Or as one person put it, "Take five deep breaths and pray hard."

Several provided a short outline of a speech on handling nervousness: "Prepare, Practice and Smile" or "Prepare, Practice and Passion" or "Face It, Head On,

Cold Turkey." Other suggestions included humor, prayer, alcohol, lavender, breathing exercises and visualization (not necessarily in that order).

Comments included the need for more Web pages, the value of mentors and the high quality of *The Toastmaster*. Several noted that they look forward to being members. Not surprisingly, Toastmasters is highly valued. As one put it: "It is more than public speaking! It is connection with people one to one, and one at a time." Also mentioned were these words of wisdom: "Always remember: They can shoot you, but they ain't allowed to eat you!"

Consistent with previous online polls, nearly 80% of the respondents were active members of Toastmasters, and they were about evenly split between men and women. To take the current poll, simply go to [www.toastmasters.org](http://www.toastmasters.org) and click on the button on the home page. 

Dr. Ken Tangen has more than 20 years of experience as a research psychologist and management consultant specializing in surveys and the independent, third-party evaluation of training programs. He is an expert in information processing, memory, and the integration of cognitive science, psychometric assessment and strategic planning. Visit [www.kentangen.com](http://www.kentangen.com) for more information.



**What chathink?** We want your opinion. For the next few months we're going to ask you about major (and not so major) issues. To answer, visit our Web site at [www.toastmasters.org](http://www.toastmasters.org) and take our online poll. The results will be posted in a future issue of *The Toastmaster*. This month's question is:

**How did your favorite teacher impact your life?**

On the home page of the TI Web site, you'll find a button labeled: "Online Poll." Click on that button to get to a page of questions.

*We look forward to hearing from you!*



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

## DTM

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

Ann Janicki 2164-F, La Habra, California  
 Bradley Craig 2148-2, Edmonds, Washington  
 John A. Gilder 4020-6, Waite Park, Minnesota  
 Robert D. Vogt 1259-10, Mount Vernon, Ohio  
 Timothy Charles Swearingen 3920-11, Indianapolis, Indiana  
 Minnie L.B. Ward 2261-14, Atlanta, Georgia  
 Mary Drew Hamilton 4212-14, Alpharetta, Georgia  
 Stan Beck 3266-16, Bartlesville, Oklahoma  
 Marion L. Harris 8369-18, Baltimore, Maryland  
 Pat Johnson 757-21, British Columbia, Canada  
 Raymond Ho 7340-21, British Columbia, Canada  
 Les Hall 518-22, Kansas City, Missouri  
 Sheryl Perkins 8346-24, Grand Island, Nebraska  
 Judy Ragland Lloyd 2242-26, Lakewood, Colorado  
 Charles V. Keane 849-31, Quincy, Massachusetts  
 Rene Nahle Aguilera 6248-34, Torreon, Mexico  
 Lillian O. Cooke 8187-40, Wright-Patterson AFB, Ohio  
 Larry William Dahl 1171-42, Alberta, Canada  
 Thomas L. Fleshman 3650-42, Alberta, Canada  
 David E. Rodwell 4966-42, Alberta, Canada  
 Russ Dantu 6279-42, Alberta, Canada  
 Louise Marie Cluett-Thoresen 6511-46, Mt. Olive, New Jersey  
 Himendu Chaudhuri 8840-46, New York, New York  
 Lynda S. Ryan 1176-47, Dunnellon, Florida  
 Christina Phelps Bowman 1702-47, Ft. Myers, Florida  
 Angela M. Talbert 8034-56, Houston, Texas  
 Clive Manson 4925-70, New South Wales, Australia  
 Edward Biggs 2141-73, Victoria, Australia

Geoffrey L. Morrissey 8794-73, Victoria, Australia  
 Jean Jacques Theron 6753-74, Stellenbosch, South Africa

## Anniversaries

### 55 years

Anthony Wayne 521-11, Ft. Wayne, Indiana  
 Lancaster 526-40, Lancaster, Ohio

### 50 years

Westside 638-1, Santa Monica, California  
 Newberg 588-7, Newberg, Oregon  
 Lake Oswego 605-7, Lake Oswego, Oregon  
 Barstow 1180-12, Barstow, California  
 Washington Crossing 1100-38, Washington Crossing, Pennsylvania

### 45 years

Beverly Hills 2576-1, Beverly Hills, California  
 Manhattan 2570-22, Manhattan, Kansas  
 Kearney 1799-24, Kearney, Nebraska  
 Essex 2567-46, Montclair, New Jersey

### 40 years

Park Central 3527-3, Phoenix, Arizona  
 Blueridge 1514-66, Charlottesville, Virginia  
 Bankstown Sports 1519-70, New South Wales, Australia

### 35 years

Bathurst 2381-45, New Brunswick, Canada

### 30 years

Mun-E-Mentors 2732-2, Everett, Washington  
 Thunder Mountain 777-3, Fort Huachuca  
 TNT 1831-65, Rochester, New York  
 Pukekura 2176-72, New Plymouth, New Zealand  
 Hastings 3473-72, Hastings, New Zealand

### 25 years

Gold Brickers 49-4, Sunnyvale, California  
 Sweetwater Valley 3225-5, Bonita, California  
 Moonlighters 431-9, Spokane, Washington  
 Mishaltalkers 694-11, Mishawaka, Indiana  
 Simi Valley Toastmasters 3533-33, Simi Valley, California  
 Benoni Toastmasters 1315-74, Benoni, South Africa

### 20 years

Scripps Teasers 1442-5, San Diego, California

Solana Beach 1532-5, Encinitas, California  
 Twin Rivers 1426-9, Lewiston, Idaho  
 Monday Niters 736-33, Las Vegas, Nevada  
 Daybreakers 1388-33, Modesto, California  
 Los Amigos 2224-33, Oxnard, California  
 Belle City 1477-35, Racine, Wisconsin  
 Hi-Noon 3963-48, Huntsville, Alabama  
 Nacogdoches 1726-50, Nacogdoches, Texas  
 El Cerrito 1507-57, El Cerrito, California  
 Shell 2617-68, New Orleans, Louisiana  
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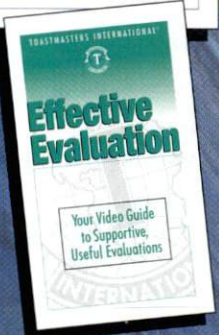
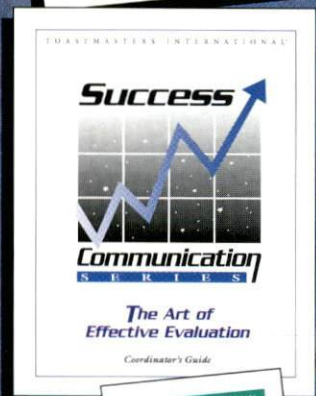
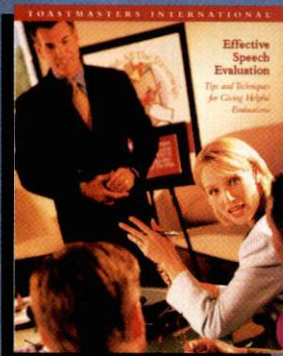
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