

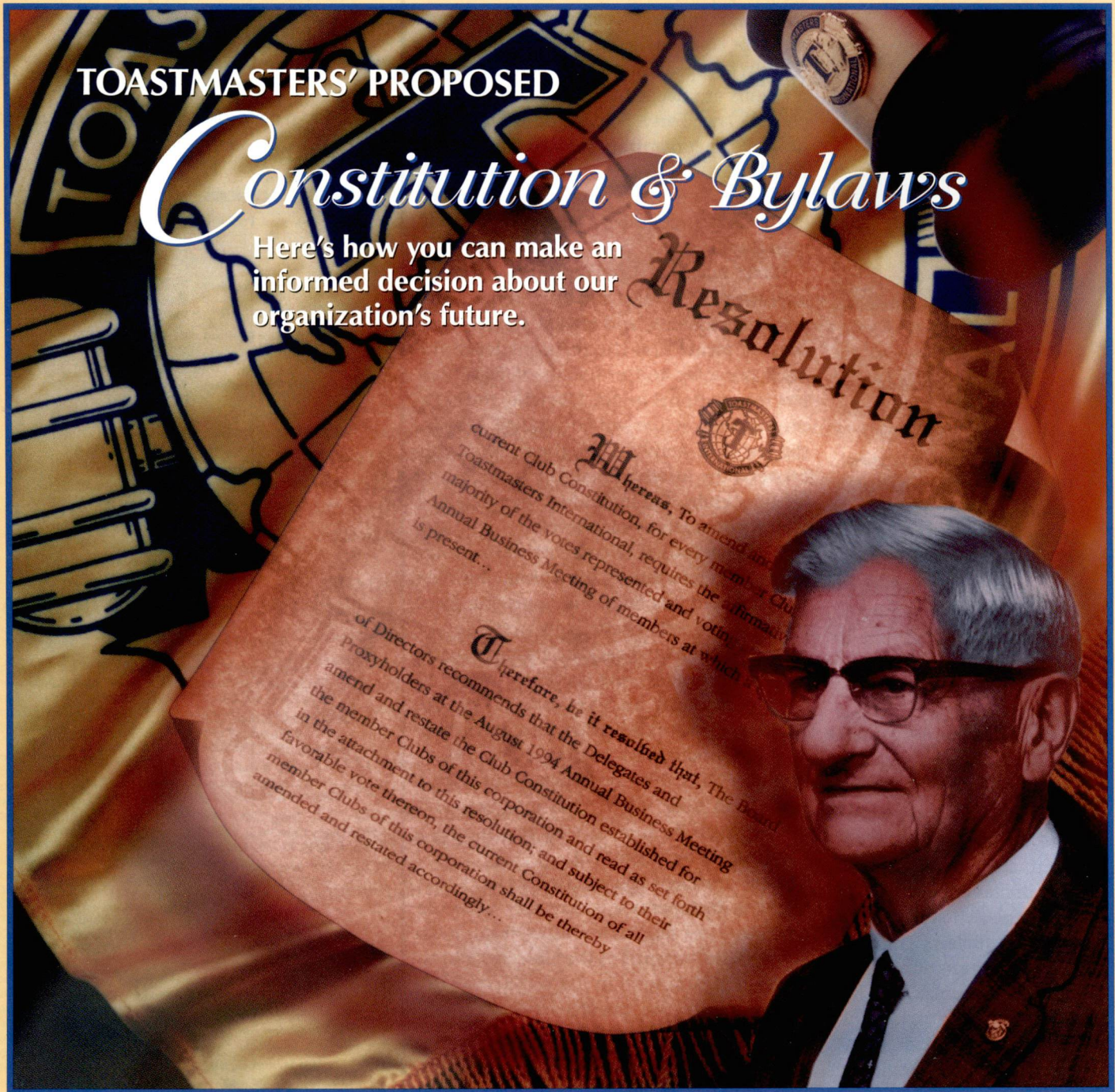
the Toastmaster

may 1994

TOASTMASTERS' PROPOSED

Constitution & Bylaws

Here's how you can make an informed decision about our organization's future.



ZERO DEFECTS: An interview with quality expert and former Toastmaster Philip Crosby.

RX FOR BETTER SPEECH WRITING

Taking Care of Business



Your club is part of one of the greatest organizations in the world – Toastmasters International. Toastmasters International is also a corporation, although a not-for-profit one. As such, it is subject to the laws governing businesses in the United States of America and in the State of California.

We must ensure the corporation follows the law and meets the needs of its members today. We also must plan for the future.

This includes making sure our governing documents are in order. Our current documents, which include the Articles of Incorporation, Bylaws of Toastmasters International, District Constitution and Bylaws, and Club Constitution and Bylaws, have not been completely reviewed for almost 65 years. With constantly changing Federal and State laws, it became necessary to do so. To ensure the most thorough and

best review possible, the organization hired the law firm of Silk, Adler & Colvin, which specializes in nonprofit organization law. Lawyer and partner Greg Colvin studied our current documents and recommended the documents be completely rewritten.

Why? Approximately 10 percent of the revisions are needed to better comply with current law. Forty percent of the changes protect the organization and improve its position in the event of disputes or litigation. The remaining 50 percent improve, clarify and modernize the way the documents are stated.

Your Board of Directors, officers and I have carefully studied and discussed the proposed documents, and we are pleased with them. I assure you the revisions leave the basic purposes and programs of Toastmasters International intact. Likewise, the organizational structure will not change. Mainly, the revisions simply clarify the relationships between the international, the districts, the member clubs, the individual members and the officeholders at each level.

These proposed documents must be approved by clubs during the Annual Business Meeting held this August in Louisville, Kentucky. In March every club president of record was mailed a package containing the current documents, the proposed improved documents and an explanation of the changes, as well as the proxy forms on which the club should mark its vote. I urge you to carefully study these documents and discuss them with your fellow club members and officers. Also be sure to read this month's cover article on pages 9-11.

I am confident you will find, as I did, that the new documents are necessary to secure our future not only as a nonprofit business, but more importantly as the leading communication organization in the world. If we are to be successful, we must have the governing documents that will help us enter the 21st century. I ask for your support in this important matter.

Neil Wilkinson

Neil Wilkinson, DTM
International President

the Toastmaster

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Letters

THE POSITIVE POWER OF PRAISE

Jim Dinan's article, "Suffering From Complimentary Collapse?" (February '94) was thought provoking and inspiring. I try to make it a habit to express my appreciation for the efforts of others.

In Toastmasters, we are all volunteers who learn by doing and help each other improve our communication and leadership skills. The ultimate reward for showing you care is making new friends.

I agree with Mr. Dinan that we should all be "compliment builders." People who take the time to verbally praise, give a hug or write a complimentary letter are helping others to like themselves better.

Each one of us is "smart in spots." Let's take the time to recognize the positive aspects in each other.

Joe Samora, DTM
District 39 Governor
Carmichael, California

WHERE'S THE SUBSTANCE?

I joined Toastmasters to learn to communicate my thoughts and experiences as concisely as possible.

After reading your November '93 issue featuring the winners of the two recent World Championships of Public Speaking, I am very disturbed. Becoming a world champion in public speaking requires nothing more than good showmanship? Practice day and night until the winning speech is so refined that no substance can possibly be left?

In our club, I've noticed that to get good evaluations,

form is everything – content doesn't seem to count at all. Being German, I am irritated when I see people moving with each part of their body to emphasize their speech. A few years ago, I went to hear a man billed as one of the greatest American orators. I was amazed when he received a standing ovation after saying virtually nothing of substance.

We live in a time where everything is fiercely competitive, offering materialistic rewards and bendable rules. Is our organization on the right track?

Annelore Wagner
Wanderers Club 2305-74
Johannesburg, South Africa

LET'S AGREE TO DISAGREE

At last year's Annual Business Meeting at the International Convention in Toronto, many discordant resolutions were introduced. At the end of a very long business session one speaker from the floor responded to the defenders of these resolutions by saying, "If they don't like the way Toastmasters is being run, they should get out!" This was met by tumultuous applause and cheers from most of those in attendance. This type of behavior made me sad and frightened.

Have we really sunk so low that in the heat of the moment, frustrations – sharpened by fatigue and hunger – lead us to support the suppression of dissent? We are Toastmasters. Surely the free expression of opinion is at the core of our being.

Minority views freely aired rarely win support. Banish-

ing those views, even those without merit, focuses needless suspicion on authority.

Basil Morrison, CTM
Sudbury Club 2816-60
Sudbury, Ontario, Canada

ARROGANT BALONEY

Two of your lead articles in the February '94 issue are sterling examples of insensitivity.

It was bad enough to read "All Talk," in which author Judi Bailey smugly castigates a father who remains in agony about whether to throw his defiant teenage son out of the house. But Bill Vossler's "Choose Your Feelings" put the icing on the cake. He quotes a Dr. Penelope Russianoff, who claims her optimism enabled her to avoid the grieving process when her husband died.

To paraphrase Mr. Vossler, she just "chose" not to be angry and never thought, "Why should this happen to me?" Baloney, and arrogant baloney at that. The rest of us evidently "choose" to suffer through Dr. Elisabeth Kubler-Ross's painful stages of grief. Why? Because we "want to feel negative"?

It's clear no one on your editorial staff has suffered the loss of a family member. You owe an apology to those who have.

Mary Angelee Seitz, CTM
Sunrise Speakers 3343-22
Wichita, Kansas

SAINT ASSIGNED WRONG ROLE

I enjoy *The Toastmaster* and read every issue from cover to cover. In the January '94 issue, I went straight to

Charles Downey's article, "Overcome Procrastination ...Today!"

It erroneously states that St. Augustine was one of the founders of the Catholic Church. Jesus Christ is the Founder of the Catholic Church! St. Augustine was a famous convert to Christianity and is considered a Doctor of the Church. According to my dictionary, the title "Doctor of the Church" is conferred on an ecclesiastic for great learning and saintliness.

Thanks again for a wonderful magazine. Each issue is full of ideas, inspiration and encouragement.

Carol Marie Murdock
Rockwell Club 320-F
Newport Beach, California

NO MORE "TOUCHY, FEELY" ARTICLES, PLEASE!

As much as I agree that our Toastmasters skills will automatically and beneficially overlap into our daily relationships, I feel that Sandra Wilson's article "The Personalized Toastmaster" (February) has gone way beyond the scope of our magazine. Her "touchy, feely," recommendations for a romantic "tête-a-tête" with our significant other would be better suited for *The Ladies Home Journal*.

Don't let *The Toastmaster* intrude on something as personal as our romantic relationships. Let's be guided by the old saying that "A real patriot does not have to wave the flag." What will we read about next? Advice on foreplay?

Ralph E. Rauscher, ATM
Blue Tahoe Club 8115-39
Tahoe City, California



“Remember: Keep it simple, keep it plain, tell them the truth and get the heck out of there. Be brief, be sincere.”

give a damn about the topic, don't give the speech. If you don't care, your audience surely won't.

by Phil Theibert

If you're giving a speech, dig down deep, find out what your beliefs really are, and hit your audience between the eyes with them. And don't forget that any speech is only 20% text and 80% speaker. If you're not sincere, if

simple, we need money to run the foundation, just like you need money to develop new products. We need money to make this

Speechwriters of the World, Get Lost!

■ I HAVE BEEN A CORPORATE SPEECH-writer for over 10 years. I don't mean to offend anyone, but most of the speeches top executives give stink. And because executives are surrounded by people wanting favors, or contracts, or simply by people who have grown accustomed to getting a regular paycheck, they never hear the truth about their speeches.

If you're giving a speech, let me offer some advice. First, write it yourself. Don't have a speechwriter do it for you. Speech-writers justify their jobs by putting in witty quotes, amusing anecdotes and reams of statistics. This may impress the speaker, but it also creates a Tower of Babel that no listener cares to scale.

Why? Well, here's a dirty little secret few speechwriters will tell you: Audiences rarely care how witty or amusing you are. They have two goals in mind. They want to hear your points as directly and simply as possible, and they want to get out of there.

The best way to approach a speech? Forget the eloquence. We don't live in an age of eloquence. Over half the people in your audience have grown up with MTV. Their attention span is limited to sound bites on the evening news. There are only two elements that make a speech great: sincerity and brevity.

I've often talked to chief executives and they want to know what they should say. That's easy. Tell the audience what you really believe in your heart. And if you don't

your soul doesn't come through in that speech, you will hear snoring from the front row all the way back to the exit door.

Another thing. There was once a president from Missouri. He believed in plain speaking. "Plain speaking" really comprises just three simple rules. Communication gurus can't justify their existence if you remember these points:

1. Tell them what you're going to say.
2. Say it.
3. Tell them what you said.

Let me give you two quick examples. I've pulled them from speeches that have crossed my desk. Some slight editing has been done to spare the executives in question any anguish.

A bad example: "My associates know I have an abiding interest in the personality and the writings of Winston Churchill. If you examine his speeches, his 'History of the English-Speaking Peoples,' and his history of the Second World War..."

Okay, enough. First, nobody really cares about old Winston anymore. Most of the people he inspired are dead. I'll make you a bet that half your audience will have trouble even identifying who he was. And that holds true with any audience. Second, the speech is not about Winston, it's not about your admiration for Winston... in fact, I'm not quite sure what the speech was about. I never got down that far.

Contrarily, here is a good example taken from a fund-raising speech: "Plain and

work. We need money from you. Pick up that pledge card. Fill it out. Turn it in at the door as you leave. Make a statement about your commitment... make it a big statement."

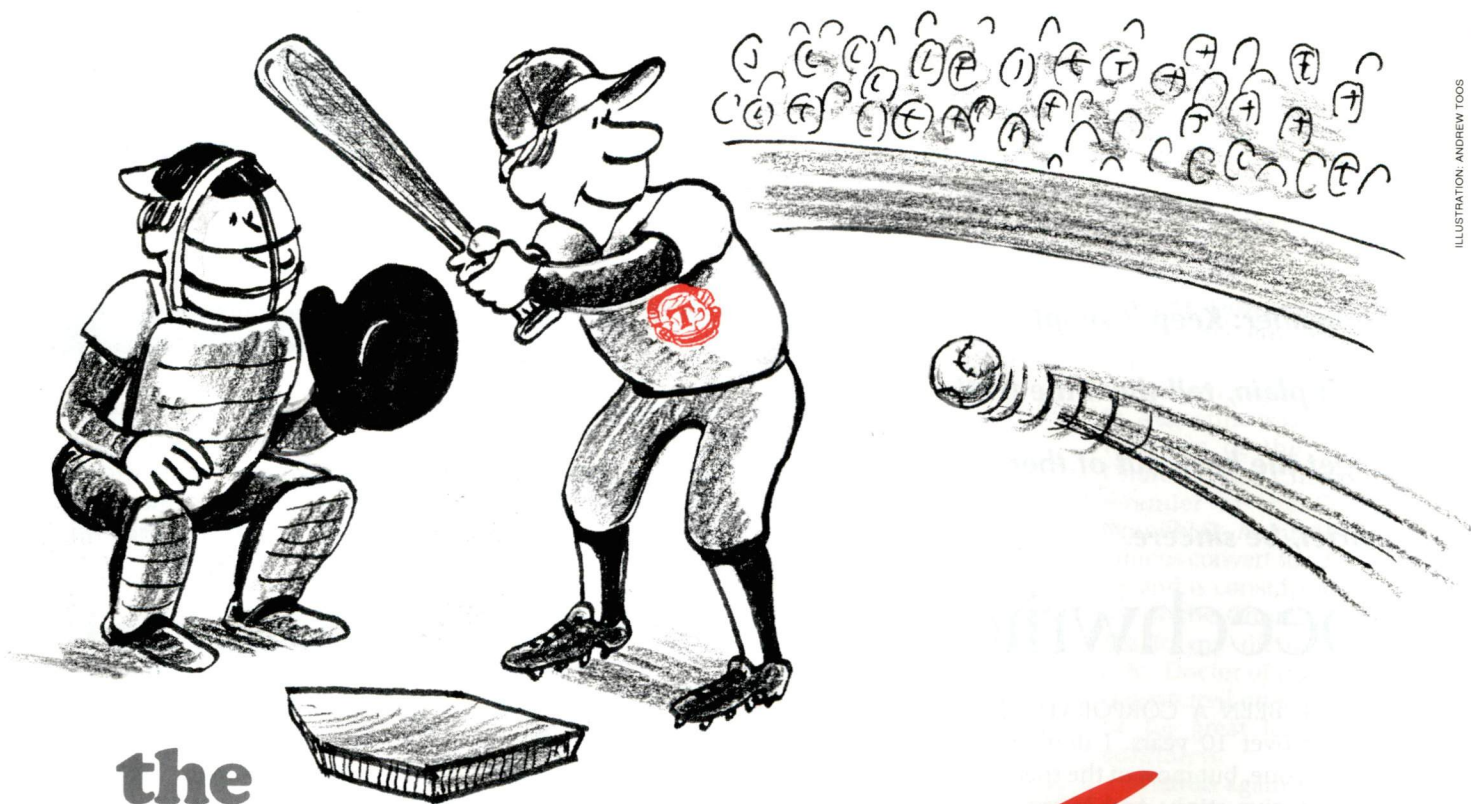
I like that closing. Boom, boom, boom. Here are the facts, now act on them.

Remember: Keep it simple, keep it plain, tell them the truth and get the heck out of there. Be brief, be sincere.

Finally, when it comes to bad or uncomfortable news, people want the truth right between the eyes. If someone listens to your speech and says, "I don't agree with what he says, but he gave it to me straight," you have done your job. **T**

Phil Theibert lives in Phoenix, Arizona, where he is a speechwriter for a large western utility.

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the
Toastmaster
as

Catcher

6

What's your game plan as Toastmaster of the meeting? How will you guide your team from 1st base to home plate?

by Gary Muldoon, CTM

■ AT A TOASTMASTERS MEETING, THERE are many roles: Grammarian, Evaluator, Timer, among others. With some jobs, the description is easily understood. But the role of Toastmaster of the evening is not so clearly defined. How do you fulfill that role? Perhaps we can gain some insight from, of all things, the game of baseball.

Last year, I took my two stepdaughters to see the movie "A League of Their Own." As you may know, it's a movie about women who played in a professional baseball league in the 1940s. American actress Geena Davis plays the lead character, a catcher for the Illinois team, the Rockford Peaches. Her character is a strong woman, partly because of her position as catcher. The movie made me think about the role of catcher.

Those of you who know a lot about baseball already appreciate the catcher's role. He – or she – is the team's leader, the coordinator, the one who is in charge on the field. The pitcher may be the star, the center of attention, but it is the catcher who decides where the outfielders are placed. The catcher literally calls the shots, deciding what type of pitch will be thrown. And the catcher is the one who has to pump up the pitcher, keeping him or her mentally on track.

Why do I bring this up? Because for us, the role of Toastmaster of the evening is analogous to that of a catcher. Let me explore the comparison further.

First, the Toastmaster is working during the whole program. So is the catcher, forming half of the "battery" in baseball. With

each pitch, the catcher has an important role to play. Second, like the catcher, the Toastmaster is the person in charge. The Toastmaster decides the order of speaking and has to figure out what can be accomplished during the meeting. Third, the catcher has to prepare before the game. I remember reading in baseball biographies as a kid that the pitcher and catcher had to go over the opposing team's lineup before the game. The Toastmaster has a lot of homework to do as well, to prepare and coordinate the lineup of speakers.

Another similarity is that the catcher plays a subordinate role. When the game is won or when the club meeting is successful, it's usually not the catcher or Toastmaster who is the center of attention. The focus of the baseball audience is not on the catcher, it's on the pitcher or the other players on the field. And even though the Toastmaster is part of every interaction by introducing the main speakers, the audience's overall attention is elsewhere.

The attention may be on the pitcher, whose role is similar to that of the main speakers during the program. When we leave a meeting, we usually think, "Wasn't Nancy's speech terrific?" It takes a little more reflection to realize how well-run the meeting itself was. Perhaps the mark of a good Toastmaster of the evening is that his or her

control of the meeting goes by seemingly unnoticed.

But a well-run meeting can make all the difference. The planning and performance of the Toastmaster is crucial.

As Toastmaster of the evening, you perform an ancillary role, not the central role. The Toastmaster who tries to be too clever, to be the center of attention, undercuts his or her intended role. In meetings there are high profile roles as well as subordinate roles. My suggestion is to keep your role as Toastmaster of the meeting on the quiet side. Don't overshadow other speakers. Buttress those speakers by giving an introduction that makes them feel welcome and comfortable. Help them bring out their best.

The Toastmaster of the evening is there to introduce the speaker, to make him or her feel welcome and to prepare the audience for the speaker. This means that as Toastmaster, you lead the applause, both when the speaker comes to and leaves the lectern.

The positions in baseball rarely change, but in Toastmasters they change with every meeting. There will be other occasions when you are the focus of attention. Whatever position you play, play that position well. **T**

Gary Muldoon, CTM, is a member of Post-prandial Club 3259-65 in Rochester, New York.

"The Toastmaster who tries to be too clever, to be the center of attention, undercuts his or her intended role."



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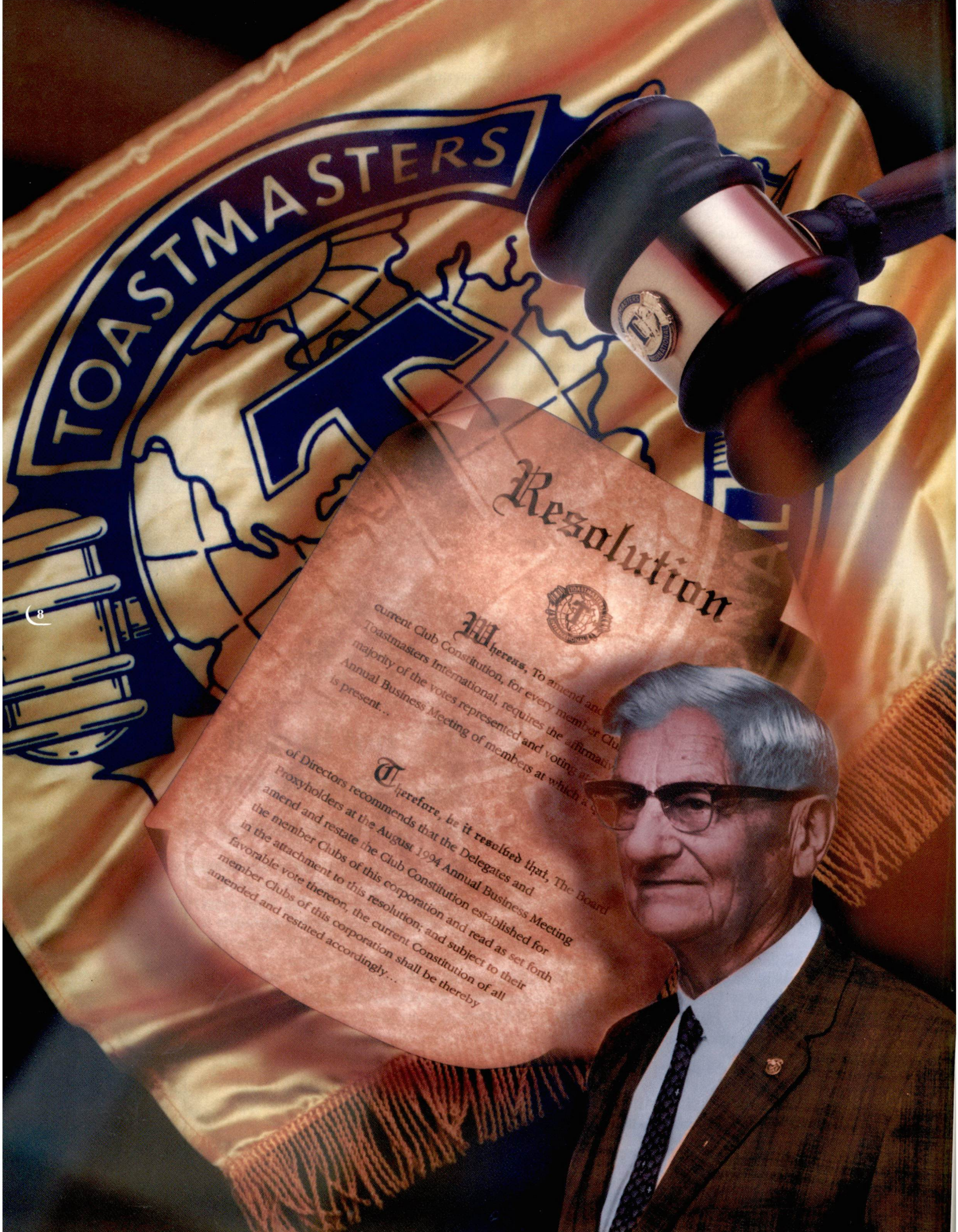
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*Here's how you can make
an informed decision about
our organization's future.*

TI's Proposed

Constitution & Bylaws

Speeches, evaluations, Table Topics – these are the essence of every club meeting. As a member, you attend club meetings, participate, learn and enjoy the camaraderie.

But there is more to your Toastmasters club than what you as a member usually experience. Tucked away in your club's files are some documents that directly affect your club's existence. Your club's officers most likely are aware of them and may even refer to them occasionally. But most club members don't know they exist.

The Club Constitution and Standard Club Bylaws govern your club's operations, specifying your club's purpose, dues, requirements regarding membership, officers, elections, etc. The District Constitution and Bylaws provide for the operations of Toastmasters districts. Toastmasters International now has 72 districts, each composed of between 50 to 200 clubs. Although these latter documents may not be in your club's files, they do affect the services provided to your club if your club is within a district. The Toastmasters International Articles of Incorporation and Bylaws – which should be in the file – govern the entire organization.

TOASTMASTERS AS A CORPORATION

As you may have guessed, the above are corporate documents, because Toastmasters International is a business. Toastmasters International was incorporated as a California nonprofit organization in 1932. Our organization (and all clubs worldwide) are subject to the laws of the State of California and the laws of the United States of America.

The documents were drafted in 1932 and although they have been amended over the years, they have not been completely reviewed until now. California and federal laws have changed, however, and the parameters within which

nonprofit corporations must operate are now more clearly defined. Nonprofit corporations that do not comply with the laws can have their nonprofit status revoked, become subject to taxation and lose other benefits. To ensure the organization is in full compliance with the law and may continue as a nonprofit organization, Toastmasters' Board of Directors in 1993 approved a legal audit of our governing documents.

Toastmasters International retained the law firm of Silk, Adler and Colvin, which specializes in nonprofit corporate law, to do the analysis. After exhaustive study, it became clear that our governing documents needed a complete overhaul. Improved documents were drafted. While the actual wording in the new documents didn't change much, the revisions focused on the following areas: approximately 10 percent of the changes were made to better comply with the law; 40 percent of the changes were needed to protect the organization and improve its position in the event of disputes or litigation; and 50 percent of the changes were made simply to improve, clarify and modernize the way the documents are stated. The Board of Directors carefully reviewed drafts of all the documents and recommended they be adopted at the 1994 International Convention in Louisville, Kentucky.

It's important for you to know that the improved documents do not change how your club conducts its program. They simply clarify relationships within Toastmasters International, identify rights and duties, bring Toastmasters International into better compliance with nonprofit law and better prepare our organization for challenges that may arise in the future. Also, the improved governing documents include editorial changes to make each document internally consistent and all documents consistent with one another.

9)

■ THE LAW FIRM OF SILK, ADLER AND COLVIN SPECIALIZES in nonprofit law and acts as an advocate for the nonprofit sector. The firm represents clients in connection with the formation of new charitable and other tax-exempt organizations. It advises charitable and other nonprofit organizations regarding legal developments and offers preventive advice so clients may avoid legal problems. The firm also has been involved in drafting recommendations for improvements in state and federal nonprofit laws and regulations. Silk, Adler and Colvin's clients include the Charles and Helen Schwab Foundation, the Sun Microsystems Foundation and the Levi Strauss Foundation.

The audit of our governing documents was conducted by a partner in the firm, attorney Gregory L. Colvin. Mr. Colvin graduated magna cum laude from the University of Washington, where he was elected to Phi Beta Kappa. He

received his J.D. from Yale Law School, where he served on the Board of Editors of the Yale Law Journal. From 1973 to 1976 he served as a consumer protection attorney in the Seattle Regional Office of the Federal Trade Commission.

In addition to his work with the firm, Mr. Colvin is an Adjunct Professor at the University of San Francisco's Institute for Nonprofit Organization Management. Author of the book, *Fiscal Sponsorship: 6 Ways to Do It Right*, Mr. Colvin has written numerous articles on fiscal sponsorships and on lobbying by nonprofit organizations. He also is a frequent seminar leader on the political and lobbying rules of the IRS.

As part of the audit, Mr. Colvin spent time at World Headquarters reviewing the current governing documents and meeting with staff. His office also consulted with the author of California's Nonprofit Public Benefit Corporation Law.

Meet Gregory L. Colvin: *an expert on nonprofit law*



PHOTO BY DONNA EMERSON

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CAST YOUR VOTE

Your club is entitled to vote on these documents. In March all club presidents of record were sent the proposed documents, the current documents and an explanation of the changes made. Also included in the package was a proxy card for your Club to use to when exercising its vote at the Annual Business Meeting and instructions for completing the card. Information about two other proposals was also included. Your club president was asked to share the information with you, discuss the proposals and determine how the club will vote.

To help you and your club make an informed decision, following are summaries of the proposals and reasons for the changes made, as well as the recommendations of your Board of Directors.

PROPOSAL A: AMENDMENT AND RESTATEMENT OF THE ARTICLES OF INCORPORATION.

Our current Articles of Incorporation have not been fully revised since 1932. California adopted a new nonprofit corporation law in 1980 and most of the changes in the Articles are revised to conform to this law, including necessary restrictions and limitations. The Board of Directors recommends:

VOTE FOR PROPOSAL A

PROPOSAL B: AMENDMENT AND RESTATEMENT OF THE BYLAWS OF TOASTMASTERS INTERNATIONAL.

Several changes were made to bring the Bylaws into compliance with the 1980 law. Some of the other changes

clarify potentially difficult situations that were not previously addressed, such as the procedure for handling vacancies on the Board of Directors. A Standards of Conduct section was added which addresses the conduct of directors, investments and financial transactions, including the prohibition of any self-dealing transactions. A clearer procedure for the proposal of Bylaw amendments was added, including a requirement that an amendment proposed by at least one percent of the voting membership (e.g., clubs) must be brought forward. As part of this change the Board of Directors' authority to reject a Bylaw amendment has been greatly narrowed. To be more consistent and precise, numerous edits were made. The Board of Directors recommends:

VOTE FOR PROPOSAL B

PROPOSAL C: SUBSTITUTION OF DISTRICT ADMINISTRATIVE BYLAWS FOR DISTRICT CONSTITUTION/BYLAWS.

Districts are empowered by Toastmasters International to serve as our organization's administrative units. Legally, districts are regarded as integral parts of a single corporation: Toastmasters International. Districts are not separate from Toastmasters International. Therefore, the "District Administrative Bylaws" combine the content of the current District Constitution and Bylaws into one single governing document. Combining the content creates for a simpler document, one which is easier to use and refer to. The District Administrative Bylaws serve as an expansion of the Bylaws of Toastmasters International, Article XII, pro-

viding the specifics of how district leaders are chosen and how district business is conducted. The Board of Directors recommends:

VOTE FOR PROPOSAL C

PROPOSAL D: AMENDMENT AND RESTATEMENT OF THE CLUB CONSTITUTION AND STANDARD CLUB BYLAWS.

These are the basic governing documents for the club. Since the Club Constitution can be changed only at the Annual Business Meeting during the Convention, mandatory terms and conditions have been removed from the Bylaws and put into the Club Constitution. The Club By-

laws will contain only those items which are within the club's discretion to set, such as club dues, meeting times, etc. The Board of Directors recommends:

VOTE FOR PROPOSAL D

HELP PRESERVE OUR FUTURE

Your support on these important proposals is vital to the future of this organization. The adoption of these improved governing documents will strengthen your club and our organization and will enable Toastmasters International to meet challenges in the years to come. Please vote FOR Proposals A, B, C and D.

Additional Proposals to Be Voted On

In addition to the four proposals concerning our governing documents, your club will be voting on the following two proposals to amend the Toastmasters International Bylaws. Following are explanations of the proposals and your Board of Directors' recommendations: [Note: The Board of Directors recommends that these proposals *not* be adopted. However, if Proposal B (Amendment and Restatement of the Bylaws of Toastmasters International) were adopted and any of the following two proposals also were adopted, wording in the amended and restated Bylaws would be changed accordingly.]

PROPOSAL E: REGIONAL ELECTION OF INTERNATIONAL DIRECTORS.

Currently, every Toastmasters club worldwide has the opportunity to vote in the election of every international officer and international director on the Board of Directors. Those elections occur during the Annual Business Meeting held during the International Convention. The proposal does not change the election process for international officers, but it does require international directors to be elected at regional conferences instead of at the Annual Business Meeting. Clubs from districts in the United States and Canada would vote in only one international director election (at a regional conference) instead of voting in eight (at the Annual Business Meeting).

The only time clubs from districts outside the United States and Canada would have a chance to vote for an international director would be at the Annual Business Meeting during even-numbered years when the International Director at Large is elected (and all clubs would vote in this election, including clubs from the U.S. and Canada). This proposal would eliminate the democratic tradition of allowing a qualified individual to have his or her name placed in nomination at the International

Convention so that all clubs could decide on who would best represent the interests of the entire organization. The Board of Directors recommends:

VOTE AGAINST PROPOSAL E

PROPOSAL F: ELIMINATE VOTING PRIVILEGES OF PAST INTERNATIONAL PRESIDENTS AND PAST INTERNATIONAL DIRECTORS AT THE ANNUAL BUSINESS MEETING.

Since the founding of Toastmasters International, our Bylaws have given clubs two votes at the Annual Business Meeting during the International Convention. The current international officers, international directors and district governors, along with past international directors and past international presidents who are present at the meeting have been extended one vote as Delegates at Large. Unlike clubs, which may vote by proxy, Delegates at Large must be present to cast their votes. At past Annual Business Meetings, Delegates at Large have accounted for about one percent of ballots issued, where clubs have had about 99 percent of the total. Past international presidents and past international directors have been an ongoing source of support at the club, district and international levels. The Board of Directors recommends:

VOTE AGAINST PROPOSAL F

Please note that under California law, Delegates at Large are a separate class or category of membership in Toastmasters International. These proposals eliminate substantial voting privileges for most or all of this membership. Therefore, for Proposals E and F to be adopted and to comply with the law, two ballots must be taken at the Annual Business Meeting. Each proposal must be passed by a two-thirds vote of all delegates *and* by a two-thirds vote of the affected membership class – the Delegates at Large.

Techniques such as grandstanding and taking control of the meeting will help you save time and feel better.

■ WHAT MAKES TABLE TOPICS SO INTIMIDATING? Why do so many of us freeze when the Topicmaster calls for our response? Is it because we're called upon on an impromptu basis, because we weren't given adequate time to prepare?

Most Toastmasters would say the lack of preparation is what makes Table Topics so formidable.

On the surface this seems logical, but after careful study I've concluded that the

tion in the room. Since this only allows you about two seconds before you have to start talking, you are robbing yourself of precious time to prepare. It is much wiser to stand up and then deliberately walk to the front of the room to face the audience (as all good Toastmasters should want to do anyway). This allows you extra time to "flesh out" your first thought. Thirty seconds may not sound like much, but you'd be amazed how easily you can gather your thoughts in that

WINNING At Table Topics

(12

lack of preparation is really only a small part of the problem. I believe there is a second, far more devastating factor – fear of the unexpected and the helpless feeling of lacking control. Let's begin by taking a closer look at the fundamentals involved in successful Table Topics presentations.

First, Table Topics should be treated like a game to be enjoyed, a word association game to be precise. You should be relaxed and comfortably seated in the audience, waiting for the Topicmaster to call your name and give you an opportunity to "play." When given the topic, you should simply respond with the first thought or idea that comes to mind.

Too many of us second-guess ourselves. We think our first idea is inadequate and try to come up with something better. When you only have 30 seconds to a minute to prepare, this is a waste of valuable time. Your time could be better spent fleshing out your first thought into a winning response.

How do you prepare your response in less than a minute? By grandstanding, of course. Along with relaxation, this is a crucial factor for Table Topics success. Don't stand up and respond from your seated posi-

tion. You can even recall a joke or a personal anecdote relating to the topic or put together a few key phrases for an opening sentence or two.

The common thread throughout all of this advice is **relaxation**. In order to treat Table Topics like a game and allow that first thought to pop into your head you need to be relaxed. Likewise, in order to gather your thoughts on the way to the front of the room you need to be relaxed. This is where the primary factor in successfully handling Table Topics comes into play: taking control of the club meeting.

What one individual has the most control or power over us at our Toastmasters meetings? Is it the club president? Not really. Everybody knows what the club president is going to do at each meeting. We know she or he will call the meeting to order, introduce the Wordmaster and the Jokemaster, conduct a business meeting and then introduce the Toastmaster.

The Toastmaster is even more predictable than the club president. If your club is like ours, you receive a meeting schedule two or three weeks in advance of every meeting. From this we know exactly who the

by Dean R. Boyles, CTM

Toastmaster is going to call on first, second and so on. We always know what is going to happen next whenever the Toastmaster or club president are at the podium.

The Topicmaster is the individual with the most power over us at any given meeting. When he or she takes over the lectern we have no idea what is going to happen next! He can call on anybody in the room at random. She can confront us with any question or topic you can imagine (and quite a few you couldn't). For the next 10 to 15 minutes you are at the Topicmaster's mercy. For the next 10 to 15 minutes you have no control over what's going to happen next.

Scientists and physicians tell us that losing control of situations and events in our lives is a leading cause of stress. In extreme instances, loss of control can even lead to depression or other forms of mental illness.

So how can we remain relaxed during Table Topics when we are utterly at the mercy of the Topicmaster? Once again, by grandstanding.

When you rise from your chair and walk to the front of the room to deliver your Table Topics response, don't just stop at the front of the room. Walk all the way to the lectern, shake the Topicmaster's hand and replace him or her at the lectern. The lectern is universally recognized as a symbol of authority over an audience. Whoever has the lectern is in control of the room.

Of course, once you're at the lectern, it's up to you to have something to say! The extra seconds you gained walking up to the lectern should have provided you with the ideas you need to prepare an adequate response. And knowing you are going to gain control of the room if you are called upon makes it much easier to remain relaxed while seated in the audience waiting for your turn during Table Topics.

So remember the fundamentals of Table Topics:

- Relax.
- Treat it like a game.

- Walk all the way to the front of the room to deliver your response.
- Take control of the lectern away from the Topicmaster to gain control of the meeting.

Recognizing the two primary factors, "time to prepare" and "taking control," and understanding how to deal with them should make Table Topics a more enjoyable part of your meetings. I know it has at my club. **T**

Dean R. Boyles, CTM, is a member of Physicians Mutual Insurance Club 6405-24 in Omaha, Nebraska.

"When given the topic, you should simply respond with the first thought or idea that comes to mind."

13)


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■ DURING A STAFF MEETING, YOUR BOSS asks for your opinion on the outcome of the local mayoral race and its likely impact on the company. Your facial tick begins to twitch. Your four-year-old daughter asks you why people hurt and kill each other. Sweat pours profusely down your brow. Your wife asks what you did with your free time during the business conference in Las Vegas...

or center, no less than nine by nine feet. There should also be adequate lighting and seating for your participants and a table with a timer's box near the front. Create and distribute an outline of the meeting with blank lines for your audience to take notes. There is no need for a microphone. Ask two participants to alternate as timer, each for half of the session. Now, you're ready to go!

Take some of the terror out of Table Topics with this fun and simple game.

Table Topics Extravaganza



ILLUSTRATION: ANDREW TOOS

Why are so many Toastmasters, with years of public speaking experience, fearful of Table Topics? How can we deliver such eloquent, impassioned prepared speeches and then become silly, nervous twits when asked a question requiring an immediate response? In order to become successful public speakers, we need to be able to respond effectively to spontaneous questions. This is the purpose of Table Topics.

The following game, Table Topics Extravaganza, was created with the daily verbal fire fight in mind. The game not only applies impromptu speaking skills to stressful situations, but also provides a nice change of tempo to our heavily structured club meetings.

TABLE TOPICS EXTRAVAGANZA

Prior to the meeting, confirm that the meeting room has a clear, open space in the front

1. Raison D'Être

Why Table Topics? Ask the audience why and in what circumstances, impromptu speaking is important. We all encounter stressful personal, family, social, civic and business situations requiring immediate response. One highly valued aspect of leadership is the ability to effectively respond and make decisions in unique and difficult situations. Ask the audience why they like or dislike extemporaneous speaking. Their responses should create a sense of bonding and commonality.

2. The Ball Game

Ask five volunteers to come center stage in a circle and face one another. State the rules of the game, the first topic (colors), and then pass a soft ball (a somewhat deflated soccer or basketball) to one of the participants. The ball-catcher must quickly say a

by Jim Barshop, ATM

color and pass the ball to another player. Any player who repeats a color, stops or stutters is "out" and the game continues with the remaining players until one winner is left. Next, ask five more volunteers to come forward, change the topic and begin again. Topics can vary: verbs, adjectives, cars, cities, common kitchen objects, local restaurant names, etc. The purpose of this exercise is to warm-up the audience and facilitate quick, creative thought.

3. The Chain Story

Three or four volunteers form a line in front of the room facing the audience. Emphasize the importance of using an opening, a body and a conclusion. Also encourage the players to develop characters, a plot and the scenery. Then begin the scenario. Here's an example: "It was a sunny, cool spring morning. Sprinkled amidst the dew-covered grass were thousands of brightly colored flowers. As I walked barefoot through this natural beauty, I happened upon..." The first person continues the scenario, further developing the story. After one minute, the second player follows where the leader finished. The final participant must close the plot. Encourage each participant to offer his or her own "twist" to the story.

4. What's in the Package?

Wrap small packets. Have someone select one packet from a tray of several. Ask that person to describe the contents, how to use the contents, how to fix a flat tire with the contents... There is no end to what you can ask.

5. Stage a Debate

Have your audience divide into groups of three and assign a specific topic to each. The first speaker starts the debate with a supporting argument, the second speaker gives a counter argument, and the third evaluates both speeches, explaining whose argument was most persuasive and why. Encourage difficult topics such as racial discrimination, prayer in public schools, animal rights, women's issues, etc., with evaluations from the audience.

6. Artistic Renderings

Have the speaker describe a picture while another member draws the same picture

based on the speaker's descriptions. If the "artist" sits in front of the speaker, the audience can watch the artist while listening to the speaker. The best Table Topic is the drawing that most resembles the original picture.

7. Icebreakers with a Twist

Have people introduce themselves without describing occupation, history or family. In other words, "tell us something about the real you." This one will generate a lot of "uhs" as people ponder what to reveal about themselves since the routine has been ruled out.

8. Describing Places

Three or four volunteers provide a 30-second description of the coldest, loudest or most sweltering place they've visited, or the scariest, most serene place. Encourage details and a full description of the setting, characters and their emotions.

Vary these approaches from week to week and the spontaneity, energy and the tone of the entire meeting will increase. At the end of each Table Topics segment, distribute evaluation forms to your audience to acquire valuable feedback on how you can improve the game next time. So if you want to spice up your next Toastmasters meeting and take some of the terror out of Table Topics, give this game a try. But don't try too hard – keep it simple and just have fun! **T**

Jim Barshop, ATM, is a member of North San Antonio Club 5166-56 in San Antonio, Texas.

"Don't try too hard

– keep it simple and

just have fun!"

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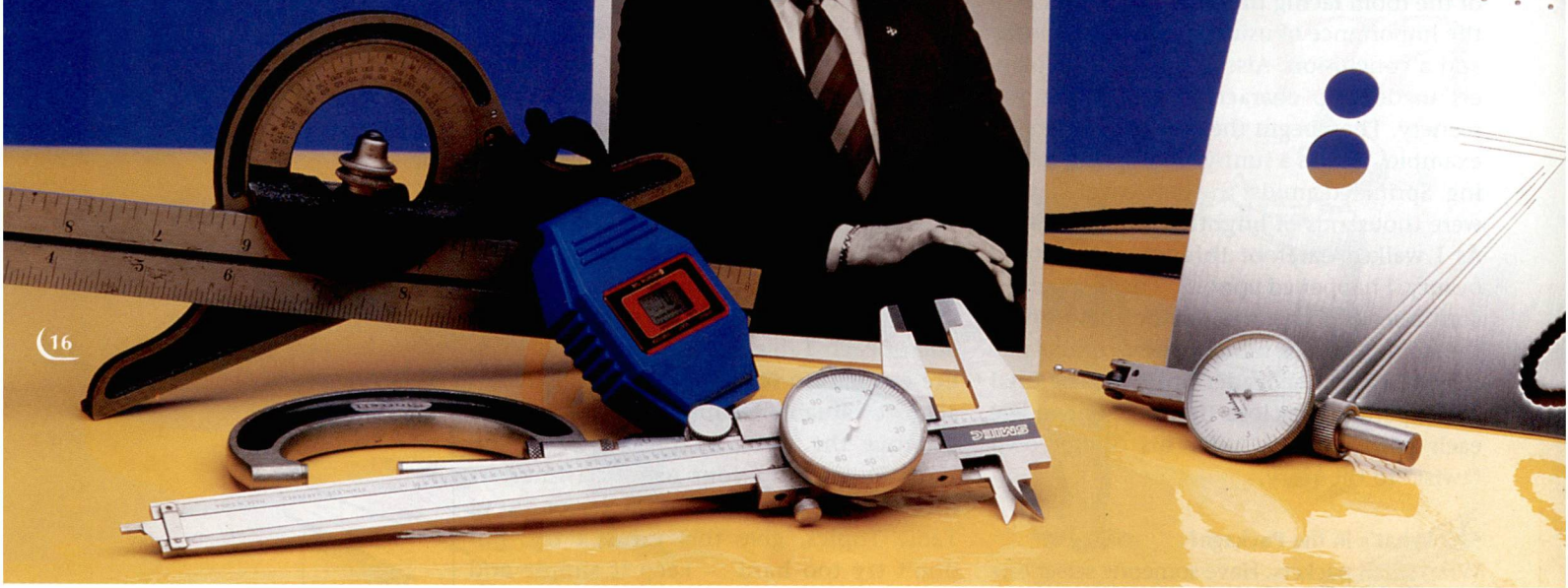
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by Keith Shannon

Quality coach and former Toastmaster Philip Crosby says "sweating the small stuff" is the key to success for any organization.

Zero



"Quality is never an accident. It is always the result of intelligent effort."

— JOHN RUSKIN, 19TH-CENTURY BRITISH ART CRITIC

Does your Toastmasters club live up to its full potential? Or is it the victim of roller coaster rides in membership, activities and morale, with leadership being dominated by a few active members and the rest of the club seemingly just "along for the ride"? What can you do to build interest, make it more effective and bring it back to life?

The answer, according to a former Toastmaster who has become one of the leading business consultants in the United States, may be to treat your club more like a business. His advice on how to make a Toastmasters club more successful? Pay attention to the techniques used by successful business leaders and put them to work in your own club.

DEFECTS



PHOTOGRAPHY: JAMES CASSIMUS

Successful leadership, says former Toastmaster Philip B. Crosby, is not just some mysterious force that rains down upon a sacred few. Instead, he says, leadership can be learned, and the same techniques that leaders use in successful businesses can be used by individual Toastmasters to strengthen the effectiveness of their clubs.

Crosby should know. He is widely regarded as one of the nation's leading "quality coaches." After working for 27 years as a line quality manager in Richmond, Indiana, he joined ITT Corporation, where he served as corporate vice president in charge of worldwide quality. In 1979, he formed Philip Crosby & Associates, a consulting firm which has been responsible for teaching several hundred thousand executives and managers to understand their role in "causing" quality. He left in 1991 to begin work with his newest

company, Career IV, from which he continues to operate his international speaking and writing operations.

The author of nine books on quality and leadership, Crosby is perhaps best known as the father of the "zero-defects" concept of quality management, which centers on the principle of preventing mistakes *before* they happen – as opposed to correcting them after they occur. In his book *Quality Is Free*, which has sold several million copies, Crosby stresses that quality, whether it be in the context of a multi-million dollar Fortune 500 company or a 25-member Toastmasters club, is a simple matter of agreeing on certain performance standards and accepting nothing less than strict conformance to those standards.

Crosby is unabashed in his praise for Toastmasters, and he gives the organization credit for helping him develop the communication skills he says every business executive needs to become an effective leader. His success in business, writing and public speaking attests to the power of Toastmasters training. Nevertheless, even the most effective Toastmasters club can benefit from sound advice on how to succeed. Crosby was recently willing to take the time to share some tips on how Toastmasters clubs can become quality organizations. Here is his advice:

1

Don't forget why the club exists.

Treat the club like you would a speech: always remember your purpose and your audience. Crosby says that failure to remember who the club serves can ultimately cause the entire organization to be ineffective. Emphasis on assignments, meetings and the technicalities of rules of order are all proper concerns for a club; but when they begin to take on a life of their own and fail to contribute to the members, there can be trouble ahead.

"First and foremost," Crosby said, "the club should be useful for the members, and not just exist for the sake of the organization...Where most organizations go bad is that they get so wrapped up in being an organization that they forget why people have come there and what the people have come there to learn and do."

This approach is a logical extension of Crosby's prescription for quality in business: Find out what is required and comply strictly with those requirements. For Toastmasters, Crosby says, the requirement is that the club be educational and enjoyable for its members. Anything less is a failure to conform to standards and is therefore unacceptable.

it can have. This point was brought home to Crosby a few years ago when he helped arrange a black-tie function for a favorite charity. It was a very prestigious event, attended by luminaries including former President Ronald Reagan and his wife Nancy. The evening was a success, but what astounds Crosby is the recollection guests have of the event. "People still talk about how much they enjoyed that evening. One thing they always say is how much they appreciated that it started and ended on time. Here's the President of the United States at this very important event, and the thing they remember is that it started on time and ended on time."

Crosby says that lesson needs to be taken to heart by club officers: Lack of punctuality is a sign of disrespect for the club, and members will interpret it as such. The officers' perceived failure to respect their members can sow the seeds for ineffective meetings and, as a result, an ineffective club.

4

Constantly prospect for new members.

Member turnover, Crosby says, should be addressed just like any other problem in business or industry: Tackle the issue before it becomes a problem, rather than looking for solutions after it's too late. Member turnover should be viewed as a way of life for a Toastmasters club. Each club should constantly work to sustain membership, rather than organize periodic membership drives in response to corresponding lags in membership. "It's like a new insurance salesman who gets in there and sells to all of his family and friends, and pretty soon he's salesman of the year," Crosby says. "Eventually all of his family and friends [have bought the product], and he doesn't have anybody left [to sell to]. This type of thing happens time and time again. "What happens in Toastmasters is that membership shrinks about three years after a membership drive, and everybody goes out and does this prospecting. It fills up again, and they sit back. Eventually it shrinks down again, and it happens all over." Crosby suggests constant prospecting, in the form of theme meetings such as new members' nights, "ladies nights" and special dinners. In addition, he suggests that the Vice President Public Relations takes an active role in "selling" Toastmasters to the public through appearances on radio and television shows and by writing articles and press releases about the benefits of Toastmasters training. Another proactive way clubs can deal with member turnover is by facing the fact that people simply won't stay around for something that is not interesting. Therefore, he says, the club should do all it can to make each meeting interesting and meaningful for the individual attendees. Once again, he says, this is a principle that Toastmasters taught him years ago, and he is still constantly putting it to good use.

Crosby now gives about 25-30 speeches a year. Although the speeches tend to center around his basic philosophy, carved out over 40 years in business, he considers each speech "an original."

According to Crosby, everyone claims to know the importance of punctuality, but only truly successful executives, businesses and organizations are keenly aware of the impact be started on time and ended on time."

meeting only lasts for a couple of hours, so things need to be started on time and ended on time. "A Toastmasters meetings, dinners and other functions. "A Toastmasters a whole should be equally aware of time requirements for constraints in speeches, Crosby points out that the club as Although Toastmasters are taught to be mindful of time

Always pay attention to the clock.

3

Crosby says, "It's really true." "There is an old cliché that goes 'God is in the details,' you should learn to "sweat the small stuff." viable organization, according to Crosby. Basically, he says, that knowledge to other members is one of the keys to a Learning about all these "little things" and passing on dinner? They need to be concerned with all the little things," arranged. How is the place going to be set up? How soon is should really get in there and understand how a meeting is arrange a meeting, then the people who are in charge to "For example," Crosby says, "if someone is going to how should train others to prevent those problems.

identified, Crosby says, members with the proper know- organization's mission and goals. Once those areas are internally or externally that stand in the way of the Obviously, the first step is to identify problem areas either How can a zero defects approach apply to Toastmasters? tion, as well as a change in the attitude of its members.

Preventing mistakes is the cornerstone of Crosby's quality management approach. Throughout his writing, Crosby says that businesses far too often blithely accept that a certain number of mistakes are going to occur, and executives waste time and money in correcting them. This approach, according to Crosby, puts the emphasis in the wrong place. Instead of living with mistakes, Crosby says, the major thrust of an organization should be to eliminate mistakes and institute a "zero defects" approach. Although the total elimination of mistakes might seem an unrealistic goal, if pursued earnestly it can result in a surprising increase in the efficiency and effectiveness of the organization, as well as a change in the attitude of its members.

How can a zero defects approach apply to Toastmasters? Obviously, the first step is to identify problem areas either internally or externally that stand in the way of the organization's mission and goals. Once those areas are identified, Crosby says, members with the proper know-how should train others to prevent those problems.

Don't waste time correcting mistakes - prevent them through proper training and attention to details.

2

"At a minimum, the club should concentrate on what it can do to make the members enjoy themselves and learn," he says. "Obviously, club leaders should always think in that pattern in everything they do." Therefore, club officer should examine the club's activities and functions and simply ask: What will the members get out of this? Will they be educated or entertained? If the answer is no, they should evaluate the usefulness of the activity, with an eye toward changing it or eliminating it entirely.

"Each speech is shaped to the group I am addressing, because they have to feel like they are getting their money's worth. Every speaker should take the attitude that [if] they are getting paid for the speech, it's their job to give something that leaves the audience with a good thought or a good impression."

Crosby says this concern should be elevated to the club level to address the problems of member turnover. "The reason people quit is simply that the place is not interesting," he says. If club leaders have a genuine concern for the members and attempt to sustain the interest level, club turnover will diminish.

5

Choose club officers based on leadership ability, not popularity or longevity.

In his books and speeches, Crosby emphasizes that commitment must begin at the top: a business cannot hope to produce quality without there first being a complete and total commitment to quality on the management level. The same, he says, is true for Toastmasters clubs. Good leadership will produce a good club.

Too often, the leadership positions in a club become stagnant. "The same officers shouldn't be there year after year," Crosby says. "The leadership of the club should really change, rather than going around the same little

group or circle." In these cases, he says, the result is sometimes that senior members and officers begin to take advantage of their positions by not taking commitments seriously, by not being on time and by generally not doing what is expected of them. Even if they talk as though they are committed, Crosby says, "they don't fool anyone."

Instead, Crosby suggests, the club should look for people who are truly interested and committed for the leadership positions: Pick someone who is interested in public relations, for example, to head the club's PR activities. Or pick someone who is excited about building community interest in the club to head up membership drives. The point, he says, is to keep the interest level in the excellence of the club at a peak by making sure that the club's leaders are interested. If they are, he says, the club will follow.

By putting these principles to work, a club can be well on its way toward becoming a viable, effective, active organization with a strong membership. The key is a never-ending commitment to creating quality in the club. The benefits, according to Crosby, can be remarkable. And the cost? Crosby himself has said it best: "Quality is free." **T**

Keith Shannon is an attorney, business consultant and freelance writer living in Rock Hill, South Carolina. He is affiliated with Ultreya Associates, Inc., a quality consulting firm in Rock Hill.

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■ **SO YOU'VE JOINED TOASTMASTERS AND** paid your dues. What's next? Well, that's really up to you. You can make Toastmasters a successful, enriching experience of fun, friendship, personal growth and valuable learning, or you can make it an unsuccessful experience of remaining on the sidelines, with lingering dissatisfaction and disappointment in your self-confidence, speaking abilities and leadership skills.

Let's say you choose the second option. Now, you may be thinking, "No one is foolish enough to choose that!" Not true! In my many years as a Toastmaster, I've met several bright, talented people with high potential who chose the second option, for

3 Give insensitive evaluations. Instead of giving speeches yourself, become an expert on evaluating the speeches of others. Be highly critical and point out every mistake, no matter how insignificant. Assume they already know what they did well and where they can improve, so you needn't mention those points. Tell yourself that your incisive observations will certainly make you a valuable, if not always popular, club member.

4 Avoid Toastmasters events beyond the club level. Promise yourself you'll never attend an area meeting, division contest or district conference. Social events and training sessions are silly and frivolous. What could possibly be the point to meeting other

Hang on to
your limitations
and they are
yours forever.

Rules for Becoming an Unsuccessful

reasons evident only to themselves. Using my observation skills as a counselor, I've compiled a list of their strategies as a guideline for those who want to take the shortest, most efficient route to becoming an unsuccessful Toastmaster. Here are eight easy-to-follow rules to ensure you will waste your money and time in Toastmasters and derive nothing from your membership.

1 Stay away from club meetings. Make excuses and find something else to do. Don't mark your calendar for club meetings so you can claim to be busy – or say you just forgot. No one will suspect you are really afraid of being asked to speak. Sure, you joined Toastmasters to overcome your fear of public speaking, but it's too soon. Maybe next year you can attend a few meetings. In the meantime, Toastmasters can just be something to put on your resume.

2 Don't give speeches. Okay, so you *are* brave enough to attend club meetings. But that doesn't mean you have to give speeches, does it? You can say you left your speech manual at home, or claim your dog ate it. Let others know you are there to listen, not to actively participate. Perhaps you can learn to speak better just by watching others.

Toastmasters from diverse walks of life, networking, learning more about public speaking or watching polished leaders and speakers? Those kinds of activities just lead to more work. For example, you might be asked to take on roles you haven't had before, like judging a contest or giving an invocation. Remember the failure's motto: Don't attempt any new activity unless you can do it perfectly the first time.

5 Refuse to hold an office or serve on committees. These are just for suckers who get stuck doing the work no one else wants to do, right? Don't let anyone know you lack the self-confidence and know-how to motivate and inspire others. Maybe you can read a few more self-help books and then you'll be ready to lead others. In the meantime, convince yourself that leaders are born, not made, and you just weren't born to lead. So why try?

6 Reject help from others. Show that you are independent and self-sufficient by refusing your mentor's help. Tell your fellow Toastmasters that you don't need their advice, assistance or coaching – that you learn best in isolation. Keep telling yourself that asking for help is an admission of personal weakness. It may take you longer to become a better speaker, but you'll have the satisfaction of knowing you did it all on your own.



"Stay inside your comfort zone, guided by your fears and acting upon your insecurities."

Toastmaster

7 Be reclusive at club meetings. Leave the introductions, handshakes and social chit-chat to others. Tell yourself that self-confidence has nothing to do with being friendly and sociable. Where is it cast in concrete that engaging speakers and great leaders actually enjoy getting to know and like others? Besides, if you became approachable, you might be asked to participate. (See rules number 2 and 5 above.)

8 Continue to envision yourself as incompetent to speak or lead others. Hang on to your limitations and they are yours forever. Stay inside your comfort zone, guided by your fears and acting upon your insecurities. Write 100 times that taking risks is for fools who are asking for failure and embarrassment. Resent the accolades and opportunities that come to successful Toastmasters who, in your opinion, must surely be getting by on pure luck. Keep wishing you could be like those great speakers who somehow magically exude charisma and self-assurance, and keep wondering how they do it. This last rule is the most important of all because it is guaranteed to deter you from any success or advancement in Toastmasters.

There you have it! How to be an unsuccessful Toastmaster in eight simple steps. Follow these

rules and in no time you'll be completely disenchanted with your membership. Of course you will miss out on the fun that comes with learning, the warmth that comes with teamwork and the exhilaration that accompanies achievement.

There is a difference between people who achieve success and those who merely *day-dream* about achieving success. Those who achieve success in Toastmasters are willing to face risks, seek assistance and feedback and do battle with their own self-doubts and fears. They are willing to invest their time and energies in Toastmasters because they learn by doing. They see their investment in Toastmasters as an investment in themselves.

Successful Toastmasters know that dynamic leaders and speakers are not born that way; they achieve their goals of greatness through sustained practice and preparation. Toastmasters International offers a proven educational program for them, in group environments that foster fun, creativity and self-expression.

Hey, maybe after thinking it over, you'll change your mind and choose the first option after all! **T**

Judith E. Pearson, DTM is a member of Berhcerc Club 1630-27 in Fort Belvoir, Virginia.

Toastmasters' 1994

Golden Gavel

Recipient

Les Brown: The Motivator

No matter whether Les Brown is speaking to a group of high school students or corporate executives, his effect on the audience is the same. "People cannot come and hear me and walk away the same. They cannot go back to the same old safe, unmotivated, don't-care person anymore," he claims. His high energy message is rooted largely in personal experience and tells people how to shed mediocrity and live up to their potential greatness.

A former state legislator and television talk show host, Brown is author of the highly acclaimed book, *Live Your Dreams*, and president of his own speaking and training firm, Les Brown Unlimited, Inc. In 1992, he was selected as one of the year's Top Five Outstanding Speakers by members of Toastmasters International. This year he will be honored at the International Convention with our organization's most prestigious award for excellence in the fields of communication and leadership: The Golden Gavel.

Brown epitomizes the image of a self-made man. Born into poverty and abandoned by his parents when he was just six weeks old, his life has been the quintessential tale of struggle and overcoming adversity to reach self-actualization. From his youth, Brown was told that he would not amount to anything. Teachers mistakenly labeled him a "slow learner," leaving him with low self-esteem – and a determination to prove them wrong. Brown knew it was not his own talent and intelligence that was missing, but rather the ability of those around him to recognize and draw out those qualities. Thus, he has dedicated himself to helping others recognize their potential and reach higher levels of achievement.

"My mission is to get a message out that will help people become uncomfortable with their mediocrity. A lot of people are content with their discontent. I want to be the catalyst that enables them to see themselves having more and achieving more."

Here are some of Les Brown's tips for reaching your fullest potential:

"YOU'VE GOT TO BE HUNGRY."

Brown says the main force behind his own success was his hunger to learn and passion to push himself. "If you want to make it in life, you've got to be fearless and unstoppable. You've got to make up your mind that nobody is going to stop you."

"ACT THE WAY YOU WANT TO BE AND SOON YOU'LL BE THE WAY YOU ACT."

Set a goal and believe that goal is possible. Brown says the key is to work on developing yourself – to develop a personal vision. Early in his career, Brown's dream was to be a disc jockey. So he began listening to the radio religiously, practicing techniques and mimicking announcers. Soon he got a job as a janitor at a radio station in Columbus, Ohio, and worked his way up to become a deejay and eventually a broadcast manager and commentator. "You've got to start thinking of yourself in the future – and see yourself there," Brown insists.

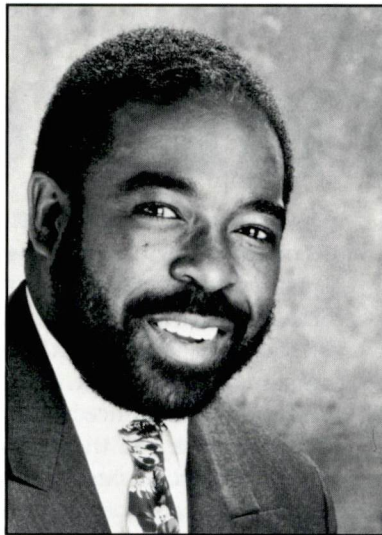
"PRACTICE DOESN'T MAKE PERFECT – IT MAKES IMPROVEMENT."

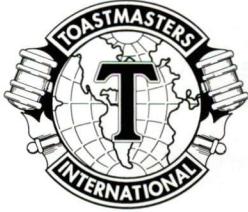
"We'll never hit a state of perfection, but we're always practicing improvement," Brown says.

"DEVELOP A LARGER VISION OF YOURSELF."

Brown reminds his audiences that they have abilities, talents and strengths they haven't even begun to reach for – and if they don't, they'll live to regret it. "We have always had leaders who say, 'I will do this for you.'" he explains. "What we have not done is turn people on to themselves, turn people on to the unlimited power they have within themselves."

Come to the 63rd Annual Convention in Louisville, Kentucky, and get motivated by Les Brown as he accepts the Golden Gavel award on August 19. More than 1,200 Toastmasters from throughout the world will be there!





T O A S T M A S T E R S 63RD ANNUAL CONVENTION

AUGUST 16-20, 1994 ♦ THE GALT HOUSE, LOUISVILLE, KENTUCKY, U.S.A.

MAIL THIS PART TO: Toastmasters International, P.O. Box 9052, Mission Viejo, California 92690 U.S.A. (This form is not to be used by International Officers, Directors, Past International Presidents, Past International Directors or District Governors elected for 1994-95.)

To attend general sessions on Wednesday, Thursday and Friday, a registration badge will be required. Preregister and order event tickets now! **You must be registered to purchase tickets** to any event except the International Speech Contest. ATTENDANCE AT ALL MEAL EVENTS AND THE SPEECH CONTEST WILL BE BY TICKET ONLY. Advance registrants will receive a receipt by mail. Tickets can be claimed at the registration desk beginning at 10:00 a.m. Tuesday, August 16.

ALL ADVANCE REGISTRATIONS MUST REACH WORLD HEADQUARTERS BY JULY 8.

_____	Member Registrations @ \$75.00	\$ _____
_____	Joint Registration: Husband/Wife (both Toastmasters) @ \$135.00	\$ _____
_____	Spouse/Guest Registrations (each) @ \$60.00	\$ _____
_____	Interdistrict Speech Contest (Monday, August 15) @ \$8.00	\$ _____
	(Note: The above event is open to all delegates.)	
_____	Tickets: Toastmasters & Guests Luncheon (Thursday, August 18) @ \$23.00	\$ _____
_____	Tickets: DTM Luncheon (Thursday, August 18) (Note DTM # _____) @ \$23.00	\$ _____
_____	Tickets: "A Night at the Races" Fun Night (Thursday, August 18, Dinner/Show) @ \$40.00	\$ _____
_____	Tickets: Golden Gavel Luncheon (Friday, August 19) @ \$27.00	\$ _____
_____	Tickets: President's Dinner Dance (Friday, August 19, Dinner, Dancing, Program) @ \$40.00	\$ _____
_____	Tickets: International Speech Contest (Saturday, August 20) @ \$12.00	\$ _____
	TOTAL	\$ _____

Check enclosed for \$ _____ (U.S. Dollars) payable to Toastmasters International. **Cancellation reimbursement requests not accepted after July 15. Cancellations not accepted on site.**

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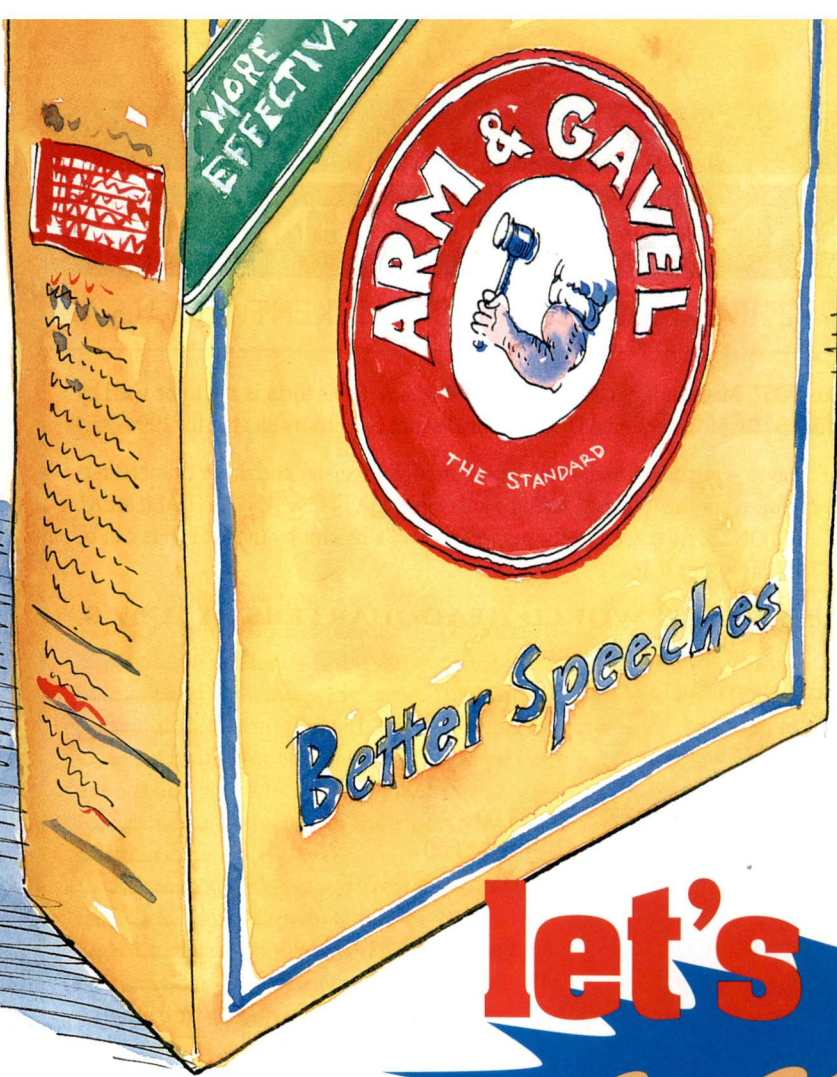
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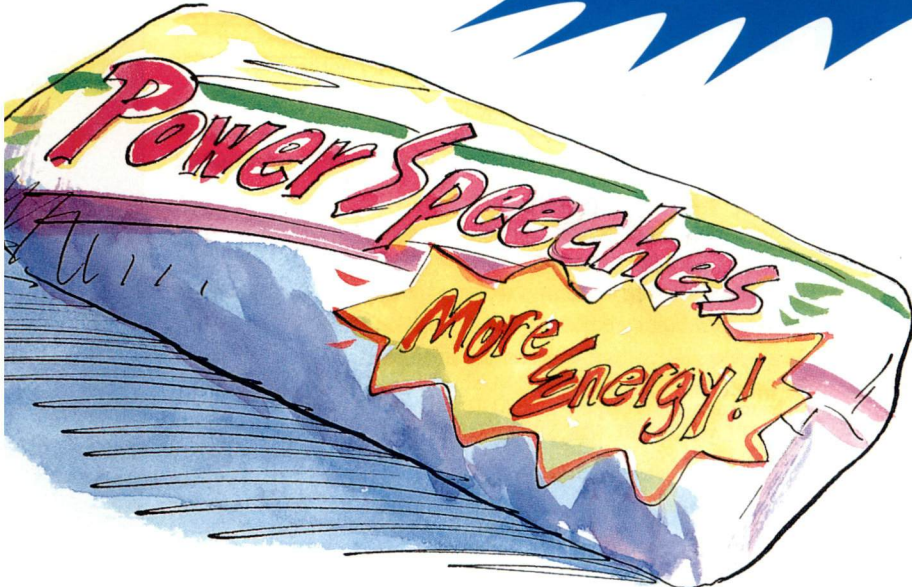
DEADLINE FOR RESERVATIONS: July 15, 1994



No amount of presentation skill or poise can overcome the weakness of a poorly written speech.

let's improve our s

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i have heard hundreds of speeches, lectures and sermons during the past thirty years, but sadly, the truly memorable ones do not add up to more than a few dozen.

Many of the speeches were poorly presented, but most were doomed by bad writing. No amount of presentation skill or poise can overcome the weak content of a poorly written speech. Good speech writing is difficult, but like many skills requires some thought and plenty of practice.

by Tom Ealey

SPEECH WRITING PROBLEMS

After all of those years of listening to dreary speeches, the biggest speech writing problem finally hit me. *Many speakers are writing prose, but prose essays do not make good speeches.* Most of us learned to write by writing expository essays and book reports in school, and the style tends to stick with us.

Prose is written to be read, not heard. Think for a moment about how a person reads. A reader can speed up, slow down, pause, backtrack and reread. A person listening to a speech can only move with the flow of the speech and is dependent on the speaker for good speech construction, pacing and delivery.

Listeners cannot digest material in the same manner as readers, so when a speech is written as prose the audience is put on the defensive, trying to listen and digest a complex information pattern. A speech must be simpler and more pointed.

For example, compare U.S. President Bill Clinton's 1992 convention acceptance speech to his 1993 inaugural address.

The inaugural was shorter, better defined, more thematic and much easier on the ear. The inaugural flowed better and left a clear message.

Another major speech writing problem is focus. Many speakers simply pack too much material into the speech, either by picking too broad a topic or by bounc-

what you will of President Reagan, but the combination of Noonan's writing and Reagan's presentation made for some powerful speeches.

Noonan, with a background in literature and journalism, is obviously a well-read person, and it showed in her speech writing. A well-read person can't help but be better informed, and more importantly, have a grasp of language and the

"A well-read person can't help but be better informed, and more importantly, to have a better grasp of language and the beauty with which words can flow."

beauty with which words can flow. Reading will definitely help your speech writing.

Noonan is well-versed in poetry, and poetry and speech writing have much in common. Remember the comments about good prose not making good speeches? Both poetry and public speech need an economy of words, an interesting rhythm and a steady flow. Try reading aloud from Frost or Sandburg or from the Psalms, and notice that you can't help but get into the rhythm. Try reading aloud from any well-written prose and you won't get the same effect.

One of the best parts of Noonan's book is her "Gettysburg Address rewritten by a committee." It is a clever example of Lincoln's dramatic speech turned into sluggish, boring prose. It reminds me of many awful speeches I've heard, speeches that could have been much better

with better writing. If you want to write better speeches read this book, ignore the politics, and soak in the speech writing trade craft.

SOLUTIONS: INTRODUCTIONS AND OPENINGS

Too many speeches are ruined at the start – by a lousy introduction of the speakers. I always write my own introduction and insist that it be read just as written. It is crucial to the success of the speech! Writing my own keeps the introduction short and accurate, and allows my opening comments to flow straight ahead.

Once introduced, a speaker must avoid a weak opening, as this will quickly kill audience interest. Weak speech openings come in many varieties; too long, too short, clumsy humor, not focused and outright misleading. Good openings come in few varieties, and share the common threads of appropriate length, clear relation to the main topic, a dominant theme and humor used only by someone competent for the task.

Both the speaker introduction and the speech opening should spring forth from the title and fit the tone of the

ing from topic to topic. A speech on "world peace" may be well intended, but few speakers can do justice to such a topic. The speaker should focus and narrow the topic based on audience needs and expectations and the speaker's own qualifications.

Occasionally a speaker is given a broad topic and asked to do it justice. All I can say is, be careful! Do not be so gracious that you accept a speaking assignment that is impossible to fulfill; as you will only set yourself up for failure. These kinds of speeches can be done well, but require an experienced speech writer to find and elaborate on a narrow central theme. The "world peace" speech, for example, might be managed by focusing on the role of the United Nations.

SPEECH WRITING AS BESTSELLER

A few years ago the national book bestseller lists included *What I Saw at the Revolution*, written by Peggy Noonan, a former speech writer for Presidents Ronald Reagan and George Bush.

Most reviewers read the book as political history, but I devoured it as a primer on speech writing techniques. Think

occasion. An introduction for a political convention speech must be much different than one for a lecture on economics. The level of emotion and the amount of information should correspond to the topic at hand and allow a smooth flow into the body of the speech.

Use the one-tenth rule of length – a 20-minute speech should have no more than two

“Somewhere the myth was started that every speaker, on whatever topic, must first warm up the audience with some humor. That’s absolutely wrong.”

minutes of opening commentary and set-up. If you cannot capture the audience in that length of time, either your topic is not properly focused or your opening is sloppy.

BODY BUILDING

Always remember the earlier comments about topic selection, breadth and depth. Picking too broad a topic simply increases the odds of failure. Then, as you write the body of a speech, keep repeating “this is not prose, this is not prose.”

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So how do we make a speech different than prose? First, try to state no more than three or four major points, much like topic sentences. These should flow from the overall topic and serve as huge interstate road signs, so obvious that missing them is impossible.

A prose essay might have 10 paragraphs with 10 topic sentences, and thus be quite lengthy. That is too much for a speech, however. If you can send your listeners home with a major theme and four memorable highlights, you have outdone most speakers. (If you doubt that, try to remember the speaker at your high school graduation – I can’t either!) Many sermons fail on this point as well.

Second, look at your construction and language. Good speaking is more akin to poetry than prose, being that it uses an economy of words and a specific rhythm. The rhythm of a speech will vary by the topic and the speaker, and even a straight expository speech can have enough variety to distinguish it from the “he sounds like he is reading a muffler warranty” style of speaking. Even brief pauses and strong highlighting of a new topic sentence can give the speech a little bit of rhythm. The more rhythm the better.

When preparing the body of a speech, keep in mind that a little too short is better than a little too long. When in doubt, cut it out. Practice the speech with a timer. Remember that you should speak just a bit slower in front of an audience than you otherwise would. If the length is not right, edit and try again. A red pencil can be a tremendous ally.

What about writing a complete speech text versus working from an outline? By all means, if you have the experience, use an outline rather than a text. There is no way that you can read an outline, so you’ll be forced to really give a speech. However, if you don’t have the confidence to speak from an outline, don’t experiment on your audience. There are plenty of presentation techniques to help a written text sound much less “read,” and there is nothing worse than being stopped dead in the middle of your speech and not knowing what to say next.

Writing for another person is an entirely different matter; you will be expected to write a full text. This is not for the faint of heart, as you must not only craft a speech but try to match the speech to the style and talent level of the speaker.

I always self-critique my speeches and lectures, and make detailed written comments immediately. I am not overly critical; the goal is to improve a little with each presentation. After a while the presentation builds up and the speeches gain in both writing and delivery.

CONCLUSIONS

Many speakers have a serious problem: not knowing when to stop. Others know when, but not how. Too many good speeches are ruined because the speaker tries to make one more point or tell one more anecdote, and the whole process drags. Guess which part of the speech is remembered the most?

The one-tenth rule works here as well, so your 20-minute speech now has a two minute opening, a 16-minute body and a two-minute closing. This should be plenty of time to wrap up your thoughts and repeat the main points, the topic phrases.

I am not adverse to saying something to the effect of, “and in conclusion” or “now to summarize.” Some speakers consider this trite, but unless you have the talent to keep your audience enthralled and focused every moment, it is not a bad idea to let them know that the end is at hand. Talented speakers can do this in a more polished manner, but until you gain their experience, you may want to use a direct approach.

Always “tell ‘em what you told ‘em” – briefly repeat the main points and close. Too many speakers cannot close, and this causes three or four minutes of agony as the audience begins a game of “I know the end is near but how near?”

THE HUMOR TRAP

Humor is the hardest part of speaking and speech writing. Very few of us can write or deliver humor properly, and most speakers should just avoid humor altogether.

Somewhere the myth was started that every speaker, on whatever topic, must first warm up the audience with some humor. This is absolutely wrong! If the speaker’s introduction and your opening comments are properly focused and delivered, the audience will be focused and ready to hear your message. Why mess up your rhythm with amateurish humor?

Most speakers cannot clearly define differing kinds of humor; joke telling, story telling, dry wit, sarcasm, etc. All of these may be used at certain times by experienced speakers, but use any of them badly and you will defeat your own purpose.

And there is a darker side to humor. The joke that was hilarious in the golf club locker room will offend many people in your audience. Jokes on race, gender, religion, political affiliation, age or any other sensitive area should be avoided. We give comedians certain license to offend us, and we laugh with them. Most speakers do not have that license and should never assume it. And besides, even with good material your delivery may be lousy. Sometimes a little gentle self-deprecating humor is the best speech humor. So unless you are a pro who can handle humor with a

deft touch, avoid it. You will never offend anyone with the joke that you do not tell.

SUMMARY

Good speech writing requires concentration, thought and practice, practice, practice. Write tight introductions, focused and highlighted main topics, and a crisp, to-the-point conclusion. Be careful with humor, use properly styled language, and work on a rhythmic flow. Practice the speech carefully and deliver it with enthusiasm. Your speeches will improve and your audience will thank you!

Tom Ealey is a management consultant, writer and seminar lecturer in Findlay, Ohio. He is a former member of Maumee Valley Club 1637-28.



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INTO THE FUTURE:

Coping With Change

■ IN DESCRIBING HIS IMPRESSIONS OF THE FIRST HALF of his term as International President, Neil Wilkinson, DTM, told the Board of Directors in February that he “was treated royally” and truly enjoyed his visits to eight different districts during the months of October and November 1993. “It is heartwarming to hear hundreds of personal stories of how Toastmasters is changing people’s lives,” he said.

President Wilkinson and his wife Jean spent 24 busy days visiting five districts overseas (districts 75,70,69,73 and 72) in 13 cities. They also attended the fall conferences of North American districts 41, 12 and 15. “We are very grateful to all Toastmasters, their spouses and friends who worked so effectively, in some cases for a full year, to make these visits produce results for our members,” President Wilkinson said. “The wonderful memories will last a lifetime.”

During their visit to the Philippines, President and Mrs. Wilkinson had the opportunity to dine with Philippine President Fidel Ramos at a club charter night. President Wilkinson also met with five governors, one senator, six lord mayors and six mayors. He shared the benefits of Toastmasters training with these public figures, all of whom he said were very positively inclined toward our organization. President Wilkinson’s visits were publicized in 19 newspaper and magazine interviews, almost two hours of television time and 85 minutes on radio.

Executive Director Terrence McCann told the Board that for Toastmasters International to continue its successful path of the past 70 years, the organization needs to be open and ready to meet challenges and opportunities brought on by the constant change in today’s and tomorrow’s society. “As we move toward a new century buffeted by change, it’s time for us to reassess values and visions, test our assumptions about how we operate and reflect on what kind of organization we hope to be in the future,” he said.

The Board will meet again on August 16, during the International Convention in Louisville, Kentucky.

BOARD ACTION:

After splitting up into its component committees for discussion, the Board reconvened and took the following actions:

■ Approved the purchase of a 7737-20 disk drive for the computer at World Headquarters.

■ Reviewed the need for earthquake insurance at the World Headquarters building. In lieu of paying the approximately \$30,000 premium for such insurance, Toastmasters International will set aside each year that amount, in the Investment Fund, to cover potential losses from natural disasters.

■ Authorized a Trademark License Agreement between Toastmasters International and Interactive Solutions, a Georgia corporation, to allow the use of the Toastmasters emblem and name trademarks in connection with the manufacture and sale of the Pacesetter Speech Prompter Timer.

■ Authorized World Headquarters to make arrangements to have some items, after approval by World Headquarters, produced and warehoused locally in some Districts outside the United States, but with the sales to continue to be processed by World Headquarters.

■ Reviewed the current practice of accepting credit card payments for merchandise and the possibility of extending the practice to the acceptance of that type of payment for membership-related items. The Board also reviewed wire transfer payments for such items. The Executive Director was re-

quested to investigate possible alternative methods for membership-related payments at no cost to Toastmasters International.

■ Discussed reports that the Toastmasters name, and/or associated names and symbols, are being used by some Toastmasters for the promotion of events which are not sponsored by Toastmasters International, and that at least one of such events publicizes that proceeds from it will be used to fund scholarships to further communication. The Board instructed the President to advise the promoters of any such events that such activities may violate Toastmasters International policies, and, in some instances, may endanger the tax-exempt status of Toastmasters International and its member Clubs.

■ Reviewed the progress of the District 25 division and gave the final approval for division into two Districts effective July 1, 1994, with the re-formed District retaining the number 25 and the newly formed District to be assigned the number 50.

■ Adopted and prepared the wording for four resolutions which, if approved by the Delegates and Proxy holders at the 1994 Annual Business Meeting, will amend and restate the Articles of Incorporation, Bylaws of Toastmasters International, and the Club Constitution and Standard Club Bylaws, and replace the District Constitution and Standard District Bylaws with the District Administrative Bylaws. The resolutions and background material were mailed to all Club Presidents of record on March 31 along with the

Annual Business Meeting proxy card.

■ Reviewed five resolutions submitted by Clubs and prepared the wording for two to be brought to the delegates at the 1994 Annual Business Meeting with a Board recommendation against adoption. Three of the resolutions were not brought forward because either a similar version was already included in the amended and restated documents, or they were deemed not in the best interests of Toastmasters International.

■ Reviewed the issues of absentee and proxy voting at the Club level and made no change to the current provision which requires members to be present at the Club meeting in order to vote. Personal presence and participation in meetings, including the election of Officers, is a fundamental principle of parliamentary procedure. Furthermore, the Toastmasters Club meeting is based on direct, face-to-face communication among the members.

■ Composed Rules of Order for use at the Annual Business Meetings and Conventions to be presented to the Delegates and Proxyholders at the 1994 Annual Business Meeting. If approved, those Rules become the Standard Rules of Order for conduct of the Annual Business Meetings and will remain in effect for subsequent Annual Business Meetings until such time as they are amended or rescinded.

■ Reviewed the non-discrimination policy of Toastmasters International and reaffirmed its position that no person shall be denied mem-

bership in a Club and no member shall be discriminated against in the conduct of Toastmasters programs on the basis of age (except those persons under 18 years of age), race, color, creed, gender, national or ethnic origin, sexual orientation, or physical or mental disability, so long as the individual is able to participate in the Toastmasters program through his or her own efforts.

■ Amended the Minimum Club Standards policy. Effective December 31, 1996, all Toastmasters Clubs must meet the following minimum requirements for a Toastmasters Club: meet at least twelve (12) times per year; have members give oral speeches and give and receive oral evaluations; and give members the opportunity to develop and practice leadership skills.

■ Reviewed complaints related to campaign ethics. All Districts and Candidates will be advised of the policies of Toastmasters International regarding campaign ethics.

■ Amended policy to handle the situation of reimbursement to International Directors who move out of the Region from which they were nominated during their term of office.

■ Amended policy so that only those Past International Presidents and Past International Directors who maintain membership in a Club in good standing will receive items such as Minutes, changes to the Manual of Management Operations and TIPS and District Newsletters.

■ Considered a request to establish a class of membership entitled "dual member" with a reduced dues struc-

ture and decided against adding any additional membership categories. Dual members with full rights and entitlements to service require the same level of financial support equivalent to existing categories of membership. Additionally, such a change would reduce revenue for Toastmasters International and Districts, even though the same level of service must be provided.

THE BOARD ALSO:

■ Reviewed the Success/Leadership module, "How to Conduct Productive Meetings," and recommended revisions. The revised program will be available in late 1995. Announcements about availability will appear in *The Toastmaster* magazine.

■ Reviewed training surveys and plans and identified key concerns in the communication and delivery of Officer training programs at all levels.

■ Recommended that World Headquarters proceed with the development of a member recognition program.

■ Discussed criteria for leadership development in Toastmasters and recommended that World Headquarters develop a proposal for a clearly defined leadership track for review at its August 1994 meeting.

■ Reviewed results of first-level judging for the 1994 Accredited Speaker Program. Three speakers were advanced to the next level. The Board also recommended changes in first-level judging procedures.

■ Discussed a proposal to establish a taped speech contest for prison Clubs and recommended no action.

■ Reviewed awards granted by Regions and determined that since a Regional Conference is a Toastmasters event, any awards and recognition presented at the conference must be presented by Toastmasters International. Except for a Communication and Leadership Award and speech contest recognition, no other awards may be presented by an individual Club or District at a Regional Conference.

■ Adopted procedural rules to be used by District Nominating Committees.

■ Established guidelines for the assignment of Clubs to Areas and Divisions.

■ Discussed the position of Public Relations Officer and recommended that the Public Relations Officer shall be a staff position and should not be considered a fourth top Officer. The relationship of the PRO to the District Governor, other District Officers, Bulletin Editor and Speakers Bureau Chairman was clarified. Public Relations Officers duties, goals and relationships were defined for inclusion in training and public relations resources provided to Districts. Resources and training for Public Relations Officers will be discussed at the August 1994 Board of Directors meeting.

■ Reviewed the 1993-94 Distinguished District Program per capita goal and recommended that it be adjusted to reflect membership figures as of June 30, 1993, based upon a growth goal of two percent or one per capita per Club. The Distinguished District Program will be reviewed at the August 1994 Board of Directors meeting.



DTM

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

Gregory Alonzo, 1058-F
Mary Ellen Berg, 3742-F
Jack L. Nichols, 6138-F
Michael Higgins, 8735-F
Glen W. Hambleton, 2748-6
Edward Parker, 1857-19
Barbara M. Scargill, 1929-21
Harry S. Truman, 5734-27
Richard Benson, 1589-43
Grace M. Rosebrock, 6299-58
P. Mark Bunting, 5207-60
John F. Lum, 1044-65
John William Zeller, 8967-69
Arie (Willem) Wernas, 3128-75

Dan R. Meyer, 454-16
Robert David Hooley, 3435-21
William Paul Kocher, 6530-25
Malcolm G. Cullen, 571-27
Harriet Brattain, 3396-27
Shery C. Picciolo, 8858-27
Harriet Edith Kaplan, 957-28
Anastasio Escobedo Ponce, 8191-34
Bill Kjer, 4596-35
Martha S. Taub, 2134-39
Friedefike Klefeker, 553-40
Douglas R. Strock, 5666-43
Curtisteen Brooks, 7825-43
Clifford T. Fournier, 2204-45
William Buck, 4588-45
Alberta Dilworth, 1196-54
Jack S. Ragsdale, 1196-54
Joseph Tomich, 1196-54
A. Dean Lucas, 6061-57
Paul H. McMichael, 9151-63
Isabelle Kearsley, 5513-69
Trevor Shaw, 1413-74

Edward L. Kostjal, 6642-12
Odell William Young, Jr., 810-14
Susan Woodell, 3133-14
Blair R. Johanson, 4781-14
Eleanor J. Duvall, 2439-15
Stephen C. Shisler, 8461-18
Jay Gjerstad, 380-19
Tricia Downey, 2388-19
Vivian "Sandy" Hunsicker, 4605-19
Kay Hockett, 8132-19
William P. Gibbs, 3150-25
James S. Mewhinney, 3549-25
John Kimbrough, 4108-25
Lowell Warren, 7749-25
Mark E. Navarro, 741-26
Dorothy O. Chapman, 2630-26
John Dempsey, 2815-29
Cynthia D. Brawner, 6817-30
Johgina Deneen Densmore, 6817-30
Gloria Alvino, 1167-31
Joseph Romano, 4641-31
John Tafajian, 4785-32
Mark Langford, 6362-32
Michael Brown, 89-33
Rita Schnaidt, 270-33
Raymond J. Cauwet, 828-33
Kay Collis, 3374-33
Joy Gaylord, 3533-33

Gloria Lemmon, 1250-57
Mary Ann Kenney, 2056-57
Danny Sanchez, 5269-57
Patrick T. McManus, 6216-57
Dale C. Nash, 1453-58
Raymond F. Hill, 2500-58
Liliane Auger, 5097-61
Keith E. Miller, Sr., 7883-63
Karen C. S. Botwright, 3207-64
Agnes Pelletier, 4032-64
Carlotta Deering, 3305-66
James Lawson Campbell, III, 7226-68
Scott Aaron Phillips, 8261-69
Noeline Elese Jackson, 1218-70
Paul Adrian Rheinberger, 1218-70
Robin John Steenson, 1218-70
Clive Bartlett, 2776-70
Fred Bishkov, 2776-70
Patricia Joan Worrall, 7198-70
Ronald Sydney Cunningham, 8856-70
Geoffrey David Laws, 2782-72
Michael F. Anderson, 7456-72
George Mills, 1315-74
Mike Soledad, 9683-75

ATM

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

Mary Ellen Berg, 615-F
Frank Spittle, 4220-F
Robert W. Richardson, 7766-F
Nancy Buhl, 8735-F
Peter M. Billcliffe, 822-2
Frederick A. McCandless, 4823-2
David J. Halvorsen, 5134-2
Karen E. Wheat, 1820-3
Ruthie L. Swain, 7860-3
Thomas R. Arnold, 4606-4
Carol A. Miller, 6645-4
Douglas Everett Dalquist, 2538-5
Eva Margaret Fry, 4727-5
Sheryl L. Roush, 5315-5
David Krussow, 725-6
Dennis L. Owings, 4701-6
Burnell D. Hanson, 5133-6
Marianne Kibler Whiting, 5252-6
Jeannette Green, 5948-6
Sandra W. Watson, 2598-7
Barbara Gianos, 2979-7
Gwendolyn O'Halloran, 2999-7
Sharon LaVelle Campbell, 4777-7
David L. Stan, 6253-7
Shirley Petrus, 1957-8
E. Ann Walker, 5196-8
Barbara Grzenczyk, 6629-8
Kathleen Diehl, 4081-11
Shirley A. McPherson, 8442-11
Richard D. Richins, 815-12
Lois J. Groves, 1348-12
Stanley S. Reyburn, 4062-12

Charles G. Neal, 3883-33
Charles F. Ebert, 2121-35
Laurence Thayer, 3637-36
Richard Lance Kull, 2946-37
Richard L. Huffman, 3961-37
Rich Davis, 8215-37
Lynda Cannon, 246-40
Elizabeth Christine Graves, 1008-40
Rochelle A. Chernikoff, 8536-40
Thomas Carlson, 224-41
J. P. Skelly, 495-41
Millie Kossowan, 3146-42
Bev Bedford, 3418-42
Victoria Filanovsky, 3673-42
Sunni-Jeanne Walker, 6766-42
Douglas V. Mitchell, 8393-42
Paul M. Beegel, 1741-45
Gloria Nixon Harris, 1105-46
Jay Robert Baer, 952-47
John Lythgoe, 2166-47
James R. Droege, 6860-47
Ralph G. Jordan, III, 7697-47
Suzanne Mitchell, 7719-47
Gail Volke Lee Wolflick, 2805-49
Chick Saffell, 2966-52
Betty K. Domer, 3176-53
Dorothea M. Perry, 127-54
Margaret R. (Peggy) Lee, 995-54
Peter J. Taraboletti, 1196-54
Stacy R. Tomich, 1196-54
Robin Peacher, 3228-54
Ann Leach, 6104-54
Doug Schmitz, 3373-56
Jim Barshop, 5166-56
Linda G. Crum, 6758-56
Deborah M. Wallace, 8034-56
Bobbi Chaney, 182-57

ANNIVERSARIES

50 years

Progressive, 264-16

45 years

Decatur Commodore, 654-8
Metro, 719-15
Bismarck, 717-20
Shreveport, 718-25
Dearborn Dynamic, 726-28
Port Angeles, 25-32
Reading, 714-38
Petaluma, 732-57

40 years

County Employees, 1166-12
Five Seasons, 1529-19
Metro-Speakers, 1470-25
Mount Prospect, 1500-30
University, 1499-35
Tri-City, 1579-57
Spartanburg, 1453-58
Nashville, 1565-63
Fulton, 1515-65

35 years

St. Joseph Toastmasters, 1439-22
Daybreakers, 2899-25
Northwestern, 2946-37
Piqua, 2671-40
Chinook, 1448-42
Portsmouth, 1094-45
Southwestern, 2995-56
Monday Mumlbers, 2976-63
Vital Words, 2375-64

ATM Silver

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

Greg McMahon, 805-F
William J. Neal, 3742-F
Sheryl L. Roush, 5315-5
Elizabeth T. Morris, 4813-15
John A. Domino, 782-35
Lorraine McCall, 1031-39
William N. Hodges, 1740-40
Steven A. Vetter, 2541-66
Yvonne Cowling, 1179-73
Sue Chown, 1315-74

ATM Bronze

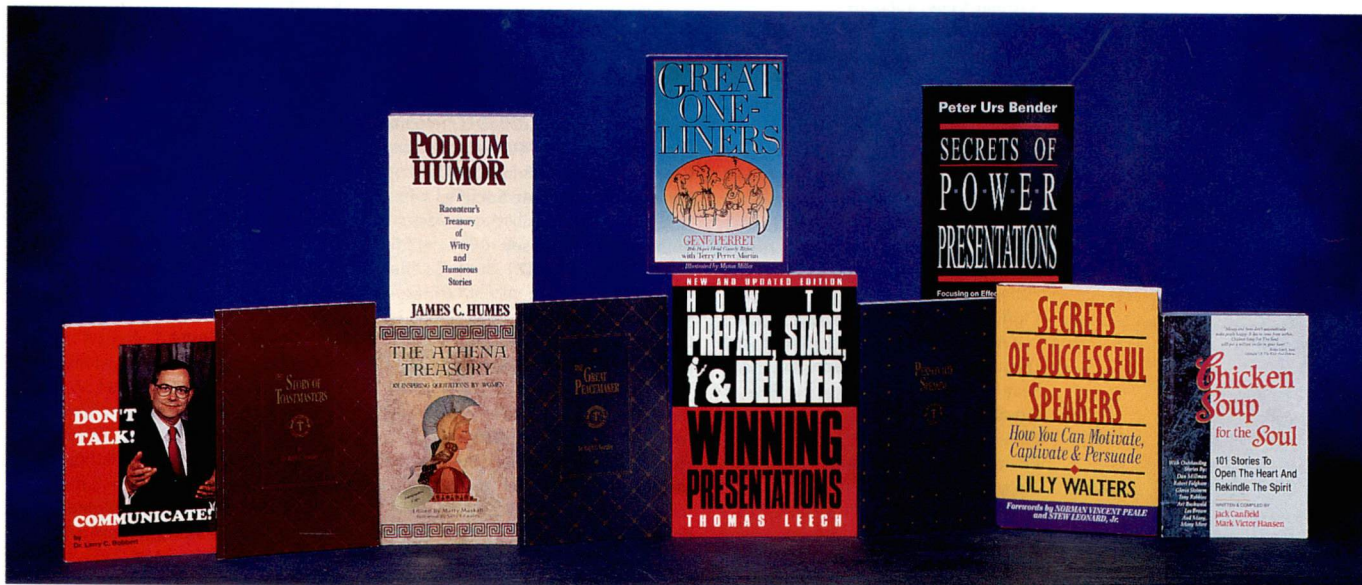
Congratulations to these Toastmasters who have received the Able Toastmaster Bronze certificate of achievement.

Joan M. Rohm, 3033-F
Jo Ann Stevens, 5538-2
Michael B. Spencer, 9509-2
Laird Guttersen, 2531-3
Steve Broe, 6580-3
Sheryl L. Roush, 5315-5
David R. Hattery, 3974-7
Deepak S. Ubhayakar, 7213-12

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