

# The TOASTMASTER<sup>®</sup>

MARCH 2004

A Roadmap for

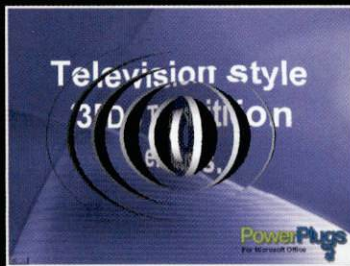
## Completing Your CTM

**The Fine Art  
of Foot Talk**

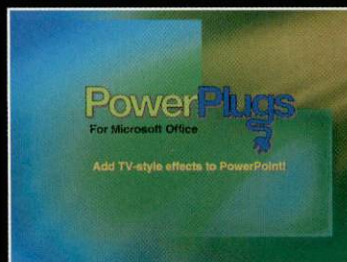
**Why Do Top CEOs  
Shine as Speakers?**

**Leadership:  
Do You Add Value  
to People's Lives?**

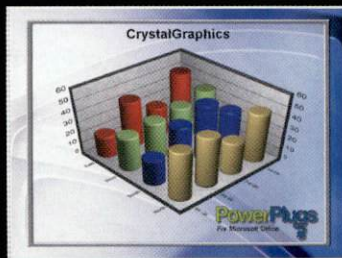




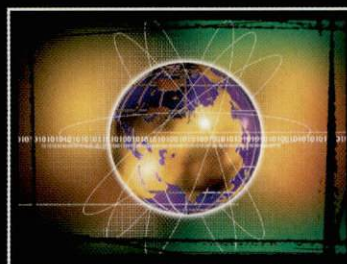
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To submit articles, contact:

**TOASTMASTERS INTERNATIONAL  
 PUBLICATIONS DEPARTMENT:**  
 P.O. BOX 9052 • MISSION VIEJO, CA 92690 USA  
 (949) 858-8255 • FAX: (949) 858-1207  
 VOICEMAIL: (949) 858-2865  
 e-mail: [klacascia@toastmasters.org](mailto:klacascia@toastmasters.org)

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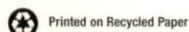
THE TOASTMASTER Magazine (ISSN 00408263) is published monthly by Toastmasters International, Inc., 23182 Arroyo Vista, Rancho Santa Margarita, CA 92688, U.S.A. Periodicals postage paid at Mission Viejo, CA and additional mailing office. POSTMASTER: Send address change to THE TOASTMASTER Magazine, P.O. Box 9052, Mission Viejo, CA 92690, U.S.A.

Published to promote the ideas and goals of Toastmasters International, a non profit educational organization of clubs throughout the world dedicated to teaching skills in public speaking and leadership. Members' subscriptions are included in the \$18 semi annual dues.

The official publication of Toastmasters International carries authorized notices and articles regarding the activities and interests of the organization, but responsibility is not assumed for the opinions of the authors of other articles. THE TOASTMASTER magazine does not endorse or guarantee the products it advertises.

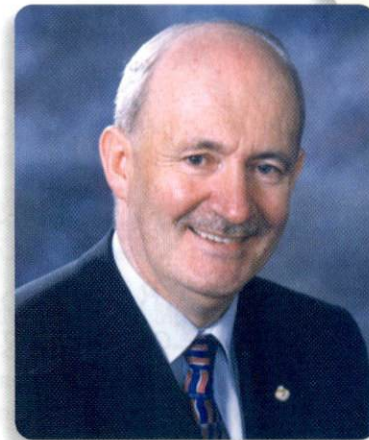
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*"If you are not fired with enthusiasm,  
 you will be fired, with enthusiasm"*

– VINCE LOMBARDI FORMER NFL FOOTBALL  
 COACH, GREEN BAY PACKERS.



## Are You Fired with Enthusiasm?

The word *enthusiasm* comes from the Greek words *theos* and *en* and literally means "God within." It is a fire, a flame, a passion within you. Real enthusiasm is not something you have one day and not the next. Rather it is something you have all the time. Are you fired with enthusiasm for life generally and for Toastmasters particularly?

I am delighted to say that everyone I've met on my travels since taking this office has been filled with enthusiasm for our organization and for all the work we do to help people achieve their full potential and realize their dreams. From top to bottom, our organization is buzzing, and this is being shown in many ways. Here are some examples:

Last October and November I visited six district conferences in West Texas, Wisconsin, Iowa, California, Oregon and Pennsylvania. They were all well-organized, well-run and well-attended. Everyone I met was committed to making their clubs, areas, divisions and districts as successful as they could possibly make them and were prepared to spend much of their free time to achieve this goal. That's enthusiasm in action!

While attending the Executive Board Meeting in November, I – along with the other members of the Executive Committee – paid a special visit to World Headquarters to thank our wonderful management and staff who worked long hours, days and weekends to successfully manage the transition from our old technology system to the new one. It was a great thrill for me to see all our 62 staff members in one place for the first time and to let them know how much we appreciated their efforts. They certainly showed enthusiasm in action.

Earlier this year I had the honor of playing a part in my home District 71's District Officer Training and my Division Club Officer Training here in Dublin. Once again I was struck by the marvelous interest and commitment of everyone concerned in learning how to better serve their members. I saw real enthusiasm in action. So it's no wonder, then, that our organization goes from strength to strength and continues to grow and thrive.

Do you realize that about 70,000 members serve our organization in one capacity or another each year as club officers or district officers? Come July 1st each year, these roles need to be filled all over again! Your opportunity to serve will arise shortly as elections for various positions take place. Are you enthusiastic enough to grasp that opportunity? The pay may be small but the rewards will be high. You will learn a lot about management, leadership, teamwork and yourself in the process. You will also help many more people change their lives for the better and perhaps turn their dreams into realities.

Ted Corcoran, DTM  
 International President

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View each assignment as an opportunity to align your topic with your approach, in order to fulfill your objective.

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What your feet say about you.

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#### *The Toastmasters Vision:*

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

#### *The Toastmasters Mission:*

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

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

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

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### A New Member's Toast

I'm a new Toastmaster, and the December article on the history of toasting was given to me as a guide for my first toast at my club meeting. In line with the Traditional Irish Blessing, I wrote:

#### A Toast for the Poor Working Stiff

*May you always have vacation  
leave when you need it.  
May your wages be safe from the  
hands that would freeze it.  
May the next reorg help your move  
towards the top,  
And may you retire while you still  
know how to hop.*

The toast was well received, so I gave this toast to the speaker:

#### A Toast to the Speaker

*Here's to our first speaker  
May there be fresh water in  
the beaker,  
May your voice be strong and  
the speech not too long.  
May any ums and ahs be replaced  
by a pause.  
And may you not drone in  
a low monotone  
But forget your anxiety and give  
us vocal variety.*

Steve Jeffery • Le Club Bilingue 2233 • Ottawa, ON, Canada

### History of the Toast

I always like to know the roots of words we use every day. In my three years as a Toastmaster, I've never found a better article on toasting and the Toastmasters name evolution than "History of Toasting" (December '03). It really gave a broad history of how the name gradually evolved. I shared it with my club and everybody was happy to hear about it.

Vijaijanand Thirageswaram, CTM • HP Houston Club 1175 • Houston, Texas

### No More Confusion

Thank you for the article on communicating without using acronyms (February). I was a member of a church governing committee, con-

sisting of half professionals and half lay persons. I was regularly frustrated at not understanding acronyms. When I became chair of the committee, I brought a bell to the meetings, ringing the bell whenever an acronym was used. The use of acronyms stopped after one meeting. Then everyone understood what was being said.

Pete Wells, CTM • Pendleton Club 154 • Pendleton, Oregon

### The Eulogy of Princess Diana

While the December issue of the magazine generally maintains its high standard, there must be many who question the inclusion of Earl Spencer's eulogy. In particular, this man whose own private life had been far from exemplary was in no position to strike high moral standards. Not to mention his discourteous and insolent sniping at the Queen, which was simply uncouth.

As for Lord Spencer's reference to "blood relatives," this was mere empty rhetoric. The young princes have grown up very well under the tutelage of their father, Prince Charles (who I consider a much more admirable character than Earl Spencer, but is despised by the British gutter press for his intelligence, sensitivity, wide interests and forthrightness).

There is also more than a touch of hypocrisy in Spencer's attack on "the media," bearing in mind his own connection with that industry. Perhaps more to the point, Diana was an extremely adroit manipulator of the media, and largely created the persona they found irresistible. She was herself responsible for the "hounding."

Australian newspapers nowadays generally make a mess of English titles, but we expect something better from *The Toastmaster*. Charles Spencer is a peer, and his correct style is either Earl Spencer or Lord Spencer – never Earl Charles Spencer (although "Charles, Earl Spencer" may be found in official documents). Similarly, Diana's correct style was "Diana, Princess of Wales," not "Princess

Diana," the latter form being restricted to princesses by birth.

Of course, these conventions are trivial, and we could do without them. The same applies to grammar and correct spelling.

Peter A. Bell, ATM-S • Forest Club 1541 • Belrose, NSW, Australia

### Motivation Article Motivates

What a great article Nido Qubein wrote for the February magazine. "Ten Principles of Motivation" incorporates all the elements that I've heard and read about over the years into a concise, easy-to-read article. Of course, applying the principles can be the challenge!

When dealing with people – whether employees, family, club members – it's easy to forget that we are all motivated, but the term *motivation*, similar to *consequences*, can have both positive and negative connotations.

Toastmasters have internal motivation; it is the responsibility of our clubs to provide the motivating environment for us to succeed as individuals and as clubs.

Diana Hauman, ATM-S • Sunrise Speakers 1711 & Delightful Greeters 3024 • Bloomington, Illinois

### Snapshots at jasonlove.com



"All right, I want to know which ones of you really like me and which ones are just networking..."

# The Vagueness Is All

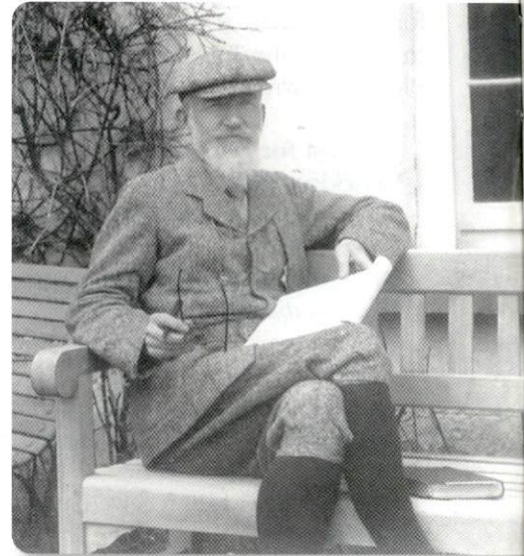
By Nigel Rees

**When in doubt,  
ascribe all quotations  
to George Bernard  
Shaw.**

I think it was George Bernard Shaw who said “Only fools use quotations.” In fact, I *know* it *wasn't* George Bernard Shaw who said that. I am merely following the custom adopted by so many who are called upon to speak or write. The names Oscar Wilde, Winston Churchill or Mark Twain, Abraham Lincoln (and for a period, not so long ago, Orson Welles) may be substituted for Shaw's, but the form remains the same.

Notice particularly the use of “I think.” This is inserted to give the speaker the air of someone who is familiar with everything worth quoting but does not wish to appear too effortlessly knowledgeable. In all probability the speaker had no idea that Shaw, Wilde, Churchill, Lincoln, Twain or Welles had ever said any such thing until, shortly before standing up to speak, he opened a dictionary of quotations. No matter. He decided to start with a quotation in order to lend his theme dignity and himself a whiff of erudition. The choice of Shaw is instructive, however. He is an OK name to quote. So much so that even if G.B.S. never uttered anything remotely similar, it is possible to get away with quoting remarks he never made.

■ Hence, **Rees' First Law of Quotation:** “When in doubt, ascribe all quotations to George Bernard Shaw.” The law's first qualification is: “Except when they obviously derive from Shakespeare, the Bible or Kipling.” The corollary is: “In time, all humor-



George Bernard Shaw, 1922.  
Photo courtesy of the Shaw Festival.

ous remarks will be ascribed to Shaw – whether he said them or not.”

Why should this be? People are notoriously lax about quoting and attributing remarks correctly, as witness an analogous process I shall call **Churchillian Drift**. The Drift is almost indistinguishable from the First Law, but there is a subtle difference. Whereas quotations with an apothegmatic feel are normally ascribed to Shaw, those with a more grandiose or belligerent tone are almost automatically credited to Churchill. All quotations in translation, on the other hand, should be attributed to Goethe (with “I think” obligatory).

Shaw, Churchill, Wilde, Lincoln and Twain are, in fact, fixed in the popular mind as practically the sole source of witty and quotable sayings. But what is alarming is the way in which almost any remark not obviously tied to some other originator will one day find itself attributed to one of these five.

Incidentally, quite how Orson Welles found his way into the pantheon, I'm not so sure. Because of his

Falstaffian stature? In 1977, Kenneth Williams, the late comic actor, appeared on radio *Quote...Unquote* and told how Welles had said of Donny Osmond, then a prominent pop star, "He has Van Gogh's ear for music." In fact it was Billy Wilder who had said this about *Cliff* Osmond – an actor who appeared in a number of Wilder's films and had then been asked to sing for the first time. But behold the process at work: Welles is still, to the general public, a better known film director than Wilder; Donny Osmond is much better known than poor Cliff.

■ Having written all this, I am only too aware that I am open to

**“Shaw, Churchill, Wilde, Lincoln and Twain are fixed in the popular mind as practically the sole source of witty and quotable sayings.”**

**Rees' Second Law of Quotation:**


“However sure you are that you have attributed a quotation correctly, an earlier source will be pointed out to you.” For example, in that first *Quote ... Unquote* book (1978) I also stated that Somerset Maugham took the title of his novel *Cakes and Ale* from *Shakespeare's Twelfth Night*. In no time at all, I received a letter from a reader pointing out that the phrase occurs in a papyrus dated circa 1,000-900 B.C.: “Grant ye cakes and ale and oxen and feathered fowl to Osiris.” I was duly mortified – but I have a suspicion that Maugham didn't know that either.

Even when a quotation has become firmly yoked to a particular source, there is always someone to put you right about it. Again in that first *Quote ... Unquote* book I included Churchill's description of Clement Attlee as “a sheep in sheep's clothing.” Later I discovered that Churchill himself had corrected this – he claimed he had said it about Ramsay MacDonald (rather more to the point, be it said). Then along came another

phrase-detective who asserted that even if Churchill *had* expressed the sentiment about either gentleman, he had been taking unto himself a phrase originated by J.B. Morton, alias “Beachcomber.” Without rereading the whole of *Beachcomber* – a pleasant enough task, to be sure – I am unable to say if this is so. But it seems quite feasible, even if that would make it more a case of Churchillian Grab than Churchillian Drift.

It stands to reason that when a *bon mot* is first uttered, a lot depends on the hearing and memory of those present – or the truthfulness and accuracy of the man who disseminates his own *bon mots* (Oscar Wilde was a dab hand at this, so they say).


Yet even when words are actually broadcast on radio or television, error is likely to creep in.

In fact, strictly speaking, one ought to append to every quotation a covering note of deliberate and vague periphrasis: “I am not saying it was Shaw/Wilde/Twain who said this ... I am merely suggesting that sources would support the view that thingummy is one of a number of possible options as to who might have been associated with the above remark at one time or another.” I look forward to this catching on. 

**Nigel Rees**, of London, England, is the author of 60 books on quotations and language and is the originator and host of the BBC radio program “*Quote ... Unquote*” as well as editor of a quarterly newsletter with the same title.

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VISION POINT

The TAO formula  
(Topic + Approach + Objective)  
will show you the way.

A Roadmap for

# Completing Your CTM

By Shelia Spencer, DTM

A man in a blue suit is walking away from the viewer on a winding, orange path that leads through a colorful, stylized landscape of rolling hills in shades of green and yellow. The sky is a light blue with soft, white clouds. The man is carrying a brown suitcase and a purple bag. The overall style is artistic and illustrative.

**“View each assignment  
as an opportunity to align  
your topic with your approach  
in order to fulfill your objective.”**



In Taoism, there are basic, universal principles used to guide human activities; to follow the Tao is to follow "The Way." Toastmasters are fortunate to have a roadmap to guide them on their way to the Competent Toastmaster (CTM) award. This roadmap is the Toastmasters International Communication and Leadership Program, and it can be found between the covers of your CTM manual.

Start with a pencil and a comfy chair. One way to prepare for the experiences ahead is to take a casual look at the entire manual. Read it as you would a travel brochure for a trip you'll take sometime next year. Use a pencil to mark notable passages and jot down questions, concerns or inspirations that may occur to you. Discuss any immediate issues with your mentor.

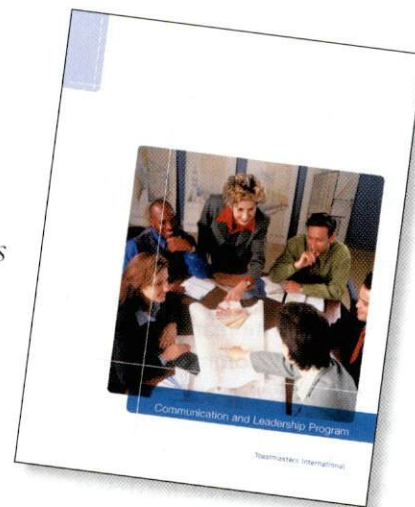
Why read all the speech projects now? Each assignment addresses a different element of effective speaking. Confidence, conviction, organization, clarity – and the use of effective voice, gestures and visual aids – are interdependent skills. This is your speaker's palette, to be used in creating a presentation masterpiece. How would an art student react to being told he or she could use only yellow paint for the next three months? When we hesitate to focus on the next manual assignment, it's as though we're limiting ourselves to the few colors we've already used. Every new project, when successfully completed, adds another color to our speaker's palette. Reading all the projects now will give you an idea of the spectrum of skills you'll be incorporating into future presentations.

### The TAO of Creating a Speech.

Many members get stuck in their CTM progress because they don't know what to talk about. Here is a formula that has helped me select appropriate topics for each manual project: View each assignment as an opportunity to align your topic (*what* you talk about) with your approach (*how* you talk about it) in order to fulfill your objective (the *goals* of the project). Before you select your topic, read the manual project and identify the approach and objectives that are described in the assignment. Then pick a subject that complements the two other elements. This TAO (Topic + Approach + Objectives) formula will allow you to create a satisfying speech experience. Let's take a trip through the new CTM manual (released January, 2004) and see how to apply the TAO to speech projects 1 through 10:

**1 The Ice Breaker** – The objectives box informs us that we are to use examples, stories and anecdotes (this is our approach) in order to meet the goal of identifying our current speaking skills (objective.) While the topic is our 'self,' we need to refine this by selecting a few personal stories and anecdotes that we can share naturally and comfortably. How did a close friend or relative become

a role model in your life? Or, what series of events led to your current career? Focusing on one or two significant aspects of your life (not a long list of names and dates) will allow you to demonstrate your speaking abilities while introducing yourself to your fellow members.



**2 Organize Your Speech** – This time, our approach is to use supporting material and an appropriate speech outline to fulfill the objective of creating an easy-to-follow speech. How to pick a topic? This assignment is asking you to take your audience on a journey. Select a topic that has distinctive aspects worthy of discussion. Is there a "before" and "after"? A specific sequence of events, activities or steps? Open the speech at one end of this journey, use the body of the speech to mark the waypoints, and lead your audience to the conclusion waiting at the other end. You may talk about the fashion industry before and after the 1960s, or how to bake the perfect angel food cake. Either of these subjects can be approached via a logical sequence of information that your audience can follow.

**3 Get to the Point** – The manual provides us with an approach (organize your material into an opening, body and closing) and an objective (inform, persuade, entertain or inspire your audience.) This time, we aren't just speaking to people, we are attempting to have an impact on them. This effort is easier when we have an emotional commitment to our topic.

Would you like to inform your fellow members of a recent scientific discovery? Can you persuade them to develop a family fitness program? Would you enjoy entertaining them with anecdotes about your new puppy? Or do you want to inspire them to join a worthy charitable effort in the neighborhood? Now is a good time to start focusing on speech subjects that interest you and that your fellow club members might care about too.

**4 How to Say It** – The manual provides the approach (select and use concise, vivid words) and an objective (vividly communicate your ideas to the audience). Your topic needs to benefit from careful choice of words and phrases. Remember a time when you experienced mis-

# What If I'm Working from an Earlier CTM Manual?

By Shelia Spencer, DTM

**T**oastmasters International is constantly reevaluating and refining its educational materials, and the *Communication and Leadership Program* manual is no exception. The manual has changed numerous times over the years to help us develop our communication skills in an easy, methodical way.

The latest version of the *Communication and Leadership Program* manual was copyrighted in 2003. It has been updated to include new information, and some projects have been replaced. Members who are working with an older manual can continue working in that manual, but they might still want to purchase a copy of the new manual as a reference and additional resource. Toastmasters International will continue to accept CTM applications from previous manuals, so you will still be eligible for the CTM award after completing the 10 projects.

If you prefer, you can switch to the new manual. The only stipulation is that you complete projects in the new manual that you haven't done in the previous manual. For example, if you completed the "Vocal Variety" speech, you shouldn't complete "Vocal Variety" in the new version. Likewise, if you completed "Work with Words," you shouldn't complete "How to Say It" in the new version.



communication during a conversation or presentation. What was being discussed? What went wrong? Select a topic of interest to your audience, and explore ways to ensure that your message is clearly understood.

One new grandmother used this speech to explain the emotional importance placed on terms of affection such as "Granny" and "Nana." A Human Resources employee talked about the difference between "affirmative action" and "diversity awareness." Both speakers satisfied the goal of using careful word choices to accurately convey a message.

**5 Your Body Speaks** – The approach is to use gestures and facial expressions, and the objective is to convey a message to the audience. This assignment focuses on physical delivery, so the topic should be one that benefits from (and may even rely upon) physical movement and expression. Consider subject matter that exists in the real world, where size, shape, motion and emotion play a natural role. Pick a topic that involves people, or things with specific dimensions, movements or reactions.

How does a golfer use posture and motion to achieve his/her purpose? What did you see the last time you visited a circus, an art gallery or a busy street? How did you feel about what you saw? Can you describe these events so that we "see" and "feel" them too? This will achieve your goal of using natural, varied body language to convey key elements of your message.

**6 Vocal Variety** – Your approach is to use vocal volume, pitch and rate, and the objective is to enrich the message with pleasant voice quality. This assignment focuses on vocal delivery, so the topic should be one that benefits from a wide range of vocal expression. Many of us have learned to keep our voice level, moderate – and monotonous! Now is the time to experiment and see how many different sounds you can make.

Consider topics that involve interesting voices or sounds that you can produce (or approximate) well enough for your audience to recognize. Imitate conversations you've heard among eccentric relatives, or noises that bombard you during your morning commute. Don't tell us about these sounds – let us hear what you hear!

**7 Research Your Topic** – Your approach is to collect information from numerous sources, and the objective is to use these facts and examples to support your message. We are specifically asked to select a topic that requires research. Consider a subject that has recently interested you, but which you have not yet explored. Conducting your own research assignment should be fun, and will not only provide you with the information you seek but will also teach you to evaluate and edit your material.

Sift through the mass of data, then select and organize a few significant elements to share with your audience. This assignment encourages us to bring curiosity and a sense of adventure into our speaking experience. It also equips us with a strategy for identifying new, exciting speech topics.

**8 Get Comfortable with Visual Aids** – The manual provides the approach (use visual aids) and an objective (convey our message to the audience). This time, you are being asked to work with words, images or physical items that are projected onto a screen, physically written or presented as a prop. Your topic needs to be one that can benefit from a chart, diagram, written synopsis or other visual reinforcement.

Consider recent subjects you've discussed where someone needed to use a pen and paper (or physical item) to make their point more understandable. In these cases, the visual aid allowed you to see details that could not be conveyed by words or gestures. After you've chosen your

subject, select the visual aid (computer program, overhead projector, flip chart, prop or combination of these items) that would best illustrate your message.

**9 Persuade With Power** – Your approach is to use logic, emotional conviction and awareness of the audience's interests. The objective is to persuade them to either adopt your view or take a specific action. For this speech, the topic must not only be of interest to you, but also significant for your listeners. Consider topics that have been raised in your club meetings, and how the majority of members responded to those topics. Select an idea that you would like them to reconsider or act upon.

Perhaps a mentoring program has been discussed, but not implemented. Or your meeting has frequently been disrupted by noisy activity outside the room. Will your goal be to encourage the group to formulate a plan or rouse them to immediate action? Select a relevant subject and determine a reasonable goal in order to ensure success for this manual assignment.

**10 Inspire Your Audience** – Almost home! But No. 10 sounds like the most challenging assignment of all: The objective is to inspire the audience toward a higher level of belief or achievement. Your approach will be to appeal to the audiences by using stories and quotes. You do not need to convince the audience of something new; the topic should be one your fellow members already believe in.

The purpose of this speech is to support and reinforce the values of your listeners. How will you know you've met your goals for this assignment? When you see the light of recognition and appreciation in the eyes around the room. You will be speaking their thoughts and feelings, validating their hopes and giving them a sense of direction and purpose. Rather than being your most daunting speech, this has the potential to be your most rewarding one!

### Learn By Doing And By Watching

Did the TAO formula help you clarify some of your current speaking goals? Are you motivated to tackle your next manual assignment? Remember that the Toastmasters program is self-paced; no one will demand that you give a new speech every month. But to gain the most from the Toastmasters program, read your manual and actively participate in club meetings to practice and improve your skills.

Observe fellow members when they give manual speeches and notice their choices in selecting and pursuing their topics. Listen to all evaluations for hints about how to approach your next manual project. Speak with your mentor and schedule your next speech at the earliest opportunity, so that you can develop and use the entire palette of Toastmasters speaking skills. **T**

**Shelia Spencer, DTM**, is a freelance writer and member of Midtown Club 4722 in New York City. She can be contacted at [bocki@attglobal.net](mailto:bocki@attglobal.net).

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# Ten Ways to Lose Weight In Toastmasters

By Paula Syptak Price, CL

**Want to renew  
your motivation  
for Toastmasters?  
Here's how:**



Sorry to grab your attention with such a cheap title. I'm trying to capture the attention of Toastmasters who may be a bit bored with the organization and are looking for a reason to renew their commitment. Do you know someone like that?

I admit I grew a bit weary after 10 years in the organization. Moving to a new town, I couldn't find a club I liked and was tempted to drop out. What happened to my gung-ho motivation for Toastmasters?

To find out, I visited the local university library and waded through enormous amounts of motivational literature. Though I found nothing earth-shattering, I realized that part of the appeal of Toastmasters is its ability to fulfill our urge for something new or challenging.

It's a bit like the European explorers who left the comforts of their civilization to find something new. They stumbled onto the North American continent and were amazed. The continent had always been here. It was not new to the Indians who lived here. It was only new to the explorers.

In Toastmasters, new members are the explorers, and those already in are the Indians. Yet all of us are both explorers and Indians at some point.

Once you have accomplished your initial objectives, hop aboard an exploration ship. With so many directions to go in this organization, it's full speed ahead!

### Taking It To The Next Level

"When people get burned out, they need to step up and do a little more, exert themselves a little more, and get more involved," says Steve Guenther, CTM, a Toastmaster for 15 years and member of Talk of the Tower Club in San Antonio, Texas.

Larna Anderson, DTM, a seven-year member in the Port Elizabeth Club in South Africa, agrees. She says, "Challenge yourself to do something you've never done before to discover your real worth."

For example:

- **Consider joining a second club**, or a different club.
- **Give a speech at a club different from your own** – where they don't already know you. Call the Vice President Education to set it up.
- **Become an officer.** You'll start to care more about the club.
- **Volunteer to help with a contest** beyond the club level.
- **Lead a Youth Leadership or Speechcraft program.** Ask your area governor for details.
- **Create a flier for guests**, to help them know what to expect at the meeting.
- **Establish personal goals.** George O'Keefe, DTM, of the Business Talk Club in Melbourne, Victoria, Australia, says goal-setting has kept him interested for 16 years. In his first year of membership, he saw his first district international speech contest and set a goal to win. "It only took me 14 years to achieve that. During that time I also set other goals, like CTM and DTM," he says.
- **Set up and manage a system for rewarding members for their efforts.** Give points for attendance, last-minute substitutions, outside-of-the-club participation, and anything else you want to encourage. Prizes for the most points can be candy bars, inexpensive trinkets and lots of recognition.
- **Create a Web site for your club**, if you are computer-wise. Leave off

the roster, or put it in a place where only members with a password can access it.

- **"Focus on helping new members,"** suggests nine-year member Jeremiah Ronayne, ATM-B of the Speakeasy Club in Ireland. "Help them get involved in the program and watch them grow."
- **Organize a Table Topics dinner** – a dinner with a focus on eating and responding to Table Topics.
- **Organize a weekend trip** for your group. In my original club, members spent several weekend camping and strengthening friendships.

Do you love variety as much as I do? I have: taken part in a prison gavel club (as a mentor, not an inmate!); taken charge of the local telephone Hot Line designated for non-Toastmasters looking for a club; volunteered at the International Convention; and written for *The Toastmaster* magazine.

reluctantly stumbled into the organization in 1996. "My husband signed me up because his Speechcraft class wanted to start a Sunday afternoon club and needed 20 people. I was elected an officer at my first meeting. Then I went to my first training and thought it was a cult!" Her husband fortunately convinced her it wasn't, so she stayed.

In 1996, I reluctantly participated in my club's humorous speech contest, just to increase the number of contestants. I won with a silly campaign speech challenging candidates George Bush Sr. and Bill Clinton for the presidency of the United States. By the time my speech won first place at the District contest, I realized that reluctance is not a reason to avoid taking on a project. Go for it!

### Officers Take Note

Why do members quit? Poll them to find out. Be prepared the truth.

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## "Not wanting to lose out on fulfilling my needs for friendship, learning and stimulation, I decided to stay. Won't you join me?"

---

After 36 years in Toastmasters, Ed Dylla, DTM a member of two clubs in San Antonio, Texas, knows how to stay interested. "I think anyone who is getting jaded in Toastmasters should start entering all the contests with vigor, make sure the club has at least two socials a year and become part of the Area-Division-District 'officialdom.' And, of course, the ultimate: plunge into the Speaker's Bureau and actively participate."

### "That's Not for Me."

Feel a bit reluctant? Good! Reluctance is a sign you're facing a challenge, and it may be your first step toward a positive outcome.

Viki Kinsman, DTM, of the Free Spirits Club in Washington D.C.,

Perhaps the meetings have become too routine. Repetition of routine tasks lets boredom creep in while enthusiasm seeps out. If repetition is running them off, change the way you perform the routine tasks that are part of any project.

If your club's meetings are too predictable, change the format when you are the Toastmaster of the Day: wear a wig; have the group snap their fingers instead of applauding; turn the chairs toward the back of the room; use *lots* of vocal variety. Have a theme that you play off of. Notice the energizing effect this has on the group.

New members may feel overwhelmed and look for reasons to avoid attending. Assign them mentors

quickly. In fact, adding a mentor at any stage of membership magnifies one's potential.

If members feel they're not improving, they'll get discouraged. They may feel they are not a part of the club's social scene, or just not making a difference. Encourage them to be more involved.

"As Area Governor, I've become a proponent of voting in new members and of holding induction ceremonies," says Ralph Sierra, CTM, of the Loudoun Club in Washington, D.C. "Both of these actions tell the new member, 'We accept you as one of us. You are no longer an outsider.'"

If the next article in this magazine were titled: "Learning From the Scandals in My District," would you be interested? Sure! Why? Because humans are curious. So if you're the club president, keep members informed about what goes on behind the scenes – at officer meetings for example. (But not necessarily mentioning scandals!)

In his own club, George O'Keefe has seen the benefits of goal-setting. "In the past, we have written down our goals and placed them – and our progress toward achieving them – on a large chart that's shown at every meeting," he says. "A club that sets itself targets and gains commitment from its members is a motivated club."

The recognition of effort always feels good.

"At our Business and Professionals Toastmasters club, we have a lot of ceremonies that people get a kick out of," says Ed Dylla. "For instance, when someone gets a DTM, we devote a whole meeting to it. ATM -Gold, a little less fanfare and so on."

### Why I Didn't Quit

I thought about what I would miss if I were to quit our organization. Where else could I find a group of positive people so interested in self-improve-

ment? Where else could I learn as much as I do from the wide variety of people and speeches? Where could I make a difference as an officer? Where could I have as much fun while improving myself?

Not wanting to lose out on fulfilling my needs for friendship, learning

and stimulation, I decided to stay. Won't you join me? **T**

**Paula Syptak Price, CL**, a freelance writer, has been a Toastmaster since 1984. Her current club is Talk of the Tower Club 4601 in San Antonio, Texas.

## Here's Why These Members Stay in Toastmasters

■ "It's fun to watch people change and get better in their speaking. You can see it! My husband and I are both Toastmasters, so we argue better now. We're more tolerant, and we listen better. And because of what we learned through evaluations, we are softer in our criticisms of each other."

**VIKI KINSMAN, DTM • WASHINGTON, D.C.**  
SIX-YEAR MEMBER



■ In 2002, Lahki Sawlani was a winner in his District International Speech Contest. "That was like a shot in the arm!" he says. "This year, I reached the District Humorous Speech Contest and was humbled by not being among the top three winners. But Toastmasters has taught me not to escape from a situation, but to face it. I have taken the challenge to work harder on my humor muscle and become a 'humor mentor' to others. Add to this a large number of great friends and I want to stay in Toastmasters for good!"

**LAKHI SAWLANI, ATM-B • DUBAI, UNITED ARAB EMIRATES • SEVEN-YEAR MEMBER**

■ "The challenge to keep moving out of my comfort zone is what makes me stay. When I go to any Toastmasters meeting, contest or conference, I leave refreshed and having learned something. Now I look for ways to add value to the organization by, for example, be instrumental in getting policies changed or new materials introduced to better serve our members."

**LARNA ANDERSON, DTM • PORT ELIZABETH, SOUTH AFRICA • SEVEN-YEAR MEMBER**

■ "Working as a chef, Toastmasters has given me the chance to interact with people from different walks of life, which would otherwise be impossible as I am normally stuck in the kitchen. I will continue, though, because Toastmasters has taught me to overcome challenges, limitations and fear."

**J.K. NAIR, ATM-G • SHARJAH CLUB 8403 • UNITED ARAB EMIRATES • EIGHT YEARS**

■ "Since 1953, English has been my sole means of income – teaching it, serving as interpreter, transacting business in it. The skills I acquired through my decades of Toastmasters membership helps me. Now in my 70s, I'm still going strong. I feel sure this is serving as a role model to the younger Toastmasters."

**TAKERU TOKI, ATM-G, CL • MEMBER OF THREE CLUBS IN JAPAN • 34 YEARS AS A TOASTMASTER**

"Pitied be the man who spends major dollars on minor items. Over the past 20 years he's bought tons of donuts and only two books, both them filled with pictures." – JIM ROHN

## The Book Review:

# Benjamin Franklin, An American Life by Walter Isaacson

LAST YEAR ON A BUSINESS TRIP TO the French island of New Caledonia, I found myself in the happy circumstance of having dinner with a group of affable Frenchmen who not only had a keen sense of taste for exquisite cuisine, but also promoted a good-natured discussion of French-American relations. As we went around the table, each person told a story of the richness that had characterized our national relationships through the last several hundred years. Our host started by slapping his forehead, laughing loudly and explaining that as a schoolboy, he was miffed as to why France would agree to the Louisiana Purchase, selling 828,000 square miles of land west of the Mississippi River that nearly doubled the size of the United States for a paltry \$15 million.

Others followed with their favorite stories. When my turn came, I recounted Benjamin Franklin's diplomacy in liberating a good share of the French treasury to finance America's Revolutionary War. Our host laughed and slapped his forehead again!

Franklin is a favorite historical figure around the world. In my listening experience, the three people most often quoted at Toastmasters meetings are: Benjamin Franklin, Mahatma Gandhi and Abraham Lincoln.

In his book, *Benjamin Franklin, An American Life* (Simon and Schuster, 2003), Walter Isaacson explains why Franklin is a man for all ages and all nationalities. He was the original self-help guru, not only promoting ideas for personal growth, but also living a life that brought out the best in his own behavior – the kind of life that any one of us would be pleased to emulate.



Benjamin Franklin: the original self-help guru.

A past chairman of CNN and former managing editor of *Time* magazine, Isaacson has the talent and wisdom to transform Franklin as a citizen of the fledgling colonial America to our sleek, technologically oriented 21st century.

In referring to the classic nature of Franklin's personality, Isaacson writes, "We can easily imagine having a beer with him after work, showing him how to use the latest digital device, sharing the business plan for a new venture, and discussing the most recent political scandals or policy ideas." Franklin respected people and loved laughter. Although the author recounts Franklin's life as a scientist, inventor, diplomat, writer and business strategist, he also goes between the lines to illustrate Franklin's guiding principles for his own life and the example he provided to his peers.

Franklin's spirit is alive on the pages of Isaacson's book. He is shown to be a man of compassion, integrity and immense curiosity; someone we'd like for our friend and mentor.

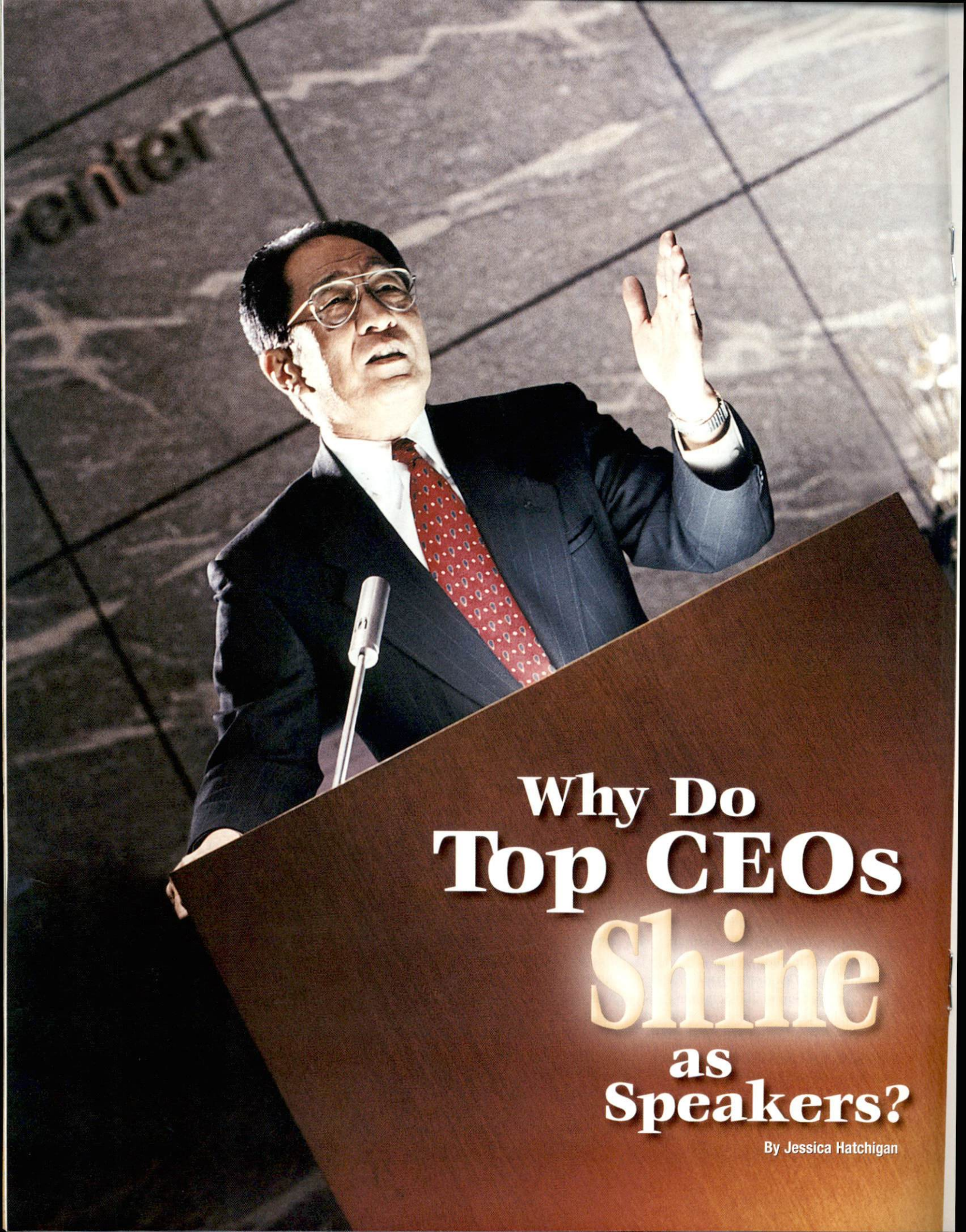
Although that's not possible, appreciating the values he represented in his life is what reading this book is about.

In 1727, Franklin founded a small club in Philadelphia composed of businessmen for the purpose of discussing issues of the day, debating philosophical topics, devising schemes for self-improvement and the formation of a network for the furtherance of their careers. Sound familiar? In 1924, Dr. Ralph Smedley established a permanent structure for educating businessmen in the art of public speaking in Santa Ana, California. Franklin called his group the Junto; Smedley's organization became known as Toastmasters International.

In addition to the Junto, Franklin published *Poor Richard's Almanac* to both make money and promote virtue; it ran for 25 years. The most popular feature of his annual almanac was the maxims and sayings that he scattered in the margins. It is these sayings that have been preserved in the minds of generations of people around the world. Advocates of self-improvement are praiseworthy of such bedrock beliefs as "Early to bed and early to rise makes a man healthy, wealthy and wise."

In hardback and at 590 pages, *Benjamin Franklin* is available in bookstores and with Internet book-sellers for less than \$20. **T**

**Larry Welch, DTM**, is a member of Toastmasters clubs in Washington, D.C., and Singapore. He is author of *Mary Virginia, A Father's Story*, and he publishes an on-line motivational newsletter, *On the run...in Singapore*. He can be reached at [lnwelch@aol.com](mailto:lnwelch@aol.com).



Why Do  
**Top CEOs**  
**Shine**  
as  
**Speakers?**

By Jessica Hatchigan



## They have speechwriters, but you have Toastmasters.

**F**ortune 500 CEOs regularly deliver speeches with a polish and poise that can impress even experienced Toastmasters. Their skills have been acquired through time and dedication – something you, as a Toastmaster, are now doing too!

You may not want or need to duplicate the finesse senior leaders across the globe exhibit in public speaking, but you may find it interesting and helpful to catch a “behind-the-scenes” glimpse at how they do it.

As a freelance speechwriter who works with top CEOs and senior leaders across the globe, I’m happy to pull back the curtain and tell you how corporate stars prepare for their moments in the spotlight.

### To Speak or Not to Speak: Responding to the Invitation

Top CEOs know how powerful speeches can be in enhancing their – and their companies’ – image and reputation. Before they accept an invitation to speak, they ask themselves: Will the time and energy required for me to make this speech provide a big enough payoff in supporting my own and my company’s goals and objectives? If the answer is “yes,” the invitation is accepted.

Don’t be misled by a CEO’s humorous approach or light touch at the podium. Senior leaders view each speaking engagement as serious business; they make sure it is a good strategic fit to the advancement of their careers and company goals.

### The “Two-I” Criteria: Deciding What to Say

Senior leaders put serious time and effort into ensuring that, once they get to the podium, they’ll meet the “Two-I” criteria – that their talk is both informative and interesting. Interesting can mean “eye-opening, entertaining, jarring, attention-getting, humorous or moving” – or all of the above. CEOs achieve Two-I quality for their speeches in a variety of ways. This includes offering attention-getting facts (“Did you know that many healthy 50-somethings can run a four-hour marathon with less than six months’ training?”), great quotations (“You build for next year this year.”), and/or moving anecdotes (“The one person who really made a difference in my life was...”).

Top leaders know that people listen to – and evaluate – facts but make their decisions on the basis of feelings. For that reason, they know they must tap into the audience’s emotions.

### Who Provides the Content for a CEO’s Speech?

Generally, a Fortune 500 CEO begins preparing for a speaking engagement about three months prior to the event. This allows time for a series of meetings with the communications staff and speechwriter, in which the CEO’s ideas will be organized and shaped to ensure maximum impact.

CEO speeches are written in a variety of ways. Sometimes the CEO knows exactly what he or she wants to say to a particular audience. Sometimes the CEO’s speechwriter and/or staff member will make suggestions. As the speech takes shape, the speechwriter works to ensure that it’s as focused and interesting as possible, and that it’s short – 20 minutes max. Most speakers will lose their audience’s attention after 20 minutes.

Before meeting with the CEO, the speechwriter will get together with the individual who issued the invitation to determine:

- Who will be in the audience,
- What their expectations will be,
- If reporters will be present (so that the CEO is aware that the remarks may be publicized), and
- What kind of audio-visual support will be available.

If the CEO is speaking at a conference, the speechwriter or aide also will determine what time of day the CEO will speak – and who she will follow – and may request copies of the other speakers’ remarks, to ensure that the CEO doesn’t duplicate the content of another speaker – and that he or she matches the other speakers’ tone and energy level, as appropriate.

### Delivering the Goods: Technical Details

As Toastmasters, you know why most novice speakers are advised not to read their speeches. It’s painful to deliver a speech this way – and even more painful to have to listen to it.

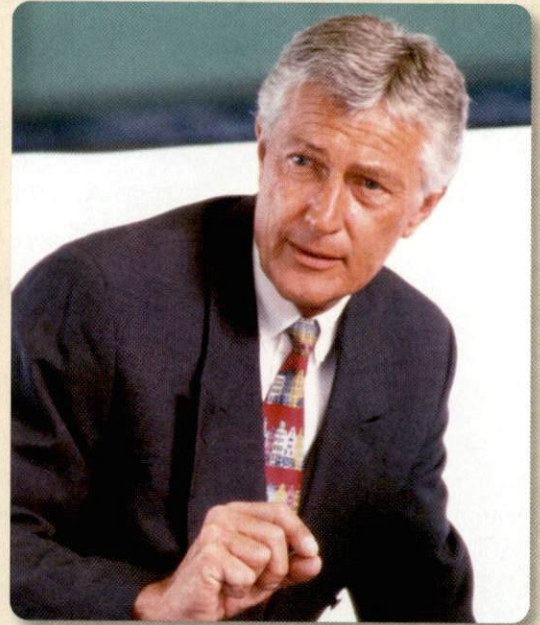
Yet, senior leaders regularly read their speeches from prepared texts. Men and women who head multi-billion-

# What Great Speakers Do Right

By Jessica Hatchigan

**N**ext time you have the opportunity to hear a senior leader who's a great speaker, watch for these common elements, and notice how the speaker adapts them to his/her particular speech:

- **Attention-getting opening** – Great speakers grab an audience's attention with a variety of techniques, the most common being a compelling story or quotation, a stunning or unexpected statistic, and/or humor (with a point that ties directly back into the flow of the speech).
- **"Handshake" with the audience** – Good speakers send an "I like you" message to the audience. They make "embracing" gestures. (At moments, their arms open out to audience and their hands reach out.) They never fold their arms over their chest (a defensive posture). They sweep the audience with their eyes, making eye contact with as many people as possible throughout the speech.
- **Language of leadership** – Successful leaders' language is clear and concise. They are able to talk about complex issues in language that is as clear and simple as it is compelling. They are communicators par excellence. They never talk down to the audience.
- **Words that come alive** – When people make decisions, they weigh facts, but it's their feelings about those facts that really sway them. Great speakers know this, and they make sure to appeal to their listeners' emotions as well as to present convincing arguments.
- **(Three) ducks in a row** – There is a rhythmic flow to a well-organized speech. After the "grabber" opening, which focuses listeners' attention, the speaker elaborates on his or her thesis. Generally the speaker makes three or more points or suggestions. Why three? Because each point given to convince or sway an audience has a cumulative effect. That means three is better than two and there is a satisfying cadence to three points. Yes, you can have more – but generally it's more effective to present your three strongest arguments rather than a whole slew of points that may tax an audience's energy and attention level.
- **Focus** – As a professional speechwriter, I always find it amazing how many speakers – even experienced speakers who should know better – make the mistake of using a speech to present a laundry list of "all" the key issues they find of concern at the moment. Ouch. Great speakers never ramble. They give tight presentations that follow the "classic" formula – tell them what you're going to tell them, then tell them, then tell them what you told them. Period.
- **The Spice of Life (and of the podium too)** – Great speakers are masters of verbal variety. They add texture to their speeches, and enhance audience interest by varying their speaking pace, volume and vocal tone.
- **The Pause(s) that Refresh** – Coca Cola used to advertise its product as "the pause that refreshes." In a speech, pauses do more than refresh the audience – they create suspense and add drama. Experienced speakers are masters of refreshing pauses. At certain moments, what you don't say is as important as what you say.
- **Happy endings** – Great speakers give their audiences a reason to be happy they stayed and listened. They end their speeches on a high note and with a burst of energy – a statement of positive intent, an invitation to action, or a soul-stirring insight.



dollar companies use prepared texts not because they can't speak off the cuff – in fact, most excel at that – but because they are usually addressing issues of great importance and don't want to be misunderstood or misinterpreted. At the senior executive level of leadership, no one wants to make a spur-of-the-moment remark that unintentionally fogs an issue, misstates a fact or stirs unwanted controversy.

But here's what's interesting – CEOs who deliver speeches word-for-word often appear to be speaking completely off the cuff, and sometimes are so eloquent and moving that they earn themselves standing ovations. (Winston Churchill is the classic example – almost all of his speeches were carefully written and masterfully read.) CEO speechwriters have mastered the art of writing for

the ear. They write the way people actually talk. They also strive to capture the tone, verbal mannerisms, energy level and pace of the speaker for whom they write. In addition, any senior leader worth his salt rehearses those prepared-text speeches carefully – in front of the speechwriter, a speaking coach or a PR staffer – professionals who give honest and helpful feedback.

The combination of a confident, well-prepared and well-rehearsed speaker, and a knock-'em-dead speech text is what rocks audiences.

### Delivery Aids – Teleprompters and Speech Boxes

Most of us are familiar with Teleprompters – those nifty machines that enable leaders to sneak peeks at their speech texts (while appearing to make soulful eye contact with their audiences).

Technology can fail, of course, as it did famously for one recent U.S. President who was reading a State of the Union address from Teleprompters. The Teleprompter glitched, but the President, who had mastered the material, carried on without a hitch.

Glitches like this are the reason speechwriters insist their clients always take hard copies of their speech texts to the lectern as backups – with the text, preferably, toted in a device called a speech portfolio, or speech box. The Brewer-Cantelmo company ([www.brewer-cantelmo.com](http://www.brewer-cantelmo.com)) makes these simple, elegant and useful devices. Speech boxes allow a speaker to discreetly slide the pages of a full-text speech from right to left without distracting the audience by visibly lifting or turning pages.

A few senior executives rebel against full-text speeches and prefer to speak from an outline or bullet-points. Rehearsal is even more important in this case. A speaker needs to feel confident that she can deliver the kind of speech she wants to deliver. Rehearsals provide that confidence.

### Tips To Speakers:

#### ■ **Speak from an outline** –

New or developing speakers will do far better with bullet-point outlines than with full-text speeches. Most novice speakers don't need to weigh their words with supreme care. In addition, successfully delivering a speech word-for-word from a text is an art in itself – one that few speakers have learned to master.

The important thing is to connect with the audience. Most beginning speakers achieve that connection better by working from an outline rather than from a prepared text.

■ **Find the passion** – Consider the line from the song *Fame*: "Take your passion, and make it happen." If you passionately and genuinely believe in the message you're delivering, that sense of conviction will compensate for any rough spots in your delivery when speaking from an



outline. Audiences overlook imperfections when you sweep them away on a wave of genuine feeling.

■ **Stick with Toastmasters** – Remember that CEOs hire professionals because they don't have time to write their own speeches and must compress their rehearsal time into the shortest space possible. Finding the right Toastmasters club for you is like hiring your own speech coach – it gives you the valuable ongoing, honest feedback you need to move steadily forward on the road to speaking success. Career success surely will follow.

**“At the senior executive level of leadership, no one wants to make a spur-of-the-moment remark that unintentionally fogs an issue, misstates a fact or stirs unwanted controversy.”**

■ **Persist** – Public speaking is one of the best ways to build and maintain your professional visibility and credibility. That's why CEOs across the globe take their speaking opportunities so seriously. Becoming a powerful presenter is not only a worthwhile aim – it's a smart one. Just ask those eloquent (and successful) CEOs! **T**

**Jessica Hatchigan** of Ann Arbor, Michigan, is a speechwriter whose clients include the CEOs and senior leaders of General Motors, Ford Motor Company, Mazda Motor Corp. and Comerica Bank. She also is the author of two books for children, and of *How to Be Your Own Publicist*.

# Do You Add Value to People's Lives?

By John C. Maxwell, Ph.D.

**If you don't understand people, you can't help them. If you don't love people, you won't help them.**

**G**reat coaches – and great leaders – add value to the

lives of their players and employees, individually and collectively. They're not just concerned about winning. They're also interested in helping their people become all that they can be – whether they make their living pitching baseballs, fixing computers, selling insurance or waiting tables.

How are they able to do this? Let's explore three key factors.

**1 Great leaders possess the ability to see ability in others.** They can look at employees who have not yet shown tremendous potential in a particular area and envision what they could become with a little guidance. As a result, they are willing to invest time and resources to help these employees develop.

On the other hand, average leaders lack the ability to see ability in others. They see their people only as they are – they can't see what they could become. So they miss out on many great opportunities to enhance their employees' lives and careers.

**2 Great leaders have the ability to help others discover their ability.** It's not enough to spot ability in others. You also have to convince them – either overtly or covertly – that they possess whatever talent you think you see. Such persuasion is an art, not a science. It's not always easy to get people to broaden their horizons and think beyond their



obvious skills and competencies. For example, when you look at your employees' untapped ability, you see great possibilities for growth and development. But their fear of failure might interfere with their willingness to try something new.

Your job as a leader, then, is to give them safe opportunities to discover those gifts and talents they might not realize they have. You don't have to tell them this is what you're doing; just give them assignments involving the ability you wish to highlight. Then, when they do well, point out the specific attribute that helped them succeed and encourage them to nurture it.

**3 Great leaders have the ability to help others develop their ability.** Years ago, I had a mentor named Les Stovey who was instrumental in my development as a writer. He could see I had a passion for writing, but he also recognized I had much room for improvement. He explained to me that, although I was a natural speaker, I wasn't very good at communicating in writing. If I wanted to excel as a writer, he said, I had to keep the following question in mind at all times: Will the reader turn the page?

"People won't walk out on you when you're speaking because they would be embarrassed," he said. "But if your book's not any good, they'll read 10 pages and put it

aside. And not only will they not pick up your book again, they won't buy your next one."

For the next few years, Les Stovey coached me in my writing. He'd read what I'd written and then tell me why it didn't work. But he didn't stop there. He also helped me see what I could do to improve – he showed me how to make my writing more compelling and effective. He added value to my life and my career because he had the ability to help me develop my ability. That, in a nutshell, is the essence of coaching.

In addition, you can begin adding value to the people around you by using three tools every leader possesses – your head, your heart and your hands.

■ **The leader's head** – understand people. An important quality of a relational leader is the ability to understand how people feel and think. For example, many of the people in your sphere of influence are insecure. If you're a confident person yourself, you may never have considered this. But it's a truth that every leader needs to recognize. This realization was life-changing for me as a communicator. When I learned that as many as 90 percent of the people to whom I spoke struggled with insecurity, I made it my goal to speak confidence into their lives. I wanted to empower people to move forward, to take a risk, to find success, to give it one more shot. So I began to make sure my words fostered confidence, not doubt.

You might not speak to large audiences regularly, but you talk to people every day who are in desperate need of a confidence boost. So how do you go about giving them one? That's easier than it may seem. People like to feel special, so sincerely compliment them. They want a better tomorrow, so show them hope. They lack direction, so navigate for them. They get low emotionally, so encourage them. They want success, so help them win. The more you build their confidence, the more they'll be able to achieve on their own.

■ **The leader's heart** – love people. You cannot truly be an effective leader – the kind people want to follow – unless you love people. I'm not talking about a touchy-feely, emotional kind of love – not everyone operates that way. I'm talking about a genuine compassion and caring that comes from the heart – a way of relating that shows people you believe in them, you want the best for them and you're pulling for them to succeed. If you truly love your people like this, you can't help but add value to their lives – probably in more ways than you might think.

■ **The leader's hand** – help people. It might seem obvious that one of your jobs as a leader is to help people. But if your head and heart are not working properly, your hand will never perform as it should. Let me explain. If you don't understand people (the leader's head), you can't help them. If you don't love people (the leader's heart), you won't help them. That's a sad place for a leader to be, but unfortunately, it's all too common.

To avoid this dangerous leadership trap, make sure your head and heart are functioning correctly. Only then will you be able to give your people the kind of help they need and deserve. Only then will you truly be able to bring out the best in the people around you. **T**

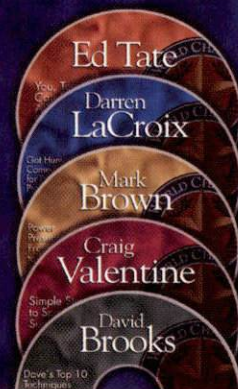
**John C. Maxwell, Ph.D.**, is an author or more than 30 books about leadership, including such best sellers as *Falling Forward* and *The 21 Irrefutable Laws of Leadership*. Through his company, INJOY, in Atlanta, Georgia, he shares his leadership principles with others through teaching, speaking and mentoring. For more information, visit [www.maximumimpact.com](http://www.maximumimpact.com).

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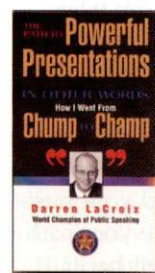
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## YOUR CAREER:

# What's Holding You Back?

By Lin Gensing-Pophal

## Lessons from career counselors.

What is it that makes some people successful and others just so-so? Why is it that one person may make a suggestion that's met with indifference, while another generates significant enthusiasm for the very same recommendation?

The differences in those who "have what it takes" and those who don't are often subtle. They're the sort of differences that career counselors regularly see and deal with.

Are there things you could do to advance your career and your business to new heights? Are you inadvertently holding yourself back?

Margaret Seidler and Marlene Chism are consultants who train companies and individuals to build strong business relationships and become better communicators. They've both found some distinct commonalities among clients who come to them for professional advice. Chief among these commonalities is

a lack of self-awareness. Other common downfalls for clients involve relationships and communication skills. Are these issues holding you back as well?

### Self-Awareness

"I have noticed a pattern in that clients lack reflection in how they manage their work relationships," says Seidler. "This lack of reflection results in low self-awareness. I help each client develop a core set of interpersonal skills. Part of the coaching process directly addresses how to overcome the low interpersonal skills that have hampered their influence and success."

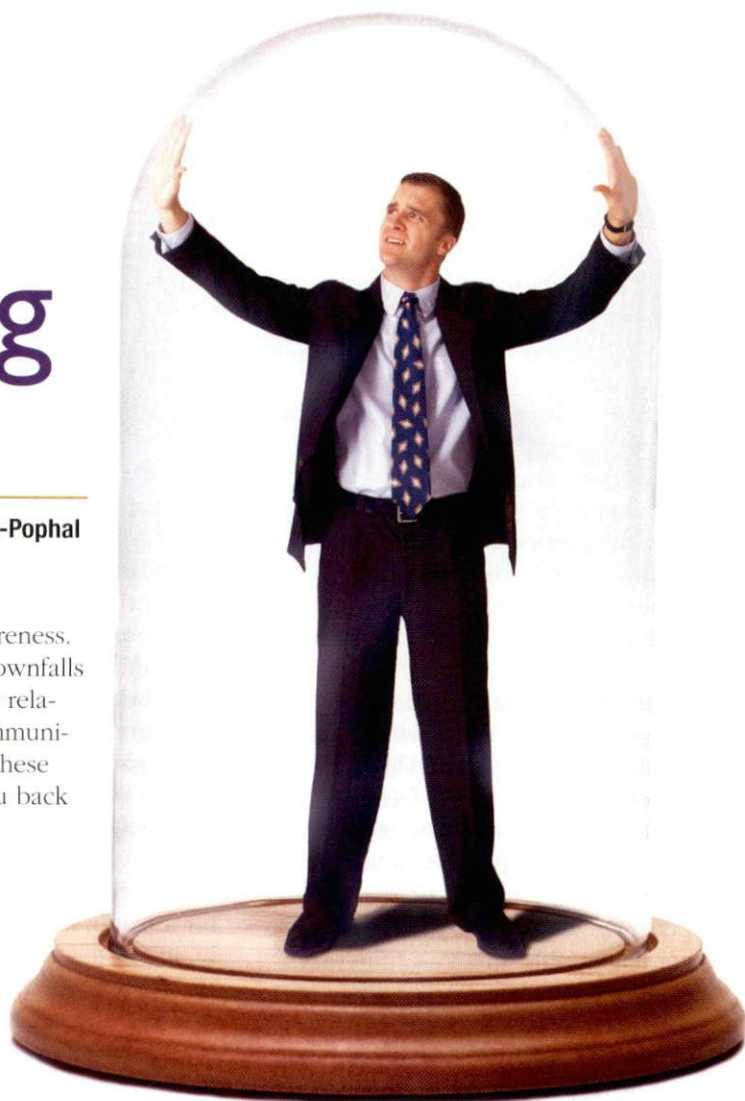
Chism agrees. Even something as simple as being aware of your facial expressions, she says, can be critical in ensuring success. "When I first started out," she says, "when I disagreed with something, the look on my face would let everybody know." Chism says she has worked to be more aware of her facial expressions and to be "very, very aware of how I'm receiving people."

If you frequently wonder why your ideas are met with indifference or why you just don't get the respect

you feel you deserve, you may lack awareness of some specific traits or behaviors that may hold you back.

What to do? If a professional career coach is not an option, you may want to rely on the advice and counsel of a trusted friend or colleague. Ask for some direct and candid feedback. Then be open to what you hear. Too often we have a tendency to make excuses or discount the feedback we receive. But if you're willing to open yourself up to feedback that may be difficult to hear, you'll make the first step to improvement.

"Holding up the mirror to clients in an honest and caring way is often the breakthrough they have been seeking," says Seidler. "Often, they have been unable to determine what



is preventing them from moving up the career ladder, from influencing others or from having great ideas considered, supported or adopted. The realization that “the self” may be the problem and that the problem is manageable through the use of effective interpersonal skills is jarring and exciting, because the client can do something about it.

solve a problem.” And through the solving of the problem, Chism says, a successful relationship can be achieved.

Relationship development should be strategic, not accidental. “Build relationships with those you need to succeed,” Seidler says. “Create networks of relationships across your organization – top to bottom and

certainty in terms of the words you chose to use.” As all Toastmasters know, this is an important ingredient when it comes to career success.

Chism says the skills learned through Toastmasters apply in any speaking situation. Again, self-awareness is critical. “Sometimes people who think they’re great speakers, and who really enjoy it,

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## “Actively seeking candid input from those around you can be an important first step in boosting our professional success.”

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“I believe we *all* have blind spots,” says Seidler. “Part of the reflection process during coaching helps to make visible a whole new realm of perceptions as to how the client’s interpersonal weaknesses impact others. These blind spots often present themselves in the form of projections. That is, something I am critical about in others is really something that I do myself and don’t like – or something I am afraid of doing or being.”

Opening yourself up to this feedback – and actively seeking candid input from those around you – can be an important first step in boosting your professional success.

### Relationships

Another common problem area among Seidler’s and Chism’s clients is the development and maintenance of strong relationships. Face it: Our interactions with others – both formal and informal – have a significant impact on how we’re perceived.

Effective relationships require knowledge of the people we’re interacting with. Chism, who is also a professional speaker, says that understanding how to analyze your “audience” is key. “I always say ‘look for their pain,’” says Chism. “If you can identify their pain, you have a key ingredient, because you’re on the way to helping them

across. Focus your energy on those people who have reputations as being creative problem solvers. Avoid being seen as part of any employee group that whines or blames management for their woes. These disempowered people can take you down with them.”

### Listening Skills

Communication skills are the foundation for success, regardless of the industry or position you’re in. Chief among these skills, says Seidler, is the skill of listening. We’ve heard it before – we have one mouth but two ears, suggesting that we should spend twice as much time listening as we do speaking. But few of us do this!

The skill of listening, says Seidler, “is fundamental, no matter where you work.” To hear and understand someone’s message demonstrates respect; it does not mean agreement. If you afford others the opportunity to be heard, you will increase your opportunity to be heard yourself. Being heard is directly related to being influential.

### Speaking Consciously

The flip side of listening, of course, is speaking.

Speaking “consciously,” says Seidler, means “speaking with

aren’t that good.” Chism, a former Toastmaster, found the coaching and feedback from fellow members very helpful in improving her own skills. “As speakers we don’t get that feedback,” she says, and encourages people to seek it – whether informally or, as she does at formal presentations, through written evaluation. “Just because it feels a certain way for you,” she says, “doesn’t mean that’s the reality.”


Taking responsibility for the statements you make is also important.” Seidler says, “Use direct statements beginning with ‘I,’ to give you power and influence.”

Self-awareness, relationships and strong communication skills – whether you’re working with a career coach, seeking advice from a trusted friend or colleague, or taking a long, hard and honest look at your own behaviors, focusing on these areas can give you the insight you need to boost your success – personally and professionally.

“High achievers,” Seidler points out, “don’t need the motivation to improve – just the means!” **T**

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**Lin Gensing-Pophal** is a freelance writer living in Chippewa Falls, Wisconsin.



What your  
feet say  
about you.

# The Fine Art of **Foot Talk**

**L**eonardo Da Vinci may have called the feet “a masterpiece of engineering and a work of art,” but most of us seldom pay much attention to them. That’s because feet are so far from our face. We look down on them and think they’re just used for walking and running.

Yet feet have a language all their own. Desmond Morris says in *Bodywatching: A Field Guide to the Human Species* that they’re “undeniably the most honest part of the whole human body.”

Feet are the foundation of our body and help it maintain balance. They also provide a literal connection to the earth. As William C. Shutz remarks in *Here Comes Everybody: Bodymind and Encounter Culture*: “The feet are of vital importance psychologically because they are the contact with reality, the ground and gravity.”

Reading foot talk can help Toastmasters learn more about attitudes and emotional states that affect an audience’s perception. Unlike the face and hands, the legs and feet are hard to control. In addition, much of their movement happens unconsciously. So they’re reliable indicators of moods and mindsets. We even use expressions to describe such states. Consider “stand on your own two feet,” “putting your foot in your mouth,” “footloose,” and “getting your foot in the door.”

Let’s look at three facets of foot talk: the standing foot, the sitting foot and the moving foot – remembering that

they’re the basis of public performance. After all, someone can stand and speak without arms and hands, but never without feet. In some instances the feet’s positions even influence the subtlety and power of our voice.

## **The Standing Foot**

Most of us like to move around – which explains why so many performers get antsy. Their feet twist and turn. They sway. They cross their legs. On the other hand, competent speakers use their feet efficiently to enhance platform presence and express vital points. They keep both feet flat on the floor. Sometimes, instead of being locked in place behind the lectern, these speakers walk around to explain visual aids, clarify transitions and make delivery more dynamic. This helps engage the audience and keep the presentation moving.

## **The Sitting Foot**

Speaking, of course, involves more than standing up. We also talk to one another while sitting down – at the dinner table, workplace conference table, in a lecture hall at school – and the positions our feet take reveal our thoughts and tensions. Because Western culture places such a high value on eye contact and facial expression, we often ignore these important nuances, sometimes simply because the feet remain hidden under or behind things.

Nervous feet fidget just like the hands. Consider those who shake their feet up and down. This means they’re ready to leave, so they start to walk in place. Variations on this action include swinging and tapping the feet as well





By John Perry, Ph.D.

as rocking back and forth on the heels and leaning on the outer edges of the shoes. Haven't most of us tapped our feet because of boredom or impatience? (Observe people when they're talking in a standing group. Nervous ones will unconsciously kick out a foot.)

Such signals suggest two things – lack of control and confidence – which happens to all of us at one time or another. So learn to watch patterns. That's what makes the big difference. Consistency. Remember that you're trying to read hidden emotions.

The foot tenses during anxiety, just like neck muscles that make our voices quiver. The toes get rigid and the foot, instead of remaining perpendicular to the body, will rise at a sharp angle. Uneasy people also lock one foot around the back of their other leg, which helps anchor them in place. The variant ankle lock suggests fear or defensiveness. People use this in the dentist's chair, during flights and job interviews.

What about the person who wraps both feet around the legs of a chair? This move says, "I like it here and plan to stay around awhile." It's a way of expressing a sense of territoriality. However, when the same person "digs in their heels" or stretches both feet forward, it could suggest either comfort or a controlling act – depending on the social situation.

Let's remember, of course, that sitting and standing positions differ among cultures because of customs, as do other forms of body language. The Japanese not only take off their shoes before entering a home but also sit with legs crossed on the floor. In the Middle East, it's an insult

## Foot Facts

- 25 percent of bones in the human body are in the feet, which has 26 ligaments and 20 muscles.
- Skin on the soles of the feet is 10 times thicker than skin on other parts of the body. Yet it is very sensitive to touch because of the sense receptors in the skin.
- There are more than 200,000 sweat pores in a square inch of skin on the sole of the foot.
- Our footprints are as individual as our fingerprints. Hospitals make a print of a newborn's footprint instead of a fingerprint for two reasons: It's bigger and easier to obtain because infants curl their fingers.
- The length of our stride varies from 20 to 28 inches. The typical pace is two steps per second, or about three miles per hour.

to show the bottom of your shoe to someone, while in Thailand it's offensive to point the toes at someone's head or at a religious object. Many countries also dislike putting the feet on a desk. In some primitive societies, people stand on one leg, and around a quarter of humankind squat with their legs stretched sideways.

### The Moving Foot

It's often said that walking is as natural as breathing. We do it all the time unconsciously and, for the most part,

without much effort. Thousands of times a day. Millions of times during a lifetime. We walk, run, hop, skip and jump – all without falling on our faces, because over half of our muscular apparatus helps keep us stable. As we learn to move, we also move to learn, so the process becomes key in shaping the meaning of social and cultural values. Think about the last time your foot fell asleep, was injured or tried to fit into a tight shoe. Didn't it affect your mind, mood and manner of moving?

Walking tells a lot more about us than either standing or sitting. It's dynamic and expressive. Aaron Sussman and Ruth Goode say in *The Magic of Walking* that "a habitual walking style reveals with great accuracy the individual's deepest attitudes toward the world and toward himself, attitudes of which he himself may be unaware. To those who have eyes to see and empathy to feel with him, his walk tells what he is and what he has been."

**"In some instances the feet's positions even influence the subtlety and power of our voice."**

Our gait is one of the first things people see, so it helps shape initial perceptions. We can tell friends and loved ones, even with their back turned, through their walking style. And don't we make personality judgments about people who shuffle, strut, slouch, slink or slog? Theorists argue that gait not only suggests character, but that walking styles also provide age and gender information. One study found that subjects could identify the emotions of sadness, anger, happiness or pride from seeing a short sample of someone's stride. (Psychologist William James even believed in the 1890s that if we mimicked someone's walk, we could understand their feelings.)

How can you tell a natural walk from an unnatural one? Through footwork. The relaxed, supple foot makes firm but resilient contact with the ground and moves along at about two steps per second. Legs swing freely, the shoulders loosen, and arms move with the body's rhythm. Rigid feet upset the flow of energy and leave us groundless, uncertain of "where we stand," both physically and psychologically. The tiptoe stance suggests a cautious person who takes few chances, while the person who moves with a heavy thud likes to call the shots. Ron Kurtz and Hecter Presteria point out in *The Body Reveals* that our walk expresses personality so reliably that we can substitute the word "feet for ego" and "ground for reality." The following gaits can damage a speaker's credibility:

■ **Toes pointing out.** Studies show that the average angle between feet when walking is from 10 to 20 degrees. This is caused by rotation of the hips. The duck or waddle walk shortens steps and makes someone look awkward. Remember Charlie Chaplin in those silent movie comedies? Such people would like to move forward, but each side of

the body wants to go its separate way. (Researchers have also noted that those who walk with toes turned out also walk with hands turned out instead of hanging naturally at the sides.)

■ **Toes pointing in.** This inhibits the natural gait and can be compared to putting on the brakes of a car. It suggests the passive, quiet, introvert type who avoids making decisions. Such people, of course, also tend to walk with bowed head, sunken chest and rounded shoulders.

■ **Narrow step.** This looks like a tightrope walker who slowly, deliberately, moves one foot in front of the other, trying to keep a steady balance. In real life we seldom walk in a straight line unless trying to pass a sobriety test. First one foot and then the next carries the most weight, even though they're side by side and the toes point straight ahead. This helps maintain equilibrium.

### If the Shoe Fits

A few words about shoes. Unlike the ignored foot, we tend to give lots of attention to shoes that help reveal roles and statuses of people. One survey found that four out of five executives check the shoes of salesmen during interviews to see if they're polished, scuffed or the wrong style. University students associated alligator shoes with business executives, diplomats and other influential people. This makes sense. If we showed a pair of cowboy boots, a ballerina's slippers, the cleated shoes of a football player and a pair of Gucci loafers, many people could guess their owner's general lifestyle just like anthropologists make inferences from broken and fragmented pots.

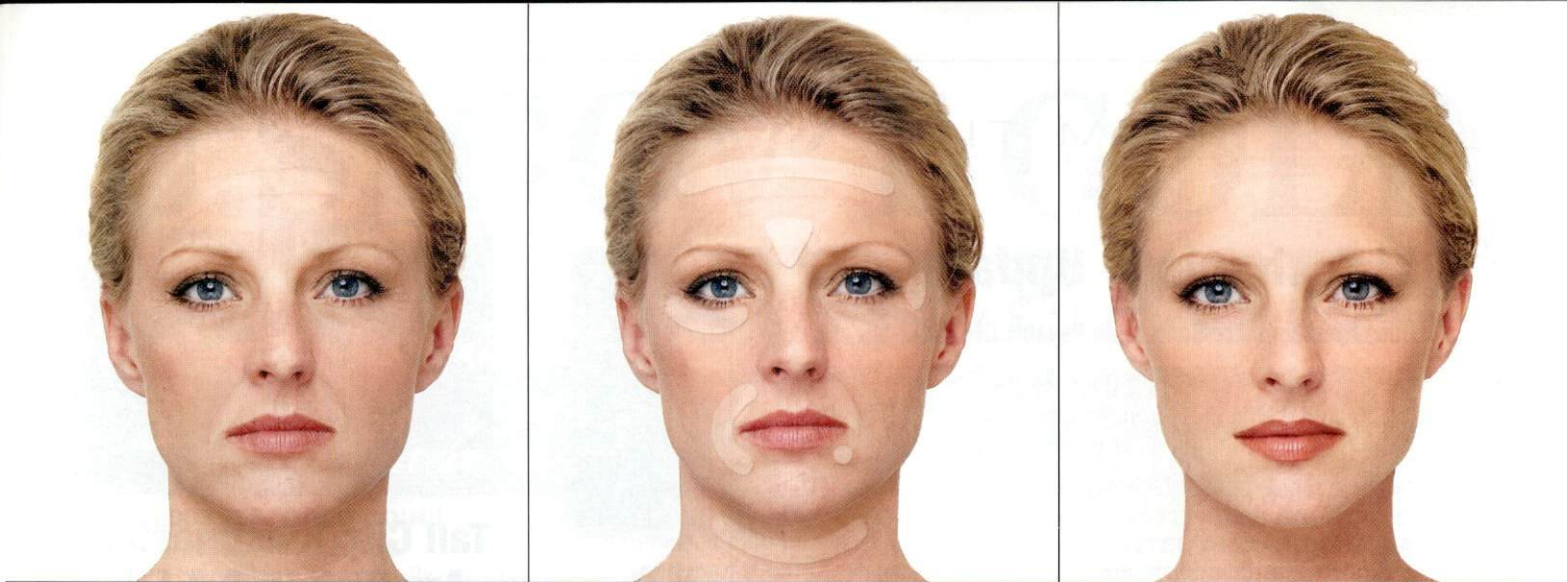
Footwear has always related to types and life experiences. Remember Prince Charming and Cinderella? Doesn't Dorothy in *The Wizard of Oz* return home in ruby slippers? And the winged shoes of Mercury in Greek mythology give him speed. In ancient Rome and Greece, only noblemen could wear sandals, while in early Oriental cultures just the Emperor put on shoes. During the Renaissance in Europe, monarchs passed edicts that stated the length of shoes for each social class.

### The Foot Speaketh

Speakers sometimes forget that speaking involves more than words. Expressive faces, hands and feet can make a world of difference with audiences who like fluid movement the way they like fluid speech – without hesitations, stumblings or vocalized pauses. The result? A pleasing rhythmic experience – which often starts with the feet. This isn't anything new. Shakespeare said four hundred years ago, "Nay, her foot speaks."

Da Vinci knew what he was talking about. The feet are truly a masterpiece of engineering and a work of art. So let them start talking. **T**

**John Perry, Ph.D.**, is a freelance writer and speech professor at the University of the Incarnate Word in San Antonio, Texas.



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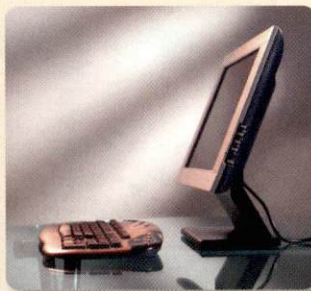
- Save time.
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- Eliminate the need to call WHQ to check on the status of your submittal.

So, how can you make sure your club will be able to use this great new service?

- Ask the bank if your club's account is entitled to a type of credit card that draws funds directly from that account. (e.g. check card, debit card. Must have a VISA, MasterCard, American Express or Discover logo on it).
  - If this card is used, funds will come directly from your club's account, simplifying club accounting.
- Arrange for a club officer to use his or her credit card (VISA, MasterCard, American Express or Discover) to pay the entire balance and then be reimbursed by the club.

You'll need:

- Your club number and password (will be included with your renewal invoice).
- A list of members you'll be paying for (April 2004 joins only).
- A valid e-mail address the confirmation will be sent to.
- One of the aforementioned methods of payment.



## Tall City Toastmasters Are Rich in C.A.S.H.

By Marty Morris, DTM

Tall City Club 8505 in Midland, Texas, recently completed a Speechcraft seminar for several young people in Midland. The seminar, designed for home-schooled students, was titled **Communications Applications for Schooling at Home (C.A.S.H.)** and was an intensive eight-week session that focused on teaching communication techniques for the young attendees.

Participants, who ranged in age from 13 to 17, prepared and presented four speeches from the Toastmasters Speechcraft program.

Students completing the C.A.S.H. Seminar were Landon Bell, Ashley Culp, Kathryn and Laura McDaniel, Chris and Kristen Payton, Melissa Tyler, Miles Wilkins, Matt and Melody Wiseman. Congratulations to these young speakers!

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If your story is chosen, the resulting article – and your photo – will appear in an upcoming issue.

Details can be found at [www.toastmasters.org](http://www.toastmasters.org), under "Inside Toastmasters."

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The United States Rare Coin and Bullion Reserve Vault Facilities today announces the final release of 5,000 U.S. Gov't Issued Gold Coins previously held in The West Point Depository/U.S. Mint. For the first time in history, U.S. citizens will be able to buy 2003 Gov't Issued \$5 Gold Coins at an incredible mark-up free price of only \$48.00 each, \$20 less than the nationally advertised price. These U.S. Gov't Issued Gold Coins are completely free of dealer markup. This is a once in a lifetime opportunity to buy U.S. Gov't Issued Gold Coins at cost. The Gold Market, which is currently at \$400 an ounce, is predicted by experts, to have the explosive upside potential of reaching up to \$1,500 an ounce. A limit of ten U.S. Gov't Issued Gold Coins per customer will be strictly adhered to. Orders that are not immediately received or reserved with the order center could be subject to cancellation and your checks returned un-cashed. Good luck. We hope that everyone will have a chance to purchase this special U.S. Gov't Issued Gold at cost. Order immediately to avoid disappointment. 2004 coins will be shipped if oversold. Call Toll-Free 1-800-867-6101.

## U.S. DEBT TOPS SEVEN TRILLION GOLD MARKET EXPLODES

The war against terrorism and the liberation of Iraq continue to cost taxpayers countless dollars. Add 8,000,000 unemployed Americans, rampant corporate fraud, out of control government spending, the inability to balance the budget and you have an insurmountable debt that tops \$7 Trillion and continues to grow each and every minute. This is why the Gold Market has outperformed the S&P 500 for the past five years. CD's and savings accounts can't even come close to the gains that Gold has made. Now is the time to move paper assets into Gold. With prices holding steady (for now) in the \$400 per ounce range, it is crucial that individuals move now because as soon as tomorrow, Gold could start it's predicted steep rise from \$400 to \$1,500 per ounce.

## GOLD IS ALWAYS BETTER THAN MONEY IN THE BANK

If you had \$50,000 in the bank and you transferred it into Gold at today's prices, you would now have an opportunity to gain as much as 5 times its value. That's right, a quarter of a million dollars. On the other hand, if you leave that same \$50,000 in the bank for 10 years, chances are, it's only going to be worth the same \$50,000. Unfortunate...but true. You must understand that when you convert money to Gold, you haven't spent your money, but have transferred its value from a declining paper currency, to a precious metal that is rising in both market and numismatic value. Owning Gold offers protection for your money. Don't wait. Your \$50,000 could be worth \$250,000 instead of just \$50,000.

## AUTHORIZED BY CONGRESS PUBLIC LAW 99-185 99 STAT. 1179



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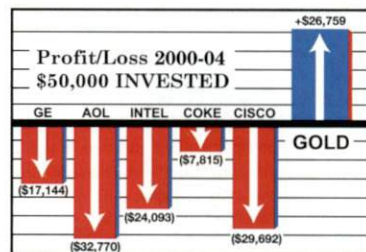
By executive order of Ronald Reagan and Congress Public Law 99-185, Americans can now buy new Government Issued Gold. Where once restricted as a nation, Ronald Reagan opened the doors for everyone to purchase Gold and create security within their financial portfolios. In today's volatile economic environment it is very important for all Americans to own Gold. The Gold Eagles' design features a moving tribute to the unity of the American family, in which a male eagle, soars above a female eagle that is nesting with her newborns. Thank you to Ronald Reagan, one of the greatest presidents of all time, for the Gold American Eagle program.

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## GOLD OUTPACES GE, AOL, CISCO, INTEL AND COCA-COLA



## STOCKS VS. GOLD

Trusting your financial future to the stock market's performance has been a lose-lose situation for the past 5 years. In fact, the above graph clearly shows that \$50,000 worth of Cisco Systems stock purchased in July 2000 is now worth only \$20,308; a 3 1/2 year loss of \$29,692. \$50,000 worth of Gold purchased in July 2000, however, is today worth \$76,759 – a profit of \$26,759. Gold has outperformed and outpaced legendary stock giants like GE, AOL, Intel, and even Coca-Cola. The Gold Market is on the move and is showing signs of taking off like a rocket. Many experts can offer excellent insight into the future price trends of Gold, but no one, including The United States Rare Coin and Bullion Reserve, can guarantee a Gold Coin's future value will go up or down. Do not wait to move your hard earned money into Gold.

## WHY TO BUY GOLD NOW

- Gold has outperformed the S&P 500 for the past five years in a row.
- Smart individuals are moving 20-30% of their assets into U.S. Gov't Gold Coins.
- This is a once in a lifetime opportunity to buy U.S. Gov't Gold coins at cost.
- \$50,000 in U.S. Gov't Gold Coins could be worth up to \$250,000 in the future.
- With the National Debt at \$7 Trillion and rising, Gold has an upside potential that has not been seen since the 1980's.
- A limit of 10 U.S. Gov't Gold Coins per customer will be strictly adhered to. Order immediately to avoid disappointment. Offer may be withdrawn at any time.
- Special arrangements can be made for Gold orders over \$50,000.

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- 10 – 2003 GOV'T ISSUE GOLD COINS \$ 480.00

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

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

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 George S. Priest 7490-3, Tucson, Arizona  
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 Oliver F. Richards 7953-8, Fenton, Missouri  
 Kathleen K. Sullivan 9642-11, Goshen, Indiana  
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 Himendu Chaudhuri 8840-46, New York, New York  
 Joseph D. Herron 1980-47, Orange Park, Florida  
 Claire L. Knafla 8248-47, Palm Harbor, Florida  
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 Chooi Peng Khong-Lim 7159-51, Singapore  
 Suan Mui Tan 8455-51, Singapore  
 Steven Abbett 5229-57, Alameda, California  
 Dee M. Merian 7199-58, Hilton Head, South Carolina  
 DeWitt Henricks 2875-65, Binghamton, New York  
 William Y. Henderson 562-66, Lynchburg, Virginia  
 Bill Todd 9256-69, Inverell, NSW, Australia  
 Linda Hoare 9686-69, Browns Plains, QLD, Australia  
 Mary Harrison 7761-72, Henderson, New Zealand  
 Elaine Swanepoel 5667-74, Durban Natal, South Africa  
 George W. Putnam 5175-77, Hoover, Alabama  
 Rosanne Schudar 759-78, Moorhead, North Dakota  
 John R. Eggers 1640-78, Bemidji, Minnesota

## Anniversaries

### 75 YEAR

Santa Barbara 5-33, Santa Barbara, California

### 65 YEAR

Owatonna 134-6, Owatonna, Minnesota

### 60 YEAR

Mount Vernon 258-2, Mount Vernon, Washington  
 Coos Bay, 249-7, Coos Bay, Oregon

### 55 YEAR

Vapor Trails 203-5, San Diego, California  
 Granite City 679-6, Saint Cloud, Minnesota  
 Chinook 40-9, Yakima, Washington  
 Big 'D' 713-50, Dallas, Texas  
 Santa Rosa 182-57, Santa Rosa, California  
 Capitol City 639-62, Lansing, Michigan

### 50 YEAR

Dan Patch 1280-6, Minneapolis, Minnesota  
 Sunrise 1492-7, Portland, Oregon  
 Wisconsin Rapids Area 1438-35, Wisconsin Rapids, Wisconsin  
 Saint John 1479-45, Saint John, NB, Canada  
 Whiterock 1495-50, Dallas, Texas

### 45 YEAR

Greater Cleveland 2825-10, Cleveland, Ohio  
 Goldmine 241-37, Kannapolis, North Carolina

### 40 YEAR

De Witt 3744-19, De Witt, Iowa  
 Boeing Helicopters 3716-38, Ridley Park, Pennsylvania

### 35 YEAR

Converse All Stars 3107-6, Minneapolis, Minnesota  
 Downtowners 1325-19, Davenport, Iowa  
 Road Toasters 1761-24, Lincoln, Nebraska  
 Cy-Pace 3375-38, Princeton, New Jersey

Eye Openers 3718-40, Columbus, Ohio  
 Lakes Region 2559-45, Laconia, New Hampshire  
 Ingham 3208-69, Ingham, QLD, Australia

### 30 YEAR

Desert Voices 441-3, Phoenix, Arizona  
 Henderson No. 1 278-11, Henderson, Kentucky  
 Transportation 2187-19, Ames, Iowa  
 Tower Talkers 392-22, Independence, Missouri  
 Southeast Toasters 272-24, Lincoln, Nebraska  
 Dialoguers 1149-27, Washington, D.C.  
 Washtenaw 3054-28, Ann Arbor, Michigan  
 Phenix 1152-36, New Carrollton, Maryland  
 Early Bird 1061-44, Odessa, Texas  
 Gaffney Club 3556-58, Gaffney, South Carolina  
 Sheridan Park 628-60, Mississauga, ON, Canada  
 Sandy Hill 3492-61, Ottawa, ON, Canada

### 25 YEAR

Speaking First 355-3, Tempe, Arizona  
 Hon Industries 1036-19, Muscatine, Iowa  
 Walter Gage 3169-21, Vancouver, BC, Canada  
 Leavenworth Daytime 282-22, Leavenworth, Kansas  
 Meadowlark 2210-22, Topeka, Kansas  
 Mount Vernon 3336-27, Alexandria, Virginia  
 Synergists 2383-31, Littleton, Massachusetts  
 Sound Barrier 384-33, Edwards AFB, California  
 Independence Square 1524-38, Philadelphia, Pennsylvania  
 W.C.B. 1830-60, Toronto, ON, Canada  
 Harpeth View 3376-63, Nashville, Tennessee  
 Communicators 1990-65, Webster, New York  
 Orange 2802-70, Orange, NSW, Australia  
 East Coast Bays 2071-72, Auckland, New Zealand  
 Victorian Bnai Brith 1593-73, Saint Kilda, VIC, Canada

### 20 YEAR

Leisure World 5453-F, Laguna Hills, California  
 1040 5448-2, Seattle, Washington  
 Old Pueblo Orators 5451-3, Tucson, Arizona  
 Early Blues 5450-3, Phoenix, Arizona  
 Highnooners 5442-7, Bend, Oregon  
 Timken Company 1690-10, Canton, Ohio  
 Center Township 5432-13, Monaca, Pennsylvania  
 Salty Tongues 5396-15, Murray, Utah  
 Sunshine 5403-21, Sechelt, BC, Canada  
 Fil-Am 5443-27, Washington, D.C.  
 Articulators 5414-31, Marlboro, Massachusetts  
 Medford Area 5408-35, Medford, Wisconsin  
 Sunburst 5454-35, Racine, Wisconsin  
 Vagabond 5437-36, Gaitersburg, Maryland  
 Etc-Etc 5424-37, Charlotte, North Carolina  
 Carson Valley 5420-39, Minden, Nevada  
 Sawmill 5447-40, Dublin, Ohio  
 Boast 5397-42, Edmonton, AB, Canada  
 City Employees 5440-44, Abilene, Texas  
 Ajax-Pickering 5425-60, Ajax, ON, Canada  
 Lunchtime Talkers 5445-60, Oshawa, ON, Canada  
 Dawn Breakers 5407-61, Ottawa, ON, Canada  
 Ottawa Hospital 5444-61, Ottawa, ON, Canada  
 Parliament Hill 5441-61, Ottawa, ON, Canada  
 Marshall Morning 5419-62, Marshall, Michigan  
 Dryden 5416-64, Dryden, ON, Canada  
 Barrier Reef 5434-69, Townsville, QLD, Australia  
 Gourmet 5423-73, Melbourne, VIC, Canada  
 Queen City 5406-75, Cebu City, Philippines  
 Golden Voice 5427-78, Great Falls, Montana

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