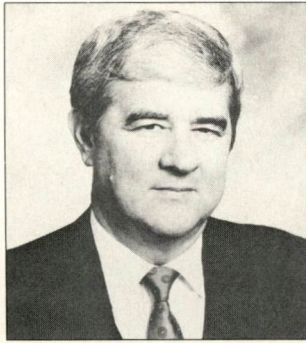


# THE Toastmaster

NOVEMBER 1988



Focus on the  
Non-Standard Speech.



## Prepare Yourself for the Unspeech

**W**hether we address one person or many, the words we utter become public when we say them. As Toastmasters, we are aware that our manner of speaking constitutes a large part of the image we project of ourselves. We strive to improve this image through speaking experiences inside and outside our club settings.

Occasionally, special types of presentations are called for. I call them "unspeeches" because they don't always fit the standard speech construction patterns. Examples might include giving an invocation, introducing a speaker or celebrity, accepting or presenting an award, proposing a toast, presenting a eulogy or conducting a memorial service.

More than 20 years ago, as a high school football coach, I had the opportunity to present such an "unspeech." The father of one of the players had died of a heart attack and the family asked me to conduct the funeral service. This man was my friend. His son, an only child, had been extremely close to his father. The untimely death had taken an emotional toll on all of us. As difficult as I found the task, I wanted to do it with the hope of bringing comfort to the family and honor to the memory of my friend. I labored long and hard to make sure that each word of my speech was appropriate and an honest tribute to the life now ended. It wasn't easy, but I urge you, should such an occasion present itself to you, by all means accept the challenge.

The "unspeech" requires much thought and preparation, whether it is a solemn occasion, as mine was, or a joyous one, such as offering a toast at a wedding or presenting a coveted award to a deserving recipient. Choose your words carefully and you will realize an exceptional opportunity to use and improve your speaking skills.

Because you are a Toastmaster, chances are great of you being called upon to speak with little advance notice. You may want to prepare yourself for some of the situations in which an "unspeech" would be appropriate, so that you'll be able to respond to the challenge when it is offered.

If you are not already doing so, your club might consider having an annual "unspeech contest," featuring a simulated situation for a special occasion. Robert Freman reminds us that "Character is not made in a crisis. It is only exhibited." Awareness and advance preparation can make the unspeech a tremendous opportunity for growth and provide a most satisfying experience.

**TOM B. RICHARDSON, DTM**  
International President

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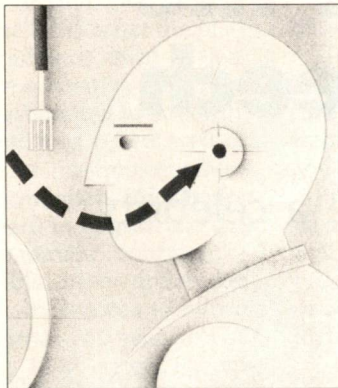
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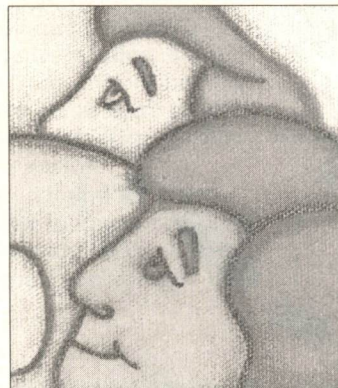
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# Blueprint for the Banquet Speech

Make the honoree feel like a celebrity.

BY LAWRENCE D. TAYLOR

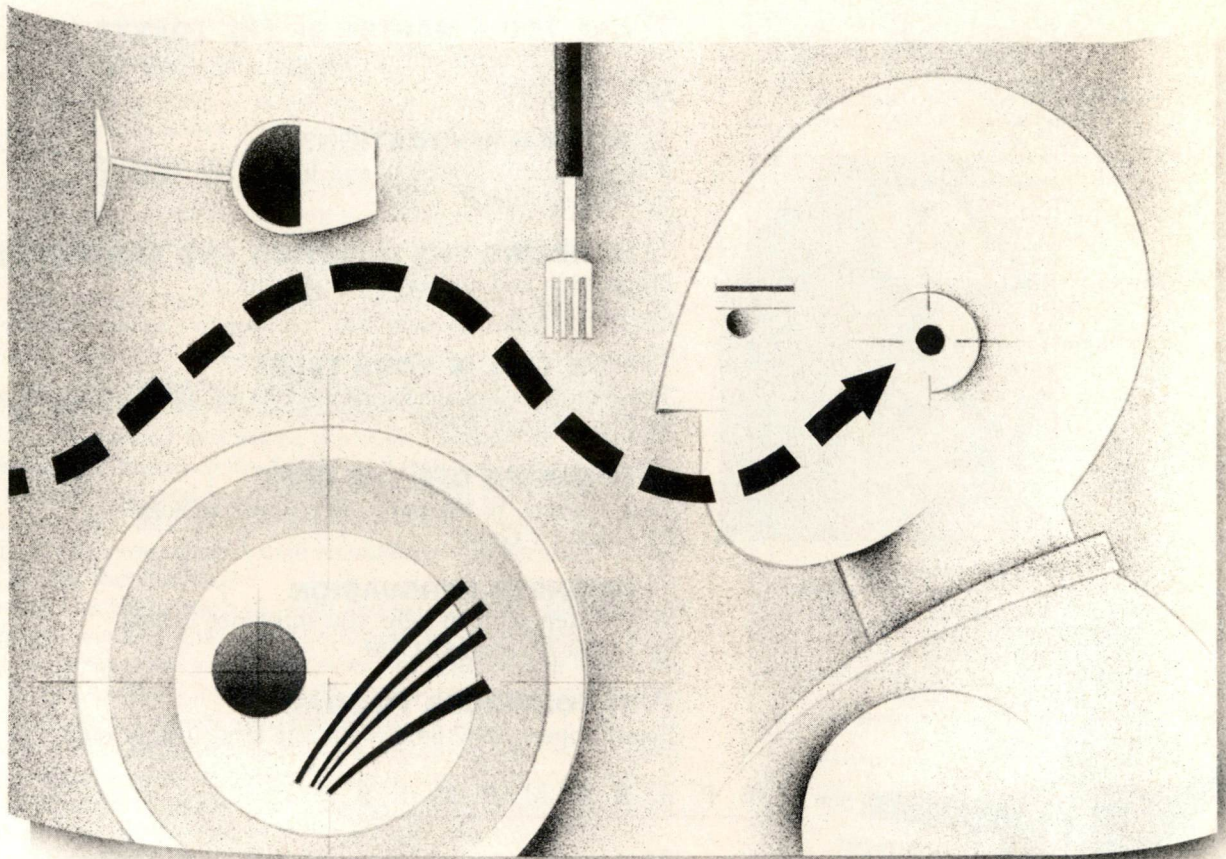


Illustration by Jeff Koegel

**I**t finally happened. Someone found out that you are a Toastmaster and asked you to speak at a retirement dinner for your boss. You agreed to do it. You got yourself into this situation; now you'll have to polish your skills and make the best out of it.

As you prepare your speech, keep in mind that a banquet speech isn't a roast. In a roast you are expected to exaggerate, teasingly ridicule or criticize. In a banquet speech, the opposite is expected: you are supposed to honor the guests and make them feel like celebrities.

A banquet speech should adhere to the following format: (1) recognizing accomplishments, (2) celebrating the event, (3) giving direction for the future.

## Recognition

Paying tribute to the honoree puts everyone in the right frame of mind. You should first tell the things everyone knows about. Give people the satisfaction of hearing you say things they would say if they were given the opportunity.

Then, talk about the things not every-

one may know: the "little" secrets you can discover by interviewing relatives or close friends of the guest.

However, only reveal these "secrets" if they are positive. This is not the place for negative comments, even in jest, unless they make a positive point. You not only want this banquet to honor the subject, you want it to reflect well on you, your club, and Toastmasters International. Never mention information you have been told in confidence that is expected to remain confidential. Before you go public, have another conversation with your sources to inform them of the material you plan to use, and make sure they agree it's appropriate. You don't want to risk embarrassing the honoree.

Furthermore, speak about things that could be true. This is your chance to use humor. You can fit many standard jokes around a person's reputation that will not offend, but may in fact be complimentary. Try to personalize them so that they involve yourself or someone else close to the person.

You could also tell a story based on your knowledge of the person. Clearly identify it as fiction and make sure it illustrates the guest's character in a positive way.

### Celebration

After you have recognized the guest's accomplishments, you should proceed to celebrate the event. Why is this a special event for you? How does the fact that your boss is retiring affect you personally? Your reaction is probably shared by others who have not been able to put their feelings into words.

Start on a personal level, then mention why you think everyone else will think the event is special. Perhaps you can voice a consensus of feeling for a particular group. Again, don't say anything that implies disrespect, such as "Now that you are leaving, we won't have anyone to blame for mistakes." Even if you say this in jest, it creates a shadow of doubt. It is better to turn the statement around and make yourself the butt of the joke: "Now that you are leaving, I won't have anyone to catch my mistakes." Even if it isn't true, it gives a boost to the guest of honor.

You could also hint at the guest's feelings during this special evening of recognition. The honoree probably will have a speech prepared, but your presentation may offer additional ideas

to include in his or her acknowledgment speech.

### Direction

The person leaving or retiring wants to feel that he or she has made a lasting contribution to the company or organization. Summarize the contributions and acknowledge them as important.

Proceed to suggest how this event can be used as a starting place for future activities. Where can the person go from here? Mention anything you know he or she has been looking forward to enjoying: hobbies, traveling, maybe star-

You not only want this banquet to honor the subject, you want it to reflect well on you, your club and Toastmasters International.

ting a business.

Tell what everyone at the banquet has done to help. The intention is to show that you all are interested in that person's future and that you all have pitched in to make this a great celebration. You are now setting the stage for the honoree to speak.

### Introduction

Introduce the honoree the same way you would introduce any speaker.

Tell *who* the person is, *why* the person is there and *where* the person is going.

Avoid any reference to the person's ability as a speaker. Let the audience judge for themselves; your remarks may embarrass you, the speaker, or both. Introduce the guest of honor by name, clearly and correctly, to mark the transition from you to the speaker. Lead the applause.

The banquet speech is meant to pay tribute and entertain. You must remember to adapt it to the condition of your audience.

After dinner, everyone is a bit sleepy and has a short attention span. Try to be informal. Jokes should be short, carefully selected and directed at yourself or members of your audience.

Keep subjects to about one minute each. The entire speech should take less than twenty minutes and be light and easy. No one wants to think too hard. Keep it vivid: exaggerate if it helps the image. Be enthusiastic and talk energetically. Use gestures and drama.

The banquet speech is a specialized speech with an anticipated order. The audience will look for this order, and expect to be entertained. Recognizing accomplishments, celebrating the event, and giving direction for the future should all be done in a tribute to the honoree. You represent everyone at the banquet. You have accepted the honor of making this event memorable. Acknowledge your sources, maintain confidences and above all, be positive. □

**Lawrence D. Taylor**, a member of Amsco Club 4504-13 in Erie, Pennsylvania, works in technical management for American Sterilizer Company.

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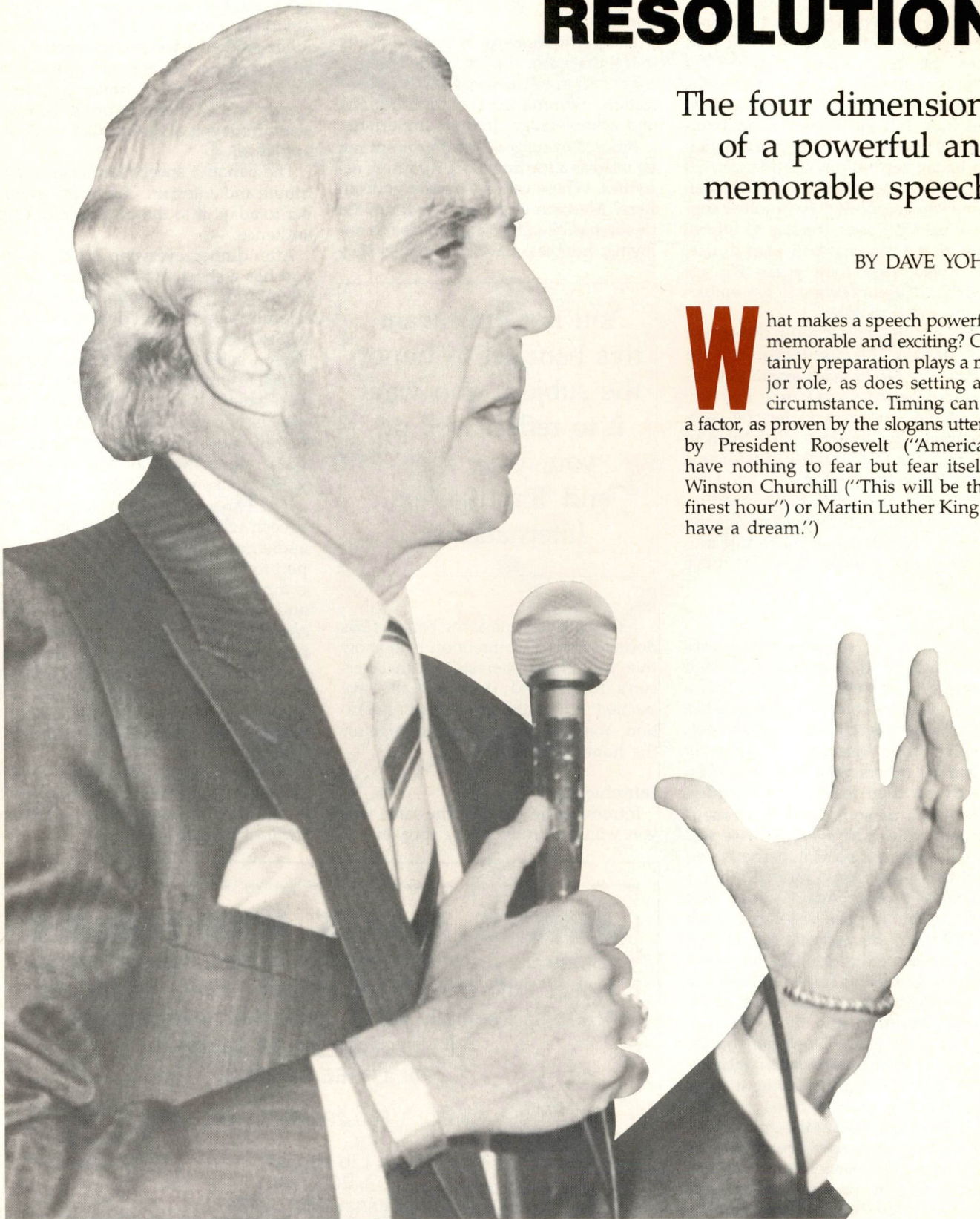


# THE EPOD RESOLUTION

The four dimensions  
of a powerful and  
memorable speech.

BY DAVE YOHO

**W**hat makes a speech powerful, memorable and exciting? Certainly preparation plays a major role, as does setting and circumstance. Timing can be a factor, as proven by the slogans uttered by President Roosevelt ("Americans have nothing to fear but fear itself,") Winston Churchill ("This will be their finest hour") or Martin Luther King ("I have a dream.")



*Popular keynote speaker from TI's '88 Convention shares his speaking philosophy.*

While the factors of **preparation, setting, circumstance and timing** are present in most speeches, few are considered powerful and even fewer are memorable. However, speeches made by orators such as the Rev. Billy Graham and Norman Vincent Peale (religious), Franklin Roosevelt and Ronald Reagan (political), Lee Iacocca (Chrysler) and Buck Rogers (I.B.M.) can be classified as powerful, and history has already created a niche for their words.

I believe the powerful and memorable speech contains four dimensions which, when effected by the speaker, leave a lasting impression on the audience. Those dimensions can be summarized in what I call the EPOD Resolution:

- E - Energy
- P - Persuasion
- O - Optimism
- D - Discipline

### Energy

High levels of energy in speaking have nothing to do with the age, sex or athletic prowess of the speaker.

Dr. Vincent Peale, at age 90, demonstrates an energy level that could run a generator. Dr. Ruth Westheimer generates as much energy—as a male twice her size—and President Roosevelt was bound to braces, crutches and wheelchairs throughout most of his adult life.

Your energy package will be perceived by audiences based on your enthusiasm, projection, eye contact, voice level and gestures. Don't confuse the audience by raising your voice, yelling or speaking bombastically. On the contrary, energy is created internally. It comes from the way you feel about yourself and the audience.

Your energy level usually is determined before you speak. Don't waste energy through hyper-nervousness. If your speech is prepared, you know your audience and have checked out the environment in which the speech will be made (lighting, sound system, staging), it is time to direct your energies internally. Relax and observe your audience. Enjoy the moment and absorb what's going on. The audience will measure your energy level by the degree of excitement and enthusiasm you attach to your words. Your gestures and overall body stance at the lectern will reinforce their perceptions.

If you're working from notes, highlight or underline key words and phrases to ensure that you emphasize

them during the delivery. Many great speakers indicate in the margin of their prepared notes where they wish to use a dramatic gesture. Rehearsing the speech with prepared notes allows the energy to flow naturally and prevents mechanical or overly theatrical delivery.

The payoff for all this preparatory work is when the audience senses your energy and responds with applause or other kudos. In short, high energy begets high energy.

### Persuasion

The art of persuasion is a complicated process, based largely on perception

**The audience will  
measure your level of  
energy by the degree  
of excitement and  
enthusiasm you attach  
to your words.**

and not necessarily on reality. The eminent writer Oscar Wilde once said, "The value of an idea has nothing whatsoever to do with the sincerity of the person who expresses it."

The most valuable ideas frequently fall on deaf ears because the speaker's level of persuasion is so low that the audience perceives the idea as lacking validity. Many speakers simply lack conviction and sincerity when presenting their ideas.

The first condition of a persuasive speech is to know the audience; what they do, the issues they're dealing with, and what brings them together. The speech must be delivered at the audience's level of perception and tailored explicitly for them. Use analogies, metaphors or statistics which relate to their work, background and level of sophistication.

Persuasive speeches contain words and phrases selected to create feelings of "well being" in the audience. A simple rule of thumb is to reduce the number of first party references (I, we, me) and increase the number of second and third party references (you, your, yours and they, them).

Try to eliminate value judging phrases. Words such as "should, ought, must" create a distinct psychological resistance

from a listener. Instead of telling people what they have to do, what they haven't done and what they need to do; cite examples they can identify with, understand and follow. Political speeches are notorious for the use of derogatory comments. This may elicit an immediate audience response, but in the long run, negativity reduces the effectiveness of the speech.

A persuasive message says, "I understand you. I know where you're coming from. I can almost feel your pain. I empathize with you. Here is our common bond; I give you this idea which I hope will be of help."

On a recent talk show, I was asked what single ingredient I think separates great speakers from ordinary ones. My spontaneous answer was: "It's how much of yourself you have in the speech that others can relate to."

### Optimism

How do you sell optimism in a negative world? Examine the front page

*Continued on page 22*

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and keep 'em listening  
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# Non-Standard Club Speeches

Make creative use of all speaking opportunities and become the skilled orator you want to be.

BY KENNETH T. PAWULSKI

**T**oastmasters learn and practice public speaking when giving a manual speech, participating in Table Topics, or evaluating other members' speeches. Performing the roles of Chairman, Topicmaster, Toastmaster or General Evaluator provides even more practice. However, the regular club meeting also offers plenty of opportunities for participating in functions not commonly viewed as public speaking. Some examples of these "non-standard" speeches follow.

## Fill-in-the-Blanks

In this kind of speech, you may (a) call the meeting to order, (b) introduce a guest, or (c) read the minutes of the previous meeting. You don't prepare your material from scratch; you just insert the information provided into an existing format.

Giving this type of speech is a bit like giving a dramatic reading (although the material may not be particularly dramatic.) It offers excellent practice in the *mechanics* of speech delivery: body language, vocal variety, eye contact, pronunciation and articulation.

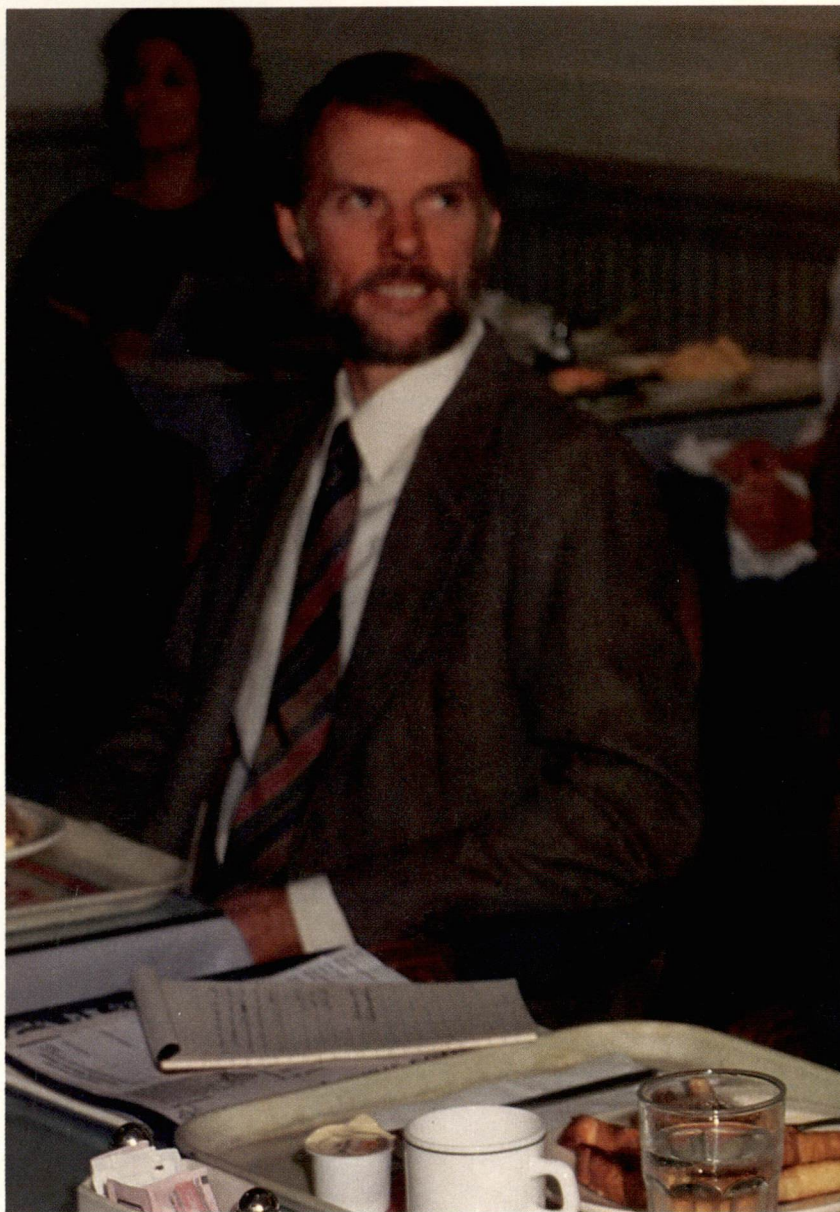
### • *Opening the meeting*

Usually the sergeant-at-arms calls the meeting to order, welcomes guests and members, and introduces the Toastmaster.

### • *Introducing a guest*

In many clubs, the sergeant-at-arms, as "official greeter," introduces all guests to the members. When more than two or three guests are present, however, this may not be practical. The sergeant-at-arms may then ask a different member to introduce each guest. Regardless of who is doing the introduction, it should include the following information: the guest's name, occupation, hobbies and interests, and how the guest found out about Toastmasters and the club.

Like all good speeches, an introduction has a beginning ("Ladies and gentlemen, it gives me







“Speaking during the business session may, in fact, be the best opportunity Toastmasters offers to practice one of the most difficult types of speeches: the persuasive speech.”

Photo by Mike Cornair

great pleasure to introduce my guest this evening, John Smith"); a middle (information for the members and the other guests about Mr. Smith); and an end ("Please join me in welcoming John to our meeting this evening").

#### • *Reading the minutes*

Some clubs use a standard form for their minutes from previous meetings, which have blank spaces that the club secretary can fill out during the meeting.

The minutes contain seven pieces of information:

1. date, time and place of the previous meeting;
2. number of members and guests in attendance;
3. members of the head table (or those performing head table functions). If any dignitaries (area governor, newspaper reporter) were there, this would be mentioned;
4. reading of the minutes at the previous meeting, and an indication that they were adopted;
5. summary of the business session, if any;
6. summary of the speaking program, including the winners of any awards presented;
7. time of adjournment.

The minutes, although highly structured, give the secretary ample opportunity to practice delivery—particularly pronunciation and articulation—and gestures, eye contact and vocal variety. *What* is read may be fixed, but *how* it is read is determined by the secretary.

#### Other Non-Standard Speeches

These differ from the "fill-in-the-blank" variety in two respects: the material is mainly original, and they offer practice in speech construction, as well as in the mechanics of public speaking.

#### • *The Business Session*

Even experienced Toastmasters often are reluctant to speak up during their club's business session. Many clubs have a few "parliamentary experts" who like to "strut their stuff" during the business session by using obscure procedural motions. While there certainly is a place for challenging the decision of the chairman, raising points of order or moving to close debates, such motions should be rare. A club's business session should consist mainly of motions and amendments to motions, and debate thereon.

You don't have to be an expert in parliamentary procedure to give your views on a motion or amendment that has been made by another member, or to make a motion of your own. Speaking during the business session may, in fact, be the best opportunity Toastmasters offers to practice one of the most difficult types of speeches: the persuasive speech. Speaking during the business session has another advantage: there are no time limits; you can speak for 30 seconds or as long as the chairman lets you (every Toastmasters club can use an occasional filibuster.)

**S**uccess  
in  
Toastmasters  
is like  
success in  
any other  
endeavor;  
you've got  
to do more  
than just  
fulfill the  
basic  
assignments.

---

#### • *Officers' reports*

Members of executive committees have great opportunities to deliver officers' reports. A skillful club president or vice president may be able to deliver a report every week.

Some positions on the executive committee, such as secretary or sergeant-at-arms, are better than others for delivering non-standard speeches. The secretary, as already discussed, reads the minutes.

Serving as sergeant-at-arms was my first experience as an officer, and it was an excellent way of reducing the frequency of "Ah's" in my speech, and increasing my self-confidence.

#### • *"Minor" meeting functions*

The so-called "minor" meeting functions, which include the invocation, the Ah Counter and Grammarian, are often assigned at the last minute, either as standard club policy or due to a member's last minute cancellation.

Unfortunately, Toastmasters often decline when asked to perform one of these functions on short notice. Many consider giving the invocation or a toast, or serving as Grammarian or Ah Counter, a chore to be avoided, rather than a valuable opportunity for additional speaking practice. Or they feel that they need more time to prepare. In any case, if you view any of these functions as a prepared Table Topic, you'll find that it's not all that difficult. In fact, you'll probably come to enjoy the challenge of preparing a novel toast or closing thought, or evaluating your club members' grammar.

#### • *Club contests*

Many Toastmasters don't have the time to prepare for their club's formal or humorous speech contest, or they don't think they are good enough. Newer members may not have completed the six manual speeches required before they can represent their club at an area international speech contest.

But club evaluation and impromptu speech contests require no advance preparation and there is no manual speech requirement. Virtually any Toastmaster can do well in these contests—they are great confidence builders.

Your regular club meeting offers you plenty of opportunities to practice areas of public speaking that aren't usually considered speeches. Success in Toastmasters is like success in any other endeavor; you've got to do more than just fulfill the basic assignments. Make creative use of all club speaking opportunities to become the skilled orator you want to be. □

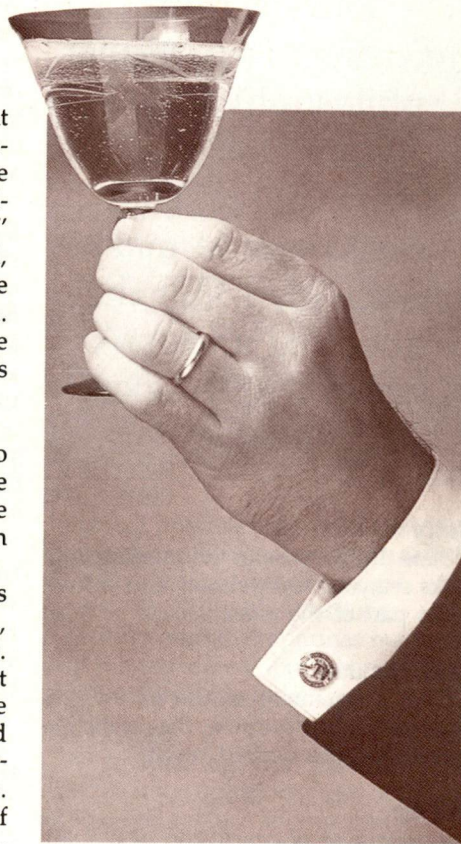
**Kenneth T. Pawulski**, a Toastmaster for five years, is a member of Carlingwood Club 3319-61 in Ottawa, Ontario, Canada. He is an actuary with the Canadian Office for the Superintendent of Financial Institutions, where he supervises private pension plans. This article is based on a seminar he delivered at the Region VI conference last June.

---

# Are You a Master of the Toast?

All it takes is some effort, research and imagination.

BY R.J. BAYLESS



It is evening and you are seated at the dinner table. Guests are present, the meal is served and the wine poured. Then your wife suddenly says, "Please, propose a toast!"

Now is your chance—to be profound, perhaps witty, or at least to emanate some semblance of intelligent oration. Instead, caught off guard, you stumble and blurt out: "Ah, yes, ah, well, here's to ya!" or "Down the hatch!"

In other words, you blew it.

If you volunteer or are called upon to propose a toast, there is no need to be embarrassed. With a little effort, some research and imagination, you can become a "Master of the Toast."

The custom of toasting is ancient, as old as recorded history. The Norsemen, Vikings and Greeks drank to their gods. Credit for the word *toast* as we know it today goes to the British, who in the 17th Century toasted bits of bread and placed them in a glass or mug, believing it made the drink taste better. Thus, the "toast" became a drink of honor, proposed to a person or sentiment before, during or at the conclusion of the meal.

Toasting customs vary in different parts of the world. The English used to give them on bended knee, the Scotch were said to stand on a chair and put one foot on the table, while the French performed elaborate bows. It is a Western custom to touch the glasses.

Following are a few rules and suggestions for the preparation and giving of toasts.

1. **Avoid clichés.** These are the ruin

of any Toastmaster. Among the most inadequate are: "Down the hatch!", "Here's how!" or "Here's mud in your eye!" Surely a competent Toastmaster, even if unprepared, can create something better than those old chestnuts.

2. **Be prepared.** Learn three or four good toasts, each of which are different.

3. **Be brief.** The best toasts are short and either witty or dignified.

4. **Make the toast fit the occasion.** If it is a convivial gathering, make it witty. If it is a serious occasion, give a

serious, dignified toast. By learning three or four of various kinds, in all probability one of them will fit a particular occasion. Here are a few examples:

(*Serious*) "Here's to friendship. May its lamp ever be lit with the oils of truth and fidelity." Or "Drink and be merry, for our time on earth is short. Death lasts forever."

(*Sentimental*) "Happy we are now, happy we have been. Happy may we part, and happy meet again."

(*Witty*) "To woman—she needs no introduction, she speaks for herself." Or, "Here's to my husband. He is like a kerosene lamp. He's not especially bright; he's often turned down; he generally smokes; and frequently goes out at night."

Toasts are not hard to find; the best place is the library. They can also be found in newspapers, magazines and in various other publications. When you see one you like, write it down and file it. Soon you will have many to choose from.

It has been estimated that many famous sayings, poems and philosophical thoughts were not written by poets or philosophers, but rather by those whose tongues were loosened in pleasant gatherings, inspired from whatever was served at the time.

So remember the rules: be ready and have the toast fit the occasion. You will be respected and be what you should be—a Master of the Toast. □

Reprinted from the June, 1976 issue of the *The Toastmaster*.

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# Why an Invocation?

It should unify, welcome and inspire the audience.

BY MICHAEL RUCKEL, DTM

**T**he purpose of an invocation is to set the tone for the meeting or event.

There are two types of invocations: one is given in a church, temple or mosque, the other is used at a Toastmasters meeting, civic group, political gathering or sporting event. Of course, we are concerned with the second type.

The invocation sets the tone for and spiritually introduces the meeting. It is an introduction and, as such, can make or break the success of a presentation. The invocation should unify, welcome and inspire the people attending.

Here is a simple four-step formula to follow the next time it's your turn to give the invocation.

## Give Recognition

Recognize a supreme creator. You can use God, Father or Mother, Infinite Presence, etc., but use a definite name.

First, ask the question, "What is Toastmasters besides a communication and leadership organization?" It is *Toastmasters International*, a worldwide organization. An organization that includes people from various countries, cultures, languages, religious philosophies and beliefs. However, most members believe in some kind of creative power. Whether they call it Allah, Elohim or use metaphysical terms such as light, energy, truth, mind, cosmic presence, etc.; it makes relatively little difference what we call this higher source.

However, refrain from referring to a particular philosophy; make your reference universal. You do not want anyone to feel uncomfortable. Your purpose is to make people glad that they attended and look forward to the next meeting.

Refrain from referring to a particular philosophy; make your reference universal. . . Your purpose is to make people glad that they attended and look forward to the next meeting.

## Unify

State the purpose of the meeting and make everyone feel welcome and included as part of the event.

## Give Thanks

Give a statement of thanks for the organization, the purpose, the people involved and the desired results.

## Release

A statement of conclusion or just an "amen" is appropriate. An invocation that rambles can make everyone uncomfortable. People will start to squirm. Keep it short.

The following is an example of an invocation for an Officers Training Meeting.

*Recognition* - Infinite Presence

*Unification* - As Toastmasters we take a moment to think about our organization and the way we have come together. We are part of an international organization that teaches people around the

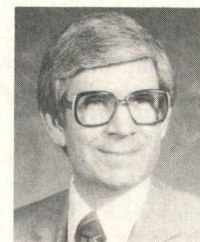
world how to communicate and lead. We do this through listening, thinking and speaking. Today, as new officers, we will concentrate on the listening aspect of Toastmasters. In this way we can learn to be better leaders. We can return to our clubs and use our training to lead, teach and lift our fellow Toastmasters.

*Thanksgiving* - Infinite Presence, we are thankful for Toastmasters and what it stands for. We are thankful for all the people who are involved in this wonderful educational program. We thank you for your many blessings; past, present and future. We thank you for transforming us into good leaders.

*Release* - We now begin our learning experience and release this prayer to your care, knowing that everything is complete. Amen.

When learning to give an invocation, the difficulty lies in selecting the right words. It is acceptable to use an invocation written by someone else, a poem, verse or universal prayer. Just be sure that your choice fits the occasion.

The next time you are called upon to offer the invocation, don't panic. Analyze the occasion, use audience analysis to find the mutual interest, and enjoy. You have the opportunity to introduce the meeting, set the right tone and make everyone feel good. □



**Michael Ruckel, DTM**, is a past president of Edmond Club 170-16 in Edmond, Oklahoma, a past area governor and a member of the National Speakers Association. He is a professional salesman

and sales trainer.

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# Handling the Question and Answer Session

BY KAREN BERG

**T**here are four reasons why the question and answer period after a speech is considered the most important part of your presentation:

- This is the first time the audience can participate in an exchange of information.
- You can re-emphasize important points.
- You can introduce new, positive information.
- The last things said usually are remembered the longest.

Preparation and energy are two key ingredients of the question and answer session. The benefit of a successful session is reinforcement of the message in your presentation. Here are several key items to consider:

## Ground Rules

Tell the audience how you plan to proceed. Ask them to stand or raise their hands if they have questions, and to identify themselves by name and affiliation. If you only want one question per person, say so. If you set ground rules, they are easy to enforce.

## Don't Repeat

In rooms where everyone can hear the question, and in most news conferences, there's no need to repeat a question. Unless you are in a room with poor sound amplification, don't repeat or restate questions, particularly hostile ones. However, you sometimes may wish to rephrase a question to give yourself more time to think.

## Tough Questions First

Show the audience that you're willing to confront controversial issues. A thorough audience profile and careful preparation should enable you to anticipate these questions. This strategy

allows you to build confidence as you go along.

## Expand on Answers

Whenever you have the chance, bridge from the direct answer to an answer that covers the larger issues in the question. Take the attitude that if the question comes from one person in the room, it belongs to the entire audience. This gives you the right to broaden the answer to include other interests.

If you set ground rules, they are easy to enforce.

## Don't Hide

If at all possible, get away from the lectern and walk into the audience. This shows a greater openness and willingness to deal with questions.

Logistics and microphones may prevent this movement, but advance planning may provide for it.

## Eye Contact

While listening to a question, look directly at the questioner and maintain strong eye contact as you pause and think of your answer. Begin your answer looking at the person who asked the question. After a few seconds you can move your eye contact to others in the audience. The eye shift is also your cue to broaden your answer with information for the entire audience. At the end of your answer, finish looking at someone other than the questioner. If you conclude with your eyes on the original questioner, he or she will be tempted to ask a follow-up question, despite a ground rule of one per person.

## Prepare Questions

Occasionally an audience will be slow to ask questions. Be prepared with a question or two of your own: "A question that's frequently asked about this subject is..." Or, "Just before we started, John Doe asked me..." This tactic should stimulate the audience to ask other questions.

## Keep It Moving

The audience has just listened to you speak for a period of time. Your answers should be fairly crisp and to the point, generally no longer than 30 to 90 seconds.

## Leave on a High Note

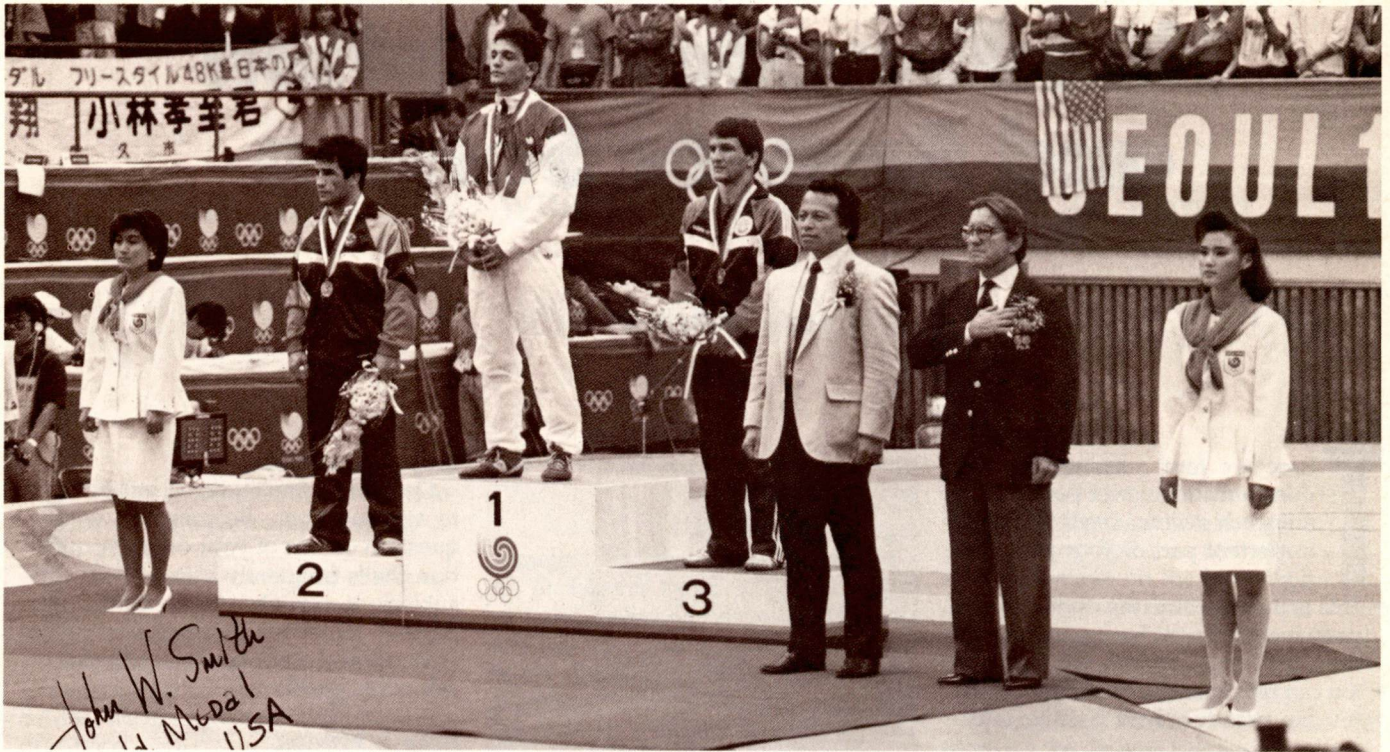
A favorite technique for ending the session is to ask for "one or two" more questions. If the first is easy, or you've made a positive statement in your answer, you can use that as an opportunity to exit. If you didn't handle the question very well, you can then take a second one. You should always have a 30-second summary of your presentation prepared so that you can leave the audience with a positive message even if both questions were difficult for you.

## Close with Dignity

Following your last answer or summary statement, pause for a count of two or three, smile, take off your microphone and gather your papers. Then walk off with the same dignity that you demonstrated as you approached the lectern. □

*Karen Berg is co-owner of CommCore, a communications consulting company based in New York.*

*Reprinted with permission from CommCore.*



One of the privileges of being a member of the FILA Bureau was the opportunity for Executive Director Terry McCann to present the Olympic Gold Medal to American freestyle wrestling champion John Smith.

## Terry McCann Delivers Olympic Gold in Seoul

The recent XXIV Olympiad in Seoul, Korea, produced more than just medal-winning performances—it also made a winner out of our own Executive Director Terry McCann. A former Olympic gold medalist himself, Terry was elected to the 16-member FILA Bureau, the international governing body of amateur wrestling.

As a volunteer officer, Terry will be responsible for implementing policies and developing the sport worldwide.

A two-time NCAA wrestling champion at Iowa University, Terry won a gold medal in freestyle in the 1960 Rome Olympics while wrestling for the Tulsa YMCA. Terry, a Chicago native, returned from his Olympic triumph to serve as volunteer coach for the Mayor Daley Youth Foundation Wrestling Team, which he led to 11 national championships. Five of the wrestlers he coached were on the 1968 Olympic squad.

Because of his dedication to the sport and his achievements as a competitor and as a coach, Terry was named to the

National Wrestling Hall of Fame in 1977. In 1987, he was chosen President of USA Wrestling, the governing body of amateur wrestling in the United States.

Terry views his volunteer position on the FILA Bureau as a tremendous opportunity to promote Toastmasters International to many representatives and athletes from other nations.

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**Creative Thinking:** District 6 Toastmasters are looking for all the cold feet they can get their hands on.

## Visual Feedback

Leon Fletcher missed two charms in his excellent July article, "Watch Yourself."

First, he missed mentioning the superb opportunity to watch your video with the sound turned off. Since 55 percent of our speaking message is visual, this provides outstanding feedback.

Also, watching yourself with the fast forward in action makes repetitive gestures and unnecessary mannerisms obvious.

These two ideas plus Mr. Fletcher's first class guidelines will provide a feast of feedback.

Jerry Conrad  
Executive Club 3009-62  
Muskegon, Michigan

## Pronoun Problem

Thank you very much for the interesting article, "Being Grammmarian Ain't Easy." However, please note the use of the sexist pronoun "her" in the first paragraph. Are all speakers female in gender or just the best ones? best ones?

May I suggest purchasing *The Second Handbook of Non-Sexist Writing* by Miller and Smith.

Doug House  
Texas Medical Center Club 5705-56  
Houston, Texas

## A Zen Experience

What an outstanding article Harold Patterson wrote in the September issue of *The Toastmaster*. Not only did he write about elements of a winning speech, but his article ended up being a great example of a winning speech in itself. I found it resembling a Zen upset, where the reader thinks he has the answer to the question, only to discover that he doesn't, and that he really didn't understand the question in the first place.

Mr. Patterson reminded me that this is what the Toastmasters organization is like. When I received my CTM, I felt I knew all there was to know about speechmaking. Many others feel this way and leave their clubs: this is the wrong approach. When I received my ATM, I once again felt that all-knowing

confidence. When I coordinated a Speechcraft program and seminars such as "How to Listen Effectively," I had the same feeling. Then I read Mr. Patterson's article and realized that I'm still learning.

If all Mr. Patterson's speeches are as good as his article, he deserves to be a champ. Let's all take his advice: "Next time a contest comes along, wrap up your package, put a big bow on it, climb up on the stage and give it away."

William McLeod, ATM  
Sarasota Club 1958-47  
Sarasota, Florida

## Timing Lights at Contests?

Rules B and D under "Timing of the Speeches" in the International Speech Contest Rules (1171) should be canceled immediately and not used.

Timing lights or signals have no place in speech contests, particularly not in the International Speech Contest. It is the equivalent of a concert pianist performing with a metronome as a guide.

I feel that the use of timing lights at speech contests is very unprofessional, in spite of the fact that the speakers are not professionals in the technical sense. Also, at many of the contests the speakers stand in front of or away from the lectern and cannot see the lectern-mounted lights.

Some years ago, I had the privilege to attend the Region 7 Contest. Evelyn-Jane Davis (now Burgay), who is blind, was asked before speaking what she wanted as an alternative to the timing lights. She answered, "I don't need to be told when to stop; my talk will be within the limits. I've planned and practiced so it will fit with leeway for the unexpected."

That should be expected of everyone who enters the contest; otherwise, the contestant is not qualified.

During that same year, at the club contest, one of our contestants won with a talk, a good one, that ran 7 minutes and 25 seconds. He was advised to cut out a couple of paragraphs to be on the safe side. "That's not necessary," he said, "I know exactly how long it will run."

During the area contest, two waiters met in the back of the hall and started a quiet conversation. Our contestant watched them, slowed the pace a little and was disqualified by three seconds.

That is what contests are for—to see if the participants are up to making a presentation, as required, regardless of distractions. In this case, even if he had watched the clock he would have had nothing he could have cut, for the last quarter minute was his "punch line."

Certainly there will be objections to removing the crutch of timing lights and treating the International Speech Contest as a contest and not a training session. Eventually it must be done, so why not next year?

Marshall E. Kulberg, ATM  
Portsmouth Club 1094-45  
Portsmouth, New Hampshire

## Potential Reader

I "stumbled" across the August issue of *The Toastmaster* quite by accident, and found the articles stimulating and extremely well written.

May I subscribe? Please send information.

Thanks.

Terry Pearce  
Ross, California

## Jokes with Dignity

Certainly, there are sufficient, clean and wholesome jokes to tell without resorting to "off color" ones, as was done by Gene Perret in the August *Toastmaster*.

A few years ago, I attended a Toastmasters meeting in Washington, D.C. The jokes told by members of that club that night were not only offensive, but vulgar. I was glad that I hadn't brought my wife along. Needless to say, I have no desire to visit that club again.

In my opinion, any club that permits "off color" or offensive jokes lacks dignity and respect for our organization's ideals, and is a disgrace to Toastmasters International and its founder.

It is the responsibility of club officers to monitor meetings by halting offensive language that may insult visitors.

Let's keep the language in *The Toastmaster* and in club meetings clean and above reproach. *The Toastmaster* must be held responsible for publishing only those articles that meet the criteria of honesty, integrity and decency. "Off-color" and offensive articles must be rejected.

Harold W. Loomis  
Fairfax Club 1899-36  
Fairfax, Virginia



Joe Crabtree



# How TALL Is Your Tale?

Transport your listeners to other worlds  
through the magic of your mind.

BY STEVE BURCH, CTM

One of the most entertaining portions of a tall tale speech contest is that time when imaginations run wild, the impossible becomes almost believable, and the improbable is accepted without question. When those heavy, powerful, serious persuasive speeches have all but been forgotten (usually by the next meeting), the silly and somewhat incongruous tall tales will still be remembered.

Tall tales should not be thought of as simple exercises in mindless joke telling. Delivering a snappy and witty tall tale will tax your Toastmasters skills to the limit.

Developing a memorable tall tale demands something beyond normal speechmaking. It calls for extensive use of two of the most important resources you have as a speaker—your imagination and your humor.

A tall tale is a humorous and highly improbable story with a sudden and unexpected ending. If you can make an audience picture your story in vivid detail and bring your listeners to an abrupt and absurd conclusion, you will have added some

valuable tools to your array of Toastmasters skills. These powers of imagination and humor will serve you well in those persuasive, serious presentations in the "real world" where we live and work. Besides all of that, a tall tale is just great fun.

But how do you go about constructing an entertaining tale? How do you find and develop original material? Here are a few suggestions:

#### Look for the Familiar

The famous humorist Will Rogers once said, "I don't know why people think I'm so funny. I just know what I read in the newspaper." Will Rogers was able to see humor in ordinary events and people. All of us can do that to some extent. Have you ever seen a tired parent wander through a grocery store with three toddlers in tow, trying to answer hundreds of questions; attempting to keep the kids from running around like a band of wild monkeys; stopping fights; looking for the baby's pacifier that got dropped somewhere in the potato bin, while trying to remember what was on the grocery list that little Johnny dropped out the window on the

Illustration by Joe Crabtree

way to the store? Right there you have the beginnings of a great tall tale.

All around us people are doing ordinary, familiar things that, if shown in the right light, can be made funny and entertaining. A good tall tale doesn't need to be some impossible, extravagant piece of nonsense—it can come from the stock of real life and real people. Keep a sharp eye open for the obvious.

### Expand the Possibilities

As you look at the world around you and see people going about their lives, try to picture in your mind how they might react to any given set of circumstances. Imagine improbable things happening in ordinary situations. Push your imagination to the very limits of probability, perhaps even to the outskirts of the impossible. Weave a scenario on the outer edge of reality. Learn to exaggerate. You may have heard stories about those two famous Americans, Paul Bunyan and Pecos Bill. Paul Bunyan didn't just have a hearty breakfast to start the day: he had 3,000 flapjacks, 50 pounds of bacon and 32 gallons of coffee. Pecos Bill didn't just cross a river: he stepped over the Grand Canyon.

One caution about exaggeration: use it judiciously. A tall tale which is nothing more than a string of ever-increasing impossibilities quickly loses its punch. It's acceptable to have barely probable or even totally impossible content in your story, as long as it can be pictured vividly by the listeners.

### Do the Twist

Take a familiar saying and give it an unfamiliar meaning, or switch some of the words around to make it absurd. One way to do this is to take the beginning consonants of the important words in a phrase and switch them to make a new phrase. One member of our club used the phrase "horse of a different color." From this simple exercise she told a very funny story about being on a golf course where everyone yelled the wrong word before teeing off. When she asked about this strange custom the people replied, "Lady, haven't you heard? This is the course of a different holler."

Another way to twist the meaning of a cliché is to change the last phrase or add another phrase to the end. For example, "People who live in glass houses have to use a lot of Windex."

Finally, consider taking a phrase or cliché and changing the words, but not the sounds. One finalist told a story about being chased around a haunted mansion by an empty coffin. In desperation he pulled out his Vick's Cough Drops because "Vick's stops the coughin'."

Think of ways to twist a familiar saying and then build your story backwards from that. A great resource to consider for this is the plethora of advertising slogans we are deluged with on a daily basis. Some of them can be hilarious if they are twisted and bent just a little.

### Poke a Little Fun

Do you remember when Lee Iacocca was trying to get Congress to bail out Chrysler Corpora-



**T**all tales should not be thought of as simple exercises in mindless joke telling.

tion? Right after the money was delivered, Chrysler came out with a huge advertising campaign featuring Iacocca as the main spokesman. Johnny Carson, in his late-night talk show made spoofs of Chrysler's commercials begging the public to buy its cars, and featuring a man named Lee I-Cocoa-Cola. By using the main ingredients of a well-known commercial, and poking a little fun, the spoofs were a hit.

It needs to be stated that this sort of thing can go too far. Anything that is vulgar, condescending, or makes fun of anyone's race, age, sex, religion or personal preferences is tasteless and should never be considered. But there is a broad area of perfectly acceptable subjects to joke about. Just keep it fun and tactful. If you have any doubts about the appropriateness of your spoof, don't use it.

One last word about spoofs: a spoof is not a tall tale. It is only a tool to be used in putting together your talk.

### Delivering the Tall Tale

Now that you've got your tale planned out, it's important to remember a few things about delivery.

First, remember that this is a speech. Make sure to use all of the Toastmasters skills you have developed from giving your other speeches.

Second, remember that it is short. Most tall tale competitive speeches are limited to 3 or 3½ minutes. There's no time to drag your feet on this one.

Third, think about your rate of speaking. This will depend on your own individual style, of course, but a tall tale is supposed to build up to a sudden and forceful climax. I have found it best to start off a little slower and then develop in intensity and speed until just before the very last line. Then I pause for a split second—and deliver the punch.

Fourth, weave humor throughout the talk. Don't wait until the very last line to make people laugh. Pepper your talk with quick one-liners, exaggerations, spoofs and stories. This keeps the audience in an enjoyable and expectant mood for your ending line. Give them just enough time to almost recover from laughing before you hit them with another joke. Be sure not to pack too many laughs into your speech, though, because you want the last line to stand out clearly.

Finally, keep it light and keep it fun. Learning to develop and deliver an entertaining tall tale will help make us more aware of what people really enjoy. As we learn to see the light side of life, we become better and more successful communicators.

So, the next time your club has a tall tales contest, see how tall you can make your tale. □

**Steve Burch, CTM**, is a member of Riverside Breakfast Club 1348-F in Riverside, California. He won the Founder's District Tall Tales competition for 1987 with his talk "Confessions of a Knock-a-holic." Steve is a minister at the Redlands Church of Christ in Redlands, California.

# Speaking Off the Cuff

Keep it short, to the point, and never apologize.

BY GRANT G. GARD



Illustration by Dirk Hagner

*"It usually takes me more than three weeks to prepare a good impromptu speech."*

Mark Twain

**W**

hen many people hear the word *impromptu*, their panic buttons get depressed and all of the alarms go off. Relax immediately: the odds are one to a thousand that you will ever be asked to speak off the cuff on an unfamiliar subject.

Let's say you are attending a conference and the chairperson approaches

you and says something like this, "We have just been advised that one of our speakers can not be present because of an acute illness. Will you fill in?"

Or maybe you disagree with the speakers. You have found other ideas to be far more effective. During the coffee break or while the meeting is in session, you ask the chairperson for a few minutes to express your views.

First, you would not have been asked to express yourself—or you wouldn't have asked permission to express yourself—unless you had knowledge of the subject.

The secret to successful impromptu speaking is to speak on *specific* illustrations, experiences and examples from your past that you are fully knowledgeable on, and that you have a desire to

If you feel that you cannot bring the audience something worthwhile, decline the invitation.

share with other people.

The following list gives some proven techniques to help you think clearly and effectively on your feet. You'll appear confident, eloquent and polished if you follow these simple guidelines.

### 1. Quickly define your viewpoint or

## Accepting an Award

How to be gracious and effective in 30 seconds

BY GRANT G. GARD

**W**hen you are going to accept an award, seriously ask yourself if "thank you" is enough. In many cases it is. Sure, there will be some occasions where you feel it's appropriate to say a few words.

Here's a very simple four-step formula to help you to do a commendable job of making an acceptance speech when "thank you" isn't enough. This speech should never exceed thirty seconds. You can be very effective in that time limit. Only if you are in an extremely formal atmosphere would you ever consider going longer than that, and even then, make it as short as possible.

1. One sentence: Express your *sincere* gratitude.
2. Two or three sentences: Acknowledge and show appreciation to contributors.
3. One or two sentences: What will you do with the award?
4. Two words: Thank you.

You will, of course, have to tailor it for your specific occasion. By

following this outline, you will always do a good job.

Here's a sample acceptance talk:

1. This occasion is very important to me, and I'm honored and grateful to be presented this award.
2. I'm also very grateful to those who made outstanding contributions and supported me. Many extra hours were spent working with me to get this project completed right on schedule. This accomplishment represents a great team effort.
3. I will place this award in my office where it will be displayed with great pride because it symbolizes "people loyalty."
4. Thank you.

A "thank you" or this simple four-step formula is all you will ever need to gracefully accept your award. The audience doesn't expect, or want, a lengthy formal acceptance speech. Do your audience and yourself a favor. Keep it genuine, simple and as short as possible.

**the purpose of your speech.** Stay calm, cool and collected. Apply the STOP formula (Stop, Think Or Perish). If the chairperson should ask you to express your viewpoint just before the meeting or during the break, request that you be given a few minutes to formulate your talk. *Your* request is certainly not out of line, and the audience will understand. If it's a case in which you are in the audience and you want to express yourself, you've had time to think and plan before your request is made.

The first thing to do is get your goal clearly in mind by defining your viewpoint and/or purpose. *Be definite.* Everything will hinge on this. This stops drifting and rambling. This enables you to collect your thoughts, to think objectively, and to bring in your best backup and reinforcement material. This gives you a starting point and a closing point. If you don't know where you are headed, any road will take you there. Know where you are headed and take a straight road to your destination.

**2. Choose a specific illustration, experience or example.** Once you know your purpose and have clearly defined your viewpoint, you need to quickly find a *specific* illustration, experience or example that will back up and reinforce your speech purpose. You are the authority on *specifics* from your professional or personal life.

Choosing your impromptu speech material in this manner will give you additional courage and confidence because you are really prepared. You'll be talking about specifics very well because you have been thinking about them, and no doubt have gone over them and talked about them several times in your life. If you have time, jot down some brief notes on a piece of paper.

Speaking on specifics makes you persuasive. It helps to eliminate the dilly-dally and arguing that often take place in meetings. Your talk will be clear, convincing and believable. Just tell *when* this specific event, example or experience happened, *why* it happened, *where* it happened, *what* caused it to happen, *who* was involved, and *how* it happened.

**3. Start strong.** You could open with your viewpoint, "My viewpoint is...and here's why...(specific backup material)," or, "My experience shows it's best

to...because...(specific reinforcement material).

**4. Don't try to cover too much.** Many impromptu speeches fail because the speaker is disorganized and vague and doesn't adequately cover any point. You'll never be guilty of that, provided you keep your mind on your speech purpose. Your backup and reinforcement material is important and will contribute to your overall effectiveness.

**5. Never apologize.** The audience will know that you are speaking impromptu. The chairperson should by all means announce this. The audience will not be expecting a keynote address.

If you feel that you cannot bring the audience something worthwhile, decline the invitation. Providing excuses and wasting the audience's time with weak, meaningless material does only one thing: it weakens your image and anything you say.

**6. Conclude conclusively.** Be specific. No rambling or fuzzy words. *Close strongly.* The simplest way to close is merely to summarize by stating or restating your overall speech purpose. Another simple

technique for an adequate close is to tell the audience what this specific illustration, example or experience has proven to you, "From this experience I have learned...(be specific)."

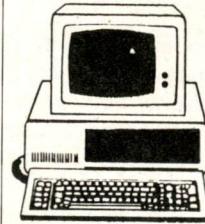
When you have given your close, return to your chair immediately, radiating confidence and poise all the way.

Look at impromptu speaking as another tool to help build additional self-confidence, which carries over to every phase of daily life. Each impromptu speech you give will make the next one a little easier and you'll gradually build your effectiveness.

Next time the chairperson says, "Does anyone want to add to this?" you won't sit back and silently say to yourself, "Let Mary or John do it." You'll be the one to stand up and effectively deliver your thoughts. As a result, you'll gain additional recognition, enhance your image, and earn the respect of your listeners. You'll be a leader in demand. □

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**EPOD Resolution**  
Continued from page 7

of your local newspaper, listen to the TV or radio newscaster and you'll note that most things are presented in a negative manner. A positive connotation of most circumstances is either deleted or given minor attention.

In a world filled with negativity, you as a speaker have the option of following the crowd or selling the positive elements of virtually any set of circumstances. I'm sure that if the electric light bulb were invented today, the "teaser" on your regular evening newscast would start out with a statement such as, "Today an unbelievable tragedy has befallen the candlemaking industry." The news coverage might deal with candlemakers who lose their jobs and the complexity of installing electrical wiring in the average home, etc.

A speaker has an ideal opportunity to radiate positivism and present the optimistic side of issues that most people do not think to examine on their own. "Is the bottle half full or half

**"Statistics are like bikinis; what they reveal is interesting, what they conceal is vital."**

empty?" "Is 7 percent unemployment really 93 percent employment?" These examples are triggering devices. Certainly it is wise to beware of calamities or dangerous conditions; however, I would like to believe that most people are interested in solutions. They would like to hear thoughts and ideas which explain how to deal with these situations.

If you are speaking to an audience which recently had to deal with rapid changes or adverse circumstances, you can cite encouraging case histories of

those who have victoriously dealt with similar situations.

Optimism means telling people they "can." It means taking facts and presenting them so that the audience can discern an immediate advantage. Frequently, when I quote statistics as presented by the press—and prior to presenting the "bright side" of the issue—I tell my audience, "Statistics are like bikinis; what they reveal is interesting, what they conceal is vital."

Speaking optimistically requires preparation. Avoid anything that can bring pessimism to your surroundings. Don't read the front page of the newspaper or watch the evening news. Or, in lieu of that, take the statements from these sources and create a position diametrically opposed. Your audience will love it. Occasionally you may get criticism based on lack of "fact-finding" research. Just remember, the news sources do the same thing.

I use affirmation as the principle of my optimistic feelings. I tell my audiences that optimism is a choice, and that every morning before I speak I make

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a choice. Each morning when men and women face the mirror to shave or put on make-up, they have an opportunity to sell optimism to that audience of one. I choose to affirm myself each day by reciting out loud to my mirror image, "I am a unique and precious being, created by God for very special purposes. I'm doing the very best I can. I'm ever growing in love and awareness."

This and other parts of my affirmation set the stage for my optimism, and I attempt to radiate that.

I'm also reminded of the words of St. Francis of Assisi: "Lord, make me an instrument. Where there is despair, let me sow hope." The degree of optimism in your speech raises the audience's level of hope and desire to participate in your message.

### Discipline

The discipline used by a speaker and contained within a speech is not always apparent to the audience. However, the results of the speaker's discipline before and during a speech are what make the speech powerful and memorable.

Discipline starts with preparation. Do you know what you're going to say? Have you done your research? Have you put it in a format (notes or otherwise) to retrieve and deliver? Have you practiced your timing, inflections and nuances?

The fact is that when a speech begins and ends on time, it's because the speaker has exercised discipline regarding the audience, other speakers and the meeting planner.

Toastmasters are taught to end their speeches on time, yet those standards are not always present outside the confines of a Toastmasters meeting. I've seen hundreds of professionals exceed their time allotments, stray from their subject matters and break some of the simplest rules of powerful speaking. Why do they fail to see that anything that can upset the program or the audience is distracting?

A speaker's discipline frequently begins with a personal commitment. If your speeches are to be powerful and memorable, you have to be in the physical and mental shape to "deliver." Any excess prior to a speech—such as overeating, imbibing or late night reveling—will reduce your effectiveness.

As a professional speaker, I get invited to all the cocktail parties and celebrations the night before the event in which

I'm scheduled to speak. I have seen many speakers accept all the invitations thinking the wages of dissipation will dissipate tomorrow. Unfortunately, that's rarely the case.

You can only deliver a high level of energy when you feel energetic, and you can only be persuasive and optimistic when you look and act that way. Discipline means knowing when to say no.

Toastmasters training is the ideal groundwork from which to structure discipline. Although I have never been a Toastmaster, I applaud the organization's educational methods, because those principles have helped me. I entered speech therapy in the Philadelphia school system at the age of 6, and for seven years I was tutored in the basics of sound fundamental speech. And because I didn't speak correctly when I entered the system, my therapists hammered home the exercises, the practice pieces, that I had to work on constantly. I don't believe I became a professional speaker by coincidence, but rather by disciplined training.

I frequently wonder why thousands of people follow the same rules of training, yet only a small percentage emerge as powerful and memorable speakers. My conclusion is: to know and not to do is not to know.

The EPOD Resolution is based on my observations and experience in making more than 3,500 speeches, but more importantly, in dealing with more than 3,500 audiences. A good speaker, like the conductor of a giant orchestra, can lead the audience from one emotional state to the other. The Churchills, Roosevelts and Martin Luther Kings of the world have unconsciously formed a methodology which, when emulated, lends energy, persuasiveness and optimism.

Discipline is a matter of commitment, the level of which only you can determine. □

**Dave Yoho** was the keynote speaker at Toastmasters' '88 Convention in Washington, D.C. He has made more than 3,500 professional speeches to Fortune 500 companies, trade and professional groups both in the U.S. and abroad. A corporate communications consultant, he has served on the Board of Directors of several public corporations. Mr. Yoho can be contacted at 10803 West Main Street, Fairfax, VA 22030 (703) 591-2490.

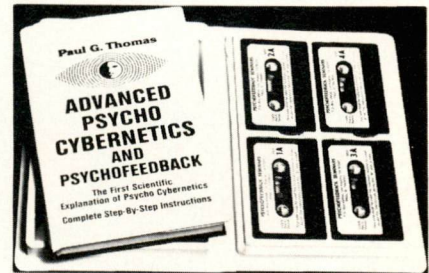
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# FRIENDLY PERSUASION

A five-step plan to help  
you influence others.

BY LINDA D. SWINK, CTM

**H**olding a gun to someone's head will get you almost anything. Screaming at your children may get them to do what you want, eventually. And tears shed with just the right dramatic touch might win over a friend, husband or boss. These methods, though often used, are not to be recommended as good persuasive techniques.

Whether you are trying to persuade your boss to give you a raise, convince the city council to fund better roads, or you are just completing the eight assignment in your Basic Manual, the methods of successful persuasion are similar and can easily be applied if you understand a few basic principles.

Most persuasive speeches are given for a specific reason: you feel strongly about something and you want others to feel or react the same way. Matching audience to topic will take careful preparation. However, no amount of persuasion will work if your audience is disinterested in your topic or hostile to it. You will not succeed in convincing a group of right-to-life activists about the positive aspects of abortion. Nor will you evoke enthusiasm if you try to exalt the merits of fishing to a group of die-hard anglers: they know the merits of fishing and don't need you to convince them of something they already believe in. When giving a speech, you will need to find a topic that is of interest to the audience, one that they will enjoy, benefit from and appeals to their self-interest.

Topics are everywhere. The daily newspaper is a good source of ideas. A quick look at this morning's paper, for instance, suggests topics on health claims on food labels, better hospice care, humane treatment of animals at the local animal





Illustration by Vera Milosavich

shelter, a tax increase to support a pay increase for the local police department, and the location for a toxic waste dump. These topics are broad enough to appeal to the majority of listeners, yet local enough to allow the audience to take a specific action, which is your goal.

Once you have chosen a topic, you need to begin organizing your speech. The most successful method of organizing a persuasive speech, according to Professor Alan Monroe, is to follow what he calls his "motivated sequence." The sequence consists of five steps: the attention step, the need step, the solution step, the visualization step and the action step.

### 1. Attention

As with any speech, you need to get the attention of the audience. Several methods work well: 1) asking a rhetorical question, 2) making a startling statement, 3) referring to the group or event that brings them together, and 4) using a personal illustration, humorous anecdote or quotation.

Choose any of these methods to give your audience a preview of what you will be talking about. This will also set the mood for your talk. Address the topic in a manner that will give the audience necessary information about the subject and at the same time bring their attention to the problem. For example, "This city, with a popula-

No amount of persuasion will work if your audience is disinterested in your topic or hostile to it.

tion of only 600,000 has four times as many burglaries as the largest city in this nation. The occurrence of over ten thousand burglaries last year reflects a problem that needs to be addressed." Also, referring to the group will establish goodwill by showing the audience that you have its interest at heart.

### 2. Need

Now that you have your audience on the edge of their seats, you need to offer a reason to sit and listen to the rest of the speech. Always make a concise statement about the topic. This establishes your purpose and helps the audience understand the magnitude of the problem. Describe the topic and discuss its seriousness: "Our present city budget does not allow for an increase in police manpower. As a result, many of our streets go unpatrolled at night, causing an increase in burglaries. We need more and better police protection."

Defining the problem is best achieved through a logical approach. Although you need to excite the audience throughout the speech by appealing to their emotions, keep in mind that an exclusively emotional appeal could easily offend. Furthermore, emotions can't be sustained for the desired length of time needed to achieve results.

## Persuasive Words

According to a recent Yale study, the 12 most persuasive words in the English language are:

you	guarantee
money	love
save	discovery
new	results
easy	health
free	proven

Remember how you felt after watching a sad, tearful movie on television? The sadness lasted about as long as it took you to get to the kitchen to make a snack before the next program came on. The same will be true for the folks in your audience. You may get them fired up with emotion, but it will probably fade on the way to the parking lot and will likely be forgotten by the time they get home. So you

need to present your proposition with logical reasons supported by facts that the audience can take home and later act upon.

An important part of your persuasiveness is your audience's perception of you. They will want to know just who you are. Are you an authority on the subject? Or are you someone who is just sounding off? Presenting yourself in a competent manner and having all your facts straight will go a long way in winning over a reluctant audience even if you aren't an expert.

When presenting facts about your topic, be sure that they can be substantiated. The facts need to be supported by solid evidence. Quote experts, such as the police chief, and official documents, such as police reports. It is always best to give several sources from which you have taken your information. The evidence you give must be conclusive. Be careful not to make generalizations. Statistics quoted must be verifiable and should not be used alone without a basis for comparison. For example, "More than one hundred birds were found dead in a two-square-mile area." Is this a lot? Is it below average? Without a comparison your audience is left in doubt.

Presenting factual, verifiable evidence not only supports your claim, but adds credibility to you and your presentation. It confirms that you know your stuff and are qualified to speak on the topic.

A high standard of ethics also is important in maintaining an image of credibility. You should state your intentions so as not to lead your audience to feel that they are being manipulated. Remember how you felt when someone came to your door with the pretense of taking a survey, only to end up trying to sell you something? It made you angry, didn't it? Your audience will also resent this approach. Here are other "nevers": 1) never lie to your audience, 2) never exaggerate or distort the facts, and 3) never suppress key information in order to make your ideas sound better. Assuming that your audience does not know the facts can spell disaster.

### 3. Solution

You have presented the problem, now you need to offer a solution. This is done by stating what needs to be changed—such as an attitude or belief—or what needs to be done—such as writing letters, making phone calls or voting. Make clear

what you think needs to be done to solve the problem. Tell why and how your solution will work and how your solution will benefit the listeners.

If you have had previous experience with the success of this solution, explain how it has worked elsewhere. Illustrate how your proposal meets the needs for solving the problem. For example, "An increase of 7 percent in the income tax of our

neighboring city has allowed for additional manpower and better equipment, resulting in the reduction of its crime rate by 58 percent last year." Be prepared for opposing views. If your audience feels that other solutions might work, you will need to offer strong evidence to support your views.

### 4. Visualization

It is good to support your claim by helping your audience visualize the problem. Show what life would be like with your solution or what it would be like without it by drawing a mental picture that is graphic and colorful. For example, "If the budget for the police department is not increased, we will find ourselves faced with a higher crime rate as the community grows and less protection for our property. The city will decay into a slums controlled by street gangs."

### 5. Action

You have convinced your audience, but you can't stop there. Lead them into taking the action you want by summarizing what you have said, by using a quote or illustration, by providing additional inducement, or by issuing an emotional appeal. If your speech has been designed to make people aware of a social value that needs changing, you will want to change the way they believe. In some cases, your goal will simply be to reinforce their beliefs.

If your speech calls for something to be done, you need to ask your audience to do something specific such as write letters, make phone calls or sign a petition. Lastly, allow the audience to follow your lead by telling what you plan to do about the problem. "We must get behind our police department. I ask each of you to vote, as I am going to do, for the increase in the city income tax to ensure safer streets for our community."

These steps will give you a start in understanding how to deliver a persuasive speech. With a little practice, you can become skilled in the art of persuasion. □

**Linda D. Swink, CTM** is a full-time student majoring in journalism at the University of Texas at El Paso. An officer of Ideal Club 2282-23 in El Paso, Texas, she was recently appointed the publicity chairman for District 23.

**A**n important part of your persuasiveness is your audience's perception of you.

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 Sheila Silverman, 3731-56  
 Marilyn Peterson, 4256-56  
 Hermise M. Wilkins, 5059-56  
 Marston Watson, 5339-57  
 Jan M. Proconier, 5500-57  
 Ruth Layers, 5622-57  
 Jerry Pando, 6061-57  
 Matthew G. Di Biase, 874-58  
 Kai Rambow, 3057-60  
 Donelda Stewart, 3835-60  
 Jane Stuart, 2722-61  
 Edward M. Colbert, 1080-62  
 Joyce B. Thewalt, 2826-62  
 Carolyn Bauer, 3834-63  
 William Richard Carson, 4376-63  
 Margaret Rodgers, 3977-64  
 Grace E. Williams, 5168-66  
 Donald R. Oliver, 5585-66  
 F. Philip Haase, 6522-68  
 Murray A. Rutherford, 1444-69  
 Roy E. Ashpole, 1519-70  
 Ronald Ian King, 3378-70  
 Jessie Radcliffe, 4531-70  
 Lanie Keuker, 4613-70  
 Mark S. Glynn, 848-72  
 Paul James Phillips, 1893-72  
 Frank Weeks, 1920-72  
 Robert P. Barraclough, 2592-72  
 Paul Robert Thomas, 3590-72

Ronald N. P. McMillan, 6312-73  
 Tereso R. V. Rosario, 1164-75

## NEW CLUBS

**Yokohama 6995-U**  
 Yokohama, Japan—1st Sat., 2:00 p.m., Yoke Community Lounge, 3F Sangyo Boeki Ctr. Bldg., (045) 821-5564  
**SPH Toastmasters I 7078-U**  
 Singapore—1st & 3rd Thur., 7:00 p.m., Singapore Press Holdings, 82 Genting Ln., (65) 740-1679  
**Sunway 7086-U**  
 Petaling Jaya, Malaysia—2nd & 4th Thur., 7:00 p.m., Sunway College, 21 Jalan Selangor, (03) 7578899  
**Tower Talkers 7091-1**  
 Los Angeles, CA—Thur., noon, 2029 Century Pk E., (213) 551-3932  
**Word Wizards 7080-3**  
 Phoenix, AZ—alt. Tues., 6:30 p.m., Phoenix Urban League, 1402 S. 7th Ave., (602) 759-1692  
**Speaking Garliques 7019-4**  
 Gilroy, CA—Tues., 7:00 p.m., J. Winfield's Restaurant, 6120 Monterey St., (408) 847-5106  
**Depot Talkers 7070-5**  
 San Diego, CA—Thur., 11:30 a.m., Naval Air Stat., No. Island, Bldg. 94, Conf. Rms 1 & 2 NADEP, (619) 437-6961  
**MCRD 7092-5**  
 San Diego, CA—Tues., 11:45 a.m., Devil Dog Inn, Marine Corps Recruit Depot, (619) 524-4247  
**Evergreen International 6996-7**  
 McMinnville, OR—Wed., noon, Evergreen International Aviation, Inc., 3850 Three Mile Lane, (503) 472-9361  
**Bishop's Toastmasters 7074-10**  
 Cleveland, OH—Wed., 7:00 p.m., Custom Design, 1044 E. 105th St.  
**Bol-Labbers 7093-11**  
 Louisville, KY—Tues., 7:30 p.m., Bank of Louisville, 5th & Broadway, (502) 589-3351

**Medical Center 6993-14**  
Columbus, GA—2nd & 4th  
Tues., noon, Medical Center  
Training Room, (404)  
571-1000

**Georgia Power Company  
7018-14**

Atlanta, GA—Tues., noon,  
Georgia Power Co., 270  
Peachtree St., NW, (404)  
526-2008

**Broken Bow 6999-24**  
Broken Bow, NB—Tues.,  
noon, City Cafe, 423 S. 9th  
Ave., (308) 872-2486

**FHLB #2 7073-25**  
Irving, TX—alt. Wed., noon,  
FHLB of Dallas, 500 E. John  
Carpenter Freeway, (214)  
541-8734

**Speaking Scholars 7077-25**  
Richardson, TX—Thur., 5:15  
p.m., University of Texas at  
Dallas, 2601 N. Floyd, (214)  
401-5382

**Renaissance 7085-26**  
Denver, CO—Wed., 7:15  
a.m., Home Builders of  
Metro Denver Bldg., 5840 E.  
Evans., (303) 756-1536

**South Loop Speak Freaks  
7079-30**

Chicago, IL—1st & 3rd  
Tues., 5:30 p.m., Dept.  
Employment Security Central  
Hdqtrs., (312) 793-1139

**EPA Fairchild 7089-36**

Washington, DC—Fairchild  
Bldg., (202) 475-9597

**Raleigh Cable 7020-37**  
Raleigh, NC—2nd & 4th  
Thur., 7:00 p.m., Raleigh  
Cable Vision Studio, Civic  
Center, (919) 851-9256

**CBT/AT&T #1 Bellowers  
7081-40**

Cincinnati, OH—1st & 3rd  
Tues., noon, AT&T, 221 E.  
Fourth St., (513) 527-8700

**CBT/AT&T #2 Com-  
municators 7082-40**

Cincinnati, OH—2nd & 4th  
Wed., noon, Cincinnati Bell  
Telephone, 201 E. Fourth  
St., (513) 527-8700

**CBT/AT&T #3 7083-40**

Cincinnati, OH—Thur.,  
noon, Atrium II, 221 E. 4th  
St., (513) 527-8745

**Amerisure 7909-47**  
St. Petersburg, FL—Mon.,  
4 p.m., 6133 Central Ave.,  
(813) 381-6789

**DFS 7084-49**  
Honolulu, HI—1st & 3rd

Thur., 5:30 p.m., Duty Free  
Shoppers Limited Partner-  
ship, 2255 Kuhio Ave., (808)  
926-2487

**Fat Tuesday 7069-56**  
Houston, TX—Tues., 7:00  
a.m., Otis Engineering  
Corp., 5177 Richmond, Ste.  
1295, (713) 993-0773

**Voices of Insurance Profes-  
sionals 7076-56**  
San Antonio, TX—2nd &  
4th Wed., 4:30 p.m.,  
American States Insurance,  
400 N. Loop 1604 E., (512)  
491-9272

**Uncommon Communicators  
7094-56**  
Houston, TX—Thur., 7:00  
p.m., Commonwealth Sav-  
ings Insurance, 1900 W.  
Loop South, (713) 669-8026

**River City 7095-56**  
San Antonio, TX—Mon.,  
6:30 p.m., Frost Bank, 100  
W. Houston, (512) 349-5292

**Easley 6992-58**  
Easley, SC—2nd & 4th  
Wed., 12:15 p.m., Life  
Center Baptist Med. Ctr.,  
Fleetwood Dr., (803)  
859-6365

**Sunday Supper 7017-58**  
Charleston, SC—Sun., 7:00  
p.m., Francis Marion Hotel,  
King & Meeting Streets,  
(803) 762-2374

**Providence 7071-58**  
Columbia, SC—1st & 3rd  
Tues., 7:30 a.m., Providence  
Hopsital, 2435 Forest Dr.,  
(803) 256-5315

**Lapeer 7075-62**  
Lapeer, MI—1st & 3rd  
Thur., 7:00 p.m., Grace  
Episcopal Church, 735 W.  
Nepessing St., (313)  
667-3091

**Young Leadership Council  
6994-68**

New Orleans, LA—2nd &  
4th Tues., 7:30 a.m., St.  
Charles Board Room, 201  
St. Charles Ave., (504)  
529-6342

**Beef Capital 7087-69**  
Casino, N.S.W., Australia—  
Casino RSM Club, Canter-  
bury Ct.

**Phoenix 7088-75**  
Makati, Metro Manila,  
Philippines—Wed., 6:30  
p.m., Elk's Club—Paseo de  
Roxas St., 7th Fl., Corin-  
thian Plaza

## ANNIVERSARIES

### 50 Years

**Uncle Joe Cannon 127-54,**  
Danville, IL

### 40 Years

**Mansfield 647-10,**  
Mansfield, OH  
**Ottumwa 663-19,**  
Ottumwa, IA  
**Northern 664-28,**  
Hamtramck, MI  
**Niles Township 665-30,**  
Skokie, IL  
**HUB 660-44,** Lubbock, TX  
**St. Lawrence 606-61,**  
Montreal, Que. Canada

### 35 Years

**Narrators 1398-1,**  
El Segundo, CA  
**Durham 1203-37,**  
Durham, NC  
**Twin City 1356-37,**  
Winston Salem, NC  
**Nat Greene 1386-37,**  
Greensboro, NC

### 30 Years

**Tecumseh 485-11,**  
Lafayette, IN  
**Bootstraps 2863-22,**  
Kansas City, MO  
**Earlybird 2326-33,**  
Oxnard, CA  
**Saturday Morning 2840-47,**  
Jacksonville, FL  
**Round Table 421-52,**  
Los Angeles, CA

### 25 Years

**Sno-King 1137-2,**  
Seattle, WA  
**PIN 2332-11,**  
Planfield, IN  
**Downtowners 3663-25,**  
Dallas, TX  
**Jose Gasper 3668-47,**  
Tampa, FL  
**Winter Park 3674-47,**  
Winter Park, FL

### 20 Years

**Voice of Motorola 2083-3,**  
Scottsdale, AZ  
**State Farm 2872-11,**  
West Lafayette, IN  
**Hydro-Sonics 3910-18,**  
Annapolis, MD

**Essayons 427-23,**  
Albuquerque, NM  
**South Plains 261-44,**  
Lubbock, TX

### 15 Years

**Lake Union 2545-2,**  
Seattle, WA  
**Internal Revenue Service  
3149-10,** Cleveland, OH  
**River City 1724-11,**  
Louisville, KY  
**Bell-Telers 3782-15,**  
Salt Lake City, UT  
**Revenooers 1550-22,**  
Wichita, KS  
**Trend-Setters 1338-28,**  
Toledo, OH  
**Clovis Pioneers 2378-33,**  
Clovis, CA  
**Giant Northern Virginia  
1786-36,** Annandale, VA  
**Aquarians 3446-39,**  
Reno, NV  
**Washoe Zephyrs 3842-39,**  
Reno, NV  
**Adelaide 442-73,**  
Adelaide, S.A.

### 10 Years

Past District Governors  
407-F, Claremont, CA  
**Vienna 551-U,**  
Vienna, Austria  
**Kanto 2320-U,** Tokyo, Japan  
**The Magic Word 2407-4,**  
San Francisco, CA  
**Heritage 3676-6,**  
St. Paul, MN  
**Downtowners 2887-7,**  
Vancouver, WA  
**Magpie 2471-11,**  
Bloomington, IN  
**Toastmasters, Too 3027-14,**  
Columbus, GA  
**Bachelors/Bachelorettes  
3374-33,** Las Vegas, NV  
**Burlington Corporate  
1409-37,** Greensboro, NC  
**Tyro 2629-39,**  
Sacramento, CA  
**Oxmoor 1343-48,**  
Birmingham, AL  
**Conn Mutual Life 2778-53,**  
Hartford, CT  
**Energy 3176-53,**  
Wethersfield, CT  
**Speak Easys 2325-65,**  
Buffalo, NY  
**Dupont Sabine River Works  
2181-68,** Orange, TX  
**Invercargill 3071-72,**  
Invercargill, New Zealand  
**Ballarat 3717-73,** Ballarat,  
Victoria, Australia  
**Riverside 1194-75,** Bacolod  
City, Philippines

# TI Continues to Soar!

Last year's growth rate reached all-time high.

**T**oastmasters are indeed achievers. Members proved their dedication by increasing last year's (1987-88) growth rate to more than 140,000 members in 6,500 clubs worldwide. "We stand at the highest point in the history of our organization," 1987-88 International President John A. Fauvel, DTM, proudly announced at Toastmasters' Board of Directors meeting in August.

He attributed this record-setting year to the planning, dedication and drive of members throughout the world.

## An Outstanding Year

The organization's growth during the past year was just one of the many topics the Board discussed during its meeting, held during the Convention in Washington, D.C. They also reviewed the following data concerning educational and administrative matters:

- For the third consecutive year, participation in the Club Management Plan (CMP) exceeded 50%. A total of 56.3% of our clubs used the Plan, up from 53.2% last year.

- The number of members achieving Competent Toastmaster (CTM) status was 10,855, compared to 10,025 in 1986-87. This is an 8.3% increase.

- During 1987-88, 1,863 members earned Able Toastmaster (ATM) recognition, a 9.7% increase over the previous year. Two hundred seventy-two members earned the ATM Bronze award and 147 members earned ATM Silver awards.

- Last year, 325 members achieved Distinguished Toastmaster (DTM) recognition compared to 301 in 1986-87. This is an 8% increase. The DTM award is the highest recognition in our organization.

- The Success/Leadership Program continues to be popular, with an overall increase in registrations for all modules. "How To Listen Effectively," however,



Members of TI's Board of Directors discuss the organization's future during the August Board meeting.

was especially well received, with 828 registrations for the 1987-88 year.

For the second consecutive year more than 500 new clubs were formed—638 to be exact. Membership rose to an all-time high of 139,104 as of March 30; an increase of 6.1% over the previous year. As of June 30, 1988 we had a total of 747 clubs in 49 countries outside of the United States and Canada.

## Other Actions

- Reviewed the progress of districts which contain fewer than 50 clubs and discussed ways to motivate growth in these districts.

- Reviewed the proposed Distinguished Division and Area Programs. The Board recommended that World Headquarters proceed with the implementation of these programs.

- Reviewed the criteria for adding districts to and removing districts from a special program which is designed to assist districts experiencing low growth. The criteria was clarified and the name of the program changed to the District Growth Support Program.

- Examined Able Toastmaster Awards as part of the Distinguished District Program and recommended no changes at

this time.

- Reviewed points awarded to districts in the Growth and Retention section of the Distinguished District Program. Recommended changes will become effective July 1, 1989.

- Reviewed the DTM requirement that presentation of five outside speeches be made on behalf of a Toastmasters speakers bureau. The Board recommended that the words "for a Toastmasters speakers bureau" be deleted from the requirement. This change is effective immediately.

- Reviewed a proposal for the establishment of an "ATM Gold" award and recommended that no action be taken at this time.

- Discussed the objectives, criteria and promotion of the Accredited Speaker Program and recommended changes in the promotion of the program and in the judging procedure.

- Reviewed the International Speech Contest Judge's Guide and Ballot and recommended no changes.

- Reviewed the timing requirements and intent of the rules for Evaluation, Humorous, Table Topics and Tall Tales contests as published in the Toastmasters International Speech Contest Rulebook.

The Board recommended that the timing requirement for the Tall Tales contest be reduced from "four to five" to "two to three" minutes. This change will be implemented in the 1990 rules.

The Board also determined that Evaluation, Humorous, Table Topics and Tall Tales contests may be held at the discretion of the club, area, division, district and region, but if held, the rules in the Toastmasters International Speech Contest Rulebook must be followed, beginning January 1, 1990. Also beginning January 1, 1990, these contests will be under the jurisdiction of World Headquarters.

- Considered a request to waive the continuous membership requirement of the International Speech Contest rules

for members of military clubs. The Board recommended no change in the rules.

- Discussed changing the title "Able Toastmaster" to "Advanced Toastmaster." The Board recommended the "Able Toastmaster" designation to be retained.

- Reviewed a draft of a proposed Success/Leadership module on training and considered a proposal to develop another one on management skills. It was recommended that World Headquarters proceed with the development of these two modules. Availability of the modules will be announced in *TIPS*, *The District Newsletter* and *The Toastmaster* magazine.

- Granted Territorial Council status to the Toastmasters clubs of Singapore.

- Changed Hall of Fame recognition in *The Toastmaster* magazine to name, club and district number only.

- Reviewed a request for an exemption to a deadline for a Club Management Plan not received at World Headquarters by the stated deadline date, and reaffirmed current policy of no exceptions to the stated deadline dates for all recognition programs.

- Reaffirmed the Standard Club Bylaws, Article I, Section 1, which states "Membership in the Club is open to any person at least 18 years of age elected by a majority vote of members present and voting at any meeting."

- Granted the request by Region II to host the 1990 Regional Conference in District 49 (Hawaii). □

## TI Financial Statement 1987-88

### STATEMENT OF ASSETS OF ALL FUNDS

June 30, 1988  
GENERAL FUND

#### UNRESTRICTED:

Cash .....	771,635
Temporary Investments .....	\$ 1,085,260
Accounts receivable .....	60,726
Deposits, prepaid postage and other .....	74,379
<b>Total—unrestricted .....</b>	<b><u>\$1,992,000</u></b>

#### RESTRICTED:

Cash .....	\$ 247,118
<b>Total—restricted .....</b>	<b><u>247,118</u></b>
<b>TOTAL .....</b>	<b><u>\$2,239,118</u></b>

### INVESTMENT (ENDOWMENT) FUND

Marketable securities, at cost (estimated market value of \$2,536,410) .....	\$2,272,740
<b>TOTAL .....</b>	<b><u>\$2,272,740</u></b>

### PROPERTY FUND

Property, building and equipment at cost:	
Land .....	\$ 45,716
Building .....	1,046,601
Furniture and equipment .....	1,440,333
<b>Total property .....</b>	<b><u>\$2,532,650</u></b>
Due from General Fund—unrestricted .....	96,353
<b>TOTAL .....</b>	<b><u>\$2,629,003</u></b>

### STATEMENT OF LIABILITIES AND BALANCES OF ALL FUNDS

June 30, 1988  
GENERAL FUND

#### UNRESTRICTED

Liabilities:	
Accounts payable .....	\$ 375,860
Accrued wages .....	46,172
Advance Convention deposits .....	45,430
Deferred charter fees .....	23,775
Due to Property Fund .....	96,353
Funds held for TMI Regions .....	13,074
<b>Total liabilities .....</b>	<b><u>\$ 600,664</u></b>
Unrestricted—General Fund balance .....	1,391,336
<b>Total—unrestricted .....</b>	<b><u>\$1,992,000</u></b>

#### RESTRICTED:

District Fund balances .....	181,577
Ralph C. Smedley Memorial Fund .....	65,541
<b>Total—restricted .....</b>	<b><u>\$ 247,118</u></b>
<b>TOTAL .....</b>	<b><u>\$ 2,239,118</u></b>

### INVESTMENT (ENDOWMENT) FUND

Investment Fund balance .....	\$ 2,272,740
<b>TOTAL .....</b>	<b><u>\$ 2,272,740</u></b>

### PROPERTY FUND

Property Fund Invested balance .....	\$ 2,532,650
Property Fund Reserve balance .....	96,353
<b>TOTAL .....</b>	<b><u>\$ 2,629,003</u></b>

### GENERAL FUND—UNRESTRICTED STATEMENT OF INCOME AND EXPENDITURES FOR THE YEAR ENDED JUNE 30, 1988

#### INCOME:

Membership charges .....	\$ 3,052,387
Charter fees .....	47,850
Charges for optional educational materials and supplies .....	924,413
Other income .....	89,307
<b>TOTAL .....</b>	<b><u>\$ 4,113,957</u></b>

#### OPERATING EXPENSES:

Executive Director's Office .....	\$ 254,420
Education & Club Administration .....	213,656
Finance .....	683,640
District Administration & Programming .....	292,384
Membership and Club Extension .....	270,486
Publications and Communications .....	702,614
Production .....	382,633
Merchandising and Policy Administration .....	100,766
Club supplies, equipment, and insignia purchases .....	650,071
<b>TOTAL .....</b>	<b><u>\$ 3,550,670</u></b>

**Excess of Income over Operating Expenditures** **\$ 563,287**

#### OTHER DEDUCTIONS:

Provision for other replacements and additions to property .....	\$ 517,000
<b>TOTAL .....</b>	<b><u>517,000</u></b>
<b>EXCESS OF INCOME OVER EXPENDITURES</b>	<b><u>\$ 46,287</u></b>

# You Can Be An EFFECTIVE LEADER

*Be a leader in your club, community, job and personal life.*

*Toastmasters has the tools to help you develop and improve your leadership skills.*

**258. The Situational Leader Program.** This dynamic book and two-cassette package will help you:

- Develop leadership skills
- Diagnose the competency and commitment of team members
- Differentiate styles of influence
- Identify and cultivate people committed to moving your team forward

• Train and properly reward people. **\$29.95 + \$3 shipping.**

**258-B. The Situation Leader**

This book contains chapters on:

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- Selecting styles
- Taking charge
- Growing winners

• Solving performance problems. **\$13.50 + \$2 shipping.**

**79-B. When You Preside** by John D. Lawson. This book is helpful for members who want to stay informed, and for officers who want to improve their effectiveness. You'll learn methods for effective decision-making, and motivational techniques that get people involved. **\$11.50 + \$2 shipping.**

**★New: 246. Winning with Words.** Build and enjoy a masterful vocabulary with this eight-cassette program. Use words effectively to enhance your presentations. Word groups include general interest and value, computers and science, political and legal terms, words about persons and groups, executive business vocabulary, and words with a foreign flavor. **\$59.95 + \$3 shipping.**



**★New: 255. Leadership Part I: Characteristics of Effective Leaders (Success/Leadership Module) Learn:**

- The difference between a leader and a manager
- Qualities and personality traits of a good leader
- Your own leadership style
- Leadership styles for different situations

Contains material for 10 participants; additional components may be ordered through the Supply Catalog. **\$30 + \$3 shipping.**

**★New: 256-B. Leadership, Part II: Developing Your Leadership Skills (Success/Leadership Module) Learn:**

- Characteristics of an effective team
- How to motivate and build your team
- The team-building process
- Stages of team development
- Coaching teams to top performance.

**\$30 + \$3 shipping.**

**200. Chairman (manual)** Useful information for anyone called upon to chair a meeting. A "how-to" guide based on parliamentary procedure. **\$2.00 + \$.50 shipping.**

**226-D. The Discussion Leader (Advanced C&L Manual)** Covers presenting a brief lecture prior to discussion by a group, leading a brainstorming session, piloting a panel, role-playing and workshop leadership. **\$2.00 + \$.50 shipping.**

**226-F. Speeches by Management (Advanced C&L Manual)** Topics include giving briefings, technical and motivational speeches, and status reports. **\$2.00 + \$.50 shipping.**

**6603. Pocket Pointer** Effective for charts & overheads. All models extend to 25 1/2". Contemporary matte black featuring gold-plated trim, with gold imprint. **\$6.00 + \$1.00 shipping.**

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- \_\_\_ Code 258-B The Situational Leader Book @ 15.50\*
- \_\_\_ Code 79-B When You Preside @ \$13.50\*
- \_\_\_ Code 246 Winning With Words @ \$62.95\*
- \_\_\_ Code 255 Leadership, Part I @ \$33.00\*
- \_\_\_ Code 256 Leadership, Part II @ \$33.00\*
- \_\_\_ Code 200 Chairman @ \$2.50\*
- \_\_\_ Code 226-D The Discussion Leader @ \$2.50\*
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