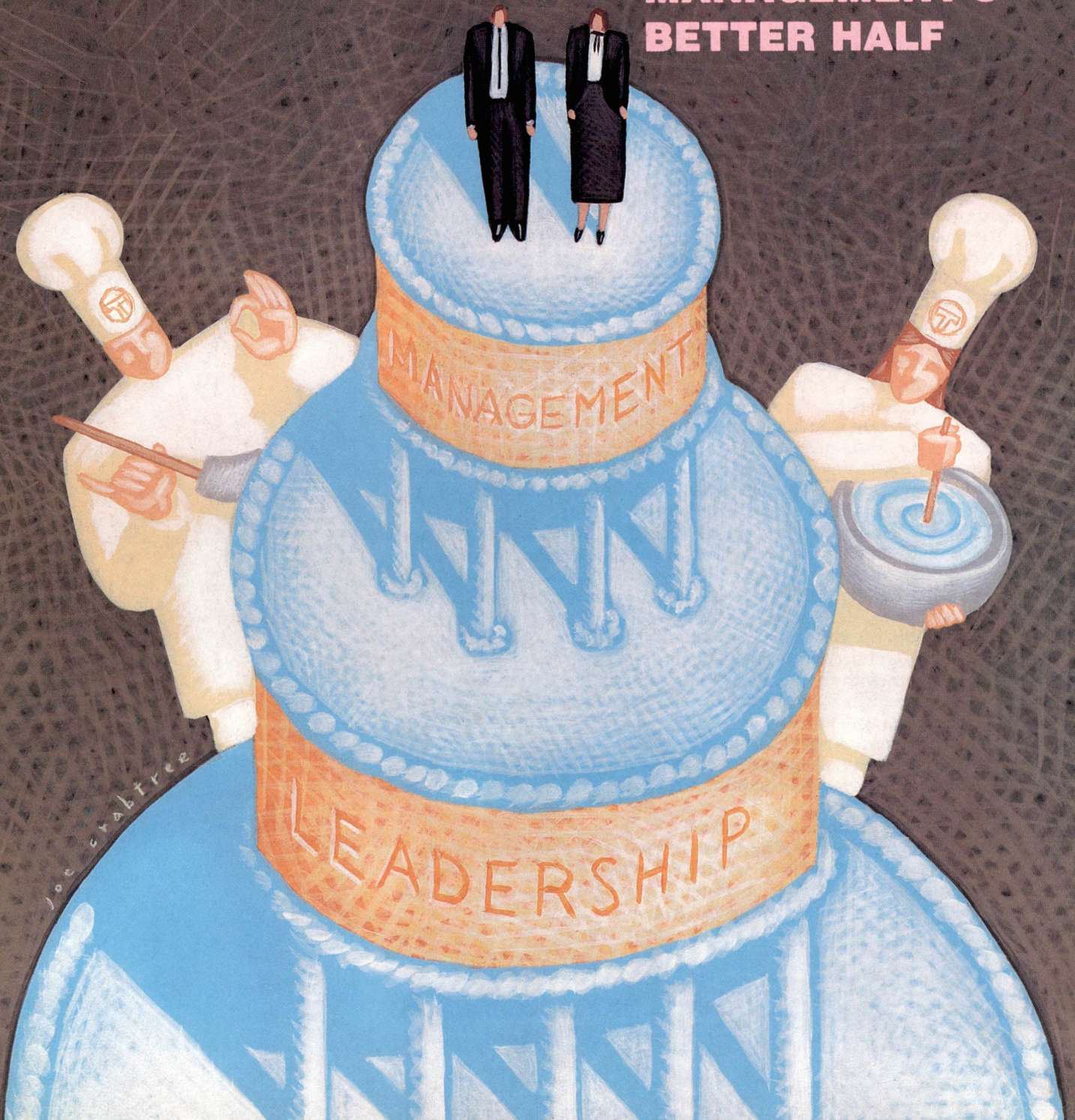
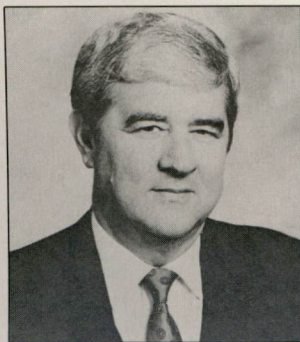


THE *Toastmaster*

MARCH 1989

**LEADERSHIP:
MANAGEMENT'S
BETTER HALF**





The Importance of Teamwork

Dr. Herb True points out the importance of team effort in a story about the famous Clydesdale horses: "One Clydesdale can pull 8,000 pounds. Two horses together can pull 18,000 pounds, but they resent working as a team. Trainers say that if they have a week to train the horses to work as a team, they together can pull 25,000 pounds."

This simple story illustrates a significant point about teamwork. We all have seen individuals who pull their share of the load, but for various reasons don't offer their efforts willingly in a team. It's easy to understand why teamwork is essential for success in sports. What we often fail to realize is that teamwork is just as important in all areas of our lives.

Toastmasters International provides a format for building teamwork skills. Here are four characteristics I see as essential in developing a strong team effort:

T - Team leader. A leader is an individual who is strong and vital to the success of the group. It is the leader who draws the best performance from team members by keeping them challenged and motivated. The leader can blend the talents of the team into something greater than the sum of the individual contributions.

E - Equality. One of the most important challenges in developing a team is to give each team member a fair chance to be recognized and utilized for the role he or she plays best. In a team effort, all roles are important and there is something each can contribute. Each member of the team should be given personal recognition. Not everyone can be a team "star," but all team members can contribute to team success.

A - Attitude. The team with the extraordinary attitude often comes out ahead of the team with the extraordinary talent. The ability to work together under pressure, to meet obstacles and setbacks head-on and not blame each other, but jointly pursue a solution, is a crucial attitude for a successful team.

M - Meshing. Meshing is taking full advantage of team members' individual skills and strengths. The challenge is to recognize these qualities and mesh them with the personal goals and qualities of the rest of the team. Team members must see that by accomplishing team objectives, their individual goals will be reached.

How can we encourage teamwork?

1. Making sure everyone understands the objective of the team.
2. Ensuring that everyone understands why they are working toward the objective.
3. Setting high performance standards.
4. Giving ample praise and recognition.
5. Instilling pride in the team and the organization.

Coming together as a team is a beginning; keeping the team working well together is progress; accomplishing the goal as a team is success.

Tom Richardson

TOM B. RICHARDSON, DTM
International President

THE Toastmaster

EDITOR Suzanne Frey
ART DIRECTOR Bob Payne
ASSOCIATE EDITOR Susan Messner
TYPOGRAPHER Melanie Monros
To Place Advertising Contact:
Toastmasters International
Publications Department
2200 N. Grand Ave., P.O. Box 10400
Santa Ana, CA 92711
(714) 542-6793
FAX: (714) 543-7801

TI OFFICERS AND DIRECTORS

Founder

Dr. Ralph C. Smedley (1878-1965)

OFFICERS

President

Tom B. Richardson, DTM
2704 Sleepy Hollow Drive, Lafayette, IN 47904

Senior Vice-President

John F. Noonan, DTM
2536 Derbyshire Way, N. Vancouver, B.C., Canada V7H 1P8

Second Vice-President

A. Edward Bick, DTM
2712 W. 24th St., Sioux Falls, SD 57105

Third Vice-President

Jack Gillespie, DTM
114 Savoy Crescent, Winnipeg, Manitoba, Canada R3R 2N9

Immediate Past President

John A. Fauvel, DTM
P.O. Box 3114, Auckland 1, New Zealand

Executive Director

Terrence J. McCann
Toastmasters International, P.O. Box 10400
Santa Ana, CA, USA 92711

Secretary-Treasurer

Frank Chess
Toastmasters International, P.O. Box 10400
Santa Ana, CA, USA 92711

DIRECTORS

Lydia D. Boyd, DTM
19009 Laurel Park Rd., #93, Dominguez Hills, CA 90220

Earl Chinn, DTM
13745 Rostrata Rd., Poway, CA 92084

Renate E. Daniels, DTM
907 S. Thompson St., Carson City, NV 89703-4930

Beverly Perl Davis, DTM
555 Pierce Street, #1305, Albany, CA 94706

Ian B. Edwards, DTM
4017 Stonebridge Rd., W. Des Moines, IA 50265

Margaret Flory, DTM
4 Tower Lane, Morristown, NJ 07960

Ray Floyd, DTM
1306 9th Ave., N.W., Conover, NC 28613

William (Bill) Gardner, DTM
34 Ivy Green Crescent,
Scarborough, Ontario, Canada M1G 2Z3

Evan A. Hass, DTM
198 Woodcrest Dr. N., Fargo, ND 58102

Muriel A. How, DTM
Box 7066, Vanier, Ont., Canada K1L 8E2

Scott W. Long, DTM
3708 Casady Court, Midland, TX 79707

Doris Anne Martin, DTM
409 N Street, S.W., Washington, D.C. 20024

Clare Murphy, DTM
172 Lutzow St., Tarragindi, Brisbane, Qld., Australia 4121

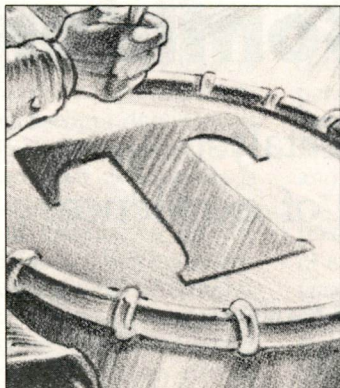
Jay R. Nodine, DTM
1316 N. Juniper Ave., Kannapolis, NC 28081

Pauline Shirley, DTM
2220 Stirrup Iron Lane, Herndon, VA 22071

Patricia Van Noy, DTM
3138 Welch Dr., Indianapolis, IN 46224

Francis A. Weaver, DTM
5824 Greenleaf Blvd., Racine, WI 53406

Cover Illustration
by Joe Crabtree



PAGE 6

4 EFFECTIVE LEADERS TAKE CHARGE BY INSPIRING SELF-CONFIDENCE

Positive self-regard is a catalyst for developing an environment of excellence.

by *Dr. Warren Bennis and Burt Nanus*

6 USING YOUR UNIQUE LEADERSHIP STRENGTHS

Drumming to the beat of different marchers.

by *Allan Cox*

8 A LEADER'S GREATEST CHALLENGE: MOTIVATING VOLUNTEERS

Be enthusiastic, be sensitive, and recognize people's accomplishments.

by *Julie Bawden Davis*

10 TOASTMASTERS TEACHES LEADERSHIP

TI officers share how their Toastmasters training has benefited them.

by *Julie Bawden Davis*

14 A CHECKLIST FOR PROMISING FUTURE LEADERS

Evaluate your own leadership potential.

by *Michael E. Kolivosky and Laurence J. Taylor*

16 LEADERSHIP: MANAGEMENT'S BETTER HALF

Here's a blueprint for marrying leadership skills with managerial strengths.

by *John H. Zenger*

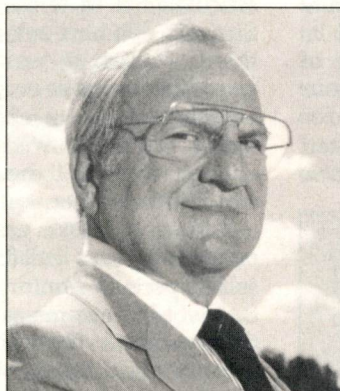
22 HAVE FUN IN THE SUN!

Register now to participate in the 58th Annual International Convention.

24 FAMOUS LEADERS AND YOU

Leaders are made, not born.

by *Thomas Montalbo*



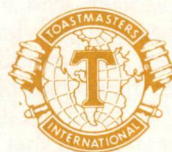
PAGE 24

D E P A R T M E N T S

21 LETTERS

27 HALL OF FAME

THE TOASTMASTER Magazine (ISSN 0040-8263) is published monthly by Toastmasters International, Inc., 2200 North Grand Avenue, Santa Ana, CA 92711. Second-class postage paid at Santa Ana, CA, and additional mailing office. POSTMASTER: Send address changes to THE TOASTMASTER Magazine, P.O. Box 10400, Santa Ana, CA 92711.



Published to promote the ideals and goals of Toastmasters International, an organization dedicated to helping its members improve their ability to express themselves clearly and concisely, develop and strengthen their leadership and executive potential and achieve whatever self-development goals they may have set for themselves. Toastmasters International is a non-profit, educational organization of Toastmasters clubs throughout the world. The first Toastmasters club was established by Dr. Ralph C. Smedley on October 22, 1924. Toastmasters International was organized October 4, 1930 and incorporated December 19, 1932. This official publication of Toastmasters International carries authorized notices and articles regarding the activities and interests of the organization, but responsibility is not assumed for the opinions of authors of other articles. Copyright 1988 by Toastmasters International, Inc. All rights reserved. The name "Toastmasters" and the Toastmasters emblem are registered trademarks of Toastmasters International, Inc. Marca registrada en Mexico. PRINTED IN U.S.A. All correspondence relating to editorial content and circulation should be addressed to THE TOASTMASTER Magazine, P.O. Box 10400, Santa Ana, California 92711. Phone (714) 542-6793 Non-member price: \$12.00 per year. Single copy \$1.25.



PAGE 8

Effective Leaders Take Charge by Inspiring Self-Confidence

Positive self-regard is a catalyst for developing an environment of excellence.

BY DR. WARREN BENNIS AND BURT NANUS

Editor's Note: After a four-year study of 90 successful leaders in business, government and sports, Dr. Warren Bennis and Burt Nanus have identified one of the most critical linchpins of leadership: positive self-regard. Without it, leaders may do inestimable harm to themselves and their followers. In this excerpt from their book *Leaders: The Strategies of Taking Charge*, the authors explore how executives transform their organizations by fostering positive feelings in themselves and in their coworkers.

Leadership is an essentially human business. What we have found is that the higher the rank, the more interpersonal leadership becomes. In our interviews with 90 of the world's most successful leaders, we discovered they spent roughly 90 percent of their time with others and virtually the same percentage of their time concerned with the messiness of people problems. Our study of these powerful leaders strongly suggested that a key ingredient in their effectiveness was the creative deployment of self.

The management of self is critical. Without it, leaders can do more harm than good. Like incompetent physicians, incompetent managers with low self-esteem can make people feel debased and less vital. While we've always taken for granted that managers can give themselves heart attacks and other self-induced ailments, what's even more unnerving is that they can infect their employees as well. This leads us to the inexorable conclusion that the crux of effective leadership boils down to the creative—and healthy—mobilization of one's self.

More out of convenience than precision, we ended up calling this attribute "positive self-regard." We deduced its significance from responses to one of our interview questions: "What are your major strengths and weaknesses?" For the most part, the leaders emphasized their strengths and soft-pedaled their

Leaders with positive self-regard rarely, if ever, have to rely on criticism or negative sanctions.

weaknesses. That's not to say they weren't aware of personal weaknesses; they just didn't harp on them.

For example, one of the CEOs interviewed, Dr. Franklin Murphy, former chairman of the Time Mirror publishing empire and the embodiment of positive self-regard, said he had no "second thoughts" about turning down four opportunities to join the president's cabinet. "I just didn't think I'd be good at that sort of thing," he said, unapologetically.

In some respects, it's easier to say what positive self-regard isn't than what it is. To begin with, it is not crowing self-importance or egotistic self-centeredness. Nor is it what is ordinarily meant by narcissism. There was simply no trace of self-worship or cockiness in the leaders we studied.

But they do know their worth. They trust themselves without letting their

ego or image get in the way. One leader articulated it in terms of self-respect. She said, "To have self-respect is everything. Without it, we are nothing but unwilling slaves at everybody's mercy, especially those we fear or hold in contempt. You think, "Well, no job is good enough; after all, if they hired me, how could they (or the job) be any good?"

"Groucho Marx's greatest line," she continued, "says it all for those without self-respect: 'I wouldn't join any club that would have me as a member.' For these people, every encounter demands too much and receives too little. Every unanswered letter becomes a monument to their own sloth, an epitaph to their guilt. Without self-respect, we give ourselves away and make the ultimate sacrifice: sell ourselves out!"

Recognizing strengths and compensating for weaknesses represent the first step in achieving positive self-regard.

The leaders in our study seemed to know what they were good at from an early age. John Korty, the producer, was making and distributing movies during his junior high school years in Ohio. Conductor James Levine made mature conductors nervous by the time he was five by keeping time with the score at his side while seated in the first row of the concert hall. And Andrew Grove, president, COO, and cofounder of Silicon Valley's Intel Corporation, showed an early precocity for mathematics and knew at a young age that he would "go into engineering." Similarly, most of our leaders sensed, early on in their lives, that they were good with people and that, in leadership roles, they would be able to excel.

And although there is no substitute for achievement, leaders need not be exceptional in every way. It's just that limitations cannot be ignored. A trait that begins as little more than a personal hang-up can become magnified through repetition, so effective leaders learn to compensate for their imperfections before they become debilitating.

One of the best examples of how leaders counteract their deficiencies is Will Clarkson, currently the Deputy Commissioner of Commerce for the state of New York (and, when interviewed, the chairman and CEO of Graphic Controls Corp.). Sensing, quite correctly, that his strengths were based on his high-tech talents and not on people skills—as he put it: “I’m a ‘things guy’ not a ‘people guy’”—he started to attend human relations seminars and hired a consultant to work with him.

After two years of this self-improvement program, he initiated a series of seminars on interpersonal and communication skills, which he took the time to administer himself. He is now a superbly balanced leader.

The second element in positive self-regard is nurturing skills with discipline—that is, the ability to keep working on and developing one’s talents. Many, though by no means all, of the leaders were athletes, and all were quick to solicit feedback about their performance. Like athletes, they regularly set higher goals and objectives for themselves, based on their evaluation of past performances. As Don Gevirtz, chairman of the Foothill Group, a lending institution, put it: “After the first million, I knew we could triple that in less than a year.” Similarly, before Intel reached a \$1 billion sales figure, Andrew Grove raised the goal to \$1.5 billion.

But it’s not the profit and loss or return on investment that we’re primarily referring to here. It’s the capacity to develop and improve their skills that distinguishes leaders from followers. Leaders assume responsibility for their self-improvement to the extent that they can be thought of as “self-evolvers.”

This leads to the third aspect of positive self-regard; **discerning the fit between one’s perceived skills and the requirements of the job.**

Conventional wisdom often incorrectly attributes to good timing the ability to perceive the fit between personal strengths and organizational needs. What actually happens, as we learned

from reviewing the career trajectories of the 90 leaders, is that these individuals seemed to “know” when a particular job would fully exploit their strengths and when their unique qualities were no longer relevant—or could even be detrimental—to the organization. To paraphrase the country-and-western singer Kenny Rogers, they had a sixth sense about knowing “when to hold and when to fold.”

The most astonishing result of positive self-regard came as somewhat of a surprise to us. What we observed was that the 90 leaders imbued positive other-regard in their employees. And this ability to inspire a sense of confidence in others turns out to be a pivotal factor in a leader’s capacity to attract loyal followers.

Irwin Federman, president and CEO of Monolithic Memories, one of the most successful of the high-tech companies in Silicon Valley, described this transformational quality as follows: “In order to willingly accept the direction of another individual, it must feel good to do so. This business of making another

Rams told us that he never criticizes his players until they’re convinced of his unconditional confidence in their abilities. Only after he has his players’ rock-solid confidence might he say, “Look, what you’re doing is 99 percent terrific, but there’s that 1 percent that could make a difference. Let’s work on that.”

Positive self-regard, then, seems to exert its force by fostering in others a sense of confidence and high expectations. When Ian MacGregor took over the chairmanship of the British Steel Corporation, his first order of business was to restore the moral of middle management. “I’ve always worked on the theory,” he said, “that it’s very important for the person in an organization to figure out how to motivate.” He couldn’t offer his executives the monetary rewards customary in financially sound companies, but he could provide motivation by building up their independence and confidence. “When people begin to feel they manage a piece of the business,” he said, “they have greater opportunity to

Leaders assume responsibility for their self-improvement to the extent that they can be thought of as “self-evolvers.”

person feel good in the unspectacular course of his or her daily comings and goings is, in my view, the very essence of leadership.”

Two more examples: In the early days of Polaroid, Edwin Land continually inspired his team to “achieve the impossible.” Land’s compelling positive self-regard convinced his managers that they couldn’t fail. And when William Hewitt took over John Deere Company in the mid ’50s, he turned a sleepy, old-line farm implements firm into a leader among modern multinational corporations. His secret? Always asking, “Can’t we do this a little better?” And the employees rose to the occasion. As one long-time Deere employee put it, “Hewitt made us learn how good we were.”

Leaders with positive self-regard rarely, if ever, have to rely on criticism or negative sanctions, whether they lead a large multinational company, a symphony orchestra, or a football team. Coach John Robinson of the Los Angeles

show their capabilities.”

Positive self-regard is related to maturity, but we prefer the phrase “emotional wisdom” for the reason that the leaders retained many of the positive characteristics of children: enthusiasm for people, spontaneity, imagination, and an unlimited capacity to learn new behavior. On the most basic level, emotional wisdom is expressed in the way people relate to each other. In the case of the 90 leaders, we identified five basic skills that are at the heart of their ability to work well with others.

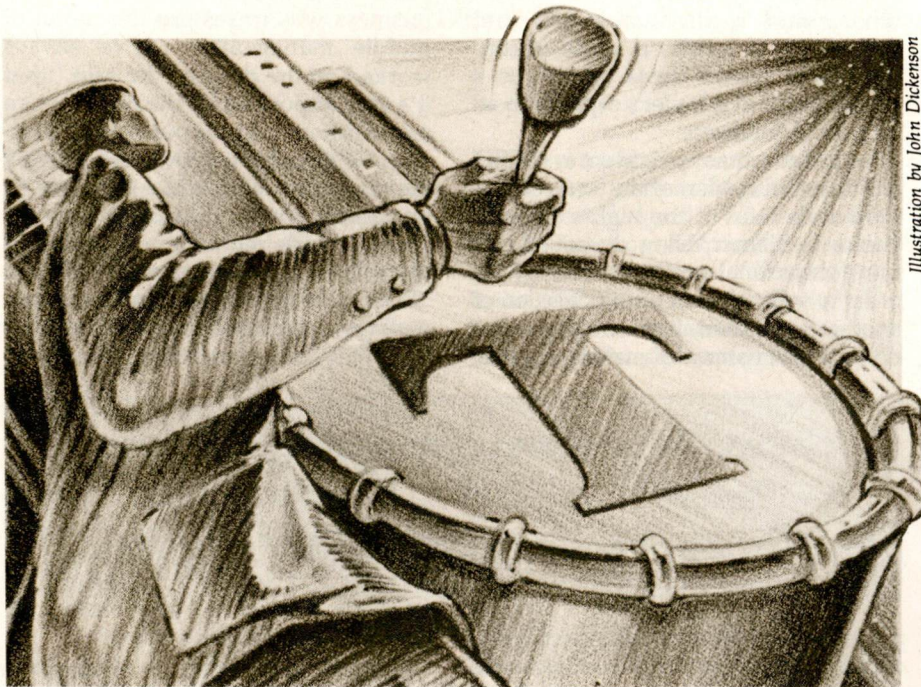
1. The ability to accept people as they are, not as we would like them to be. In a way, this habitual openness to other points of view is the height of wisdom: understanding what other people are like on their terms, rather than judging them on our own.

2. The capacity to approach relationships and problems in terms of the present rather than the past. Certainly we can learn from past mistakes. But using

Continued on page 13

Using Your Unique Leadership Strengths

BY ALLAN COX



Drumming the
beat to different
marchers.

Most of us have a pretty good handle on our basic strengths. They are what could be called our professional credentials and include our education and training, experience and broad aptitudes. For the most part, these strengths got us to where we are today.

Essential as these strengths are to functioning well, they are not our most important ones. We could say that among the energetic and ambitious people with any vision of the future, they are *commodity* strengths—necessary, but taken for granted and not distinguishing in any salient way.

The strengths that are unique, that we all possess in ample measure, are ours alone—they are what set us apart at our jobs and in our performance. These are the strengths that reside in our individually developed senses of caring and clarity and cultivating our

initiative and special talents. While being professionals means we sometimes will do craftsmanlike work when we least feel like it, it is our unique strengths that enable us to soar, to produce that memorable head-turning accomplishment.

It is well known that we do not give expression to our unique strengths in a vacuum. Alas, there is always the context. For executives, that translates to the corporate organization and its particular environment—the marketplace and society at large. To make our unique strengths truly useful, it is essential that we become skillful in understanding that context. In short, we need to know how to read the stream.

Reading the Stream

A pleasant paradox in human nature is that we are uniquely and most distinctly ourselves when we are called upon to make a contribution to a group or "community." Further, when we fail to do so, it becomes clear to all, including ourselves, that we aren't carrying our weight. It is in intense collective interactions that we partake of the important wisdom of how we are like *all* other people, how we are like *some* other people, and how we are like *no* other person. Every management group or team is made up of individuals who share these commonalities and differences, and their particular mixture determines the degrees of competition and cooperation that exist in the group.

Reading the stream in a company means that an achieving executive is discerning in choosing those areas in which he has the best chance of making a maximum, distinctive contribution. He looks around and asks, "What does this company want accomplished?" (The answer won't come from pat rhetoric. Remember that organizations

often are not good at articulating their goals.) Then the achiever asks, "In what area and group will superior performance by me produce the most impact?" Lastly, he asks himself, "In tandem with which people am I most likely to excel?"

Initiating Responsibility

You may think I am calling for more autonomy on the part of executives than corporate structures allow. Your thought may be that one is *placed* in a department or division with a specific set of tasks outlined in some job description. While I agree that corporate structure must be served, we have a great deal more freedom to create initiatives and alliances to accomplish our defined responsibilities than we often realize. Moreover, those initiatives are far more appreciated by superiors than we're inclined to think.

What is necessary to act autonomously is for us to face our jobs with a *task force mentality*. This provides experimental thought, collaborations and the testing of ideas, the reward of joint effort. It accommodates the need to abandon quickly the organizational alliances and mechanisms when the task at hand is completed.

By joining or assembling a group that is thought of as a task force—even if not formally labeled—the executive wisely signs on where he gives what is valued and what he values is given. He sees to it that he has an impact. This is not marching to the beat of a different drummer. Rather, it is drumming the beat to different marchers.

The achiever plans his work, then *works* his plan. One of the hazards of planning is that it can be so alluring an exercise that it substitutes for actions.

Taking Action

While postponing action in the name of planning or some other ruse is human enough, and characteristic of all of us more than we might like to admit, it is overcoming this timidity that leads to worthwhile achievement. True to the perversity of human nature, it seems that the challenges that frighten us the most are precisely those that prove exhilarating when we lower our heads and gut them through.

What executive does not dream of glory now and then? Yet more often than not, doesn't the dream entail the executive's turning in a stellar performance, making use of unique strengths

that he knows he possesses but is afraid to employ in real life? The deception he may engage in is, "Well, the time's not right, but one of these days..."

Well, the time is right, and it's now. Like the placard says, "Do it now!" Whether what needs to be done is a one-shot thrust and can be taken care of immediately, or a journey of a thou-

sand miles, the time to act must not be postponed. *Now* is of the essence.

Taking action on your unique strengths, when your knees are knocking, is courageous action. It may mean offending others whose interests are different from yours, and having to perform when all about you seems thrown

Continued on page 13

JOKES for SPEAKERS!

For Toastmasters, Business Executives, Club Officers, Banqueteers, or anyone who has to talk.

An up-to-the-minute **Topical Joke-Bulletin** with approximately 100 funny one-liners, stories and roast lines. Created by top Hollywood comedy writers. A great source of fresh professional material to humorize your speech for any audience; any occasion. Current issue: \$8.50.

Our 16th Year. Send check or M.O. to:

JOKES UN-LTD.

8033 Sunset Blvd., Dept. 0-2, Hollywood, CA 90046



SPEAK WITHOUT FEAR INTERNATIONAL, INC.

Announces...

an intensive readiness program for people too timid to join or fully participate in public speaking programs. We can increase your chapter's enrollment and maximize benefits to your members.

The *Speak Without Fear*™ system was designed by a speech pathologist with professional performing experience and training in neurophysiology and the behavioral sciences.

Do you know someone who can benefit from *Speak Without Fear*™?

Contact: Speak Without Fear Int'l., Inc.
328 West 86 Street, Suite 9B
New York, N.Y. 10024
Or call: 212-724-4880

The specialists in overcoming speaking anxiety.

Ronnie Schor, Founder and President

"Whenever I feel like exercise I lie down until the feeling passes"

-Robert Maynard Hutchins

Quotemaster™

the indispensable writing tool

Fast - "ALL MY POSSESSIONS FOR A MOMENT OF TIME."
-Queen Elizabeth I
Quotemaster has an average search and report time of less than 3 seconds on an IBM PC (even faster on a newer machine). Displaying and printing with Quotemaster are just as fast.

Concise - "NOBODY EVER FORGETS WHERE HE BURIED THE HATCHET"
-Kin Hubbard
Quotemaster is a concise locator of the perfect quotes for your writing needs. Quotemaster will enhance and expand the capabilities of your existing word processor.

Broad - "A SHORT SAYING OFT CONTAINS MUCH WISDOM"
-Sophocles
Quotemaster's entire quotebase resides completely on your computer (no massive volumes to obstruct your creativity), and it can be called up quickly and easily.

Quotemaster is a user-friendly quotebase that is all-inclusive. Its 3,000+ quotes were researched specifically for writers and public speakers. The entire Quotemaster system is designed for ease of use, with extensive on-line help and a simplified search approach. Search criterion can include any or all of the following: Subject (or topic), Era, or Author. Most of all, Quotemaster is Fast, Concise and Broad enough to meet your needs. Finally, Quotemaster is expandable. (additional quotebases available January 1989).

The Quotemaster package includes System disk, entire quotebase, and an easy-to-read manual for:

\$39 (includes shipping & handling)

Quotemaster™ VER 2.1

by PennComp Software
Development
(713)-669-0965



4031 Villanova Street, Houston Texas 77005
(Requires: IBM PC/clone with 256k & Hard Drive)

B_e
enthusiastic,
be sensitive
to people's
needs and
recognize their
accomplishments.



A Leader's Greatest Challenge:

MOTIVATING VOLUNTEERS

Leading a group of people toward a goal is challenging—especially when that group is made up of volunteers. During such times every leader must muster a host of skills.

“Leadership in voluntary situations is more difficult than in the business world, because in the latter you have some autocratic control over people who are paid,” says International President Tom Richardson, DTM. “In voluntary situations people contribute because they want to. It’s the leader’s job to make them want to — to inspire, motivate and encourage people to volunteer and continue to volunteer.”

Toastmasters gives all members who choose to hold office the opportunity to develop leadership ability. Many who take positions become highly skilled leaders.

BY JULIE BAWDEN DAVIS

Illustration by Jeff Koegel



Toastmasters' officers know that motivating people to volunteer and continue to volunteer takes keeping several things in mind. An officer must have a vision, be aware of each individual's needs and motivation for volunteering, be sensitive to members, give recognition, instill faith, stay optimistic, use the appropriate leadership style for each situation, and always remember that success requires a team effort.

Express a Vision

"A leader must have a vision — a pretty clear picture in mind as to the purpose of the organization and what it wants to accomplish," says Senior Vice-President John Noonan, DTM. "He or she has to have the ability to articulate that vision."

Once that vision is expressed, a leader must mesh his or her goals with that of the volunteers' so that they can reach their goals together.

Consider People's Needs and Motivations

In order to arrive at the same vision, the leader must show a genuine interest in the volunteers' development and needs.

"In Toastmasters, officers should take personal interest in each member's growth," says Third Vice-President Jack Gillespie, DTM. "Then they see the situation as a growth experience from which they are gaining something."

“ Things that get rewarded are the things that get done.”

According to Richardson, leaders should apply the concept of WIIFM ("What's In It For Me") to every situation, letting members know how the experience will benefit them.

"There's an old concept that says you can help yourself get what you want if you help others get what they want. Don't just look at your own desire; consider what your followers want."

International Director Margaret Flory, DTM, agrees. "Don't concentrate on what you want done, but on how the particular situation can specifically help the person with whom you're dealing. This can become a natural way of looking at things and is helpful in every aspect of life. If you're constantly helping others, you'll get things done in the process."

If volunteers see no benefit in the process, they aren't likely to continue to offer their services. "You may be able to get a favor from someone when you're in a tight place," says Flory. "But it's going to be a short-term commitment."

Before a leader can concentrate on the needs of the team members, he or she must know what motivates them. According to Noonan, there are three main motivators: a need for self-development, a need for recognition and a need for belonging and socializing.

To discover exactly what motivates an individual, Second Vice-President Ed Bick, DTM, suggests ask-

Toastmasters Teaches Leadership

TI officers share how their Toastmasters training has benefited them.

BY JULIE BAWDEN DAVIS

Many know that Toastmasters teaches communication skills. But what is not as well known about the organization is that it's also the world's largest trainer of voluntary leaders. International President Tom Richardson stresses that "we provide every member with great opportunities to develop leadership skills."

Many who have held positions within

the organization attribute their success to Toastmasters.

"I've certainly learned everything I know about leadership through Toastmasters," says Senior Vice-President John Noonan, who is district manager of management services for the Federal Business Development Bank in Vancouver, Canada. Others agree. "I've been in management quite a while in the Air-

force and civilian life," says District 56 Governor Tom Carter. "But Toastmasters has taught me how to work with people and give them the recognition and praise they so richly deserve."

Members holding leadership positions in Toastmasters feel that the training provided is so effective because it is just that—training.

"Toastmasters gives people the opportunity to "try on" leadership in a non-threatening environment," Richardson says. "If a person becomes president of a club, he or she can develop leadership skills in a situation that is not as serious as in the business world. If one method doesn't work, the leader can try another tack. The same opportunities to practice don't exist in a career setting."

This laboratory environment proves helpful for many. "Toastmasters has been a place for me to practice," says International Director Margaret Flory. "I've been able to try things out. In more structured life the opportunities aren't always there. You have to be good before you're allowed to try something. Toastmasters enables you to grow to be good — to grow to what you want to become."

ing many questions.

"It's important to extract from members what it is they want from the organization," he says. "This is especially important until the members develop enough trust and confidence in you as a leader and are willing to open up and honestly share with you what it is they want. Once this information is obtained, the leader needs to turn around and find opportunities within the organization that will appeal to the volunteer's desires, needs and wishes."

Be Sensitive

Finding out what drives volunteers and then motivating them takes a great deal of sensitivity.

"You need to carefully nurture the relationships among the members, the leader and the organization and create a bond among the three," Bick continues. "A sensitive leader is able to read each individual. We all have our ups and downs. There are days when things bother us and times when things aren't going our way. A good leader senses these shifts and can throw an arm around a person's shoulder for support or comfort when things are bad, or continue the "rah rahs" when life is going well."

Bick refers to such a sensitivity as a sixth sense, which he feels can be developed.

"Being sensitive requires paying attention and not only listening, but watching," he says. "Be pa-

"Strong, successful leaders don't see obstacles, they see opportunities."

tient. Observe and try to feel the feelings of the person. If, for example, you ask someone to do something and the person responds with a mealy-mouthed reason why it can't be done, chances are that's not the reason. Find out the real reason behind the person's refusal. It could offer insight into what the member would like to do and alert you to any problems."

A perceptive leader also closely watches non-verbal communication.

"You have to read emotions when you're asking volunteers for help," says Gillespie. Watch their facial expressions, look for hesitations, uncertainty and slight frowns. These clues will help you learn instantaneously whether they have interest, time or faith in themselves to do a project."

Sensitivity often means focusing on the people involved, rather than on the task to be accomplished.

"There is a temptation, particularly on the part of the new leader, to take an authoritarian style of leadership and focus on the most efficient way to complete a project," says Noonan. "There are many different ways of accomplishing a task. Let people participate in the decision process and perform as they see fit. This will make them feel ownership of the project and be much more committed to finishing it."

Because leaders must delegate, they need to

The leadership skills learned through Toastmasters can be applied to all areas of life, such as career, family and other voluntary organizations.

Many Toastmasters leaders have found that their career advanced because of the training they've received. District 2 Governor Donna Seamon feels she has gained confidence in her leadership capacities, and so does her superior.

"My boss called me into his office one day and told me he has seen growth and change in me as a leader and feels that my progress is due to my involvement with Toastmasters," says Seamon, a senior accountant at MacDonald Miller Company in Seattle, Washington.

Richardson has also found his Toastmasters leadership training beneficial in his career as agency manager and director for State Farm Insurance Companies in West Lafayette, Indiana. "In Toastmasters, I've learned to do many things that are also done in the business world, such as planning, controlling, monitoring and motivating," he says.

With the idea of keeping leadership positions healthy and viable, Toastmasters

has created new club and district offices, which many feel will not only provide more leadership opportunities, but will also modernize the organization itself.

"New positions in public relations and marketing have been added, which will become effective in about two years," says Richardson. "This will allow more people to assume leadership roles. The additions were also seen as necessary to ensure the continued growth of the organization."

Club and District

"I think that the new structure will provide people with some vital modern-day skills in the areas of public relations and marketing," adds Third Vice-President Jack Gillespie. "Members who are elected to those positions will gain experience in very current technology."

Individuals who have held leadership positions in Toastmasters agree that it has made them more self-confident. "The leadership training I've received has enlarged my scope to a tremendous extent," Gillespie continues. "It's made me realize both subconsciously as well as consciously that no matter what I do,

I'll be successful, because I've accomplished the task at one level or another in Toastmasters."

Those who have reaped the rewards of higher leadership levels encourage others to take office and learn from what the various positions have to offer.

"Volunteering to become a leader is a benefit to anyone," says International Director Ray Floyd. "I would encourage everyone to continue to seek higher leadership positions, regardless of how demanding these positions may seem."

"Everyone, whether they think they can do it or not, should take club, area or district officer roles, because they may be very pleasantly surprised at how they'll grow from the experience," agrees Seamon.

"Leadership positions help people develop self-confidence," says Second Vice-President Ed Bick. "Leaders learn to deal with situations and people in a more logical and responsible manner."

Of course, no leader will say that leadership is easy.

"Taking on higher responsibility is challenging," concludes Richardson, "but the rewards are greater, too."

learn to accept the different ways in which others work.

"Unless you do things yourself, they're not going to be done exactly the way you would do them," says International Director Ray Floyd, DTM. "A leader who delegates responsibility must also remember to delegate authority."

And don't forget to *tell* volunteers that you care. "We may have an interest in other people, but we don't always express it," Flory adds. "Let people know that you think well of them, otherwise they may not realize it."

Recognize Volunteers

"Letting volunteers know they are appreciated is extremely important. District 56 Governor Tom Carter, DTM, explains it: "It's your only way to repay them. Recognize the time they spend and the efforts they give. Toastmasters as an organization has always done this. That's why we have such vehicles for recognition as the "Hall of Fame." The organization realizes that people like to be congratulated. A pat on the back is one of the most effective means of keeping people working, especially if that pat is given in front of others."

Noonan agrees. "Things that get rewarded are the things that get done," he says. "Even if a contribution is small, the volunteer has to be recognized and shown how his or her efforts contribute to the completion of the grand plan."

Recognition motivates volunteers and causes them to take on more challenging tasks. Noonan gives an example:

"Say a new Toastmaster does a good job on a particular task. If a club officer congratulates that person on a job well done, he or she will leave the meeting feeling good and deciding the organization is worthwhile. Chances are the person will return the following week prepared to participate at an even higher level. On the other hand, if those who contribute don't get any feedback, they will assume their contributions aren't appreciated and go somewhere else."

Build Confidence

Besides recognizing followers, a good leader has faith in them, which instills confidence and causes them to continue to grow. "An effective leader will motivate people by giving them a vision of what they can become," says Gillespie.

"Past International President Eric Stuhlmuller did that very well. He would closely watch people and then tell them, 'I think you have the ability to do this job in the future.' He suggested the position of district governor to me years before I took the office. His secret to motivating people was conveying to them that they had talents they hadn't considered. Seeing the potential in members and conveying it is very important, because people sometimes lack faith in themselves. They may not even consider taking on higher offices because subconsciously they feel such positions are beyond their scope or ability."

"It's amazing what you can do if you don't care who gets the credit."

Be Optimistic

A good leader is an eternal optimist who constantly conveys positive thoughts. Gillespie notes that of the clubs he's seen that are in trouble, the leaders are pessimistic.

"All such leaders see are the hardships and obstacles they'll have to face," he says. "For example, 25 years ago, a district governor said he wanted to consolidate some of the 27 clubs in the district and make them stronger, because he felt that no new clubs could be formed. He was pessimistic. Today we have 77 clubs in that district. Strong, successful leaders don't see obstacles, they see opportunities. Leaders have to believe that something can be done and communicate that to their followers."

"Always look at the positive, even if you feel negative," agrees District 2 Governor Donna Seamon, DTM. "Be enthusiastic—that will show others that what you're doing is worthwhile."

Be Flexible

When dealing with volunteers, keep leadership styles in mind. One style may be appropriate for one person and not another.

"A leader must be able to react differently to different situations," says Bick. "He or she should evaluate a situation and call upon different techniques to accomplish goals. Sometimes a stern approach is necessary, at other times a humorous one is."

In the same respect, the amount of assistance a Toastmasters officer should give a member should also be considered. "If an experienced member is asked to run an area speech contest, the leader should probably delegate the task and put the person in charge," says Bick. "But if the member is relatively new, the leader will have to focus on the task itself and more closely monitor the project."

Give Teamwork the Credit

All leaders agree that a key to leadership success is to remember that the team is responsible for accomplishments.

"If they're not careful, leaders can let their egos get in the way and make themselves the center of attention," says Carter. "In a voluntary situation, no leader can survive that way. Someone once said that 'It's amazing what you can do if you don't care who gets the credit.' In most cases, if the leader takes the credit, he takes it falsely. At the same time he's losing a super opportunity to motivate others and show appreciation."

"You can't do it alone. You have to realize that volunteers make you look like a good leader in the first place." ♣

Julie Bawden Davis is a full time freelance writer in Orange, California, who specializes in human interest stories and personality profiles. Her three columns, "OC Careers," "OC Insights" and "OC Couples" regularly appear in Orange Coast Magazine.

Effective Leaders

Continued from page 5

the present as a takeoff point for trying to make fewer mistakes in the future proved more productive for these leaders—and certainly is more psychologically healthy—than rehashing the past.

3. The ability to treat those who are close to us with the same courteous attention that we extend to strangers and casual acquaintances. The need for this skill is often most obvious—and lacking—in our relationships with our own families. But it is equally important at work. We tend to take for granted those to whom we are closest. Often we get so accustomed to seeing them and hearing from them that we lose our ability to listen to what they are really saying or to appreciate the quality—good or bad—of what they are doing.

4. The ability to trust others, even if the risk seems great. The withholding of trust is often necessary for self-protection, but the price is too high if it means we feel we must be in a state of chronic distrust. It's wiser in the long run to err in being overtrusting than to assume that people are deceitful or incompetent.

5. The ability to do without constant approval and recognition from others. Particularly in a work situation, the need for constant approval can be harmful and counterproductive. The emotionally wise leader realizes that productivity will suffer when undue emphasis is placed on winning popularity points. More importantly, a large part of any leader's job is to take risks. And risks by their very nature cannot be pleasing to everyone.

Positive self-regard may not be found everywhere or in as many places as we'd like to see it. And it's not all that clear how it's acquired. What is clear is that possessing positive self-regard does not blind leaders to the less desirable qualities of human beings; it does, however, establish standards for thinking about human possibilities. Positive self-regard is a catalyst for developing an environment of excellence, and, ultimately, one of greatness. ♦

From the book *Leaders: The Strategies of Taking Charge* by Warren Bennis and Burt Nanus. Copyright ©1985 by Warren Bennis and Burt Nanus. Reprinted by permission of Harper & Row, Publishers, Inc.

Using Your Unique Skills

Continued from page 7

into chaos by the moves you make. Yet it is taking such action that distinguishes the achiever from the also-rans.

Write an Action Plan

Here are some suggestions for changing your thought and behavior patterns in order to be able to act more often on your own unique strengths.

1. List 20 ways you are like all other people. Then list 15 ways you are like some other people. Then list 10 ways you are like no other person.

2. Ruminant a bit. Put your feet up. Recall three or four "flashes" you had in the past three years but failed to follow up on. Write them down. Did they not—no matter in how small a measure—involve your employing unique strengths that you have but kept hidden from others and are for some reason afraid to act on? Carefully satisfy your-

self for each one if you would really like to act on it. For those where you would, grab hold of them. Own them! Say Yes, Yes, Yes to yourself.

3. Determine *today* that you are not going to be merely a planner, but also a doer. You, in your small way, are going to drum the beat to different marchers. You have the natural fire-power for the hard work that lies ahead.

Begin by writing out three questions:

- What does my company want accomplished? Give five answers.
- In what area will superior performance by me produce the most impact? Give no more than two answers.
- In tandem with which people am I most likely to excel? List four to six names. You are now prepared: You know what, where, why, and with whom. You also know when: Now! ♦

Excerpted from *The Making of the Achiever* by Allan Cox, published in 1985 by Dodd, Mead and Company in New York.

Do You Act on Your Strengths?

To test how well you act on your unique strengths, mark the response that most closely matches your typical behavior.

1. Do you rely too much on your "commodity" or "me too" strengths for your day-to-day performance? Usually/Often... Sometimes/Seldom

2. Do you savor your occasional flashes of insight and commitment? Usually/Often... Sometimes/Seldom

3. Do you follow up those flashes with planning and hard work? Usually/Often... Sometimes/Seldom

4. Do you view your work with your associates as what you specifically owe to a community of people? Usually/Often... Sometimes/Seldom

5. Do you give much thought to the ways in which you are like no other person? Usually/Often... Sometimes/Seldom

6. Do you determine in what areas of your company superior performance by you will have the most impact? Usually/Often... Sometimes/Seldom

7. Do you feel bogged down by the bureaucracy in your company? Usually/Often... Sometimes/Seldom

8. Do you tend to face your job with a certain task-force mentality? Usually/Often... Sometimes/Seldom

9. Do you plan too much, but act too little? Usually/Often... Sometimes/Seldom

10. Does the urging from your boss to "do it now!" tend to send chills up and down your spine? Usually/Often... Sometimes/Seldom

To determine your score, check the answers you gave against the correct ones which are listed below.

For each correct answer, give yourself one point. Mark the rating category that corresponds to your total score.

- | | | | |
|--------|---------|------------------|------|
| 1. S/S | 6. U/O | Superior ... | 9-10 |
| 2. U/O | 7. S/S | Good | 8 |
| 3. U/O | 8. U/O | Satisfactory ... | 7 |
| 4. U/O | 9. S/S | Fair | 6 |
| 5. U/O | 10. S/S | Poor | 0-5 |

A Checklist For Promising Future Leaders

BY MICHAEL E. KOLIVOSKY AND LAURENCE J. TAYLOR

This checklist is designed to help evaluate any prospective future leader in your organization. Have such a person in your mind as you read each of the 17 characteristics listed below.

Rate that person in the square provided at the end of each leadership quality. Having completed this evaluation, you can, if appropriate, show it to your prospective leader and discuss the results with him/her.

Or, you might choose to rate yourself instead, in terms of your own leadership potential.

Is the Prospective Leader...

1. Able to accept delegated responsibility?

This characteristic is very much sought after in leadership selection and should be considered by supervisors looking to "bring up" good leaders. Does your candidate have the ability to accept a job, handle it, and complete it alone or with limited supervision? Does the person have the know-how to perform a delegated task, something outside the routine of daily responsibilities? The evidence of this is readily available to anyone who observes the quality of the person's work.

2. A lead worker?

The term "lead worker" means that quality possessed by a team member who can operate with little or no supervision. The lead worker—possessing high standards of performance—has a

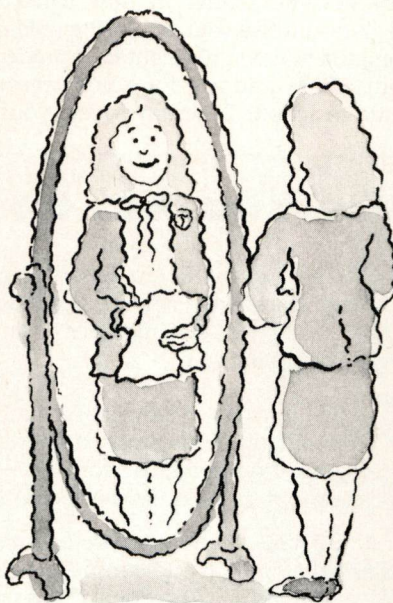


Illustration by Bob Payne

not offend fellow members with his/her leadership style. Because of this acceptance by others and his/her acceptance of them, this worker becomes a team builder and an unofficial leader of the group. Others look to this person for advice and assistance.

4. Loyal to the organization?

Loyalty is dependability at assigned tasks at the workplace, and a general respect for the organization of which he/she is a part. He or she serves the organization and expects to have benefits in return. This person is not a clock watcher. While able to identify weaknesses and problems in the organization, this person takes pride in belonging to it, and offers constructive suggestions for improvements.

5. One to volunteer for tasks?

This prospective leader sees what needs to be done in a designated area—and does it.

6. Ambitious?

This person wants to get ahead and is willing to pay the price for advancement. He/she sets goals and moves toward them—even though it may call for extra work during evenings and weekends.

7. One with tenure in the organization?

A tenured person has been tested and found productive. As one who is being groomed for a leadership role, it is important to know if the person is ac-

Evaluate your
own leadership
potential.

concern about doing the job well. This person's presence as part of a group helps raise the level of performance.

3. An informal leader now?

This individual is a leader by example, as implied above. Even though an "eager beaver" type, this person does

cepted by fellow workers and management.

8. One who shares suggestions for improvement?

The sharing must be genuine and not just a play for attention and favor. Look for one whose suggestions aren't overly assertive.

Does this person think through a suggestion from all angles before presenting it or does he/she rush in with ideas that are only "half-baked"? The wise presenter looks for negative as well as positive aspects in his/her ideas and is prepared to handle the negatives.

A real test of the idea-person is a willingness to listen and back good ideas from others.

9. One who shows a balance of interest in work and in people?

Look for a team player—one who works with and not on people. Such a balance will be imperative. Does your prospective leader have patience, an understanding of people and the ability to encourage others to participate in tasks? Look for someone who has enthusiasm for the work as well as for those engaged in the work.

10. One with training skills?

Such a person must have a knack for communicating clearly. This means being articulate and speaking the language of the trade and the language of those being trained.

Teaching others calls for understanding and patience.

11. One who demonstrates interest in the work?

In order to be productive and motivate others, it's important that the prospective leader enjoys what he/she is doing. Interest is demonstrated in the attitude the person has toward a task or the organization as a whole. This kind of person may stay overtime to complete a task. Interest in the job can be discovered by knowing something about the person's reading and study habits. For example, does the person read technical journals or trade papers?

12. One who possesses social skills?

Advancement means meeting people from different levels and in different areas of the organization. This makes it important that any prospective leader is a good communicator with skills in diplomacy.

It is important that the potential leader is a good listener as well as a good speaker. Also, look for an ability to evaluate others.

13. One who supports community affairs?

There is always a danger of being so devoted to the organization that other interests and responsibilities become secondary. Look for someone who draws a fine balance between career, family and community obligations.

Does your prospect give time and effort to good causes that contribute to family, community and company interests? Is there a proper balance of involvement in activities at home, school, church, social organizations and local government? An organization's contribution to the community is often called "social responsibility." This should be taken into account in selecting future leaders.

14. A problem solver?

A leader must be able to face problems, know how to solve them and be willing to work with others on solutions.

15. One who continues to pursue self-improvement?

This person seeks evaluation of work performance by others. This person takes advantage of opportunities for further self-development by means such as seminars, courses and reading.

16. One who possesses basic integrity?

The person with integrity demonstrates that quality by careful use of the organization's tools and equipment, makes good use of meeting time, and gives credit to others when due. A leader must be a role model for others to follow.

17. One who is emotionally mature.

Emotional maturity has been called a "positive emotional response to inner and outer stress and strain." Under that definition, emotional maturity is a prime characteristic for a good leader. Stress and strain seem to be everywhere, and the leader who is calm in situations of stress is invaluable. In short, this leader tries to avoid producing stress in others and solicits their active participation to remove and handle the causes of stress.

Reprinted with permission from K-T Notes, October, 1988.

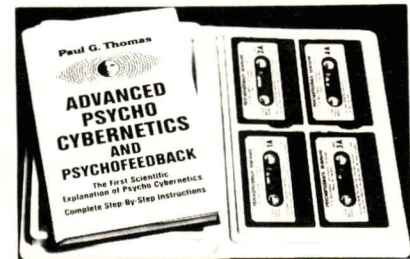
ENERGIZE YOUR LIFE

GET THE WINNING EDGE WITH ADVANCED PSYCHO CYBERNETICS

SURELY YOU WANT TO ENJOY GREATER CAREER SUCCESS, DON'T YOU?

THAT'S SELF-IMPROVEMENT!

THE GREATEST SELF-IMPROVEMENT PROGRAM EVER CREATED IS THE ADVANCED PSYCHO CYBERNETICS PROGRAM BY THE WORLD'S LEADING EXPERT ON THE DYNAMICS OF PSYCHO CYBERNETICS, PAUL G. THOMAS.



"This program is a must for all who seriously want to achieve their potential." *Human Potential Magazine.*

The program will show you the **EASY WAY** to initiate positive action in your life. Positive action that will mean **GREAT SUCCESS** for you immediately. It will turn your dreams into realities as you **EFFORTLESSLY** use it. Whatever your present circumstances, regardless of your sex or ethnic background **IT IS IMPOSSIBLE** for you not to be more successful in every way.

THAT IS GUARANTEED

Thousands have become far, **FAR MORE SUCCESSFUL**

YOU WILL TOO!

**DO YOURSELF A FAVOR
PREVIEW THIS FANTASTIC
PROGRAM FOR ONLY**

85¢ 1st class post., 15¢ handling—Total \$1

\$1

CLASSIC PUBLISHERS

150 S. Barrington Ave., #4, Los Angeles, CA 90049
UNDER NO OBLIGATION, I WANT TO PREVIEW THE PROGRAM. HERE IS \$1.00 FOR POSTAGE & HANDLING FOR ONE FREE CASSETTE & AN 8 PAGE BOOKLET "AN INTRODUCTION TO ADVANCED PSYCHO CYBERNETICS"

(NO REQUEST ANSWERED WITHOUT \$1)
(FOREIGN COUNTRIES - SEND U.S. \$4 FOR AIRMAIL)

PRINT Name _____

Street _____

City _____

State _____ Zip _____

Leadership: Management's Better Half

Here's a blueprint for marrying leadership skills with managerial strengths.

BY JOHN H. ZENGER

Let's get rid of management," read the headline of the advertisement in the *Wall Street Journal*. "People don't want to be managed" the copy went on to explain, "they want to be led."

More and more organizations today are finding truth in what United Technologies Corp. said in that advertisement. People resist being "managed." It is too much like being controlled. And to control people is to violate their dignity.

People seek leadership. They want to join in the pursuit of goals and values they perceive as worthwhile. Organizations with strong leaders at the helm are, as a rule, the ones that respect the dignity, autonomy and self-esteem of the followers. People willingly sign up to serve under such leaders.

It is a common observation these days that many of our institutions are reasonably well managed, but poorly led. If we define management as the administrative ordering of things—with written plans, clear organization charts, well-documented



annual objectives, frequent reports, detailed and precise position descriptions and regular evaluations of performance against objectives—then it is true that many organizations are well-managed. And no one will deny that competent management is essential to any organization.

Leaders, on the other hand, provide visionary inspiration, motivation and direction. Leadership generates an emotional connection between the leader and the led. Leadership attracts people and inspires them to put forth incredible efforts in the common cause. Leadership in this sense, most would agree, is missing from most of our public and private organizations.

It is possible to succeed by being merely a manager, but truly effective executives and managers—those who contribute most to their organizations—combine managerial and leadership skills.

Although I'm using the term "leader" and "manager" to differentiate two mindsets, I recognize

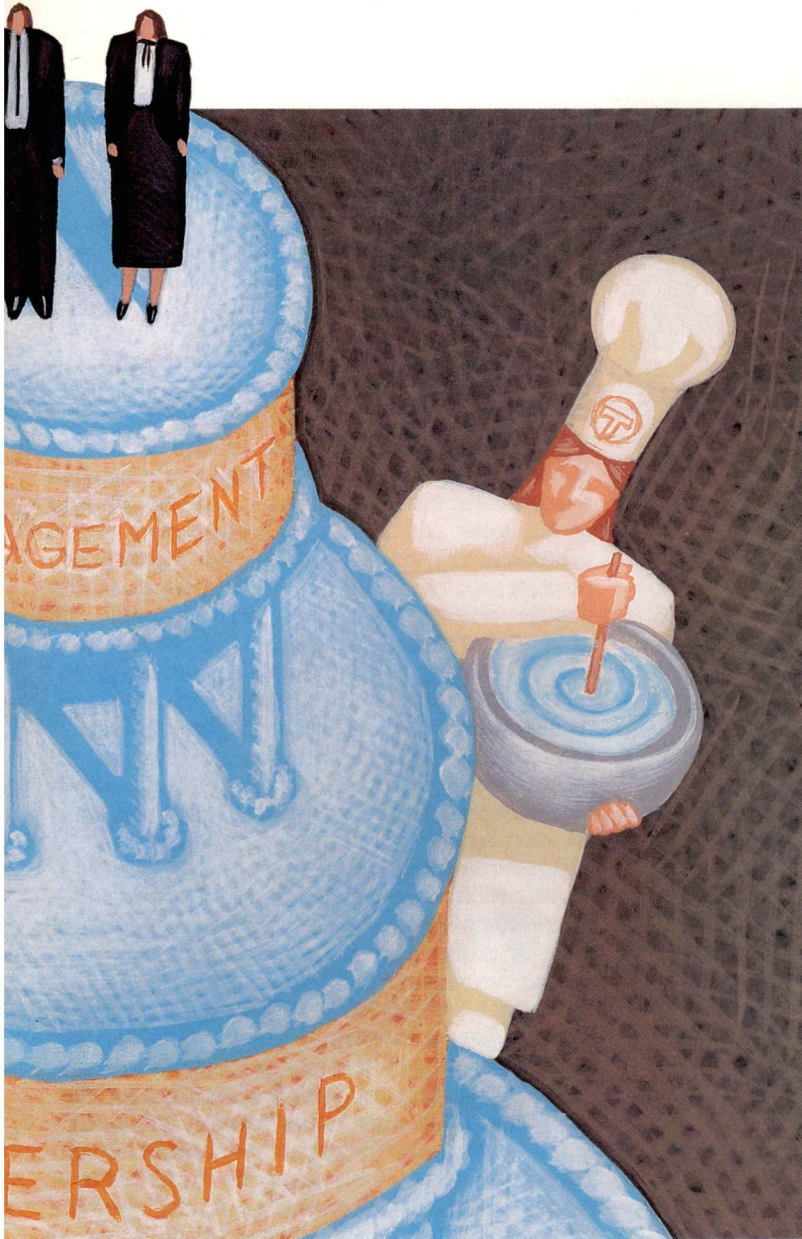


Illustration by Joe Crabtree

person who is content to squirt oil on the existing machinery of an organization and one who envisions and builds new machinery. As long as organizations are able to coast along, peacefully maintaining the status quo, administrators or managers are quite sufficient. But those that remain stagnant in a fast-changing environment fall behind over time. To keep pace, an organization must continually undergo real change—and strong leadership makes changes happen.

Leaders also shape the culture and values that distinguish their organizations from all others. The philosophy and values of the Thomas Watsons, Sr. and Jr., shaped IBM. Roy Kroc's fetish for order, cleanliness and quality spearheaded the success of McDonald's. Walt Disney's creative passion for technology and insistence on a clean park and well-trained employees created the legacy of Disneyland and Disney World. Lee Iacocca transformed Chrysler from a nearly defunct company into a serious competitor. Chrysler required a Lee Iacocca to survive.

Yet leadership is not the exclusive domain of one or two people at the top of the pyramid. Strong leaders may be scattered throughout an organization. If one staff department stands out while the rest are more or less colorless, look for an effective leader. You will find a supervisor or department head creating that outstanding group by behaving differently from the other administrators or managers.

Demystifying Leadership

Many believe, rightly or wrongly, that they understand management. Volumes of research over the past decades have defined management as planning, organizing, staffing, directing and controlling. While debate continues over details, hundreds of textbooks describe the management process, and the descriptions are essentially the same.

Leadership has been far less well defined, partly because we associate it with charisma. And the concept of charisma falls into the same category as beauty—impossible to define and totally in the eye of the beholder. If we are ever to develop leadership more broadly among the managers of an organization, we must first understand it. We need an operational definition of how leaders behave and how that behavior separates them from managers. Based on my review of the studies of leadership, plus my own observations and experience, I believe leadership can be described across six behavioral dimensions.

1 Leaders create values through communication.

The first, and most obvious, thing about leaders is that they are good communicators, particularly when they are talking about their organization's values and mission. They are articulate. They express themselves persuasively in groups. You often can pick the leader out of a

the lack of crisp distinction and the importance of both factors. All leadership and no management would be as serious a problem as our current imbalance in the other direction.

Whither Leadership?

Why has leadership evaporated? Possibly too many years of prosperity have allowed us to run organizations with managers at the helm; leadership became unnecessary. Maybe business schools' single-minded focus on management has contributed to the decline. Maybe the lack of operational definitions and descriptions of leadership, combined with a lack of ways to teach it, have undercut its importance. Leadership also has become linked to goals that our intellectual elite find repugnant—power, efficiency, productivity and profit. Our best graduate schools produce many who want to counsel the leader, but few who really want to lead.

There is an enormous difference between the

Leaders provide visionary inspiration, motivation and direction.

group by observing the pattern of communication: Who talks last on a subject? Who is most persuasive? Who speaks authoritatively? To whom do people really listen? Iacocca is probably today's best business leader. We've all seen him on television barking "If you can find a better car, buy it." He conveys a straight-talking, down-to-earth quality that most people identify with. As *Time* magazine noted recently, "Iacocca talks nonstop, like the salesman he is." A leaders' message often has to be repeated again and again.

Leaders focus on emotional issues that connect them with their followers. Business leaders talk about the quality of their product or their dedication to customer service or their commitment to the dignity of all employees. They focus on values that appeal to employees, enlisting them in a cause that gives meaning and purpose to their work. According to *Fortune* magazine, Jean Riboud, president of Schlumberger, observed, "In times past, the church gave people the values of life. With the decline in the influence of the church, it is now the organization for which they work that gives meaning and purpose to life." Business leaders create the sense that work is a valuable social contribution with spiritual overtones.

Leaders also convey a vision of the future. They are the catalysts that define the organization's mission and potential, transmit that vision to their associates and enlist their help in attaining it. They become a mirror for the group to see its own unique qualities.

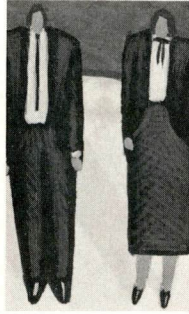
Leaders use a range of techniques to communicate. Some rely on large meetings; others write their messages. The president of Hewlett-Packard can pick up a microphone that carries his voice to every HP employee in the world. But nothing is quite as effective as a leader who gets out among employees and, face-to-face, talks about his or her vision of the organization's future and the values inherent in getting there.

Most leaders instinctively enjoy communicating. They are comfortable in large meetings or in one-on-one discussions. They use brief interactions to gather and give information. Wherever they go, they exploit every opportunity to convey what they deem to be the important messages about mutual goals.

Some leaders, however, are basically shy and do not always grab center stage, especially in their formative years. Lincoln, Gandhi and Washington fall into this category, as do contemporary business leaders like Bill Marriott Jr., Bill Gore and Don Wilbaus of Trammell-Crow.

Some of those leaders acquired the skill of communicating through a painful process of self-discipline. Deep convictions about their missions propelled them into a limelight that was uncomfortable initially, and in which they were not totally at ease. But they never shied away from communicating their vision and their values.

Contrast this with the attitude of many managers about communication. Some curtail it:



Business leaders create the sense that work is a valuable social contribution with spiritual overtones.

they communicate only on a "need-to-know" basis. Managers are inclined to stay in their offices. Communication, they complain, takes too much time. For many, information is power to be hoarded, not something to be shared. And indeed, these perceptions have some validity—if you define your role as one of control and administration, not leadership.

2 Leaders develop committed followers

Leaders make a direct, emotional connection with associates that goes far beyond the usual boss-subordinate relationship. Leaders involve others, seek advice, ask for information, solicit solutions to problems and provide frequent positive feedback. In other words, they make the people who work for them feel responsible for what happens.

By involving people, leaders also empower them. They encourage people to be self-reliant and to practice self-management. John Kennedy's exhortation—"Ask not what your country can do for you; ask what you can do for your country"—is one example of how leaders encourage people to act responsibly.

The current trend in business toward employee participation offers a natural path to responsible followership. Quality teams, quality circles or any form of group participation can be a first step toward developing individual and team responsibility. Such programs succeed when corporate leaders are genuinely committed to giving employees more responsibility.

The best leaders recognize that strong associates are a must. They foster and thrive on the success of others. They recognize that weak subordinates may make them look good by comparison—momentarily—but will contribute little to the long-term effectiveness of the organization.

People in almost every organization can recall events surrounding a small team tackling an enormous project. Everyone on the team felt chosen. The task was crisply defined and challenging. It had great significance to the organization, and sometimes to society. The IBM team that developed the PC is a good example, as are the teams at Syntex and G.D. Searle that developed the birth control pill.

Those teams were infused with purpose by their leaders, and those leaders set lofty expectations for their people. Strong leaders don't coddle poor performers, they challenge people to stretch and reach new heights. They expect both high quality and quantity. But at the same time, they tolerate, even encourage, honest mistakes.

Leaders meet frequently with their groups to create strong team spirit. They understand the power of groups and the benefit of communicating in a group setting. Leaders prepare and run effective meetings.

Managers, by contrast, emphasize results or

meeting the numbers. They analyze why there is a failure to produce according to plan. They focus on the task rather than on individual development or motivation. They prefer to deal with people one-on-one instead of risking the uncertainty of group behavior.

3 Leaders inspire lofty accomplishments.

The leader begins by accepting personal responsibility for the group's accomplishment of objectives with no excuses. Effective leaders believe that people can be remarkably productive and the leader sets standards that inspire them. When Willard Marriott visited a hotel kitchen at 4 a.m. and noted that the radishes were wilted and the soup a little thin, he was setting a higher standard.

Leaders use small wins to build confidence and motivate people to do more. Then they move on to larger challenges, constantly striving to surpass past levels of achievement. The task is more important to leaders than immediate personal popularity, so they will take risks and bend the rules to meet their goals.

Although managers are usually concerned with meeting production schedules and getting results, they lack the passion and commitment that leaders display. They are less tenacious. They go for modest linear gains, not quantum leaps forward.

4 Leaders model appropriate behavior.

As George Homan pointed out in *The Human Group* (Harcourt Brace, 1950), leaders earn their roles in part because they symbolize the values and norms of the group. A captain of a football team has got to be a good player. A minister or priest must exemplify the moral values of the congregation. A leader of a scientific organization is first and foremost a respected scientist.

Business leaders must represent the values of the units they lead. If the group is a technical one, they must be technically capable. To lead a marketing group, they must possess strong creative or analytical talents.

In his classic *Study of History*, Arnold Toynbee speaks of mimesis, the process by which people mimic their leaders. When leaders fail to send a clear signal or when they say one thing and do another, their effectiveness as role models is in serious jeopardy.

Leaders know that people emulate their behavior. If they move quickly, the organization will pick up the pace; if they slow down, the pace slackens. IBM's famous dress code began with Thomas Watson. The studied informality of Intel Corp. began with Robert Noyce, who put his own scratched-up steel desk in the middle of a large open office with no trappings of rank. All of Chrysler knows that Lee Iacocca works a 9-1/2-hour day, and every employee was well aware that he cut his own salary to \$1 per year



Strong leaders don't coddle poor performers, they challenge people to stretch and reach new heights.

in the midst of Chrysler's financial crisis.

One insurance executive whose company faced a dire financial crisis stood before the assembled employees to explain the serious belt-tightening actions that would be required—layoffs, restricted travel, overall budget cuts. Upon concluding his speech, he flew a private jet for a weekend of golf in Pebble Beach, California. Needless to say, his message went unheeded and unsupported; he was fired shortly thereafter.

When difficult times arise in a business, people look to their leaders for reassurance. They want to see a calm, steady hand on the rudder that is capable of taking action, but never precipitously. A leader does not magnify others' anxiety by behaving frantically, regardless of personal trepidation.

The most dramatic example of the leader's role as a model was one company president's simple formula for conducting the organization: "You may do anything you see me doing."

Managers are less concerned about modeling behavior. They have often been removed or less visible to the rank and file because they manage from their offices. Their emphasis is on the control, decision-making and analysis, and the impact of their own behavior on others is not a paramount concern.

5 Leaders focus attention on important issues.

Leaders ferret out key issues and tough problems, then focus attention on them. Often they begin by asking questions: "How did this happen?" "How long has it been happening?" "Why does it continue to happen?" Asking questions turns the searchlight on an issue.

Leaders also bring intensity to the issue. If safety is a major concern, one way of making the entire organization safety-conscious is to have every lost-time accident written up and given to the chairman on a daily basis. This is exactly what DuPont has done to become one of the safest chemical manufacturers in the world.

An effective way to get managers to listen to employee complaints is to install a system that escalates unresolved complaints up the organization until a senior executive must write detailed reports to resolve them. This is what IBM does. Because an "open-door" complaint can reach high levels, every IBM manager gives priority to handling employee complaints promptly and sensitively.

Leaders know how to focus attention on an issue by using a dramatic or symbolic act. When Millikin Corp's president became distressed with late deliveries, he announced a policy under which customers who received late shipments from Millikin would get a 50 percent price reduction. This clearly signaled a commitment to timely delivery, and the problem quickly diminished.

When Charlie Sporck, president of National Semiconductor, wanted to turn around the per-

formance of a troubled division, he moved his desk next to the division's general manager.

Leaders recognize that only a limited number of goals can be pursued at anyone time, so they take care in choosing what to emphasize. Managers focus on many performance dimensions simultaneously, because managers want to control them.

6 Leaders connect their group to the outside world.

A leader serves as a link to the rest of the organization and to the rest of the world, both giving and getting information. This function is difficult for anyone else to perform because external groups expect the senior person to be the one to contact.

In *The General Managers* (Free Press, 1982), John Kotter reported that effective general managers, i.e. leaders, are in frequent contact with community and labor-union officials. They participate in trade associations. They get involved with university professors and researchers who are interested in their technology. They make it their business to stay in touch with top officers of other companies. In short, they are the hub of a complex network of relationships with outside groups.

Harold J. Leavitt, professor of organizational behavior at the Graduate School of Business at Stanford University, points out that the most valuable time executives spend is out of their offices. While there is obviously a limit to such absence, it is a mistake for leaders to stay chained to their desks.

Managers, on the other hand, tend to focus on the immediate group under their supervision. They stay close to their desks and spend little time away from the office. There is always a stack of reports to read, problems to consider or correspondence to answer.

Developing Leadership in Managers

Again, organizations need both leadership and management. All leadership and no management would leave us without the required systems for analysis and control that make our organizations run efficiently. If we assume, however, that managers are in place, and we wish to add leadership skills to their repertoires, the following strategy can help promote those behaviors at all levels of the organization.

- *Teach managers the nature of leadership.*

The concept of leadership as something distinct from management and of leaders as people who share certain identifiable traits is not new to the world, but it is new to many people. Leadership has been totally ignored in business-school education and minimally touched upon in company management-development programs. But if managers understand the concept—if they grasp these six fundamentals—they will have a clearer

Managers control. Leaders create commitment.

idea of what they need to do to become leaders.

- *Train managers in leadership skills.*

Practical techniques exist to help managers become better leaders. For instance, teach a clear conceptual understanding of leadership behavior; demonstrate particular skills on video; then let trainees practice in a safe environment and give them feedback.

Good examples of this method can be found in executive development programs that teach public speaking, presentation skills and how to deal with television interviews. These courses effectively teach practical, concrete and valuable leadership skills by presenting basic principles and teaching the substance and technique with video or live models. They allow participants time to practice making presentations in the training session and to get feedback from each other and the instructors.

Similarly, all six leadership dimensions mentioned in this article can be explained, demonstrated and practiced in a leadership training program.

- *Put managers in the proper environments to learn leadership.*

The Japanese put young managers in a variety of positions in a general progression toward a specialty. As William Ouchi described this approach in *Theory Z* (Addison-Wesley, 1981), it seems to be more successful in developing leadership skills than the traditional American system of starting managers in specialized jobs and moving them toward generalist positions. It emphasizes leadership skills, not technical expertise.

General Motors' leaders usually come from small divisions where they can acquire the breadth of experience required to run an enormous organization. Leadership develops as a result of a variety of challenging experiences. When assignments are demanding and important to the organization, when they involve team effort and are clearly defined, executives learn leadership. They are forced to learn from their own mistakes and from exposure to many other leaders. Good experiences include starting up an operation, turning around a troubled division, moving from staff to line, working under a wise mentor, serving on a high-level task force and getting promoted to a more senior level in the organization.

- *Train executives and managers to coach their subordinates on leadership skills.*

Executives can readily observe the communication skills of subordinate managers. They can see how managers transmit the vision and values of those above them, and if they also define some of their own. Executives need to spend time developing such people and coaching them on leadership behaviors. Coaching subordinate managers in ways to improve their visible commitment to goals or urging young managers to

Continued on page 31

Forced to Speak

This organization has a tremendous potential through its environment of non-intimidation and learning.

Before joining, I was highly intimidated by large crowds. I have always felt that I had the education as well as the ability to speak in public, but I was never forced to use that ability. Now I am being forced to use it, and I love it. I have thoroughly enjoyed the experience. It is helping me in every facet of my life.

*Susan G. Day, President
"The Graduates" Club 4011-44
Lubbock, Texas*

Insight on Quotes

The article by Thomas Montalbo, DTM, in the December 1988 issue of *The Toastmaster* was very helpful and informative. I use quotes in many of my speeches and sometimes tend to get them wrong or simply misquote.

Mr. Montalbo's article gave me some insight on how to use quotes and implement them in my speeches. I thank you for printing such a wonderful article.

I have been a Toastmaster since 1987 and truly enjoy it. I only wish I would have found Toastmasters sooner in my life. I will be lifetime member of this club!

Thank you for publishing such a wonderful magazine. I truly enjoy it. I would like to write an article for it sometime.

*George Medford, CTM
Texas Tech Club 4157-44
Lubbock, Texas*

A Case of Translation

I'd like to add a thought to the suggestions about using quotes mentioned in the articles by Thomas Montalbo and Richard Stull in the December 1988 issue of *The Toastmaster*. Montalbo's article names several ancient persons, such as Confucius and Epictetus, who wrote in languages that are not English.

Because there is no such thing as a literal translation, a quoter does not owe slavish obedience to an "exact" rendition of translated writings. Many

of the Greek and Roman classics, in particular, have become known to speakers of English by more than one translation. A speaker should quote the translation exactly if the translator is being cited, as in *Chapman's Homer*.

In isolated cases, one translation of a book is so generally used that listeners ought to be told if the quote is not from that translation. The King James Bible is probably the most prominent case of this in the English language. You can correctly quote the Bible with "There is a time for everything on Earth" instead of "To everything there is a season and a time for every purpose under the heavens," but don't let anyone blame King James for the dullness of your personal translation.

*Arthur Slabosky
Transportation Club 4776-62
Lansing, Michigan*

A Great Idea

With regard to the article that appeared in your May, 1988 issue, titled "Take Your Club on the Road" by Al Cooper, CTM; our club has done just that.

We have organized a "Road Show" using basically the same format suggested in the article. We rotate the various positions in the program among our club members: Toastmaster, Topicmaster, Featured Speaker and Evaluator. We have approached service clubs and public speaking courses in our area and have had no shortage of bookings for our presentation.

In addition to getting new members and guests for our club, this "Road Show" has been a tremendous amount of fun and a valuable learning experience for all participants.

Thank you very much for a great idea!

*Sally Gustin
Toastmasters of Cedarbrae Club 6494-60
Scarborough, Ontario, Canada*

No Fund Raising

How many members know that Toastmasters International has authorized fund raising for general administrative club or district expenses?

Toastmasters fund raising is like a cancer. It will spread and grow—then destroy the victim.

It would be considered gauche if Hawkers sold popcorn and cotton candy at the U.S. President's Inaugural Ball. Toastmasters fund raising is comparable. Not only does this take away the members' time and energy, it shows a lack of cultivated and intellectual taste.

Change the fund raising policy!

*Bruce Pass
Miles City, Montana*

Winning Isn't Everything

Not long ago our Toastmasters club held its humorous speech contest. For the first time, I mustered up enough nerve to enter. When that evening came, my speech, which I had built from scratch, won.

Now I faced a bigger challenge. I would have to represent our club at the area contest. The crowd would be much larger and there would be a lot of new people facing me.

I questioned my courage hundreds of times before the contest. After the contest was over, I sighed with relief. This wonderful organization called Toastmasters International helped me overcome my long-time fear of public speaking.

No, I didn't win the area speech contest. I won a far more important contest: I had competed with my fear, and won. Thank you, Toastmasters.

*Lucy Stonestreet Williams
Hubbard Trail Club 634-54
Danville, Illinois*

Please Send Bulletins

We are interested in improving the standard of our club bulletin and welcome the opportunity to learn more about other clubs' activities. We would like to request that other clubs send a copy of their bulletins to:

Editor, Dhahran Toastmasters
Box 2287, Aramco, Dhahran 31311
Saudi Arabia
Thanks!

*Patrick Chinnappa, CTM
Dhahran Club 1059-U
Dhahran, Saudi Arabia*



IN PALM DESERT, CALIFORNIA

Fun! Fun! Fun! Toastmasters from around the world will gather together for the first time of their lives at the 58th Annual Toastmasters International Convention, August 15-19, 1989 in beautiful Palm Desert, California.

Exciting speakers, a beautiful resort and a spectacular hotel is a combination that can't beat. If you've never been to an International Convention, get ready for an experience you'll never forget.

Dedicated volunteers from Founder's District, led by Past International President John Latin, DTM, are teaming with World Headquarters staff to bring you an exciting extravaganza of pageantry, color, surprises, and educational enhancements.

Do you want to hear unforgettable speakers? Perhaps you've always dreamed about attending the World Championship of Public Speaking. This is the vacation you've been waiting for. Enjoy outstanding orators, like keynote speaker and humorist "Doc" Blakely. Meet Golden Gavel recipient Joel Weldon. Other scintillating speakers include Professor Norman Sigband, Natasha Josefowitz, Ph.D., Dr. Gary Couture, ventriloquist Gail Wenos, William Rush, Dottie and Lillet Walters—just to name a few! Education is your companion and entertainment your guide as you enjoy fascinating sessions on personal growth, club health, and professional development.

Marriott's Desert Springs Resort

Discover one of the most dazzling retreats in the world. It's unlike anything you've ever seen or experienced before.

This exciting oasis playground welcomes you with sun-washed beauty and pampers you with a rare combination of luxurious accommodations, impeccable service, and California hospitality.

It can be hot during August, but outdoor activities can be enjoyed during the early morning and evening hours. For your enjoyment are: two 18-hole championship golf courses; a tennis club with 16 tennis courts (seven lighted for night play); three swimming pools; ten superb restaurants; and acres of glistening freshwater lakes. In addition, a range of services are available for purchase at the 27,000 square-foot European Health Spa. The resort activities staff will make it easy for you to do everything—or relax and do nothing at all!

All the luxurious guest rooms at Marriott's Desert Springs Resort offer lavish comforts and conveniences that include remote-control color television with cable service and in-room pay movies, mini-bar, separate tub and shower, and a spacious balcony with spectacular

views of the golf course and nearby San Jacinto mountains. All for the low price of \$76 per night, single or double occupancy. What a deal!

The Palm Desert and Palm Springs area have a number of attractions for you to enjoy. The Marriott's concierge, hotel activities staff, or the in-house tour company will be happy to help you have "Fun in the Sun."

One of the most popular attractions in the desert is the famous Palm Springs Aerial Tramway, located in the beautiful San Jacinto mountains. After the convention, you can take the tram and experience a spectacular view at Mountain Station, or you can visit the Palm Springs Desert Museum to learn about this unique area of the world.

Shoppers—during your stay be sure to sample the wares offered along the beautiful El Paseo in Palm Desert. The Palm Desert Town Center, featuring five major stores and 140 mall shops, is a hot shopping spot.

No matter what type of cuisine is your favorite, you'll find superb restaurants in this quaint desert community. While American and Mexican cuisines are very popular, you can choose from restaurants offering Oriental, Continental, Italian and even Moroccan gourmet fare.

Southern California

Palm Desert is only a two-hour drive away from Los Angeles or San Diego. You might want to take a few days before or after the convention to visit these great vacation spots.

The Los Angeles area provides many popular attractions, including Universal Studios, beautiful beaches, theaters and sports events. Neighboring Orange County offers you Disneyland, Knott's Berry Farm, and a multitude of recreational opportunities.

San Diego is a beautiful city. The world famous San Diego Zoo is an absolute must-see. Sea World is a great place to enjoy a day of family fun. And these are just a few of the attractions this city offers.

Register Now!

The 58th Annual International Convention will be one of the biggest and best events in Toastmasters history. Be a part of it and discover excitement beyond your expectations. Plan now to have "Fun in the Sun" and attend the International Convention at Marriott's Desert Springs Resort and Spa, August 15-19, 1989. ♦

Please use the form on page 30 to register!

After the Convention, Tour World Headquarters

If you are planning to vacation in Southern California after the convention, why not tour World Headquarters in Santa Ana? Tours can be taken during the week of **August 21-25, 1989**. World Headquarters is closed during the convention, and due to preconvention preparation, **tours cannot be offered August 5-20, 1989**. If you would like to visit World Headquarters after the convention, please write: World Headquarters Tours, Toastmasters International, 2200 North Grand Avenue, P. O. Box 10400, Santa Ana, CA 92711.

Get Yourself to Palm Desert

Getting to Palm Desert is easy. Marriott's Desert Springs Resort is located just 13 miles southeast of beautiful Palm Springs, California. Make your travel plans now and take advantage of travel discounts. Remember, the convention registration desk opens at 10 a.m. on August 15, 1989.

- **By Air**—Palm Desert is serviced by the Palm Springs Airport. Most major airlines provide connecting flights which fly into Palm Springs. Marriott's Desert Springs provides a **free shuttle service to the hotel**, departing every 30 minutes. Look for Marriott's free shuttle near the baggage claim area. A hotel courtesy phone is also available at the airport. Ground transportation is available between Los Angeles International Airport, Ontario International Airport and Palm Desert. Call the Airport Coach Company for details: (800) 772-5299.
- **By Rail**—Amtrak provides service to the neighboring city of Indio, California. A cab ride to Marriott's Desert Springs Resort costs about \$10.
- **By Bus**—Greyhound provides bus service to Palm Springs. However, a cab ride from the bus station directly to the hotel will cost about \$25. Save some money and take a \$5 cab ride to the Palm Springs Airport. From the Airport you can take Marriott's free shuttle to the hotel (departs every 30 minutes).
- **By Car**—The Palm Springs/Palm Desert area is about a two-hour drive from Los Angeles or San Diego. Interstate 10 provides access to the city from the east (Arizona) and west (Los Angeles). Take Interstate 10 to Palm Desert. Exit at Bob Hope Drive and proceed south to Country Club Drive. Then turn left and head eastward to Marriott's Desert Springs. If you are driving from the San Diego area, you can take highway 74 north to Palm Desert. Highway 74 turns into Monterey Avenue once you enter Palm Desert. Take Monterey Avenue to Country Club Drive and turn right. Then head east to Marriott's Desert Springs.

Free indoor and outdoor parking is available.

Official Travel Company

Conventions in America has officially been selected to provide special travel services and benefits to Toastmasters and guests attending the International Convention in Palm Desert, California, August 15-19, 1989.

Here is a sample of some of the services and benefits available to you just by calling the toll free number for reservations:

- **At least 45% discounts** on coach class seating and guaranteed discounts on ALL other seat classes (restrictions apply).
- **"Double-check"** reservation system to insure lowest fares on any airline.
- **FREE \$100,000 travel insurance** with each ticket.
- **FREE in-flight drink coupons** with each ticket on American Airlines.
- **Special convention rate discounts** on Alamo rental cars.
- **Tickets mailed to you immediately.**

To take advantage of these special fares and discounts, here is all you do:

- Call toll free **800-942-0098**

Identify yourself and give your special Toastmasters Group Identification Number: 328.

PLUS...WIN A FREE TRIP FOR TWO!!!

When you book your air travel with Conventions in America, you become eligible to win TWO FREE ROUND TRIP TICKETS to any of 150 destinations in the continental United States. (Drawings held quarterly.)

FAMOUS LEADERS

And You

Leaders are made,
not born.

BY THOMAS MONTALBO, DTM

When you hear or read about famous leaders, do you tend to shrug off their successes by saying, "Oh well, they were born great?" It's tempting to think of some as having such great natural abilities that they are destined to become famous? But by doing so, you sell yourself short.

Admiral William F. Halsey of the U.S. Navy once said, "There are no great men, only great challenges that ordinary men are forced by circumstances to meet." And he was right. Leaders are made, not born. Becoming a leader is far more the result of training, experience and circumstance than heredity or inborn traits. Here are some examples:

• Abraham Lincoln

If it had not been for one event—the passage of the Kansas-Nebraska Act, which extended the boundaries of slavery, Lincoln would have remained in his law practice and would not have become president.

Politics had frustrated him. His four terms in the Illinois legislature and one term in the U.S. Congress were unimpressive. When he was defeated for re-election to Congress, he felt dejected and vowed to quit politics and devote his time to his successful law practice.

He stayed out of politics for four years until the Kansas-Nebraska Act was passed, which outraged and energized him. He quickly returned to the political scene, delivered great speeches against the Act and debated its sponsor, U.S. Senator Stephen Douglas.



• Lee Iacocca

His success can be attributed to these events and circumstances:

1. Fired by the Ford Motor Company.
2. Hired by the Chrysler Corporation to resurrect the company from impending bankruptcy.
3. A demanding immigrant father who expected him to excel at everything.
4. Two engineering degrees.
5. His hard-hitting mentor at Ford whom he once referred to as "tormentor."
6. His 32-year experience at Ford, from trainee to company president and all levels of management in between.

• Winston Churchill

If he had died in 1939, at age 64, his name probably would have caused little more than a footnote in the history books. If remembered at all, he would have been known as an eccentric British politician, speaker and author.

He held no cabinet position for eleven years, from 1929 until September 1939. Isolated in the House of Commons, sometimes jeered, scorned and derided, Churchill sounded the alarm about the growing Nazi threat, but nobody listened to his lone voice in the wilderness. He was regarded as politically out of date and thoroughly out of touch with reality.

But in September 1939, Nazi tanks roared across Poland and Churchill was brought back to office. Then in May 1940, at 65, when most people retire,



Lee Iacocca

it took a desperate national crisis to achieve his lifelong ambition of becoming prime minister.

Events and circumstances, not inborn traits, made Churchill a famous leader.

• **Margaret Thatcher**

Two events were crucial in her rise to Britain's top executive office:

1. Her participation in the 1948 Conservative Party's annual conference, where two men were instrumental in getting her first nomination for Parliament.

Although that conference was attended by thousands, by chance these two men were seated next to each other. One was the chairman of the Conservative Party in Dartford, an industrial area. The other was a director of the university bookshop in Oxford, where he had come to know Margaret.

The Dartford man wanted someone to run for a Parliament seat in his area. The bookstore director told him about Margaret, but the Dartford man wasn't looking for a female candidate. After meeting her, at the bookstore director's insistence, the Dartford man suggested that she apply. When the selection committee met, she won the nomination and she was on her way to her first run for Parliament.

2. Defeat of the Conservative Party in the general election of February 1974. This forced Edward Heath to resign as both prime minister and party leader. The election for a new party leader resulted in Thatcher's unexpected victory. At the next general election, she became prime minister.

Leadership is the ability to get other people to do what they don't want to do, and like it.

• **Harry Truman**

When historians compile their lists of the top ten U.S. presidents, Harry Truman usually is ranked eighth. B. Eugene Griessman, in his recent book, *The Achievement Factors*, wrote: "Our nation has never had a more decisive public figure than Harry Truman."

But Truman's life prior to his presidency gave no indication of him ever becoming a famous leader. After completing two terms as county presiding judge (not a judicial but an administrative job in Missouri), Truman, then 50 years old, was not eligible for a third term. He once said that when his work as county judge was over, "then maybe I can run a filling station or something until I've run up my three score and ten and go to a quiet grave."

However, when Tom Pendergast, Democratic boss of Kansas City, asked him to run for the U.S. Senate, Truman accepted the invitation and won. His first term was uneventful, but in his second term as Senator, he got national recognition as chairman of a special committee investigating defense expenditures. That led to his nomination and election as vice president in Franklin Roosevelt's fourth term as president.

Less than three months after his inauguration Roosevelt died, and Truman became president. He had never held an important executive job in his life, and he is the only president in this century who never attended college.

Events and circumstances, not inborn traits, made Truman a famous leader.

You don't know you are a leader until you try.

Can you visualize yourself in any of the leadership roles held by these five famous people? The word "leadership" has an intimidating ring, considering the historic accomplishments of Lincoln and Churchill. That's because their leadership was of majestic proportions and awe-inspiring, therefore presumed unattainable for the ordinary person.

But when you look back on the lives of these five leaders, including Lincoln and Churchill, it's clear that their lives at one point were quite like ours. They reached ultimate success as they exerted extraordinary efforts to cope with certain circumstances or events.

As British author C.P. Snow explained: "Great leaders emerge from circumstances and normally don't create them."

Lincoln himself said, "I claim not to have controlled events, but confess plainly that events have controlled me."

Lincoln faced a stubborn four-year civil war. Iacocca had to resurrect a dying corporation. Churchill fought for the survival of his nation. Thatcher overcame prejudice against female leaders who, despite 20th-century feminism, still are rare at top leadership levels. Truman ended World War II and struggled with gigantic post-war problems both overseas and at home.

Leadership in any field usually results from basic human qualities and skills; you probably have most of them. You use them when participating in Toastmasters club meetings and organizations such as local civic clubs, Parent Teacher Associations or church activities.

The five leaders featured in this article reached the highest level in their fields, but leadership opportunities are plentiful and within reach of most people. Only a few will lead nations and corporations, but many will lead departments, divisions or smaller groups.

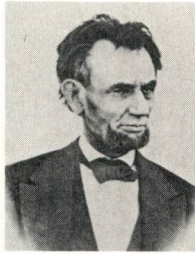
Here's a more typical example: This person spent 34 years in the same company, started as a trainee after college, was promoted several times, and in his last position before retirement held responsibility for the company's worldwide marketing activities. His name is Francis G. Rodgers, also known as "Buck" Rodgers.

In his book, *The IBM Way*, Buck Rodgers wrote, "I don't think anyone is a born leader. A person who aspires to a high managerial position can develop the necessary skills if he or she is ambitious and dedicated enough."

"At IBM," said Rodgers, "we develop self-confidence in our people because we prepare them very well before they make the first call on a customer."

The importance of self-confidence.

Self-confidence is only one of many leadership qualities emphasized in books, seminars and by leaders themselves. Iacocca regards it the most important quality of all. He also stresses communication. "The only way you can motivate people," he says, "is to communicate with them... You've got



"I claim not to have controlled events, but confess plainly that events have controlled me."

Abraham Lincoln

to know how to talk to them, plain and simple ... A good manager needs to listen at least as much as he needs to talk. Too many people fail to realize that real communication goes in both directions."

Iacocca also believes in vision. The agenda he developed for himself and his company included a bold new vision of what Chrysler could and should be. Warren Bennis and Burt Nanus spent four years researching the skills and methods used by 90 American leaders in various fields and reported their findings and conclusions in their book, *Leaders: The Strategies of Taking Charge*.

"All ninety people interviewed," they wrote, "had an agenda, an unparalleled concern with outcome. Leaders are the most results-oriented individuals in the world, and results get attention. Their visions or intentions are compelling and pull people toward them. Intensity coupled with commitment is magnetic...vision grabs. Initially it grabs the leader, then others get on the bandwagon."

Lincoln's single-minded purpose of waging the civil war was his vision of preserving the Federal Union at all costs, because it was worth the sacrifice. Even lesser visions hold the same value for leaders, whether it is instant photography (Edwin H. Land, founder of Polaroid) or fast-food restaurants (Ray Kroc, founder of McDonald's, who said, "You've gotta be able to see the beauty in a hamburger bun.")

But vision is not enough. Lincoln said, "The leading rule for the lawyer, as for the man of every other calling, is diligence." Thatcher echoes the same views as Lincoln. She passionately believes in vision and hard work. Her vision is to bring Britain back to the years when individual enterprise and freedom from governmental interference held sway, instead of the post-war tide of socialism that has transformed her country over the last 30 years.

After Truman's presidency, he said, "The greatest part of the President's job is to make decisions." Historians rate his decisiveness as the major factor in boosting his standing today above his public approval rating during his incumbency.

Churchill summed up his estimate of the human qualities necessary for leadership when he said, "Courage is rightly esteemed the first of human qualities because it is the quality that guarantees all others."

Leaders possess many more qualities, according to management experts who present long lists of characteristics including intuition, common sense, flexibility, resiliency, patience and tolerance. But the basic essentials are: desiring to be a leader; having a vision of success ahead; self-confidence; persuasiveness; stimulating people to action; and perseverance.

As to a definition of leadership, there are as many definitions as there are management experts. Harry Truman, who turned out to be a much more effective leader than most people expected, defined leadership this way: "Leadership

Continued on page 31

DTM

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

- Samuel A. Aaron, 4741-2
- Lahla M. Keiser, 530-4
- Salvador G. Robles, 177-5
- Sally Muraski, 3937-6
- Michael H. Kinsinger, 485-11
- Carlin W. Jacobson, 6470-15
- Jeannie Schulze, 2388-19
- Frank J. Guyer, 1743-30
- John F. Davis, 3682-36
- Nancy S. Deans, 2812-37
- Gayle Y. Reid, 6920-37
- Nora E. Ramirez, 1667-47
- Allan R. Field, 2908-53
- R.G. Jones, 4027-57
- Mary H. Owens, 1298-63
- Brian A. N. Kearne, 3378-70

ATM SILVER

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

- Ronald Roque, 2214-1
- Rita Kane, 1631-3
- Margaret Fagetti, 4014-4
- Hugh Curley, 4460-4
- George E. Poe, 3804-8
- Mary Kay Long, 4564-11
- Donald L. Wright, 4101-16
- Margaret Hope, 59-21
- Weldon L. Merritt, 5929-23
- Judy Clinton, 3374-33
- Leonard Jakubczak, 3421-36
- John Davis, 3682-36
- Leigh F. Anderson, 2882-42
- Novie Gilbert, 4340-44
- Elizabeth Johnson, 1476-52
- Mary Hamilton, 3731-56
- James G. Pearce, 5423-73

ATM BRONZE

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

- Katherine Mason, 5815-4
- Charles Staten, 351-5
- James C. Casterline, 1262-7

- M. John Brugers, 1957-8
- Thomas Costello, 454-16
- Donald L. Wright, 4101-16
- A. Richard Brazis, 281-24
- Ann J. Lockhart, 821-26
- Robert Landrum, 956-29
- Gary Joseph, 3332-33
- Charles L. Reed, 5378-36
- Harry E. Carpenter III, 1193-37
- Marilyn Minden, 64-39
- Leigh F. Anderson, 2882-42
- James A. Brewer, 3735-43
- Pat King, 2123-44
- Robert E. Barnhill III, 5011-44
- Louise Dietrich, 5011-44
- Peter Hung, 1333-53
- Gene Ahlf, 598-57
- Donn L. Black, 1250-57
- D.A. Llan Coutts, 1355-58
- Larry Hodges, 1453-58
- William Gardner, 4373-60
- Lewis Conn, 3834-63
- Russell Reddoch, 3834-63
- Bette Howard, 3410-69
- J.E. Burton, 3761-69

ATM

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

- William Berezky, 231-F
- George Behnke, 1475-F
- Carl Van Hofwegen, 4142-F
- William Murphy, 4397-F
- Mark D. Fletcher, 750-U
- Shelley L. Stockwell, 174-1
- Dean M. Poretz, 613-1
- John M. Hanson, 1398-1
- John A. Jensen, 2577-2
- Walter Carlisle, 4723-2
- Marlene Nicodemus, 1820-3
- Mary L. Madison, 1918-3
- Rob Mason, 2531-3
- Richard Rosenthal, 3152-3
- V. Neal Nikolaissen, 3480-3
- Beverly Burns, 3527-3
- Peggy B. English, 3527-3
- David W. Frome, 3527-3
- Jerry Gaylor, 3527-3
- Ellie Marek, 3527-3
- Judith C. Tingley, 3527-3
- Robert Clarke, 4468-3
- Paul Elder, 5056-3
- Robert Keim, 5241-3
- Nelda Prosser, 5541-3
- David Holmgren, 1877-4
- Joseph Smith, 3088-4
- Richard Smithee, 3768-4
- Don Zook, 4004-4

- William Ryan, 4368-4
- Frank Szafranski, 126-5
- Patricia Cory, 623-5
- Mary Beth Petersen, 851-5
- Elinor McKinney, 1394-5
- Jesse Arreaga, 3743-5
- David R. Harriman, 4405-5
- Jim Canaris, 4525-5
- Robert Gausman, 591-6
- Michael J. Gurda, 679-6
- Bruce Powell, 679-6
- Nancy C. Diekmann, 1505-6
- Jerry Sychowski, 2491-6
- Jackie Carlson, 4535-6
- Merna D. Pease, 4591-6
- Jeffrey Sullivan, 4619-6
- Christopher Sorenson, 4807-6
- David M. Schroeder, 5517-6
- Shari Wilson, 5751-6
- Yvonne Mast, 6052-6
- Donald Kearton, 138-7
- Denise Pfenning, 997-7
- John Prutsman, 1226-7
- Karen Newcomb, 2999-7
- Ann Shelley, 4287-7
- Fred Stratton, 4458-7
- H.R. Pennington, 5573-8
- Donald Baer, 440-9
- Karen Sonray, 3339-9
- John L. Wagner, 2606-10
- Joi Field, 7045-10
- Robert Conley, 1127-11
- Virgle Beeler, 2000-11
- Michael Johnson, 3345-11
- Gene Hembd, 3506-11
- Patrick Lucey, 2255-13
- J.J. Dippel, 1520-14
- Gary Wright, 1520-14
- Jeanie Schoellers, 1713-14
- Jean Embry, 5051-14
- Cal Burgenmeyer, 719-15
- Evelyn Cairns, 2970-15
- Phyllis Calton, 3782-15
- June Chronos, 148-16
- Ronald Elliott, 576-16
- Walter Lowe, 1367-16
- Virginia Reeves, 2496-39
- Roberta Beers, 6870-39
- George Somerville, 524-40
- Thomas M. Coughlin, 509-41
- Ron Giedd, 509-41
- Ronald Sumption, 2234-41
- Don L. Alexander, 438-42
- Dale Hjertaas, 2849-42
- David Crone, 3205-42
- Heather Loveridge, 3296-42
- Milton Adams, 275-44
- Barbara Holland, 763-44
- Harold Smith, 1327-44
- Leta Hatch, 2123-44
- Jana B. Barnhill, 5011-44
- Carol Swain, 6002-44
- Robert Hyde, 2156-45
- Robert Walsh, 546-47

- Robert Parnell, 3274-47
- L. Susan Hayes, 5080-47
- Mary Beth Koechlin, 1987-48
- Ruel R. Caldwell, 2459-48
- Marcelle R. Praetorius, 2482-48
- Klaus D. Roessel, 5665-52
- Claudia Evans, 2532-53
- Stanley Grabowski, 43-56
- Shay Noah, 1722-56
- Charles Hinkle, 2556-56
- Vivian Smith, 4256-56
- Kenneth Schutt, 5268-56
- B. Arthur Breslow, 961-57
- Ardeen Russell-Quinn, 961-57
- Ed Stoermer, 3317-57
- Sue Ann Buddin, 3437-57
- Catherine Latto, 1005-58
- Robert D. Perry, 6270-58
- William Birnie, 4189-60
- Joe A. Dasilva, 4189-60
- Christopher Ford, 3319-61
- Ruth A. Winter, 2826-62
- Lynn Marshall, 3462-62
- Stephen Burgin, 3004-63
- Linda Wilkes, 3834-63
- Marjorie A. Fraser, 1607-64
- Ken Whatman, 4852-64
- Nancy Dreier, 2848-65
- Ruth Matson, 5659-65
- Suzanne Fountain, 771-66
- Lisa Cooper, 2619-66
- Michael Cooper, 2619-66
- Rita Presser, 2661-66
- Marynell Daughtrey, 3142-66
- James Enraught-Moony, 2097-69
- John R.F. Boger, 1091-70
- Kenelm C. Tonkin, 1121-70
- Leigh F. Anderson, 2882-70
- Michael Brennan, 3378-70
- Pamella Vernon, 3378-70
- John V. Holterman, 3827-70
- Maurice Hermann, 5071-70
- Elizabeth A. Fox, 5335-70
- Jane C. Brown, 5483-70
- Robin T. Boddy, 1046-72
- Stephen J. Wilson, 409-72
- Josephine Ward, 1568-73
- Richard Bennett, 5423-73

NEW CLUBS

- District Pacesetters 7188-F
- Colton, CA-2nd Thur., 7 p.m., Colton City Council Chambers, 659 N. La Cadena Dr., (714) 682-3382
- Metaphysical Modulators 7213-F
- Pomona, CA-2nd & 4th

Sun., 1 p.m., La Cabana
Rest., 500 N. Palomares
Ave., (714) 627-3939

Utomo 7203-U

Jakarta, Indonesia-1st & 3rd
Tues., 5:30 p.m., Chase
Plaza, 9th Fl., Jl. Jend,
Sudirman Kav. 21, (021)
588-175

La Grana 7212-U

Autlan, Jalisco, Mexico-Fri.,
8 p.m., Salon Mutualista,
Oregon 76

Visa 7190-4

San Mateo, CA-Mon., 6
p.m., Visa, 3125 Clearview
Way, (415) 570-3126

History Masters 4708-5

El Cajon, CA-4th Mon., 6:45
p.m., Hillside Community
Ctr., 840 Buena Terrace,
(619) 285-9039

Blue Earth Area 7191-6

Blue Earth, MN-Mon.,
noon, White House Cafe,
Highways 169 & 16, (507)
526-2174

**Aveda Challenge Masters
7201-6**

Minneapolis, MN-Fri, 7:45
a.m., Horst Ed. Ctr., 400

Central Ave., S.E., (612)
378-7405

Shakopee 7215-6

Shakopee, MN-First Nat'l
Bank of Shakopee, 129 S.
Holmes St.

Picker 7189-10

Highland Heights, OH-
Wed., noon, Picker Int., 595
Miner Rd., (216) 473-2604

**Allison Torquemasters
7211-11**

Indianapolis, IN-Wed., 4
p.m., Allison Transmission
Div., GM, 4700 W. 10th St.,
(317) 242-6776

CNG/PNG 7196-13

Pittsburgh, PA-Thur., noon,
CNG Tower, 21st Fl. Conf.
Rm., (412) 227-1129

OSU 7193-16

Stillwater, OK-Tues., 6
p.m., Oklahoma State Univ.
Student Union, Dogwood
Rm 113, (405)377-3094

Hilltop Toasters 7214-19

East Moline, IL-2nd & 4th
Sun., 12:30 p.m., East
Moline Corr. Ctr., 100

Hillcrest Rd., (309) 755-4511

Arrowsmith 7202-21

Parksville, B.C., Canada-
Wed., 7 a.m., Bayside Inn,
240 Dogwood St., (604)
248-3142

Centreport 7205-25

Fort Worth, TX-Tues., 12:10
p.m., American Airlines,
4255 Amon Carter Blvd.

Falcon 7216-26

Falcon Air Force Base, CO-
Wed., 11:30 a.m., Bldg. 300,
(719) 550-6399

V.A. Westside 7206-30

Chicago, IL-1st & 3rd Tues.,
3:30 p.m., Westside V.A.
Medical Ctr., 820 S. Damen
Ave., Rm A314, (312)
666-6500 x3484

Bull Masters 7195-31

Brighton, MA-Tues., 11:30
a.m., Honeywell Bull Inc.,
38 Life St., (617) 783-6513

GPU 7192-38

Reading, PA-1st Tues., &
3rd Wed., 11:30 a.m.,
General Public Utilities, Rt.
183 & Van Reed Rd., (215)
375-5344

Warner Lambert

Toastmasters Club I 7217-46
Morris Plains, New

Jersey-1st & 3rd Tues.,
Warner Lambert Co., 201
Tabor Rd., (201) 540-2746

Zenith Masters 7194-52

Woodland Hills, CA-alt
Wed., 4:30 p.m., Zenith Ins.
Co., 21255 Califa St., (818)
594-5227

Facilities' Orators 7210-52

Los Angeles, CA-1st & 3rd
Thur., noon, Facilities Mgt.
Dept., 550 S. Vermont Ave.,
(213) 738-2137

Fast-Trackers 7199-58

Hilton Head Island, SC-2nd
& 4th Thur. 7:15 a.m., Holi-
day Inn, Coligny Cr., (803)
681-8889

Coopers & Lybrand 7204-66

Richmond, VA-2nd & 4th
Tues., noon, Coopers &
Lybrand, 7th & Franklin
Blvd., Suite 1000, (804)
643-0234

Naturally N'Awlins 7207-68

Metairie, LA-2nd Thur., 7
p.m., (504) 837-7425

Able Spirited Cadre 7198-70

Guildford, N.S.W.,
Australia-1st & 3rd Fri., 1:30
p.m., Guildford Comm.

A Top Ten Tool For Your Club's Personal Computer



**Version 3.6
with over 20
significant
new features**

Meeting schedules and agendas, Education
planning, Club Management Plan, Member
interest, Progress charts, Reminder letters,
Guest Status, Guest letters, Mailing list,

Promotional letters,

Year end status, Checkbook, Dozens
of reports, Club History,
much more...and easy to use.

Requires: IBM/PC/XT/AT or
workalike with 512K RAM.

Proven success in Top Ten Clubs
Inquire about upgrades and versions
for other Personal Computers

Send \$42.00 for four disk set to
ATC, 804 Jordan Lane,
Huntsville, Alabama 35816
Satisfaction Guaranteed.

(205) 895-9187

GET INTO ACTION!

It's time to put your membership building skills to work with the
GET INTO ACTION program.

During the months of March, April and May, you can receive
special recognition by bringing in new members.

RECOGNITION

- **GET INTO ACTION** banner ribbon—for recruiting
5 new members.
- **TOASTMASTERS TROPHY CUP**—for adding 10 or
more members to your club.
- **TOP CLUB** banner ribbon—to the club in each
district that recruits the most members.

**SO DON'T DELAY—
GO GET 'EM!**



Ctr., (02) 632-6546

Nenagh 7197-71

Nanagh, County Tipperary,
Ireland-1st & 3rd Tues., 8
p.m., O'Meara's Hotel,
Pearse St., (067) 31126
NZI 7208-72

Auckland, New
Zealand-2nd & 4th Tues.,
5:15 p.m., NZI House, 3/13
Shortland St., (09) 397-000

Downtown NZI 7209-72

Auckland, New Zealand-1st
& 3rd Tues., 5:15 p.m., NZI
House, 3/13 Shortland St.,
(09) 397-000

Highlanders 7200-75

Jamindan, Capiz,
Philippines-Wed., 7 p.m.,
Camp Peralta Jr., Conf.
Rm., 3ID, PA

ANNIVERSARIES

60 Years

Santa Barbara, 5-33

50 Years

Owatonna, 134-6

45 Years

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

40 Years

Vapor Trails, 203-5
Granite City, 679-6
Chinook, 40-9
Capitol Hill, 709-16
The Big D, 713-25
Santa Rosa, 182-57
Capitol City, 639-62

35 Years

Elgas, 1508-5
Dan Patch, 1280-6
White Rock, 1495-25
Tri-City, 1438-35
West Allis, 1480-35
Saint John, 1479-45
Hardware City, 1461-53
Elmira-Corning, 1498-65
Tidewater, 1469-66

30 Years

Overlake, 2889-2
Greater Cleveland, 2825-10
Gold Mine, 241-37

25 Years

De Witt, 3744-19
Boeing Vertol, 3716-38

20 Years

NWNL, 3107-6
Redmond, 468-7
Downtowners, 1325-19
Road Toasters, 1761-24
Visalia, 909-33
Cy-Pace, 3375-38
Eye Openers, 3718-40
Lakes Region, 2559-45
Ingham, 3208-69

15 Years

U.S.C., 3787-1
Single Desert Voices, 441-3
Atomic, 1141-4
Nugget Masters, 1877-4
Sylvania, 1880-4
Midpark, 354-10
Henderson No. 1, 278-11
Murat Shrine, 1211-11
Transportation, 2187-19
Denison, 3288-19
Tower Talkers, 392-22
Southeast Toasters, 2742-24
Washtenaw, 3054-28
Kraft, 2923-30
Buzzard Point Speakers, 259-36
Dialoguers, 1149-36
Phenix, 1152-36
Old Georgetown Road, 1766-36
Early Bird, 1061-44
Gaffney, 3556-58
Sheridan Park, 628-60
Embassy Diplomats, 3492-61
Hi-Noon, 653-64
Logistics, 1287-66

10 Years

Cathedral City, 118-F
IEC, 479-F
Speaking First, 355-3
CSC Speakeasies, 3538-5
Hon Industries, 1039-19
Walter Gage, 3169-21
Leavenworth Daytime, 282-22
Meadowlark, 2210-22
Ideal, 2282-23
Rockwell Communicators, 3665-25
Synergists, 2383-31
Speakeasies, 2992-31
Sound Barrier, 384-33
Mount Vernon, 3336-36
Voices of PR Georges, 3459-36
Independence Square, 1524-38
Trinity Christian, 2241-44
Yonge-Bloor, 1830-60
Harpeth View, 3376-63
Communicators, 1990-65
Orange, 2802-70
East Coast Bays, 2071-72
Victorian Bnai Brith, 1593-73

TOASTMASTERS INTERNATIONAL

**CONFERENCE / CONVENTION
CALENDAR**

1989 REGIONAL CONFERENCES

► **REGION I/June 23-24**

RED LION INN, Columbia River, Portland, Oregon
Contact: John Woodworth, ATM-S, 11515 South West
Welch Court, Beaverton, OR 97005

► **REGION II/June 16-17**

THE BILTMORE, Los Angeles, California
Contact: Janice Hutcherson, DTM, 25765 Hogan Drive #G8,
Valencia, CA 91355

► **REGION III/June 23-24**

WESTIN HOTEL, Tulsa, Oklahoma
Contact: Mike Sauter, DTM, 365 Turkey Creek Road,
Bartlesville, OK 74006

► **REGION IV/June 9-10**

SHERATON CENTRE, Regina, Saskatchewan
Contact: Helgi Goodman, DTM, 3803 Bow Bay, Regina,
Saskatchewan, CANADA S4S 7E1

► **REGION V/June 2-3**

HYATT DEERFIELD, Deerfield, Illinois
Contact: Jerry Boehm, DTM, 3803 North Kane Avenue,
McHenry, IL 60050

► **REGION VI/June 16-17**

PITTSBURGH AIRPORT MARRIOTT, Pittsburgh,
Pennsylvania
Contact: Irene Martin, DTM, 202 Gilbob Street, Fairmont,
WV 26554

► **REGION VII/June 9-10**

HEADQUARTERS PLAZA HOTEL, Morristown, New Jersey
Contact: Lee Abramson, DTM, 11 Stanley Place, Edison,
NJ 08817

► **REGION VIII/June 2-3**

SHERATON PERIMETER HOTEL, Birmingham, Alabama
Contact: Henry Hyche, DTM, 2260 Farley Road, Birm-
ingham, AL 35226

1989 INTERNATIONAL CONVENTION

MARRIOTT'S DESERT SPRINGS
August 15-19, Palm Desert, California

1990 INTERNATIONAL CONVENTION

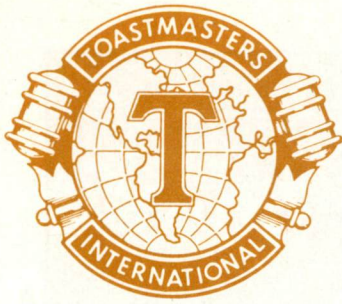
LOEWS ANATOLE HOTEL
August 14-18, Dallas, Texas

1991 INTERNATIONAL CONVENTION

ATLANTA HILTON AND TOWERS
August 13-17, Atlanta, Georgia

1992 INTERNATIONAL CONVENTION

BALLY'S LAS VEGAS
August 18-22, Las Vegas Nevada



TOASTMASTERS 58th ANNUAL CONVENTION

August 15-19, 1989

Marriott's Desert Springs Resort and Spa
Palm Desert, California

MAIL THIS PART TO: Toastmasters International, P.O. Box 10400, Santa Ana, CA 92711 (This form is not to be used by International Officers, Directors, Past International Presidents or District Governors elected for 1989-90.)

To attend general sessions on Wednesday, Thursday and Friday, a registration badge will be required. Preregister and order event tickets now! You must be registered to purchase tickets to any event except the International Speech Contest. ATTENDANCE AT ALL MEAL EVENTS AND THE SPEECH CONTEST WILL BE BY TICKET ONLY. Advance registrants will receive a receipt by mail. Tickets can be claimed at the registration desk beginning Tuesday, August 15.

ALL ADVANCE REGISTRATIONS MUST REACH WORLD HEADQUARTERS BY JULY 15.

- _____ Member Registrations @ \$45.00 \$ _____
- _____ Joint Registration: Husband/Wife (both Toastmasters) @ \$65.00 \$ _____
- _____ Spouse/Guest Registrations (each) @ \$20.00 \$ _____
- _____ Tickets: **Golden Gavel Luncheon** (Wednesday, August 16) @ \$21.00 \$ _____
- _____ Tickets: **Toastmasters & Guests Luncheon** (Thursday, August 17) @ \$18.00 \$ _____
- _____ Tickets: **DTM Luncheon** (Thurs., August 17) (Note DTM# _____) @ \$18.00 \$ _____
- _____ Tickets: **"Beach Party" Fun Night** (Thurs., August 17, Dinner, Show) @ \$34.00 \$ _____
- _____ Tickets: **President's Dinner Dance** (Fri., Aug. 18, Dinner, Dancing, Program) @ \$34.00 \$ _____
- _____ Tickets: **International Speech Contest** (Sat., August 19) @ \$7.00 \$ _____

(PLEASE NOTE: Continental breakfast items will be available for purchase prior to the contest).

TOTAL \$ _____

Check enclosed for \$ _____ (U.S.) payable to Toastmasters International. **Cancellation reimbursement requests not accepted after July 31. Cancellations not accepted on site.**

(Please Print)

Club No. _____ District _____

NAME _____

SPOUSE/GUEST NAME _____

ADDRESS _____

CITY _____ STATE/PROVINCE _____

COUNTRY _____ ZIP CODE _____

NO. CHILDREN ATTENDING _____ AGES _____

If you are an incoming club or district officer, please indicate office: _____

Please check here if you need special services due to a disability. We will contact you before the Convention.

Please check here if this is your first TI Convention.

A

MAIL THIS PART TO: Marriott's Desert Springs, 74-855 Country Club Drive, Palm Desert, CA 92260

All reservation requests must be accompanied by the first night's deposit in order for the reservation to be processed and confirmed. Deposits are refundable with 10 DAYS ADVANCE NOTICE. Upon arrival, the deposit will be applied to your final night's stay. An earlier departure will result in forfeiture of the deposit, unless the hotel receives 10 DAYS ADVANCE NOTICE of the earlier departure date.

All reservations must be received at the Desert Springs by **JULY 15, 1989**. Requests prior to and after convention dates will be accepted on a space available basis only. Convention rate applies two days prior and two days following official meeting date.

NAME: _____

ADDRESS: _____

CITY, STATE, ZIP: _____

BUSINESS PHONE: _____

Please check: **Deluxe Single Occupancy (1 person): \$76.00***

Deluxe Double Occupancy (2 people): \$76.00*

Sharing with _____ **

Suites are available at \$205.00 and up. Call hotel for details.

* All rates subject to 8% sales tax.

** For persons beyond two per room, there is an additional charge of \$10.00 per person per night.

TOASTMASTERS INTERNATIONAL 58th ANNUAL CONVENTION August 15 - 19, 1989

I plan to arrive: _____ DATE _____

I plan to depart: _____ DATE _____

Transportation to and from the Airport is available on a scheduled basis. There is an Airport Courtesy phone.

Anticipated time of arrival at the resort _____

Airline _____

Flight No. _____

Credit Card No. _____ Exp. _____

AX VS MC DC CB Check is enclosed

Please Note: Check-in time is 4:00 pm.

Check-out time is 12 noon.

Call Hotel Reservations for details: (619) 341-2211

Management's Better Half

Continued from page 20

develop better links to the outside world can give an executive a finely tuned leadership team.

- Train subordinates to help train their managers in leadership.

Who sees leadership more clearly than subordinates? Strong subordinates are a powerful force in building strong business leaders. Indeed, quality subordinates are both a consequence and a cause of strong leadership.

We are moving toward developing strong leaders and strong followers, or rather, developing strong leaders by developing strong followers, and vice versa. Paradoxical? No. Leaders can be forceful, even when seeking and respecting a subordinate's opinions. Strong leaders can listen carefully to the views of colleagues and still be articulate in expressing their own. Effective leaders can be quite persuasive, yet be strongly influenced by people who report to them. Leaders can make excellent decisions, but are wise to do so only after weighing the collective wisdom of subordinates and peers.

Typically, people have been taught how to relate downward to subordinates, but not upward to managers. Organizations are beginning to teach people how to inform and confront their superiors. Subordinates trained to communicate with their managers make those managers more effective leaders. Their feedback hones the leaders' skills.

The Shift to Commitment

Growing concern with leadership is at least partly the result of our changing work force. The formulas that produced successful business enterprises in past decades may no longer be applicable. In a recent Harvard Business Review article, Richard Walton described the change as a shift from "control" as the organization's fundamental impetus to one of "commitment."

Managers control. Leaders create commitment. Leadership historically has been seen as a mysterious phenomenon, but we now know it consists, at least in large part, of observable behaviors that can be taught. Given the powerful training techniques at our disposal, we can now make leadership development as available as management development.

One last thought, taken from that United Technologies ad in *The Wall Street Journal*: "If you want to manage somebody," it said, "manage yourself. Do that well and you'll be ready to... start leading." ♣

John H. Zenger is president of Zenger-Miller Inc., a Cupertino, CA, supplier of management and leadership training programs.

Reprinted with permission. Copyright by Zenger-Miller, Inc.



"Courage is rightly esteemed the first of human qualities because it is the quality which guarantees all others."

Winston Churchill

Famous Leaders and You

Continued from page 26

is the ability to get other people to do what they don't want to do, and like it."

Training, not heredity, makes the leader.

The idea of becoming a leader can seem overwhelming. When reading that leaders are born, not made, many decide not to bother trying. It's more comforting to say of a famous leader, "Oh, he's a genius." But that rationalization is just an excuse. Psychologist John V. Gilmore's research supports the thesis that success in leadership is far more the result of training than heredity.

Many people allow themselves to fail, not because they lack sufficient brainpower, but because they lack perseverance. In school Albert Einstein was such an unimpressive student that his teachers believed he would never be successful at anything. He went on to become one of the greatest scientists of this century. When he died, his brain was removed from the body so that experts could examine it for clues to the mystery of Einstein's genius. They found his brain to be just like yours and mine.

Thomas Edison, another genius, once said, "If we did everything we are capable of doing, we would literally astound ourselves." Genius or not, learning and dedication to competence are necessary for success.

Jack Nicklaus, the champion golfer, made an important point when he observed, "A lot of guys out there are more talented than I am, but through the years I've passed them by many times. It's pretty easy to figure out why. They didn't know how to learn and didn't try to learn to get better."

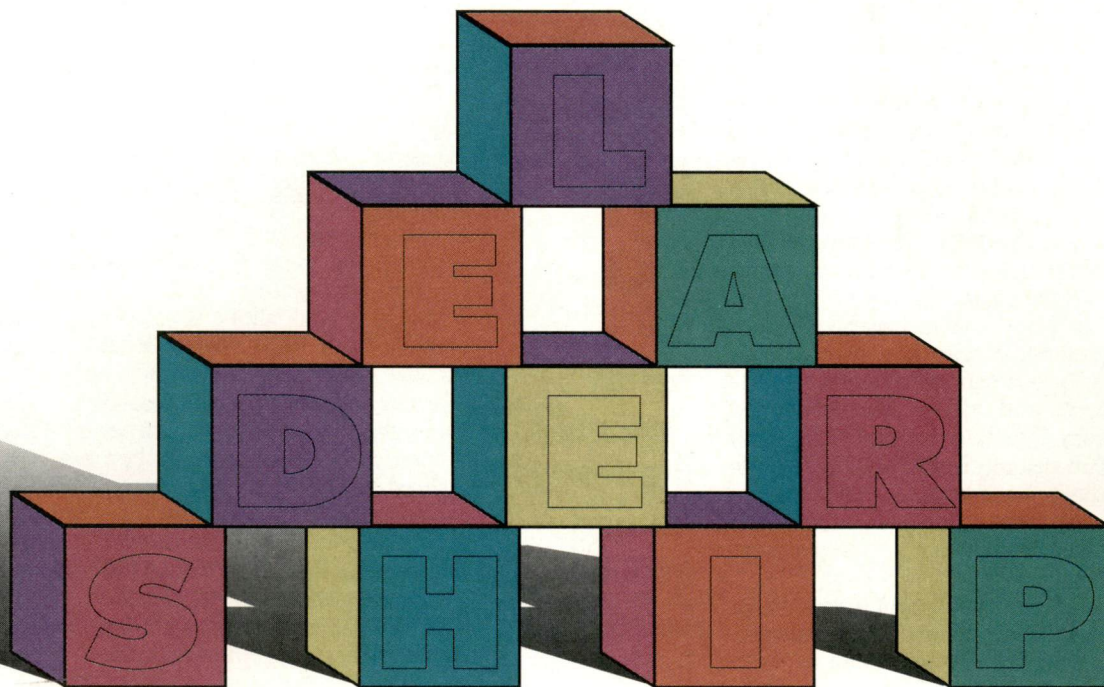
Research confirms that successful leaders have a considerably higher level of language development than others, illustrating the strong tie between communication and leadership. That's why Toastmasters manuals are called "Communication and Leadership Programs." As Toastmasters, all of us are potential leaders.

Year after year corporations spend millions of dollars to train their employees for leadership positions. At minimum cost, Toastmasters International provides members with not only educational materials for learning leadership, but also various opportunities to apply leadership techniques at the club, area and district levels, to the international level. It's an ideal arrangement: you learn theory and apply what you learn.

Leadership is one of those things you don't know you can do until you try it. What have you got to lose? Try it. ♣

Thomas Montalbo, a member of Sparkling Toastmasters Club 3602-47 in St. Petersburg, Florida, has received a Presidential Citation for his articles in *The Toastmaster*. He is the author of *The Power of Eloquence*, a book on public speaking published by Prentice Hall in 1984.

Leadership Builders



Here are tools to help you develop and improve your leadership skills.

NEW! **255. Leadership, Part I: Characteristics of Effective Leaders (Success/Leadership Module).** This educational seminar program explores the qualities, values and styles effective leaders display. Contains material for 10 participants; additional components may be ordered through the Supply Catalog. \$30 plus \$3 shipping

NEW! **256. Leadership, Part II: Developing Your Leadership Skills (Success/Leadership Module).** This seminar program helps participants develop Leadership skills such as team-building and coaching. Contains material for 10 participants. \$30 plus \$3 shipping

258. The Situational Leader Program. This two audio-cassette/book combination enables you to learn situational leadership concepts in your car or at home. \$29.95 plus \$3 shipping

79-B. When You Preside by John D. Lawson. This book teaches methods for effective decision-making and motivational techniques. \$11.50 plus \$2 shipping

258-B. The Situational Leader (Book Only). \$13.50 plus \$2 shipping

200. Chairman. This useful manual contains information for anyone called

upon to chair a meeting. \$2 plus \$.50 shipping

226-D. The Discussion Leader (Advanced C & L Manual). \$2 plus \$.50 shipping

226-F. Speeches By Management (Advanced C & L Manual). \$2 plus \$.50 shipping

NEW! **246. Winning With Words.** This eight audio-cassette program will help you build and enjoy a masterful vocabulary. \$59.95 plus \$3 shipping

6603. Pocket Pointer. Extends to 25½". Matte black with gold-plated trim and imprint. \$6 plus \$1 shipping

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

TOASTMASTERS INTERNATIONAL
P.O. Box 10400, Santa Ana, CA 92711 U.S.A.

Please send me:

Quantity

- ___ Code 258 The Situational Leader Book/Cassette Program @ \$32.95*
- ___ 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*
- ___ Code 226-F Speeches By Management @ \$2.50*
- ___ Code 6603 Pocket Pointer @ \$7.00*

*Price includes shipping and handling charges. California residents add 6% sales tax. **PAYMENT MUST ACCOMPANY ORDER.**

My check or money order for \$ _____ is enclosed.

Please bill against my: MasterCard / VISA (circle one)

Credit Card No. _____ Expiration Date _____

Signature _____

Name _____

Club No. _____ District No. _____

Address _____

City _____ State/Province _____

Country _____

Zip _____